

## ORDINARY COUNCIL MEETING

# AGENDA

**27 JANUARY 2016**

**at 4:00 PM**

**COPACC - Colac**

Next Meeting:  
24 February 2016  
COPACC Meeting Rooms, Colac



### *Our Vision*

A sustainable community with a vibrant future.

### *Our Mission*

Council will work with our community and partners to provide:

- Innovative leadership, good governance and financial accountability
- Value for money, accessible and appropriately targeted services
- A strong advocacy and engagement approach to achieve a truly liveable community

### *Our Values*

Council will achieve its Vision and Mission by acting with:

- Respect
- Integrity
- Goodwill
- Honesty
- Trust

### *Our Strategic Direction*

The four pillars of our Council Plan indicate our key strategic direction for 2013-2017.

An underlying principle in the development of the Council Plan was to more effectively integrate service delivery.

Pillar 1: Good Governance

Pillar 2: A Planned Future

Pillar 3: A Place to Live and Grow

Pillar 4: A Healthy Community and Environment

### *Our Councillors*

Cr Frank Buchanan (Mayor), Cr Brian Crook, Cr Michael Delahunty, Cr Stephen Hart, Cr Lyn Russell, Cr Chris Smith, Cr Terry Woodcroft (Deputy Mayor).



# Ordinary Meeting of Council

## Welcome

Welcome to this Meeting of the Colac Otway Shire Council

Council Meetings are an important way to ensure that your democratically elected representatives are working for you in a fair and transparent way. They also allow the public to be involved in the decision making process of Council

## About this meeting

There are a few things to know about tonight's meeting. The agenda itemizes all the different parts to the meeting. Some of the items are administrative and are required by law. In the agenda you will also find a list of all the items to be discussed this evening.

Each report is written by a Council officer outlining the purpose of the report, all relevant information and a recommendation. Council will consider the report and either accept the recommendation or make amendments to it. All decisions of Council are adopted if they receive a majority vote from the Councillors present at the meeting.

In accordance with Local Law 4, agenda items will be considered as follows:

- The item is introduced by the Mayor and Councillors are invited to ask questions of relevant officers
- A mover and a seconder of a motion is called for and if there is any Councillor who wishes to oppose the motion.
- The mover will then be invited to speak to the motion, followed by the seconder and then, if required, the Councillor who opposed the motion.
- Remaining Councillors will be given the opportunity to speak for or against the motion.
- If any Councillor speaks against the motion, the mover will be given the right of reply.
- There will be no further discussion of the item once the vote has been declared.

## Public Question Time

Provision is made at the beginning of the meeting for general question time from members of the public. Matters relating to routine Council works should be taken up with Council's Customer Assist Staff.

Up to thirty minutes may be provided for Question Time. This is at the discretion of the Mayor.

Residents are encouraged to lodge questions in advance so that a more complete response can be given.

Questions can be submitted in writing up until 5.00pm on the Monday prior to each Council meeting. There is also provision for questions to be asked from the gallery. If you would like to ask a question during Question Time, it would be appreciated if you could please fill in the blue "Public Question Time – Council Meetings" form located in the meeting rooms and hand to the COPACC Duty Supervisor.

Questions relating to a topic on the agenda may be taken on notice and responded to after the meeting. Responses to questions taken on notice will be tabled at the following meeting and included in the minutes of that meeting.

## Hearing of Submissions

Any person who has made a written submission on an item and requested that she or he be heard in support of that written submission pursuant to section 223 of the *Local Government Act 1989* will be entitled to address Council.

When the relevant item is listed for discussion, the Mayor/Chairperson will call your name and ask you to address the Council. The length of time available to each speaker is five minutes.

## Recording of Meetings

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

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

# COLAC-OTWAY SHIRE COUNCIL MEETING

27 JANUARY 2016

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# COLAC OTWAY SHIRE COUNCIL ORDINARY MEETING OF COUNCIL

NOTICE is hereby given that the next **ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL** will be held in COPACC - Colac on 27 January 2016 at 4.00pm.

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## 1. OPENING PRAYER

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

## 2. APOLOGIES

## 3. DECLARATION OF INTEREST

Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989, direct and indirect conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting. Declaration of indirect interests must also include the classification of the interest (in circumstances where a Councillor has made a Declaration in writing, the classification of the interest must still be declared at the meeting), ie:

- a) direct financial interest
- b) indirect interest by close association
- c) indirect interest that is an indirect financial interest
- d) indirect interest because of conflicting duties
- e) indirect interest because of receipt of an applicable gift
- f) indirect interest as a consequence of becoming an interested party
- g) indirect interest as a result of impact on residential amenity
- h) conflicting personal 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.

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

## 4. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

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

Colac Otway Shire encourages community input and participation in Council decisions. Council meetings provide an opportunity for the community to ask Council questions, either verbally at the meeting or in writing.

Please note that Council may not be able to answer some questions at the meeting. These will be answered later.

Council meetings enable Councillors to debate matters prior to decisions being made. I ask that we all behave in a courteous manner.

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

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

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

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

## **5. QUESTION TIME**

A maximum of 30 minutes is allowed for question time. To ensure that each member of the gallery has the opportunity to ask questions, it may be necessary to allow a maximum of two questions from each person in the first instance. Once everyone has had an opportunity to ask their initial questions, and if time permits, the Mayor will invite further questions.

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

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

## **6. TABLING OF RESPONSES TO QUESTIONS TAKEN ON NOTICE AT PREVIOUS MEETINGS**

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

## **7. PETITIONS/JOINT LETTERS (if required)**

## **8. CONFIRMATION OF MINUTES**

As per Governance Local Law No 4, clause 34:

- **Ordinary Council Meeting held on the 16/12/15**

**Recommendation**

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

**34. Objection to Confirmation of Minutes**

- (1) If a Councillor is dissatisfied with the accuracy of the minutes, then he or she must:
  - (a) state the item or items with which he or she is dissatisfied; and
  - (b) propose a motion clearly outlining the alternative wording to amend the minutes.
- (2) Except where sub-clause (1) applies, no vote shall be recorded against a motion to adopt the minutes.



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**OM162701-1 OPERATIONAL PLAN SECOND QUARTER PERFORMANCE  
REPORT SEPTEMBER - DECEMBER 2015**

AUTHOR:	Margaret Giudice	ENDORSED:	Mark Lyons
DEPARTMENT:	Corporate Services	FILE REF:	11/95679

### **Purpose**

This report provides information to Council and the community on the progress of achieving the key activities in the Operational Plan 2015-2016 for the second quarter of the financial year, ending 31 December 2015.

### **Declaration of Interests**

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

### **Background**

The Council Plan for 2013-2017 was created subsequent to Council elections on 27 October 2012. Following a review of the planning framework, the Council Plan has been positioned as our high level strategic document and an annual Operational Plan introduced to provide more detailed information relating to implementation of Council's goals and strategies.

The Operational Plan follows the structure of the Council Plan with its four key themes or 'pillars' of: Good Governance, A Planned Future, A Place to Live and Grow and A Healthy Community and Environment. It contains details of short term projects, significant recurrent work programs and other activities that were formerly included in the Council Plan.

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

#### **Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

#### *Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

As noted above, this report discusses performance against the Operational Plan 2015-2016.

### **Issues / Options**

The attached report provides Council with the second quarterly progress report against the Operational Plan 2015-2016, as at 31 December 2015.

The Operational Plan is structured around the four Pillars of the Council Plan 2013-2017:

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

In addition to the strategies contained in the Council Plan, the Operational Plan has the Key Strategic Activities and Operational Activities for the current financial year that contribute to achieving the goals of the Council Plan. The Operational Plan is reviewed annually and forms the basis for each Department's annual Business Plans and Budgets.

The Operational Plan contains 41 actions for the 2015-2016 financial year. Progress is measured cumulatively over the year, with a target set for each quarter. For the December quarter the target is 50%. In the attached report 'traffic lights' are used to reflect progress against target for each action.

At the close of the December quarter, 68% of the actions achieved target, or better. Of those actions achieving less than 50% completion, the majority are expected to reach acceptable results during the remainder of the financial year.

As at 31 December 2015 the organisation is on track to achieve a successful delivery of operational plan outcomes for this financial year.

### **Proposal**

That Council considers the quarterly report as provided.

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

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

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

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

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

Applied in preparation of the Operational Plan and adoption of budgets.

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower. The method selected would be to inform when preparing the Operational Plan and Budget. This is a quarterly report for the information of Council.

### **Implementation**

The Operational Plan 2015-2016 and Budget are already implemented and operating.

### **Conclusion**

The Operational Plan Progress Report reflects the progress to date for the second quarter of the 2015-2016 year, with the majority of actions well underway.

### **Attachments**

1. Operational Plan Second Quarter Progress Report 20151231

### **Recommendation(s)**

***That Council receives the 2015-2016 Operational Plan Second Quarter Performance Report for the three months ending 31 December 2015.***

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**OM162701-2 RE-ELECTION OF S86 COMMITTEE OF MANAGEMENT**

|             |                    |           |               |
|-------------|--------------------|-----------|---------------|
| AUTHOR:     | Mark Lyons         | ENDORSED: | Sue Wilkinson |
| DEPARTMENT: | Corporate Services | FILE REF: | 11/96658      |

**Purpose**

To consider the appointment of newly elected committee members to the Warrion Hall S86 Committee of Management

**Declaration of Interests**

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

**Background**

Council appoints committees of management under section 86 of the *Local Government Act 1989* as special committees of Council to act in accordance with rules and conditions of appointment adopted by Council. The purpose of the committees is to manage the operations of the facilities. Council policy is that committee of management members are appointed for a three (3) year term.

A meeting to appoint new members to the Warrion Hall committee of management was conducted on 8 December 2015.

**Council Plan / Other Strategies / Policy**

**Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

*Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

**Issues / Options**

**Option 1**

To appoint the nominees as elected by the committee of management. Council's policy is that committee of management members are appointed for a three (3) year term or less where applicable.

The current three (3) year term for these committees of management has been completed and the nominations of community persons have been elected to be on the committees for a period of three years and requires Council endorsement.

**Option 2**

Not to appoint the community persons elected. It is an important process that each three (3) years the members of the particular community/facility consider the membership of the S86 committee. Council's policy is that committees of management members are appointed for a three (3) year term or less where applicable.

### **Proposal**

It is proposed to appoint the following community persons to the Warrion Hall committee of management for a term of three (3) years until 23 January 2019.

Warrion Hall     Tony Mahoney, Colin Bayne, Lynette Facey, Peter Facey, Kathy Mahoney, Pat Ilett, Graeme Inglis, Lesley Inglis, Alan Chant, Isabel Chant, Barbara Hallyburton, Malcolm Hallyburton, Andrew Kerr, Steven Chant, Peter Ponton

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

Each committee holds their own bank account and administers budgets set by the Committee in accordance with funds within these accounts.

Each committee is required to provide copies of annual financial statements/treasurer's report to Council.

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

Each committee has been provided with a Risk Management and Insurance Manual developed for Council Committees of Management.

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

Nil

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected has been to inform and consult. Advertisements were placed in the local media seeking nominations to the committee. Consultation also took place with Committee members as to the preferred time for the meetings to be held.

### **Implementation**

A letter will be forwarded to the management committee advising them of Council's endorsement of the appointment of the committee members.

### **Conclusion**

The decision to appoint the committee as Special Committee of Council is in keeping with Council's policy of working with its community in the management of halls, reserves and other facilities throughout the Shire.

### **Attachments**

Nil



**Recommendation(s)**

***That Council:***

1. ***Pursuant to section 86 of the Local Government Act 1989, resolves to appoint the following nominated members to the Warrion Hall Committee of Management until 23 January 2019:***

|                            |                                                                                                                                                                                                                                          |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Warrion Hall</i></b> | <b><i>Tony Mahoney, Colin Bayne, Lynette Facey, Peter Facey, Kathy Mahoney, Pat Ilett, Graeme Inglis, Lesley Inglis, Alan Chant, Isabel Chant, Barbara Hallyburton, Malcolm Hallyburton, Andrew Kerr, Steven Chant, Peter Ponton</i></b> |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

2. ***In accordance with section 81 sub-section(2) sub-section(a) of the Local Government Act 1989, resolves to exempt members of the committee from being required to submit a primary or ordinary conflict of interest return in accordance with this section.***
3. ***Advises the committee that a copy of minutes of meetings held be forwarded to Council for its record after each meeting and that a treasurer's report be provided on an annual basis.***

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**OM162701-3 G21 MEMORANDUM OF UNDERSTANDING**

|             |                    |           |               |
|-------------|--------------------|-----------|---------------|
| AUTHOR:     | Mark Lyons         | ENDORSED: | Sue Wilkinson |
| DEPARTMENT: | Corporate Services | FILE REF: | F12/3384      |

**Purpose**

The purpose of this report is seek Council agreement to extend its membership of G21 for a further period of four years.

**Declaration of Interests**

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

**Background**

Council has been a member of the G21 Regional Alliance since 2003. The advantage gained through this membership has been the advocacy for projects of significant importance and funding of programmes.

The agreement to belong to the G21 Regional Alliance comes through the Memorandum of Understanding.

The Current MOU expires in June this year and Council has been approached to indicate its ongoing commitment to the Alliance and to sign a new MOU.

**Council Plan / Other Strategies / Policy**

**Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

*Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

**Issues / Options**

Council can either opt to remain in the Alliance or decide not to take up the option of renewing its membership.

**Proposal**

It is proposed that Colac Otway Shire sign the new MOU and thereby continue to be a member of the G21 Regional Alliance.

**Financial and Other Resource Implications**

The cost of the membership is set out in the MOU and would result in annual membership fees of \$42,294, \$43,351, \$44,435 and \$45,546 respectively over the next four years starting from July 2016.

The current membership fee for the current financial year is \$46,000.

**Risk Management & Compliance Issues**

It is generally expected that Councils would belong to a Regional Alliance such as G21.

There is currently no mandatory requirement to do this. However if Council were to withdraw from the Alliance it could damage our reputation with fellow Council members of the Alliance and affect our State and Federal funding opportunities.

**Environmental and Climate Change Considerations**

Not applicable

**Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be to inform.

**Implementation**

Council is recommended to continue its relationship with G21 Regional Alliance for the next four year period.

**Conclusion**

It is of significant value to Colac Otway Shire and its constituents to belong to the G21 Regional Alliance.

**Attachments**

1. G21 Memorandum of Understanding 1 July 2016 - 30 June 2020

**Recommendation(s)**

***That Council authorises the Mayor to sign the Memorandum of Understanding with the G21 Regional Alliance committing Colac Otway Shire to the Group for the next 4 Years.***

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**OM162701-4 CONTRACT 1541 - MCLEOD STREET RECONSTRUCTION**

|             |                                   |           |               |
|-------------|-----------------------------------|-----------|---------------|
| AUTHOR:     | Andrew Kavanagh                   | ENDORSED: | Ingrid Bishop |
| DEPARTMENT: | Infrastructure & Leisure Services | FILE REF: | F15/10690     |

**Purpose**

Council approval is required to award Contract 1541 – McLeod Street Reconstruction for which tenders have been received.

**Declaration of Interests**

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

**Background**

Tenders closed on 2 December 2015 for reconstruction works on McLeod Street, Colac, from Robertson Street to Hart Street.

The contract is a lump sum which includes approximately 175 lineal metres of road construction and replacement of existing footpath, kerb and channel and driveway crossings. Additional drainage works are also included in the scope of works.

The contract is a lump sum with no provision for rise and fall and practical completion to be achieved by 30 April 2016.

A provisional item is included in the tender sum for dayworks.

Tenders were received from the following contractors (in alphabetical order):

**Lake & Land Pty Ltd**

**R Slater & Sons Pty Ltd**

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy and Tenders/Quotations and Purchasing Procedure*.

All tenders were evaluated and scored using the following selection criteria:

| <u>Criteria</u>             | <u>Weighting</u> |
|-----------------------------|------------------|
| Tendered price              | 50               |
| Capacity and resources      | 25               |
| Experience and track record | 25               |

The Tender Evaluation Panel consisted of the following members:

Manager Asset & Property Services  
Capital Works Engineer  
Contract Governance Coordinator

Tenderers must also satisfy Colac Otway Shire Council that they meet requirements for:

- Occupational health & safety
- Financial viability

The submission by **R Slater & Sons Pty Ltd** was assessed by the tender evaluation panel as the best tender. It scored highest on the selection criteria and is recommended for acceptance by Council.

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

#### **Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

#### *Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

#### **Issues / Options**

It is considered necessary to award the contract and proceed with the construction works for McLeod Street, Colac, to ensure increasing maintenance issues are managed. It is within the 2015/2016 budget and is in compliance with Council's commitment to construct the works.

#### **Proposal**

It is proposed to accept a tender and engage the recommended contractor to complete the reconstruction works this financial year.

The Tender Evaluation Panel selected R Slater & Sons Pty Ltd as the preferred tenderer as their submission was best value and scored highest on the selection criteria.

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

The preferred tender is within Council's budget allocation for this project.

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

The preferred tenderer, R Slater & Sons, has a good track record of management of risks and completion of contracts to specification and on time. Council should be confident that contracting with this contractor will manage exposure to occupational health and safety issues and any non-compliance issues with the contract.

R Slater & Sons has provided details to confirm it has in place an effective, suitable occupational health and safety system. Its systems are certified to the Civil Contractors Federation (CCF) based on ISO 9000 for quality management and AS/NZ 4801 for occupational health and safety management.

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

The Contractor is required under the contract to provide a suitable, approved environmental plan which will actively prevent incidents and occurrences.

The construction site is located in the urban area which is considered low risk for environmental concerns provided proper construction techniques are undertaken.

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be to inform. The tender was advertised in the Colac Herald on 30 October 2015 and the Geelong Advertiser on 31 October 2015. The tender was also advertised on the Council's website and via Tenderlink.

Prior to commencement of works on site and the closure of McLeod Street (local traffic excepted) a public notice is to be placed in the local newspaper to advise of pending operations. Also, prior to undertaking works affected residents will be notified directly with a letterbox drop and other appropriate methods.

### **Implementation**

Upon Council's approval, the Contract will be awarded and works will be programmed to commence. If successful, R Slater & Sons Pty Ltd proposes to commence works in early February 2016 and will complete all works by practical completion on 30 April 2016 as specified in the tender documents.

### **Conclusion**

A recommendation is made to award the contract to R Slater & Sons Pty Ltd to complete works in McLeod Street.

The tender by R Slater & Sons Pty Ltd is recommended by the Tender Evaluation Panel and offers the best value to Council.

### **Attachments**

Nil

### **Recommendation(s)**

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

- 1. Awards Contract 1541 for McLeod Street Reconstruction to R Slater & Sons Pty Ltd at the lump sum tender price of \$303,693.40 (excluding GST)***
- 2. Delegates to the Chief Executive Officer authority to sign and place under Council seal the contract documents following award of Contract 1541.***

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**OM162701-5 CONTRACT 1545 - BUSTY ROAD RECONSTRUCTION**

|             |                                   |           |               |
|-------------|-----------------------------------|-----------|---------------|
| AUTHOR:     | Andrew Kavanagh                   | ENDORSED: | Ingrid Bishop |
| DEPARTMENT: | Infrastructure & Leisure Services | FILE REF: | F15/11930     |

**Purpose**

Council approval is required to award Contract 1545 – Busty Road Reconstruction for which tenders have been received.

**Declaration of Interests**

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

**Background**

Tenders closed on 16 December 2015 for reconstruction works of the full length of the sealed section of Busty Road, Apollo Bay.

The contract is a lump sum contract for approximately 3.0 km of sealed pavement reconstruction. The works include upgrades to existing culverts including new headwalls and rock beaching, pavement rehabilitation and sealing and a minor extent of vegetation removal. It is intended to retain existing road widths and widening of Busty Road does not form part of this project.

Tenderers were also requested to submit prices for optional works being the supply and installation of 215 guide posts (option 1) and the removal of a pine tree alongside a section of the works (option 2).

The contract is a lump sum with no provision for rise and fall and practical completion to be achieved by 30 May 2016.

A provisional item is included in the tender sum for dayworks.

Tenders were received from the following contractors (in alphabetical order):

**Deja Eight Pty Ltd**

**R Slater & Sons Pty Ltd**

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy* and *Tenders/Quotations and Purchasing Procedure*.

All tenders were evaluated and scored using the following selection criteria:

| <u>Criteria</u>             | <u>Weighting</u> |
|-----------------------------|------------------|
| Tendered price              | 50               |
| Capacity and resources      | 25               |
| Experience and track record | 25               |

The Tender Evaluation Panel consisted of the following members:

Manager Asset & Property Services  
Capital Works Engineer  
Contract Governance Coordinator

Tenderers must also satisfy Colac Otway Shire Council that they meet requirements for:

- Occupational health & safety
- Financial viability

The submission by **Deja Eight Pty Ltd** was assessed by the tender evaluation panel as the best tender. It scored highest on the selection criteria and is recommended for acceptance by Council.

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

#### **Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

#### *Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

#### **Issues / Options**

It is considered necessary to award the contract and proceed with the construction works for Busty Road, Apollo Bay to ensure increasing maintenance issues are managed. It is within the 2015/2016 budget and is in compliance with Council's commitment to construct the works.

#### **Proposal**

It is proposed to accept a tender and engage the recommended contractor to complete the reconstruction works this financial year.

The Tender Evaluation Panel selected Deja Eight Pty Ltd as the preferred tenderer as their submission was best value and scored highest on the selection criteria.

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

The preferred tender is within Council's budget allocation for this project.

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

The preferred tenderer, Deja Eight Pty Ltd, has a good track record of management of risks and completion of contracts to specification and on time. Council should be confident that contracting with this contractor will manage exposure to occupational health and safety issues and any non-compliance issues with the contract.

Deja Eight Pty Ltd has provided details to confirm it has in place an effective, suitable occupational health and safety system.

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

The Contractor is required under the contract to provide a suitable, approved environmental plan which will actively prevent incidents and occurrences.

The construction site is located in an area which is considered low risk for environmental concerns provided proper construction techniques are undertaken.

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be to inform. The tender was advertised in the Colac Herald on 13 November 2015 and the Geelong Advertiser on 14 November 2015. The tender was also advertised on the Council's website and via Tenderlink.

Prior to commencement of works on site a public notice is to be placed in the local newspaper to advise of pending operations. Also, prior to undertaking works affected residents will be notified directly with a letterbox drop and other appropriate methods.

### **Implementation**

Upon Council's approval, the Contract will be awarded and works will be programmed to commence. If successful, Deja Eight Pty Ltd proposes to commence works in February 2016 and will complete all works by practical completion on 30 May 2016 as specified in the tender documents.

### **Conclusion**

A recommendation is made to award the contract to Deja Eight Pty Ltd to complete works in Busty Road, Apollo Bay.

The tender by Deja Eight Pty Ltd is recommended by the Tender Evaluation Panel and offers the best value to Council.

### **Attachments**

Nil

### **Recommendation(s)**

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

- 1. Awards Contract 1545 for Busty Road Reconstruction to Deja Eight Pty Ltd at the lump sum tender price of \$663,691.95 (excluding GST), including options for supply and installation of guide posts and pine tree removal.***
- 2. Delegates to the Chief Executive Officer authority to sign and place under Council seal the contract documents following award of Contract 1545.***

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**OM162701-6 CONTRACT 1547 - SUPPLY AND DELIVER GRADER**

|             |                                   |           |               |
|-------------|-----------------------------------|-----------|---------------|
| AUTHOR:     | Andrew Kavanagh                   | ENDORSED: | Ingrid Bishop |
| DEPARTMENT: | Infrastructure & Leisure Services | FILE REF: | F15/12443     |

**Purpose**

Council approval is required to award Contract 1547 – Supply and Delivery of Grader for which tenders have been received.

**Declaration of Interests**

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

**Background**

Tenders closed on 18 December 2015 for the supply and delivery of a grader with freeroll roller.

A Caterpillar 120H grader with freeroll roller registered SRS 948 purchased in January 2004 is proposed to be traded for the new plant.

The following tenders were received:

| <b>Tenderer</b>                            | <b>Make/Model</b> |
|--------------------------------------------|-------------------|
| Hitachi Construction Machinery (Australia) | John Deere 670G   |
| Hitachi Construction Machinery (Australia) | John Deere 670GP  |
| Komatsu Australia                          | GD555_5           |
| William Adams                              | Caterpillar 12M   |

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy and Tenders/Quotations and Purchasing Procedure*.

All tenders were evaluated and scored using the following selection criteria:

| <b><u>Criteria</u></b>          | <b><u>Weighting</u></b> |
|---------------------------------|-------------------------|
| Tendered price                  | 50                      |
| Suitability of vehicle tendered | 20                      |
| Performance of vehicle tendered | 15                      |
| Plant availability              | 5                       |
| Warranty offered                | 5                       |
| Local content                   | 5                       |

The Tender Evaluation Panel consisted of the following members:

Manager Services and Operations  
Team Leader – Maintenance and Construction  
Supervisor Mechanic  
Contract Governance Coordinator

The Tender Evaluation Panel recommended that the **William Adams** tender for the **Caterpillar 12M** for \$409,000.00 (excluding GST) provided the best value and is the highest scoring tender. The plant conforms fully with the tender specifications.

The Tender Evaluation Panel further recommended accepting the trade-in offer of \$91,000 (excluding GST) from William Adams. The Panel determined that greater value for money would be achieved in accepting the trade-in offer rather than sending the plant to auction.

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

#### **Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

#### *Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

#### **Issues / Options**

The existing plant needs to be replaced due to age and condition. Ongoing maintenance and reliability issues will become worse over time. This will impact on the operations of Council's Services and Operations unit..

#### **Proposal**

It is proposed that Council dispose of the existing Caterpillar grader and freeroll roller and purchase a suitable replacement as recommended. It is further proposed that Council accept the trade-in offer of the preferred tenderer.

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

The change-over cost for the grader is within and is in line with the plant replacement budget requirements.

Total plant replacement program includes allowance for replacement plant and income from plant traded or sold at auction.

The change-over costs of the proposed new plant are within the available funds.

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

Purchase of the new plant is in accordance with Council's occupational health and safety requirements where equipment has been specified and reviewed. Necessary documentation is to be provided with the new plant on delivery.

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

No outstanding environmental issues have been raised.

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected was to inform. A private tender was issued to preferred suppliers through a Preferred Supplier Deed created by the National Procurement Network (NPN). The NPN comprises local government associations from Victoria, Northern Territory, South Australia, Western Australia, Tasmania and Queensland. Suppliers were appointed as preferred suppliers through a public tender for Plant Machinery & Equipment issued by the NPN in June 2015.

### **Implementation**

Upon Council's approval the Contract will be awarded and the new plant purchased. Delivery is expected within four (4) weeks after notifying the successful tenderer.

### **Conclusion**

A recommendation is made to award the contract to William Adams for purchase and trade-in. The changeover sum is within the budget.

### **Attachments**

Nil

### **Recommendation(s)**

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

- 1. Awards Contract 1547 for Supply and Delivery of one Caterpillar 12M grader to Williams Adams at the changeover price of \$318,000.00 (excluding GST, stamp duty and registration costs) inclusive of trade-in.***
- 2. Delegates authority to General Manager, Infrastructure & Leisure Services to sign the contract documents following award of Contract 1547.***

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**OM162701-7 PLANNING SCHEME AMENDMENT C84 - REZONING OF LAND AT  
150 SAND ROAD, GLENAIRE**

|             |                                  |           |             |
|-------------|----------------------------------|-----------|-------------|
| AUTHOR:     | Blaithin Butler                  | ENDORSED: | Brydon King |
| DEPARTMENT: | Development & Community Services | FILE REF: | F15/5257    |

**Purpose**

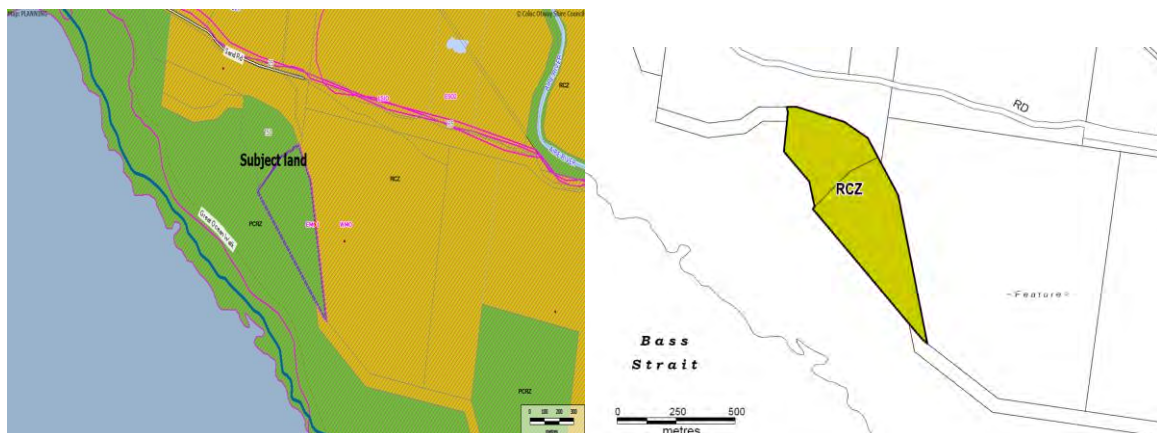
To recommend that Council adopts Planning Scheme Amendment C84, which proposes to rezone land at 150 Sand Road, Glenaire and submits the amendment to the Planning Minister for approval.

**Declaration of Interests**

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

**Background**

The amendment affects two parcels of land at 150 Sand Road, Glenaire. This property comprises three lots, known as CA 2027, CA 2028 and Lot 1, TP328718. The amendment affects two of the lots: Crown Allotment 2027 and Crown Allotment 2028.



The amendment would rezone Crown Allotment 2027 and Crown Allotment 2028 from Public Conservation and Resource Zone (PCRZ) to Rural Conservation Zone (RCZ). The Bushfire Management Overlay and the Schedule 1 to the Erosion Management Overlay would continue to apply to the land.

The land in question is in private ownership as a result of a series of land swaps that commenced thirty (30) years ago between the State Government and the landowner. Crown Allotment 2028 was the subject of a land exchange, with the current owner granted the freehold title on 14 April 2010. Crown Allotment 2027 was sold direct to the owner on 11 April 2012.

The land was not rezoned at the time the ownership changed, and the two parcels remain in the PCRZ.

The amendment is required to rezone the land, consistent with the Minister's Direction on form and content of planning schemes under Section 7(5) of *Planning and Environment Act 1987*, which states:

*"A planning scheme may only include land in a Public Use Zone, a Public Park and Recreation Zone or a Public Conservation and Resource Zone if the land is Crown land, or is owned by, vested in or controlled by a Minister, government department, public authority or municipal council."*

As the land is in private ownership, the application of the Public Conservation and Resource Zone no longer makes proper use of the Victoria Planning Provisions. The most appropriate zone to apply to the privately owned land is the Rural Conservation Zone, consistent with the balance of land at 150 Sand Road, Glenaire.

The rezoning of the land at Sand Road had previously been proposed as part of Colac Otway Amendment C77, a prescribed amendment. However, the rezoning did not meet the criteria of Regulation 9A of the *Planning and Environment Regulations 2005*. It was, however, noted by the then Department of Transport, Planning and Local Infrastructure that the rezoning of the Sand Road land was logical, given the change in ownership. The Department recommended that Council initiate a separate amendment to rezone the land in question.

#### Exhibition of Amendment

Council requested an exemption from most of the notice requirements of section 19 of the *Planning and Environment Act 1987* (the Act), on the basis that the amendment is simple, would ensure compliance with the Minister's Direction on the form and content of planning schemes under section 7(5) of the Act, and would apply an appropriate zone to land in private ownership.

In making this request, it was noted that letters of support for the amendment had already been obtained from the landowner, the owners of neighbouring land, and the Department of Environment and Primary Industries (DEPI), which incorporated the views of Parks Victoria.

The requested exemption from the notice requirements of section 19 of the Act was granted, with the sole requirement for Council being to give notice to prescribed Ministers pursuant to section 19(1)(c) of the Act and Regulation 8 of the *Planning and Environment Regulations 2005* for a minimum of 2 weeks.

Details of the amendment were sent to the prescribed Ministers on 16 December 2015. No responses were received.

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

##### **A Planned Future**

Creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

*Our Goal:*

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

This amendment would apply the most appropriate zone (RCZ) to privately owned land, consistent with the balance of land at 150 Sand Road, Glenaire.

**Issues / Options**

As noted above, Council was exempted from most of the notice requirements of section 19 of the *Planning and Environment Act 1987*. Notice of the amendment was limited to the prescribed Ministers, none of which responded. Council may, therefore, adopt or abandon Amendment C84.

If Council resolves to adopt Amendment C84, it must submit the amendment to the Minister for Planning for approval. If Council resolves to abandon the amendment, it must notify the Minister of its decision.

**Proposal**

It is recommended that Council adopt the amendment and submit it to the Minister for Planning for approval in accordance with the relevant provisions of the *Planning and Environment Act 1987*.

**Financial and Other Resource Implications**

The financial cost of the amendment is being borne by Council as part of its strategic planning budget.

**Risk Management & Compliance Issues**

The risks associated with this amendment are associated with the private landowner being restricted in using or developing the land due to its current zoning.

**Environmental and Climate Change Considerations**

There are no direct environmental or climate change considerations associated with the amendment.

**Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected for this amendment has been to inform, consult and collaborate. As noted above, Council was granted an exemption from most of the notice requirements of section 19 of the Act. However, prior to seeking authorisation from the Minister to prepare the amendment, letters of support were obtained from the landowner, the owners of neighbouring land, and the Department of Environment and Primary Industries (DEPI), which incorporated the views of Parks Victoria.

The requested exemption from notice was granted, with the sole requirement for Council being to give notice to prescribed Ministers pursuant to section 19(1)(c) of the Act and Regulation 8 of the *Planning and Environment Regulations 2005* for a minimum of 2 weeks. This was undertaken, with letters sent to the prescribed Ministers on 16 December 2015. No responses were received.

### **Implementation**

Planning Scheme Amendment C84 has been prepared and the required notification undertaken. In order to finalise the amendment's implementation, it must be adopted and then referred to the Minister for Planning for approval.

### **Conclusion**

Amendment C84 seeks to rectify an anomaly in the maps of the Colac Otway Planning Scheme where two parcels of privately owned land are inappropriately zoned Public Conservation and Resource Zone. The land is part of a larger holding and has been used for agricultural practices for a number of years. The surrounding privately owned land is zoned Rural Conservation Zone (RCZ).

This amendment would remove the current public land zoning from the private land and return it to its appropriate zone. No submissions were received against the proposal. It is recommended that the amendment be adopted by Council and submitted to the Minister for approval.

### **Attachments**

Nil

### **Recommendation(s)**

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

- 1. Pursuant to section 29 of the Planning and Environment Act 1987, adopt Amendment C84 without changes.***
- 2. Pursuant to section 31 of the Planning and Environment Act 1987, submit the adopted Amendment, together with the prescribed information, to the Minister for Planning for approval.***

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**OM162701-8 IMPLEMENTATION OF IMPROVEMENTS TO PLANNING SERVICE**

|             |                                  |           |               |
|-------------|----------------------------------|-----------|---------------|
| AUTHOR:     | Brydon King                      | ENDORSED: | Sue Wilkinson |
| DEPARTMENT: | Development & Community Services | FILE REF: | F15/5482      |

**Purpose:**

To detail the program of improvements to be implemented to enhance the delivery of Council's Planning services for the Colac Otway community.

**Declaration of Interests**

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

**Background**

Local government in Victoria is experiencing significant change. The sector is facing financial insecurity which in turn has the potential to effect service levels. Increasing financial pressures caused by dramatic funding cuts, cost shifting, declining government grants, infrastructure renewal requirements and more recently the introduction of rate capping are prevalent. In addition, year to year we are experiencing a steady increase in demand for our services and managing competing community expectations within an often complex regulatory environment.

For Colac Otway Shire Council, **a business as usual approach will not be enough** if we are to endure in the future.

Council is committed to supporting our community both now and in the future by creating opportunities that underpin the economy and the ongoing health and wellbeing of the community and to provide the community with high quality, coordinated and sustainable services, facilities and infrastructure.

To do this we need to be committed to good governance and accessible and transparent processes. We need to be strategic and agile and focus on the delivery of quality outcomes that deliver Council's vision and goals for the future. Key to this will be a focus on service improvement, collaboration with the community and a commitment to fostering innovation and best practice.

**A focus on improving Council's planning services**

In order to address the challenges faced by the local government sector, a comprehensive, staged review of all of Council's services is programmed to occur. This work aims to ensure that Council is positioned to deliver ongoing improvement and best practice in all of our services to the community.

Even though Statutory Planning has shown an improvement in performance over the last 3 years the first of these programmed service reviews. Planning was specifically prioritised by the CEO to address clear feedback from the community that the service needed improvement (for example in the 2014 Local Government Satisfaction Survey planning was identified as one of Council's lowest rated services).

Although significant work has occurred internally within the department during the past 12 months to improve its service delivery, in order to determine a program of impactful and lasting reform, Council appointed Glossop Town Planning to carry out an independent and comprehensive review of the Council's planning department and to make recommendations on all areas for improvement.

Glossop are well credentialed specialists in the industry and were selected because of their proven ability and experience in providing open and independent advice about planning services and identification of the areas for improvement.

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

The planning services review relates to the following pillars in the Council Plan:

#### **Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

#### *Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

#### **A Planned Future**

Creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

#### *Our Goal:*

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

#### **Issues / Options**

Work to improve Council's planning services has already begun to yield positive results for our community. As a result of streamlining processes, significantly reduced application processing times have been delivered from an average of 76 statutory days in May 2014, to 43 days in May 2015.

This is a substantial improvement and provides a solid basis for other reforms which can help reduce "red tape", streamline and accelerate the planning application process and deliver on our goal of making the community's interactions with Council clearer and more straightforward as well as more responsive and transparent.

#### **Methodology**

Glossop reviewed all aspects of Council's planning service, including customer service, culture, staffing levels and identified opportunities for improvement of processes which would contribute to more efficient and streamlined planning permit processing times.

As part of this work, benchmarking took place against other Councils that are considered to provide good planning services. In addition, Glossop led detailed consultation sessions with recent users of our service and permit applicants and conducted interviews with a small number of service users to get a better understanding of the standard of service people want from Council.

Specifically, Glossop undertook the following;

- Face to face discussions with Planning staff, and other staff who interact with planning processes
- Group workshop with the Planning team
- Face to face interviews with regular community users of the planning permit process
- Online survey forwarded to all applicants who received a decision on a planning permit application in 2014 (16 responses).
- Telephone and face to face interviews with Councillors
- Telephone interviews with external referral authorities such as VicRoads, CFA and the water authorities.

The outcomes of the Glossop review provide a clear roadmap to take Councils planning services to the next level and this roadmap is summarised in the Glossop summary report for public release attached

### **Report Recommendations**

The Glossop Review advised that whilst the performance of the Department is comparable to other Councils on planning permit processing and there have significant improvements in performance achieved recently, there are ways in which the service can be further improved.

The report notes that: *“the PPARs data for June and July 2015 indicates that more than 80% of Colac Otway Shire’s permit applications were determined within the statutory timeframe over this two month period. This is a significant improvement in real terms year on year, particularly given Council’s (small) increased permit load.”*

Glossop provided a report with 28 recommendations for action, which are categorized by priority from high to low. **All of the recommendations are accepted and will be implemented as part of our commitment to continuous improvement and reform of our planning services.**

Key outcomes of the Glossop Report are summarised below;

#### Performance/Customer Service/Engagement

The review found that Council has an experienced team, and received a “fair grade” in terms of the number of applications determined within the statutory time frame (71% within 60 days in 2014/15). Only one of the other four benchmarked Councils performed better in 2014/15.

The report notes that *“importantly, Council’s performance has improved year on year over the last three years.”*

This is considered to be an acknowledgement of service improvement focus that has been present in recent years as a forerunner to the recently completed review.

The review also noted that the average gross number of days to determine an application has also been trending downwards over the last three years (this is the total time taken from lodgment to decision, without excluding time when the statutory ‘clock’ is stopped, such as when further information is submitted). The Planning Department reduced the average processing time from 65 days in 2014 to 40 days in 2015.

Notwithstanding this improvement, it is noted that the average gross days for decision is still relatively high when compared with other councils.

The review accepts that is partly a product of the time taken for applicants to produce technical reports required by some of the planning controls, but indicates that this contributes to the perception of applicants about the time taken for a decision. It highlights the opportunity to improve the information our staff give to our customers early in the planning process to reduce the number of requests for further information, and ensure our customers have a clear understanding of what is required of them.

The review emphasizes that while the data suggests that the timeliness of processing of planning applications is relatively good, and comparable to other Councils, there is a clear perception amongst external stakeholders that there are excessive delays. The review highlights the opportunity to provide for a more customer focused system built on pragmatic and solution focused outcomes that simplify interactions for customers from the first time applicant to the regular users of the system.

A key opportunity that is recommended is to appoint a customer service planner to regularly deal with customers at the counter and phone and that will oversee a fast track process for simpler applications.

This is one of the most significant recommendations of the review by establishing a more central point of contact for enquiries, with the aim for more consistent advice and greater responsiveness to customers. This role will allow for consistent interaction with customers and for developing and implementing a fast track process for simpler applications.

In response to this recommendation, **Council has begun the process of introducing a fast track planning service**, to speed up the processing time for minor planning applications. The recruitment process for a Fast Track planner is currently underway using existing resources.

This role will be dedicated to fast tracking the assessment of applications deemed to be straightforward and able to be processed without advertising or the need for external referrals. These include applications for things like front fences, business signs, repainting a heritage building and the construction of a shed. Fast track applications will be determined within 10 business days from lodgement, provided all required information is provided by applicants. It is anticipated that details of the fast track will be available by the end of March 2016.

By providing a dedicated staff member to these types of applications, senior planners are in turn able to focus on the more complex applications which take more time, thereby improving efficiencies across the board.

#### Resourcing and strategic planning

The review found that the Planning Department is reasonably well resourced compared to other councils when taking into account the permit load of the statutory planning unit, and that Council is also appropriately resourced in terms of the level of administrative support available for qualified planners. The review found that staff 'permit loads' are reasonable for a Council of its size, but that the process at Colac Otway is resource intensive compared to some other benchmarked Councils.

The review found that whilst the statutory planning unit is appropriately resourced relative to its annual planning permit load, the strategic planning unit is comparatively under resourced compared to benchmark Councils, stating that where it is typical for councils to allocate approximately 30-45% of its skilled work base within the Department to focus on strategic planning, Colac Otway's proportion is approximately 25%.



Notwithstanding the Glossop observations regarding low strategic planning resources, it is noted that Council has undertaken a significant number strategic projects over recent years.

This includes the Colac & Apollo Bay Car Parking Strategy, Rural Living Strategy, structure plans for Birregurra and Forrest, the Birregurra Neighbourhood Character Study, Heritage Strategy, Apollo Bay Harbour amendment, Development Plans at Elliminyt and more recently the Domestic Waste Water Management Plan and Colac 2050 Project, which is currently underway. This work has provided a very solid platform for local decision making that reflects the community's values.

The Glossop review highlights the opportunity for Council to simplify the planning scheme controls and potentially reduce red tape in some existing planning controls and it suggests resourcing of this should be undertaken.

**It is agreed that Council will prioritize the preparation of a planning scheme amendment to reduce unnecessary planning requirements.** Any changes to the planning scheme which remove unnecessary permit requirements has the potential to reduce the regulatory burden on land owners and improve the community's perception of Councils planning service.

The strategic work plan has been revised to enable this work to commence early in 2016. Whilst this will delay some previously planned strategic work such as the development of policy for advertising signs, a gaming policy and growth potential in Alvie, Cororooke and Beeac, deferment of these projects is considered appropriate.

#### Internal Referrals

The review has identified opportunities to improve internal referral responses on planning permit applications. It is common practice for applications to be sent to the other areas of for comment where issues may arise with respect to those Department's interests eg drainage, traffic management, vegetation values, public open space, etc.

Development of more coordinated referral responses has been initiated through the planning department. Consistent with the recommendations provided in the report, **Council will streamline referral processes to ensure efficient responses from internal departments** to assist with timely and robust decisions on permit applications. This is a significant opportunity to reduce the time taken to determine planning permit applications.

#### Customer Service/Engagement

The review also recommends that a Service User Engagement Policy be developed for stakeholder engagement by staff within the department, documenting expectations about how staff will engage with applicants and objectors during the process, and to provide more consistency about the way that consultation meetings with objectors are conducted.

The review indicates that proactive customer contact with an applicant to discuss application status, further information requirements etc could improve service perceptions given the feedback from external users of the system are not kept informed of the process and progress of applications.

In response to this recommendation, Council will **implement and publish service standards** for the Planning Unit. These will be monitored and publicly reported against and will include things such as timeframes for registering and determining applications, advertising processes and referrals.

In addition, Council will document how planning staff will communicate with applicants and objectors throughout the process to ensure that a high level of communication is maintained. Direct contact with applicants to keep them informed at various stages of the process, highlighting issues where necessary, is one of the key opportunities to improve perceptions of the service.

#### Technology

The Glossop report recommends that Council explore opportunities to improve IT systems used within the planning department to help provide greater efficiency and access to information. Investigations of improved IT systems will be considered as part of broader IT strategies and as part of future budget processes.

The Glossop Planning Services Review has provided independent analysis of the key opportunities to provide a more customer focused planning service that triages simpler applications. The review report provides key recommendations to be actioned to consolidate continuous improvement reform that has been commenced within the planning department.

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

The costs of the planning service review was funded through the current 15/16 budget.

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

The review of the planning service has provided clear recommendations to help improve the service and help manage issues of risk associated with lack of performance and reputational issues from the users of the planning system.

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

There are no direct environmental or climate change considerations associated with the amendment.

#### **Community Engagement**

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

The review undertook consultation with a range of stakeholders that have had contact with the planning system to inform the recommendations in the review report.

#### **Implementation**

All recommendations within the Glossop review will be implemented as outlined in Attachment 2.

In addition to the service improvement outlined in the Glossop review other work is occurring to develop more streamlined planning outcomes to support the rebuilding process in Wye River and Separation Creek as the result of the recent bush fire.

Council is working with the State Government to develop appropriate regulatory controls to support the rebuilding process and to ensure appropriate resources are available to deliver an efficient service to support land owners rebuilding dwellings.

#### **Conclusion**

Council is committed to continuous improvement across all of its services.

Planning is regarded as one of the most complex and contentious functions across all Victorian local Councils.

A commitment to leading a high quality service and facilitating high quality, consistent decision making aligned with Council's policies and objectives is critical if integrated outcomes are to be delivered that build on the amenity and liveability of our community.

The Glossop Review provides a number of recommendations following a comprehensive assessment of the current operations of the unit.

Importantly, the Review has found that Council has already achieved a number of improvements in its performance recently. The Glossop recommendations as outlined in this report provide a clear roadmap for further improvements to ensure a more responsive and agile service to our community.

All recommendations in the Glossop report will be implemented during 2016 consistent with Council's commitment to service improvement.

#### **Attachments**

1. Planning Service Review - Glossop Summary Report for public release
2. Colac Otway Shire Implementation Plan for Planning Service 20160121

#### **Recommendation(s)**

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

- 1. Notes the Glossop Planning Services review Report dated January 2016 and support the implementation of the 28 recommendations in the report.***

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**OM162701-9 MINUTES OF THE OLD BEECHY RAIL TRAIL COMMITTEE**

|             |                                   |           |               |
|-------------|-----------------------------------|-----------|---------------|
| AUTHOR:     | Nicole Frampton                   | ENDORSED: | Ingrid Bishop |
| DEPARTMENT: | Infrastructure & Leisure Services | FILE REF: | 11/96660      |

It has been previously agreed to by Council that the minutes of the Old Beechy Rail Trail Committee should be included in the Council agenda once any confidential items have been identified and the minutes have been confirmed by the Committee.

Attached are the Minutes from the meeting held 5 October 2015.

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

**Attachments**

1. Meeting Minutes - Old Beechy Rail Trail - 5 October 2015

**Recommendation(s)**

***That Council notes the Minutes of the Old Beechy Rail Trail Committee for 5 October 2015.***

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**OM162701-10 ASSEMBLY OF COUNCILLORS**

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Alison Richardson  | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5960   |

**Introduction**

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

**Definition**

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

It is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision or the exercise of a delegated authority and which is either of the following:

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

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

**Advisory Committees**

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

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

**Councillor briefings**

One type of meeting that is clearly an assembly of Councillors is the type of regular meeting, commonly referred to as a “Councillor Briefing” or similar name where Councillors and staff meet to discuss issues that are likely to come before Council for decision.

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

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

While these meetings have no authority to make Council decisions, they are generally assemblies of Councillors and subject to conflict of interest disclosures.

**What records are to be kept**

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

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

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

**Assemblies of Councillors**

The following Assemblies of Councillors have been held:

- |                                |                  |
|--------------------------------|------------------|
| • Councillor Briefing Session  | 16 December 2015 |
| • Councillor Bushfire Briefing | 5 January 2016   |

**Attachments**

1. Assembly - Councillor Briefing - 20151216
2. Assembly - Bushfire Briefing - 20160105

**Recommendation(s)**

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

- |                                              |                                |
|----------------------------------------------|--------------------------------|
| • <b><i>Councillor Briefing Session</i></b>  | <b><i>16 December 2015</i></b> |
| • <b><i>Councillor Bushfire Briefing</i></b> | <b><i>5 January 2016</i></b>   |

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**OM162701-11 COSTIN ST FOOTPATH, APOLLO BAY (CR STEPHEN HART)**

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 27 January 2016:

*That Council:*

1. *Notes that Apollo Bay Commuter Footpath Strategy adopted at the Council meeting on 28 May 2014 doesn't reflect the importance of Costin Street, Apollo Bay as a route to the Apollo Bay school by classifying the route as a "local" route which means that a special charge scheme would be required to fund any extra footpath*
2. *Notes that Costin Street, Apollo Bay already has a footpath from its intersection with Montrose Ave to Costin Street's intersection with Cawood Street*
3. *Understands that the cost to construct the footpath on Costin Street from its intersection with McLennan Street to join the footpath which already exists on Costin Street from Montrose Avenue is approximately \$17,000 and that the extra path represents one block*
4. *Understands that the cost to construct the footpath on Costin Street from McLennan Street to Seymour Crescent is approximately \$11,000 in addition to the amount at point 3*
5. *Resolves that the Apollo Bay Commuter Footpath Strategy is amended to the extent necessary to reclassify Costin Street from a "local" path to a "secondary" path due to its importance as a route to the Apollo Bay School. In doing so, Council acknowledges that the cost of constructing the extra footpath in Costin Street should be borne by Council*
6. *Resolves that the construction of the footpath on Costin Street from where it intersects with McLennan Street to join the existing footpath where Costin Street intersects with Montrose Avenue is to be treated as a top priority, and is to be constructed as soon as practicable, and*
7. *Asks the Chief Executive Officer to either:*
  - a. *Arrange for construction of the path as soon as practicable and before 30 June 2016, or*
  - b. *Bring a report to Council no later than the April 2016 Council meeting to outline when the path will be constructed if this isn't going to occur by 30 June 2016.*

**Attachments**

1. Council Report Minutes - May 2014 (included Apollo Bay Commuter Footpath Strategy with Appendices)
2. Apollo Bay Costin Street Footpath Development Map

**Recommendation**

***That Council considers the contents of this Notice of Motion.***

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**OM162701-12    AUDIT COMMITTEE - SUMMARY MINUTES - 20151210**

**Purpose**

Colac Otway Shire Audit Committee Audit Committee 10 December 2015

**Attachments**

1. Audit Committee - Summary Minutes - 20151210

**Recommendation**

***That Council receives for information the Colac Otway Shire Audit Committee Minutes dated 10 December 2015***

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## IN COMMITTEE

### **Recommendation**

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

| <b><i>SUBJECT</i></b>   | <b><i>REASON</i></b>  | <b><i>SECTION OF ACT</i></b>   |
|---|---|--------------------------------|
| <b>Minutes of In-Committee Council Meeting held on 16 December 2015</b> | this matter deals with personnel matters;<br>AND this matter deals with contractual matters;<br>AND this matter deals with legal advice | Section 89 (2) (a) & (d) & (f) |
| Contract 1547 - Supply and Deliver Grader                               | this matter deals with contractual matters  | Section 89 (2) (d)             |
| Contract 1545 - Busty Road Reconstruction                               | this matter deals with contractual matters  | Section 89 (2) (d)             |
| Contract 1541 - McLeod Street Reconstruction                            | this matter deals with contractual matters  | Section 89 (2) (d)             |



# **ORDINARY COUNCIL MEETING**

## **WEDNESDAY, 27 JANUARY 2016**

### **ATTACHMENTS**

*PAGE NO.*

#### **CORPORATE SERVICES**

**OM162701-1     Operational Plan Second Quarter Performance Report  
September - December 2015**

Attachment 1:    Operational Plan Second Quarter Progress Report  
20151231 ..... 3

**OM162701-3     G21 Memorandum of Understanding**

Attachment 1:    G21 Memorandum of Understanding 1 July 2016 - 30  
June 2020..... 13

#### **DEVELOPMENT & COMMUNITY SERVICES**

**OM162701-8     Implementation of improvements to planning service**

Attachment 1:    Planning Service Review - Glossop Summary Report for  
public release ..... 21

Attachment 2:    Colac Otway Shire Implementation Plan for Planning  
Service 20160121 ..... 67

## **GENERAL BUSINESS**

### **OM162701-9 Minutes of the Old Beechy Rail Trail Committee**

Attachment 1: Meeting Minutes - Old Beechy Rail Trail - 5 October 2015..... 79

### **OM162701-10 Assembly of Councillors**

Attachment 1: Assembly - Councillor Briefing - 20151216 ..... 83

Attachment 2: Assembly - Bushfire Briefing - 20160105 ..... 85

## **NOTICES OF MOTION**

### **OM162701-11 Costin St Footpath, Apollo Bay**

Attachment 1: Council Report Minutes - May 2014 (included Apollo Bay  
Commuter Footpath Strategy with Appendices) ..... 87

Attachment 2: Apollo Bay Costin Street Footpath Development Map ..... 129

## **REPORTS FROM DELEGATES TO OTHER BODIES**

### **OM162701-12 Audit Committee - Summary Minutes - 20151210**

Attachment 1: Audit Committee - Summary Minutes - 20151210..... 131



## ***Quarterly Operational Plan Progress Report***

***Period:*** 01/10/15 - 31/12/15



## Operational Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved



At least 90% of Action target achieved

| ACTION  | EXECUTIVE COMMENTS   | DEPARTMENT                | COMP. DATE | PROGRESS |
|---|--|---------------------------|------------|----------|
| <b>Council Plan Pillar :</b>  | 1 Good Governance  |                           |            |          |
| <b>Council Plan Goal:</b>   | 1.1 Ensure transparency of governance practices, the capability of our organisation and effective resource management.   |                           |            |          |
| <b>Council Plan Strategy:</b>   | 1.1.1 Transparent and accountable decision making.   |                           |            |          |
| 1.1.1.1 Staged implementation of the National Asset Management Framework. | As scheduled, Civica's consultant was on site during the week 2-6 November 2015 to facilitate the implementation of the Strategic Asset Management Module (SAM). SAM will be crucial in future budget and works planning. During the visit, condition ratings and profiles were compiled for Council's footpath assets and were entered into the system. Deterioration profiles were established based on factors most likely to affect ageing and the probable cause of deterioration over time. Unit rates were also set and when combined with the determination of their condition, each individual footpath asset can be assessed to determine when, and at what cost, it requires replacement. Over time, everyone of Council's infrastructure assets will be documented and profiled in the Authority Asset Management System. During the week beginning 12 December 2015 Civica's consultant was on site to assist in entering road asset data into SAM and further developing our modelling capability. | Asset & Property Services | 30/06/2016 |          |
| <b>Council Plan Strategy:</b>   | 1.1.2 Prudent and accountable financial, asset, risk and resource management.  |                           |            |          |






**Colac Otway Shire Council** **Quarterly Operational Plan Progress Report (Oct to Dec)**

| ACTION   | EXECUTIVE COMMENTS  | DEPARTMENT  | COMP. DATE | PROGRESS |
|--|---|---|------------|----------|
| 1.1.2.3 Implement Council's internal audit program.  | Draft Depot Review report received in December 2015 and will be tabled at the Audit Committee Meeting to be held in March 2016. Three other Internal Audits will be undertaken in the first half of 2016 in accordance with the annual audit program, with the program to be fully completed by June 2016.      | Corporate Services GM's Office  | 30/06/2016 |          |
| 1.1.2.4 Develop a revised closed landfill rehabilitation plan.   | Report to be presented to the Executive in the first quarter of 2016. Recruitment for the vacant position of Waste Management Officer continues.  | Governance & Customer Services  | 30/06/2016 |          |
| 1.1.2.5 Develop an Advocacy Strategy for the forthcoming Federal election.                               | First draft of the Advocacy Strategy has been completed, with final document to be completed by March 2016.   | Corporate Services GM's Office  | 30/06/2016 |          |
| 1.1.2.5 Review Council's existing Risk Management framework for potential key fraud and corruption gaps. | IBAC (Independent Broad-based Anti-corruption Commission) survey completed. The valuable feedback provided will be utilised by Executive and the Audit Committee to strengthen key controls around fraud and corruption. A report on the survey results will be presented to the Audit Committee in March 2016. | Governance & Customer Services  | 30/06/2016 |          |
| 1.1.2.9 Develop a Sustainability Strategy in response to rate capping.                                   | Sustainability Strategy to be finalised in conjunction with our multi-year budget model. This is anticipated to be completed by April 2016.   | Financial Services  | 30/06/2016 |          |
| <b>Council Plan Strategy:</b>  |   | 1.1.4 Embed an organisation culture of a high performance, service excellence and safety.   |            |          |
| 1.1.4.6 Undertake service reviews  | Library Annexe Review completed and recommendation endorsed by Council on 16 December 2015.   | Corporate Services GM's Office  | 30/06/2016 |          |
| <b>Council Plan Pillar :</b>   |   | 2 A Planned Future  |            |          |
| <b>Council Plan Goal:</b>  |   | 2.1 Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy. |            |          |







**Colac Otway Shire Council**

**Quarterly Operational Plan Progress Report (Oct to Dec)**

| ACTION  | EXECUTIVE COMMENTS  | DEPARTMENT   | COMP. DATE | PROGRESS  |
|---|---|--|------------|---|
| <b>Council Plan Strategy:</b>   |   | 2.1.1 Plan for future land use to respond to population growth and changing needs. |            |   |
| 2.1.1.1 Apollo Bay Harbour Master Plan  | Council has resolved to support a market based process of preparing a Development Plan for the Harbour precinct, and has adopted a Terms of Reference for the Project Control Group to manage the Expression of Interest process. Community representatives for the Project Control Group will be sought in Jan/Feb 2016.   | Planning, Building & Health  | 30/06/2016 |    |
| 2.1.1.3 Develop a Colac 2050 Plan.  | Project progressing well. Draft report received for Colac Commercial and Industrial Land Use Strategy, and draft amendment documentation has been prepared for exhibition with this Strategy early in 2016. Officers are participating on a steering committee for a regional flood study being managed by the State Government. A draft Social Infrastructure Needs Assessment, Infrastructure Assessment, Landscape Assessment and heritage assessment have been prepared by consultants as precursors to preparation of a Background Report early in 2016. Work has commenced on a housing needs analysis. | Planning, Building & Health  | 30/06/2016 |    |
| 2.1.1.6 Township Plans for Alvie, Cororooke and Beeac to establish new settlement boundaries. | Project commenced in 2014/15 but deferred pending completion of the Domestic Wastewater Management Plan (DWMP). The DWMP was adopted at the November 2015 Council meeting, however the project has been further deferred to the 2016/17 financial year to facilitate a planning scheme amendment early in 2016 to streamline local planning controls.   | Planning, Building & Health  | 30/06/2016 |  |

**Colac Otway Shire Council**

**Quarterly Operational Plan Progress Report (Oct to Dec)**

| ACTION  | EXECUTIVE COMMENTS  | DEPARTMENT  | COMP. DATE | PROGRESS  |
|---|---|---|------------|---|
| 2.1.1.7 Redevelopment of the former Colac High School site.         | Officers have liaised with State Government representatives concerning the rezoning of the former high school site, resulting in a resolution at the December 2015 Council meeting that the Government be responsible for rezoning of the land. Council resolved to support its position on acquiring 30% of the site for open space as a contribution from the Government, and that it not purchase the balance of the land. | Planning, Building & Health   | 30/06/2016 |    |
| <b>Council Plan Strategy:</b>                                       |   | 2.1.2 Develop an integrated response to meet future infrastructure needs.   |            |   |
| 2.1.2.1 Staged implementation of the Colac CBD & Entrances Project. | National Stronger Regions Fund application unsuccessful. Implementation now with Infrastructure and Leisure Services Division to determine scheduling pending clarity from VicRoads on building the new Murray Street bridge across Barongarook Creek.  | Economic Development & Events   | 30/06/2016 |    |
| 2.1.2.2 Finalise the Domestic Wastewater Management Plan.           | Domestic Wastewater Management Plan completed and adopted by Council at the 25 November 2015 Ordinary Meeting.  | Community Services  | 30/06/2016 |  |
| 2.1.2.4 Community infrastructure and asset renewal plan.            | A review of the funding requirements for the renewal of Council's infrastructure assets has commenced and will be incorporated into the 2016/17 budget planning process.  | Asset & Property Services   | 30/06/2016 |  |
| 2.1.2.4 Develop a Colac Otway Shire Footpath Strategy.              | Footpath strategy to be developed through the course of the year. Draft document prepared.  | Capital & Major Projects  | 30/06/2016 |  |
| 2.1.2.5 Develop a 10 Year Capital Works Strategy.                   | Draft completed. To be reviewed further.  | Capital & Major Projects  | 30/06/2016 |  |
| <b>Council Plan Strategy:</b>                                       |   | 2.1.4 Promote local business, services and foster employment opportunities. |            |   |

**Colac Otway Shire Council** **Quarterly Operational Plan Progress Report (Oct to Dec)**

| ACTION   | EXECUTIVE COMMENTS  | DEPARTMENT                    | COMP. DATE | PROGRESS    |
|--|---|-------------------------------|------------|-------------|
| 2.1.4.2 Planning Scheme Amendment to streamline planning controls.   | The amendment has been prioritised over other strategic projects, and will commence early in 2016.  | Planning, Building & Health   | 30/06/2016 | No Progress |
| 2.1.4.6 Develop a 4 year Economic Development Strategy.  | The designed version of the Draft Strategy is ready for submission to Council for authorisation for exhibition in early 2016.   | Economic Development & Events | 30/06/2016 |             |
| 2.1.4.7 Finalise the Advancing Country Towns Green Branding Project.   | Next stage deferred until low tourist season after Easter and will be included as a funded deliverable in the Economic Development Strategy. Project will be delivered in 2016 consistent with the extended funding agreement for Advancing Country Towns.  | Economic Development & Events | 30/06/2016 |             |
| <b>Council Plan Pillar :</b> 3 A Place to Live and Grow  |   |                               |            |             |
| <b>Council Plan Goal:</b> 3.1 Improve access to buildings, spaces, services and education to support and enable quality of life. |   |                               |            |             |
| <b>Council Plan Strategy:</b> 3.1.1 Address the health and wellbeing needs of people of all ages and abilities.                  |   |                               |            |             |
| 3.1.1.19 Implement the Public Health and Wellbeing Plan.   | Foodshare officially opened in October 2015. Draft Early Years Plan to be presented to Council in February 2016. Actions required under Heat Health Alerts are being implemented when required. Mental Wellbeing awards were presented on 18 September 2015. Colac Otway Shire received a business award for strategies to support the mental wellbeing of staff. Diversity training provided to staff. Council again recognised White Ribbon Day. Council is working within G21 to promote gender equity as a strategy to prevent violence against women and children. Conversations with services providers have commenced to support the development of an Alcohol and Other Drugs Plan. | Community Services            | 30/06/2016 |             |

**Colac Otway Shire Council** **Quarterly Operational Plan Progress Report (Oct to Dec)**

| ACTION   | EXECUTIVE COMMENTS   | DEPARTMENT                | COMP. DATE | PROGRESS |
|--|--|---------------------------|------------|----------|
| 3.1.1.23 Maintain the National Disability Insurance Scheme (NDIS) implementation according to the industry trial requirements. | Ongoing compliance with NDIS implementation. Working at a strategic level with the National Disability Insurance Agency (NDIA) to identify commonalities with the Rural Access (Building Inclusive Communities) program that Council provides.   | Community Services        | 30/06/2016 |          |
| <b>Council Plan Strategy:</b> 3.1.3 Increase the diversity of arts, culture and social spaces.                                 |  |                           |            |          |
| 3.1.1.3.5 Staged implementation of the Beechy Precinct development program.  | Bluewater Redevelopment complete. Central Reserve Redevelopment has entered the detailed design phase.   | Arts & Leisure            | 30/06/2016 |          |
| 3.1.1.3.6 Staged implementation of the Open Space Strategy.  | A number of open space projects are underway including acquisition of land at Cororooke and the former Colac High School for public open space, Lake Colac Master Plan, Elliminyt Recreation Reserve Master Plan, and recreation reserve and open space minor renewal projects. The Open Space Strategy Action Plan has more than 230 actions. A review of the Action Plan is being undertaken to determine priorities for implementation. | Arts & Leisure            | 30/06/2016 |          |
| <b>Council Plan Strategy:</b> 3.1.4 Maintain existing infrastructure.  |  |                           |            |          |
| 3.1.1.4.2 Implement the annual Capital Works and Major Projects Program.   | Project delivery underway.   | Capital & Major Projects  | 30/06/2016 |          |
| 3.1.1.4.7 Implement the asset renewal and maintenance programs.  | Contracts for footpath and kerb and channel replacement were awarded at the December 2015 Council meeting, with works to commence in early 2016. Sealing works commenced during the week starting 30 November 2015.  | Asset & Property Services | 30/06/2016 |          |
| 3.1.1.4.8 Footpath Renewal Program.  | Contracts awarded in December 2015 with works due to commence early in 2016.   | Asset & Property Services | 30/06/2016 |          |



**Colac Otway Shire Council**

**Quarterly Operational Plan Progress Report (Oct to Dec)**

| ACTION   | EXECUTIVE COMMENTS  | DEPARTMENT  | COMP. DATE | PROGRESS |
|--|---|---|------------|----------|
| 3.1.4.9 Annual Road Resealing Program.             | All planned sealing works were completed in mid December 2015. Final claim for payment is being assessed.   | Asset & Property Services   | 30/06/2016 |          |
| 3.1.4.9 Sealed road reconstruction program.        | Nalingal Road and Warrowie Road completed.  | Services & Operations   | 30/06/2016 |          |
| 3.1.4.10 Bridge Reconstruction Program.            | Rehabilitation works to both the Sand Road bridge and Cape Otway Road bridge have been completed. The contract for the replacement of the Watsons Access bridge was awarded at the December 2015 Council meeting.   | Asset & Property Services   | 30/06/2016 |          |
| 3.1.4.10 Unsealed road resheeting program.         | Approximately 52 kilometres completed. Approximately \$760,000 spent.   | Services & Operations   | 30/06/2016 |          |
| 3.1.4.11 Building Renewal Program.                 | The following is a summary of recent activities aligned with the 2015/16 Building Renewal Programme:<br>- Forrest Caravan Park Fire Service Upgrade works have been completed.<br>- Pre planning activities for the provision of an access ramp to the Irrewarra Airfield administration building continue. | Asset & Property Services   | 30/06/2016 |          |
| 3.1.4.11 Implement the annual maintenance program. | Works and Budget slightly ahead.  | Services & Operations   | 30/06/2016 |          |
| <b>Council Plan Pillar :</b>                       |   | 4 A Healthy Community and Environment   |            |          |
| <b>Council Plan Goal:</b>                          |   | 4.1 Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability. |            |          |
| <b>Council Plan Strategy:</b>                      |   | 4.1.1 Encourage active participation in recreation, arts and leisure pursuits.  |            |          |




Colac Otway Shire Council

Quarterly Operational Plan Progress Report (Oct to Dec)

| ACTION  | EXECUTIVE COMMENTS   | DEPARTMENT                     | COMP. DATE | PROGRESS |
|---|--|--------------------------------|------------|----------|
| 4.1.1.8 Staged implementation of the Active Transport Strategy.   | Older Adults program continuing with strong participation. Wayfinding maps printed and distributed. Walk to School project delivered with great success.   | Arts & Leisure                 | 30/06/2016 |          |
| <b>Council Plan Strategy:</b> 4.1.3 Increase environmental sustainability through direct initiatives and advocacy.        |  |                                |            |          |
| 4.1.3.2 Climate Resilient Communities Project 2012-2016.  | The Climate Resilient Communities Project continues to progress. The contract has been awarded for the development of eight council climate adaptation plans. Sub-projects are also progressing steadily. The web-portal will be finalised in early 2016.  | Environment & Community Safety | 30/06/2016 |          |
| 4.1.3.7 Solar Array Installations.  | The solar array installation on Rae Street has been completed and is now fully operational. A design for the stadium roof at Bluewater leisure centre has been developed and will be undertaken once Council formally takes control of the facility.       | Environment & Community Safety | 30/06/2016 |          |
| <b>Council Plan Strategy:</b> 4.1.4 Protect and care for the natural environment.   |  |                                |            |          |
| 4.1.4.1 Review of Transfer Station and Landfill long term strategy in conjunction with Regional Waste Management Group.   | A long term strategy will be developed upon completion of the regional infrastructure plan currently being developed by Barwon South West Waste Regional Recovery Group.   | Governance & Customer Services | 30/06/2016 |          |
| 4.1.4.9 Implement the relevant stages of the Environment Strategy 2010-18.  | Actions from the Environment Strategy Action Plan continue to be implemented. Preparation is being undertaken for further large tree removal along Barongarook Creek and workshops were held with schools to educate them about the value of river health. | Environment & Community Safety | 30/06/2016 |          |
| <b>Council Plan Strategy:</b> 4.1.5 Support community safety initiatives, local law enforcement and emergency management. |  |                                |            |          |
| 4.1.5.1 Review of the Port of Apollo Bay Safety and Environment Management Plan (SEMP).                                   | Draft review completed.  | Capital & Major Projects       | 30/06/2016 |          |

**Colac Otway Shire Council**

**Quarterly Operational Plan Progress Report (Oct to Dec)**

| ACTION  | EXECUTIVE COMMENTS   | DEPARTMENT                     | COMP. DATE | PROGRESS  |
|---|--|--------------------------------|------------|---|
| 4.1.5.7 Implement the Neighbourhood Safer Places Plan.      | The Neighbourhood Safer Places Plan is being implemented. A new site at Beeac has been designated and other sites are being investigated at Cressy, Beech Forest and Barwon Downs.   | Environment & Community Safety | 30/06/2016 |  |
| 4.1.5.13 Implement the Municipal Emergency Management Plan. | The Municipal Emergency Management Plan has been reviewed and updated. It was presented to the Municipal Emergency Management Planning Committee (MEMPC) at its November meeting for endorsement. The MEMPC endorsed the plan subject to some small changes being made.  | Environment & Community Safety | 30/06/2016 |  |
| 4.1.5.14 Develop a Lake Colac Master Plan.                  | The development of the Lake Colac Master Plan is progressing in line with the project plan. The ideas collected during the engagement phase have been used to develop concepts that have been discussed with the Lake Colac Coordinating Committee. The concepts will be discussed with Council in January 2016. | Environment & Community Safety | 30/06/2016 |  |







# MEMORANDUM OF UNDERSTANDING

1 July 2016 – 30 June 2020

G21 - Geelong Region Alliance



*G21 is the formal alliance of government, business and community organisations, working together to improve people's lives in the Geelong Region.*

# MEMORANDUM OF UNDERSTANDING

between

## G21 GEELONG REGION ALLIANCE LTD ("G21")

of 131 Myers Street, Geelong

and

## MEMBER MUNICIPALITIES

comprising:

|                              |                                  |
|------------------------------|----------------------------------|
| COLAC OTWAY SHIR.....        | 2 Rae Street, Colac              |
| CITY OF GREATER GEELONG..... | 30 Gheringhap Street, Geelong    |
| GOLDEN PLAINS SHIRE.....     | 2 Pope Street, Bannockburn       |
| SURF COAST SHIRE.....        | 1 Merrijig Drive, Torquay        |
| BOROUGH OF QUEENSCLIFFE..... | 50 Learmonth Street, Queenscliff |

(Collectively called "the G21 Councils" or "Member Councils" with the combined municipal districts referred to as

"the G21 Region" or "the Region")

### 1. RECITALS

- 1.1 The objective of this Memorandum of Understanding (MoU) is to articulate the arrangements and expectations between G21 and Member Councils as funding partners for the core operation of the G21.
- 1.2 G21 is a Company Ltd formed with the purpose of fostering and undertaking actions that support sustainable growth and development of the Region within the municipal districts of Member Councils (the Region).
- 1.3 The core role of G21 is to build on the existing social, economic and environmental capacity of the Region with regard being given to the G21 Values and Principles (refer to G21 Constitution).
- 1.4 G21 provides the forum and mechanisms for regional issues or opportunities to be identified and solutions or projects implemented.
- 1.5 The MoU is for a four-year period from 1st July 2016 to 30th June 2020.
- 1.6 G21 will not expand the number of Member Councils unless agreement is obtained from current Member Councils.
- 1.7 The success of G21 pivots on the participation and good will of people and organisations across the Region.

## 2. GENERALLY APPLIED CRITERIA FOR G21 ACTIVITY

- 2.1 G21 applies a policy of "subsidiarity where functions which subordinate or local organisations perform effectively belong more properly to them than to a central organisation such as G21."
- 2.2 The generally applied criteria for issues or projects to be considered by G21 include assessment as to whether the impact, involvement and benefits are:
  - Regional
  - Multi-agency
  - Triple Bottom Line with overall long term and community benefitAnd generally demonstrate:
  - Support by a Leader, Lead Agency or Project Champion
  - A general need for a cooperative effort to be successful
  - Likelihood of happening

*The parties as signatories to this document understand and record the following:*

## 3. RESOURCING

- 3.1 The Member Councils are committed to support G21 via an annual subscription.
- 3.2 Councils are encouraged to participate in activities that further the objectives of G21.
- 3.3 G21 will work closely with Member Councils' committees, advisory boards, task groups and relevant Council officers to further G21 objectives.
- 3.4 Financial contributions to support the core operation of G21 shall be based on the regional population formula included in Table 1. This formula will remain in place for the four year period of the agreement.
- 3.5 Any proposed variation to the four year contributions listed on Table 1 will be raised by the G21 Board with Member Councils at the Annual Review.
- 3.6 Funding received from Member Councils will be used for the core operation of G21 which includes the staff, on-costs, overheads and out goings required to achieve G21 objectives.
- 3.7 Additional and supplementary funding for the core operation of G21 may be obtained from Federal and State Government sources and will be advised through regular reporting to Councils and Members.
- 3.8 It is recognised that the development and updating of the regional strategic plan will occur through a planning process conducted at a frequency to be determined by the Board. Additional resources will be required to support planning, research, consultation and participation processes.
- 3.9 Additional financial contributions for specific G21 projects (i.e. non-core) may be sought from Member Councils from time to time and will be subject to separate business cases and funding submissions through normal Council approval processes.
- 3.10 It is recognised that the majority of G21 projects require partnerships and funding by a range of stakeholders from various levels of government, business and community agencies and other statutory authorities.

TABLE 1 - FINANCIAL CONTRIBUTION FROM MEMBER COUNCILS

| CONTRIBUTOR   | POPULATION     | % REGION    | CONTRIBUTION     |                  |                  |                  |
|---------------|----------------|-------------|------------------|------------------|------------------|------------------|
|               |                |             | 2016/17          | 2017/18          | 2018/19          | 2019/20          |
| Colac Otway   | 20,501         | 6.9         | \$42,294         | \$43,351         | \$44,435         | \$45,546         |
| Geelong       | 224,926        | 75.6        | \$463,390        | \$474,975        | \$486,848        | \$499,020        |
| Golden Plains | 20,544         | 6.9         | \$42,294         | \$43,351         | \$44,435         | \$45,546         |
| Surf Coast    | 28,481         | 9.57        | \$58,659         | \$60,126         | \$61,629         | \$63,170         |
| Queenscliffe  | 3,027          | 1.03        | \$6,313          | \$6,471          | \$6,633          | \$6,798          |
| <b>TOTAL</b>  | <b>297,479</b> | <b>100%</b> | <b>\$612,950</b> | <b>\$628,274</b> | <b>\$643,980</b> | <b>\$660,080</b> |

\* Source: 2014 Australian Bureau of Statistics

#### 4. ACCOUNTABILITY AND COMMUNICATION

- 4.1 G21 is accountable for operating under a Company Constitution.
- 4.2 Councils are encouraged to participate in activities that further the objectives of G21.
- 4.3 G21 will make available regional statistics, performance and forecast information of strategic use and interest. Conversely, Council's assistance in making available the same information to G21 will add value to all strategic direction processes.
- 4.4 By 31 July each year, G21 will prepare and adopt a Business Plan that details operational initiatives and targets established to evaluate performance.
- 4.5 G21 will present progress reports twice per annum to Member Councils that include performance outcomes against targets in the G21 Business Plan.
- 4.6 The G21 CEO will consult with Member Council CEOs prior to establishing annual contributions to allow for budget considerations. This will occur by March 31<sup>st</sup> annually or as agreed with individual Councils.
- 4.7 Councils recognise the independent role, structure, mission and expertise of G21 and understand the function also includes being an independent voice and advocate for regional direction in local and national media.
- 4.8 On request, G21 will be available to any Council meeting or meeting within the municipality to discuss issues, progress or any items pertinent to G21 as raised by the Council.
- 4.9 In addition to Board meetings, G21 will communicate with Councils and members on a regular basis using a range of media.



## 5. SPECIFIC ARRANGEMENTS

### 5.1. Director Nomination:

5.1.1 Each Member Council shall nominate one Director to the G21 Board as described in the G21 Constitution.

Each Member Council will also be represented by their CEO as a Director on the G21 Board.

### 5.2. Pillar Groups:

5.2.1 Participation and consultation processes underpin G21 with the "Pillar Group" approach (or similar) seen as key to achieving the objectives of G21.

5.2.2 Any proposed major variations to the Pillar Group structure (other than normal continuous process improvement, pillar forming, cessation and review) shall be advised and agreed with Members prior to any changes being implemented.

5.2.3 Councils are encouraged to have a minimum of one person allocated to each G21 Pillar Group to provide active input, represent the interests of Council, and act as a conduit for communication and integration with council activities.

5.2.4 The role of the Board is to oversee the operation of G21, ensure it remains viable and accountable to its members in achieving the objectives, roles and responsibilities included in the Constitution. The Objectives of G21 will be achieved through participatory processes as depicted in the G21 Operating Framework.

### 5.3. Innovative Staffing Options:

5.3.1 Councils are encouraged to directly support G21 through initiatives such as officer placements or secondments. These arrangements may be made directly between the G21 CEO and Council CEO.

### 5.4. Demonstrate Regional Benefits:

5.4.1 G21 related activities must demonstrate regional benefits.

### 5.5. Integration of Strategic Direction Processes:

5.5.1 The parties acknowledge that G21 success rests largely with Councils recognising G21 as an independent but integral part of their own strategic direction and community building processes.

5.5.2 Every effort will be made by all parties to annually integrate strategic direction processes and timetables to maximise value adding and minimise potential duplication. Examples include the conduct of community and specific consultation, research, performance indicators, demographics or information gathering processes.

5.5.3 Projects will be identified from time to time that involves some or all Councils. Council officers and the G21 CEO are responsible for working cooperatively to ensure funding submissions meet the requirements of individual Councils.

5.6 Communication is a Joint Responsibility:

- 5.6.1 A two way communication and feedback loop is essential for an initiative of the type and size of G21. All parties accept their responsibilities in seeking out and supporting communication and feedback processes.
- 5.6.2 G21 shall coordinate opportunities as they arise for joint communications and marketing across the region.

6. GENERAL

- 6.1 G21 is accountable for operating to the Company Constitution, Board Charter, Business Plan and arrangements contained in this MoU.
- 6.2 Should a Member Council have concerns with the performance or lack of performance of G21 then discussion should be initiated to address the concerns.
- 6.3 Should a Council wish to withdraw its membership of G21 then written notice must be given twelve months in advance of ceasing membership. Such notice will allow appropriate modifications to the Business Plan and budget process.
- 6.4 If any dispute or difference arises between the parties in carrying out the principles of this Memorandum of Understanding that cannot be resolved, then the parties will seek an agreed independent mediator to resolve the difference.
- 6.5 The terms of this Memorandum of Understanding can only be modified by the agreement of all parties.

DATED this ..... day of .....  
2016

SIGNED on behalf of the )  
G21 - GEELONG REGION ALLIANCE )  
by its duly authorised representative: )  
)

.....  
Witness

SIGNED on behalf of the )  
CITY OF GREATER GEELONG )  
by its duly authorised representative: )  
)

.....  
Witness

SIGNED on behalf of the )  
BOROUGH OF QUEENSCLIFFE )  
by its duly authorised representative: )  
)

.....  
Witness

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

.....  
Witness

SIGNED on behalf of the )  
GOLDEN PLAINS SHIRE )  
by its duly authorised representative: )  
)

.....  
Witness

SIGNED on behalf of the )  
SURF COAST SHIRE )  
by its duly authorised representative: )  
)

.....  
Witness

G21 DRAFT MEMORANDUM OF UNDERSTANDING 2016 - 2020

Page 7







| <b>GTP Quality System</b> |               |                  |    |
|---------------------------|---------------|------------------|----|
| Project Manager:          | JG            | Checked By:      | JG |
| Date issue:               | December 2015 | Revision Number: |    |

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## 1. EXECUTIVE SUMMARY

This report presents a summary of the findings of a review of the Colac Otway Shire Council's (the 'Council') planning services.

Colac Otway Shire Council commissioned Glossop Town Planning (the "consultants") to undertake an independent review of Council's planning services.

The objectives of the review are set out in the contract of appointment. Specifically, the Review is to:

- *Benchmark performance with other Councils;*
- *Include extensive engagement with other Council staff, Councillors and other stakeholders;*
- *Consider opportunities to improve community engagement in various activities connected to the service;*
- *Explore opportunities to reduce the overall cost of the service;*
- *Provide a detailed suite of recommendations for the CEO and senior management aimed at directly improving the performance and service quality of the Planning Department, to become a local government leader in the rural council field and improve our reputation and perceptions of the service in the community; and*
- *Analyse the service in the context of Best Value Legislation.*

The key deliverable of the project was to provide Council's CEO and senior management with a detailed suite of recommendations for improvement in the performance and service quality of the Planning Department and to improve its reputation and perceptions of the service within the community.

This report forms the basis of the project deliverable.

## SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

In general, this review highlighted that the Council is performing reasonably well in terms of its service output and delivery. The Department is fairly evenly resourced relative to its planning permit application load, although there are some efficiencies which could be gained through changes to processes and practices, which are discussed later in this report.

It was clear to the consultants that there has been a commitment within the

Department to undertake a series of continuous improvement measures to ensure that a good level of service is provided to customers and the community.

To that end, the Department has been committed to targeted reductions in statutory processing days for applications and is determining more applications within the statutory timeframe in the last financial year than in previous years. It has also engaged actively with referral authorities to reduce the need for referral for non-contentious applications through the development of memorandums of understanding.

Notwithstanding these ongoing improvements, it is also clear that there are substantial opportunities for improving the service offered by Council's Planning Department.

The issues identified in this report will require a significant commitment by Council to resolve and achieve service improvement. Notwithstanding this, we have sought to identify recommendations that are practical and achievable in the short to medium term.

The recommendations contained in this section have been framed as mechanisms for improving the Planning Department's future service performance, rather than as a report card on its past performance.

The recommendations in this section have been formulated having regard to the foregoing analysis in this report. In prioritising these recommendations, we have considered the 'Priority Rating' nominated in the matrix of recommendations, as well as our own judgements based on feedback from stakeholders, our own analysis and the resourcing limitations of the Shire.

In summary, we recommend the following:

#### **HIGH PRIORITY**

- R1. Implement a 'fast track' process for simple permit applications that are suitable for an expedited assessment.**
- R2. Refocus and retask an existing Band 5 or Band 6 Planning Officer position as a Band 5 'Fast Track' Customer Service Planner.**
- R3. Consider opportunities to increase resourcing to Strategic Planning, with a primary goal to identify opportunities for red tape reduction within the statutory planning process.**
- R4. Investigate opportunities to improve IT systems used within the**



**Department.**

- R5. Ensure that the Statutory Planning Coordinator regularly meets with subordinates and that meetings are focused on a) checking on the progress of applications; b) agreeing on the merits and processes of applications; c) checking workloads and priorities (and allocate resources accordingly); and d) discussing ongoing professional development, well being and satisfaction of planning officers and document outcomes as relevant.**
- R6. Implement a formal 'sub-committee' that meets regularly to make collective decisions and provide direction on complex applications.**
- R7. Review the feasibility of implementing a software package that facilitates online access to planning permit information to increase accessibility to Council's planning services.**
- R8. Finalise the internal referral review process.**
- R9. Require all advertising signs for notification of permit applications to be installed on site by permit applicants.**
- R10. Develop appropriate processes to ensure that permit applications that require referral to external authorities are referred within 3-4 days of lodgement.**
- R11. Where external authorities request further information, provide appropriate processes to ensure that Council includes the authority's request in a formal letter under Section 54 of the Act.**
- R12. Finalise the review of planning information available on Council's website.**
- R13. Provide a mechanism to ensure that all permits are checked by a second staff member before being signed.**

**MEDIUM PRIORITY**

- R14. Implement service standards for the Statutory Planning Unit as a whole and individual staff members.**
- R15. Monitor and report on key performance indicators for individuals and the Statutory Planning Unit as a whole.**
- R16. Review process mapping and targets for planning permit**

applications.

- R17. **Review permit application checklists with a view to providing more streamlined, user friendly checksheets and targets.**
- R18. **Investigate opportunities to streamline all workflow procedures to look for efficiencies in Council processing of applications.**
- R19. **Provide appropriate processes and training for staff to ensure that they are appropriately discharging their obligations in accordance with the Planning and Environment Act 1987 in respect of assessing files.**
- R20. **Implement service targets for communication with customers and suppliers.**
- R21. **Resolve workflow and reporting structure for administration officers.**
- R22. **Provide clearer and relevant information guidelines on requirements for applications within overlays, as well as information fact sheets on timelines for the permit process.**

**LOW PRIORITY**

- R23. **Update the deed of delegation to mandate co-signing of delegated decisions to reflect current practice.**
- R24. **Implement a service user engagement policy with clear criteria that define the nature of stakeholder consultation in different circumstances.**
- R25. **Improve and implement service agreements between the Statutory Planning Unit and other Council Departments that are regularly involved in planning permit applications.**
- R26. **Improve mechanisms for Statutory Planning Officers to seek clear and relevant advice from internal referrals.**
- R27. **Provide training to ensure that staff are 'closing off' applications when files are completed and that statutory day calculations are accurate.**
- R28. **Implement a service agreement with Council's contracted law firm for the development of Section 173 agreements.**

## 2. METHODOLOGY

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### INTRODUCTION

Colac Otway Shire Council (the "Council") commissioned Glossop Town Planning (the "consultants") to undertake an independent review of Council's planning services.

The objectives of the review are set out in the contract of appointment. Specifically, the Review is to:

- *Benchmark performance with other Councils;*
- *Include extensive engagement with other Council staff, Councillors and other stakeholders;*
- *Consider opportunities to improve community engagement in various activities connected to the service;*
- *Explore opportunities to reduce the overall cost of the service;*
- *Provide a detailed suite of recommendations for the CEO and senior management aimed at directly improving the performance and service quality of the Planning Department, to become a local government leader in the rural council field and improve our reputation and perceptions of the service in the community; and*
- *Analyse the service in the context of Best Value Legislation.*

The key deliverable of the project was to provide Council's CEO and senior management with a detailed suite of recommendations for improvement in the performance and service quality of the Planning Department and to improve its reputation and perceptions of the service within the community.

This report forms the basis of the project deliverable.

### METHODOLOGY

The project was undertaken with the following methodology:

#### 1. Inception Interview and Data Collection

- a. Conduct inception meeting and entry interview with the (then) Acting General Manager, Development and Community Services and Acting Manager, Planning, Building and Health to understand the context of



the review, relevant Council staffing levels and policies and procedures.

- b. Review of relevant background documentation on Council policy, procedures and training, as well as 'point of sale' documentation available at Council's planning counter.

## **2. Stakeholder Engagement and Observation**

- a. Undertake individual interviews with Councillors, the CEO, officers and senior management within the Planning, Building and Health Department and representatives from other departments within Council, which provide input to planning processes at Council (internal referral departments, etc.).
- b. Undertake a group workshop with statutory planning and administration staff within the Planning, Building and Health Department.
- c. Undertake in-person or telephone interviews with Councillors.
- d. Observe council planning staff in undertaking every day processes and tasks.
- e. Review five completed planning permit application files.
- f. Undertake telephone interviews with referral authorities including Barwon Water, Wannon Water, VicRoads and the Country Fire Authority.
- g. Undertake telephone interviews with six regular users of Council's planning services.
- h. Provide an online survey for users of Council's planning services.

## **3. Documentation and Analysis**

- a. Benchmarking of Council performance with 5 comparable councils in relation to its service function.
- b. Review and analyse survey and interview data.
- c. Review 'point of sale' planning information (Council's website / fact sheets).

- d. Review internal policies and procedures relating to standard tasks.

**4. Reporting**

- a. Prepare a report setting out and analysing the findings of this review.

### **3. COUNCIL'S EXISTING PLANNING SERVICES**

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This section of the review report outlines Council's existing planning services. The commentary in this section is informed by insights learned throughout the consultation with key Council staff and observations by the consultant team. This section also provides an overview of the Colac Otway Planning Scheme, which guides planning for land use and development across the municipality.

#### **SERVICE PROFILE**

The statutory and strategic planning units provide a number of services. Some of the services meet the statutory requirements of Council, while others are not legislated requirements, but may provide other benefits for Council.

The Statutory Planning Unit provides the following services:

- Assessment of planning permit applications;
- Representation of Council at VCAT when required;
- Providing a face-to-face customer service function at the counter during all business hours;
- Facilitating pre-application meetings;
- Certifying plans of subdivision;
- Issuing statements of compliance for subdivision;
- Responding to requests for extensions of times to planning permits;
- Assessing requests to enter into, amend and end Section 173 Agreements;
- Assessment of secondary consent applications and amendments to planning permits;
- Erection of public notification signage on site for planning permit applications;
- Providing planning advice to Councillors, the community and other departments within Council; and
- Other duties.

The Strategic Planning Department provides the following services:

- Processing of planning scheme amendments;
- Representing Council at Planning Panels;
- Preparation, implementation and review of strategic land use and development studies;
- Management of content in the Colac Otway Planning Scheme;
- Providing a face-to-face customer service function at the planning counter during business hours;
- Providing planning advice to Councillors, the community and other departments at Council; and
- Other tasks.

## LEGISLATION AND POLICIES

Colac Otway Shire Council is the Responsible Authority for administering and enforcing the Colac Otway Planning Scheme<sup>1</sup>. Council is also the Planning Authority for the Colac Otway Planning Scheme within the Colac Otway Municipal district<sup>2</sup>.

In performing its legislated functions, the Council is bound by the following:

- *The Local Government Act 1989;*
- *The Planning and Environment Act 1987;*
- *The Subdivision Act 1988;*
- *The Colac Otway Shire Council Plan 2013-2017 (revised); and*
- *The Colac Otway Shire Council Instrument of Delegation (April 2015).*

## STRUCTURE OF DEPARTMENT

Council's planning services are under the stewardship of the General Manager for Development and Community Services.

The Manager for Planning, Building and Health reports to the General Manager and has direct oversight of the Statutory Planning and Strategic Planning Departments,

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<sup>1</sup> Clause 61.01

<sup>2</sup> Section 8A of the *Planning and Environment Act, 1987*.

as well as Health and Building.

The Statutory Planning and Strategic Planning Units comprise a total of 10.4 full time equivalent (FTE) staff (including the Manager). On average, qualified planning staff at Council have 13.7 years' experience in the planning field.

The composition of the department follows a restructure initiated by the CEO in April 2015. As part of this restructure, the Planning Enforcement Unit was removed from the Planning and Building group and aligned with Local Laws and Compliance under the Environment and Community Safety Department, while Health was brought into the Planning and Building group.

## RESOURCES

Council's Statutory and Strategic Departments are accommodated in Colac in a separate building next to Council's main service centre. Council operates a dedicated planning counter at this location.

### STAFFING

The Statutory Planning Department comprises the following staff:

- Manager Planning, Building and Health;
- Coordinator (Band 8);
- 1 Principal Statutory Planner (Band 7);
- 2 Senior Statutory Planners (Band 6);
- 1.4 Statutory Planners FTE (Band 5); and
- 2 Administration Officers (1 x Band 4 and 1 x Band 5).

Within the team, a total of 5.4 FTE staff (out of a total of 8.4 FTE staff) are primarily engaged in the assessment of planning permit applications.

At the time of this review, one of the Statutory Planner (Band 6) positions had been vacant for 6 months, while the 0.4 Statutory Planner (Band 5) position had been vacant for 8 months (maternity leave).

The Strategic Planning Department comprises the following staff:

- Manager, Planning, Building and Health;
- 1 Senior Strategic Planner (Band 8); and

- 1 Strategic Planner (Band 6).

Two staff are primarily engaged in strategic planning.

At the time of this review, one of these positions was vacant and has been vacant for 10 months. The other was temporarily filled by a contract engagement for 12 months, with sole oversight for the Colac 2050 project.

The Strategic Planning Department has a program budget of approximately \$75,000 per annum to undertake routine projects and planning scheme amendments. More significant projects (such as Colac 2050) receive funding separately as Major Projects in Council's annual budget.

#### CONSULTANTS AND CASUAL STAFF

External support is sourced from contract planning consultants on an "as needs" basis. This is predominantly to cover overflow work resulting from staff leave or increased application activity. Council has a panel of 'preferred providers' that it regularly utilises for contract services.

One planning consultant is engaged on an ongoing basis to write delegate reports when applications are ready for a decision.

Council also has contractual agreements with an external heritage advisor, a geotechnical engineer and seeks legal advice on an as-needs basis.

#### RELATIONSHIPS

Key internal relationships and interactions within the planning permit process are primarily with Council's Environmental Health Officer, Infrastructure Department, Environment Department, Building Department, Rates Department and Recreation Department.

External relationships principally include permit applicants, objectors/submitters and permit referral authorities (most notably the Department of Environment, Land, Water and Planning, VicRoads, Barwon Water, Wannon Water, the Country Fire Authority and standard subdivision referral authorities).

#### CURRENT CONTINUOUS IMPROVEMENT MEASURES

The most significant continuous improvement activities have included:

- A review of the delegate report templates, with a focus on reduced (streamlined) reporting for more straightforward applications (underway);

- A review of the planning pages on Council's website (underway);
- An independent review of Council's planning services functions (this review);
- A review of internal referral processes (underway);
- Development of a memorandum of understanding with Water Authorities to limit the extent of referrals (being implemented);
- Development of a memorandum of understanding with the CFA to limit the extent of referrals (under way); and
- Adopt a Domestic Waste Water Management Plan (underway).

## THE COLAC OTWAY PLANNING SCHEME

Council is responsible for the administration and enforcement of the Colac Otway Planning Scheme.

The Colac Otway Planning Scheme was approved on 5 August 1999 and has been the subject of several amendments since its inception. The Local Planning Policy Framework (LPPF) within the Scheme contains the Municipal Strategic Statement and 1 local policy (Heritage Places and Areas). The Scheme applies 16 zones and 16 overlays from the Victoria Planning Provisions, many with schedules of varying degree of complexity.

### PLANNING SCHEME REVIEW

Council's Planning Department has recently undertaken a review of its Planning Scheme, as required by the *Planning and Environment Act 1987*. The review (which was conducted internally) highlighted the complexity among the number of overlay controls that affect parcels of coastal land including, but not limited to, the Neighbourhood Character Overlay, Bushfire Management Overlay, Significant Landscape Overlay and Erosion Management Overlay.

A high priority recommendation of the review was to look for opportunities to rationalise overlay controls and to reduce red tape by exempting minor buildings and works from requiring permits.

Relevant to this review, community feedback as part of the Planning Scheme Review highlighted that there was "*disengagement of the community from the Council over the last few years*", that there were "*already too many planning controls*".

It also highlighted a view within the community that the controls were complex. While the complexity of these controls reflects the environmental and landscape

significance and constraints of land within the Shire, the community view was that overlay coverage was too broad and that there was too much delay and red tape within the planning permit process.



## **4. CONSULTATION**

This section of the review report provides an overview of outcomes from the consultation undertaken as part of this review.

The consultation included the following:

- Face-to-face interviews with Council's planning staff;
- Face-to-face interviews with Council's internal referral departments;
- Telephone or face-to-face interviews with Councillors;
- Telephone interviews with external referral authorities;
- Telephone interviews with 6 'regular users' of the Council's planning services;  
and
- An online survey open to all applicants who received a permit decision during 2014.

Overall, the consultation provided detailed insight on Council's current level of service, as well as opportunities to improve the performance of the service.

There were many issues raised which were relevant across different stakeholder groups, while other issues were relevant only to certain types of stakeholders (for instance, permit applicants).

Information and views were shared openly by all participants on the promise of confidentiality. As such, the commentary provided in this section of the report does not attribute comments to individuals, departments or organisations consulted as part of the review.

### **GENERAL OVERVIEW OF SURVEY RESPONSES**

Permit applicants were asked to complete an anonymous, online survey outlining their views and attitudes towards Council's planning department and its services. A total of **16 responses** were received over a four week period.

The responses provide a broad snapshot of community attitudes towards Council's current level of planning service and are helpful in contextualising feedback received from other stakeholders through this review.

In summary, the survey responses provided the following key information:

- All respondents were permit applicants and the overwhelming majority (87.5%) had used Council's planning services on more than one occasion.
- Half of all respondents had used Council's planning services 2-5 times.
- The majority of respondents (50%) identified that they had 'a good level of understanding of the Colac Otway Planning Scheme'. This was slightly less than the number of respondents who identified that they had 'a good level of understanding of the planning system in general' (68.75%).
- 31% of respondents felt that their most recent experience was 'better' than previous occasions. 38% of respondents felt that the level of service was about the same, while 15% described their most recent experience as worse than previous.
- When asked to describe their most recent experience with Council's Planning Department, the responses indicated that:
  - 46% of respondents either disagreed or strongly disagreed with the statement 'I was happy with the level of customer service provided by Council's planning department'.
  - 61% of respondents either disagreed or strongly disagreed with the statement 'I was kept informed about the progress of the application'.
  - 46% of respondents either disagreed or strongly disagreed with the statement 'Council staff responded to my queries in a timely manner'.
  - 69% of respondents either disagreed or strongly disagreed with the statement 'The planning permit application was decided in a timely manner'.
  - 53% of respondents either agreed or strongly agreed with the statement 'I understand the reasons for the decision Council made on my application'.
  - 69% of respondents either agreed or strongly agreed with the statement 'I understand the conditions of the planning permit'.

The responses to these experiential statements highlight predominantly negative experiences by respondents in the key service areas of timeliness, communication and helpfulness.

This was reinforced by open-ended responses at the end of these statements, which

allowed respondents to elaborate on their reasons. Their responses highlighted that users were frustrated by the length of time it took to determine an application, the perceived lack of process followed in reaching the decision and the lack of empathy shown by Council staff.

When asked to provide suggestions for improvement, responses largely highlighted the need to set processes in place to allow for quicker processing of applications and developing a proactive approach to the communication of issues and delays by officers.

## GENERAL OVERVIEW OF COUNCILLOR RESPONSES

As part of the stakeholder engagement for this review, the consultants conducted interviews with several Colac Otway Shire Councillors. The Councillors shared their views and the prevailing views of their constituents, who had given feedback to them.

In addition to other matters discussed in this section of the report, feedback as part of this process highlighted:

- There is a general satisfaction with most planning officers in the way they undertake their duties.
- There has been a 'cultural shift' at Council in recent months, which has led to officers taking more responsibility.
- The direction provided by the new CEO and General Manager for Development and Community Services has been seen as a positive change.
- There are significant delays to process simple applications. Anecdotal evidence suggested 9 months for a garage addition. There was also concern that the reasons for these delays aren't being communicated to applicants.
- The level of information that Council is requiring to satisfy requirements of overlays (particularly the Erosion Management Overlay) is too onerous.
- Most permit applicants are first time users, who have limited understanding of the system. They are often upset and confused by requests for further information. Council should be better at exercising discretion and providing information to support applicants in preparing their applications.
- A review of the Heritage Overlay is required, particularly within the townships.
- Council generally has a proactive 'can do' attitude for facilitating larger development through more timely consideration of these permits, but there are

questions as to whether this comes at the expense of other applications in the system.

- The need for a Domestic Wastewater Management Plan is an emerging issue.
- There are no planning services provided at the Apollo Bay Service Centre. There is often a need to travel long distances to meet with Council.
- The community doesn't understand that many of the planning challenges that the Council faces (particularly overlays) are instigated by State Government. It was highlighted that the Council could sell this message better.

Some Councillors highlighted outcomes they'd like to achieve as a result of this review process. They highlighted:

- A framework for deciding simple applications in a timely manner.
- A 'can do' attitude by planning staff to problems, rather than rigid application and defense of policy.
- More internal consistency in feedback.
- Greater customer service and support to first time permit applicants in easing them through the process – both in terms of information available online and counter service.
- Planning Scheme reform is necessary to address issues with overlays.

These matters have informed our recommendations.

## **SUMMARY OF STAKEHOLDER FEEDBACK**

Feedback provided as part of the consultation process highlighted the following key matters:

### **RELATIONSHIPS WITH COUNCIL STAFF**

- Many stakeholders highlighted that they maintained good working relationships with Council staff, notwithstanding that there aspects of the process and 'politics' of decision-making that were a source of frustration.
- Some stakeholders felt that staff were overworked, not well supported or were inadequately trained to perform their duties. Others felt that relationships with Council staff were strained. The underlying causal factors of this tension were generally related to practical relationship management (such as returning phone

calls) and a view that Council could be uncompromising in its requirements.

#### TIMELINESS OF THE PERMIT PROCESS

- In terms of timeliness, the most pressing matter raised by permit applicants was that there seemed to be excessive delays, without explanation, in the processing of permit applications. Applicants highlighted that the processing of applications took significantly longer than the statutory timeframe of 60 statutory days and that timeliness varied depending on officers. Most acknowledged that officers were 'doing their best', but that procedural delays seemed to be systemic of Council processes.
- Anecdotally, practitioners who worked in the broader region suggested that quicker and timelier outcomes for comparable applications were achievable from most other councils in the region. Notwithstanding this, it is clear from the benchmarking undertaken as part of this review that Council is determining applications in fewer days than previous years.

#### THE REFERRAL PROCESS

- There was an overarching view from many stakeholders that the referral process (both internal and external) is taking too long. In many cases, referrals took more than 28 days to be completed.
- Council officers felt that referral responses were of varying quality and this made decision-making more complex.
- External referral authorities highlighted that they were often referred incomplete applications, or that information was illegible. It was not clear whether this was a defect in Council processing or the applicant's source material.
- Council's internal 'surgery' arrangement (a weekly meeting set aside for planning officers to review applications with internal departments on the spot) was not well maintained at the time of the review. We understand that this now regularly attended and the Department has set a 2 week benchmark for referral responses.

#### DECISION MAKING

- There was a broad view among regular users that Council requests for further information were onerous. Often, applicants highlighted the practical costs involved in seeking this information. We understand that some of these application requirements are mandatory (such as the geotechnical report in the Erosion Management Overlay). Council staff expressed their own frustration about the mandatory nature of this requirement. Further strategic work by Council



could allow future discretion in this, and other, requirements, but adding discretion in the Schedule to the Overlay.

- Council staff expressed frustration that some referrals (mostly internal) failed to provide advice until after a Request for Further Information was made. After the further information request, it was said to be too late to ask applicants to change the application, requiring any concerns of referral agencies to be dealt with via permit conditions, which could be challenging.
- The review and managerial sign-off of delegate reports was identified by some stakeholders as a source of significant delays and a 'bottle-neck' within the system. It was suggested that this process could take anywhere from 1 week to 2 months. In some cases, numerous versions of the delegate report were required before managerial sign-off was achieved.

#### COUNTER SERVICE

- Some applicants commented on the level of service offered at the planning customer service counter in Colac. They expressed a view that there could be delays of between 15-20 minutes to see a planner.
- Some applicants also observed that their experiences with Council staff at the counter were 'unhelpful' or 'not productive' and that attitudes towards laypersons were sometimes negative. We accept that some of these attitudes may be the result of Council providing 'bad news' to customers at the counter. Regardless, it is an important issue and the community feedback should not be lightly dismissed.

#### COMPLEXITY OF APPLICATIONS

- Staff overwhelmingly suggested that the complexity of applications was a causal factor for delays and uncertainty in permit decisions. In supporting this view, they placed emphasis on: the number of overlays; competing planning objectives (e.g. bushfire controls and tree retention issues); and the extent of referrals required.
- Another view expressed was that the applications were not complex, on the basis that the Council is assessing the same types of applications and should be well versed in the issues. Similarly, there was a view that some applications were simple (such as sheds in farming zones) and that these applications should be determined within the statutory timeframe.

#### STAFF RESOURCES, MORALE AND MOVEMENT

- Council staff expressed a view that the Unit is under-resourced in terms of

staffing numbers. We understand that these views are largely expressed in terms of the current vacancies placing extra pressure on staff to assess a relatively stable permit load. When another staff member takes leave on top of this, this quickly results in more pressure and workload on existing staff due to the small size of the unit.

- It was common ground among Council staff that morale within the workplace was low. There was a strong perception among these staff that the 'external view' of Council is that its planning functions are poorly performing.

## 5. BENCHMARKING

In order to evaluate the Council's performance level, a key component of this review has been the benchmarking of the Shire's resources and service delivery against 5 "comparable" Victorian councils (the 'benchmark councils').

The 'benchmark councils' were selected by Council management following input from the consultants. Councils were primarily chosen based on shared characteristics with the subject council (i.e. Colac Otway Shire). These characteristics include geographic and demographic likeness, similarities in annual permit load and complexity in planning scheme provisions, as well as overall planning department resourcing.

The Planning Managers of each benchmark council were then asked to complete a short survey, which collected data on annual permit numbers, staff resources and Departmental procedures.

The Manager of Planning, Building and Health at Colac Otway Shire was asked to complete a similar, more in-depth survey which provided responses which could be benchmarked against the data collected from other councils.

Information was provided by councils on a confidential basis. To protect their anonymity, we have only identified councils by a control label. For the purposes of comparison, the councils surveyed have the following characteristics:

- **Council A:** A small-medium regional council located on the south-west coast. The council shares many similarities with Colac Otway Shire in terms of its tourism and primary production focus. Its planning scheme contains many similar coastal overlays. Its planning workforce is of a similar size to Colac Otway Shire and it determines a similar number of permit applications.
- **Council B:** A peri-urban council that faces growth pressures as Melbourne residents seek to live in a natural setting further out. Land within the Shire is environmentally constrained and many parcels of land are affected by multiple overlays, similar to many parcels of land within Colac Otway Shire.
- **Council C:** A regional city in the State's north. The council has low growth and a relatively small workforce. It determines a lower number of permit applications than Colac Otway Shire, but has fewer resources and determines more within the statutory timeframe.
- **Council D:** A peri-urban council that faces growth pressures as Melbourne residents move further out. The council attracts a high holiday population and has many tourism attractions. In terms of its planning scheme, it contains



many similar overlays and environmental issues to Colac Otway Shire.

- **Council E:** A small-medium regional council located within the State's hinterland. There is a strong focus on agricultural production and tourism, with much of the Shire's land environmentally constrained. This council has large areas of its Shire within potable water catchments, where land is affected by an Environmental Significance Overlay and applications are referred to water authorities.

Responses were not received from Council E to requests for inclusion in this process.

In the remainder of this section, we set out a commentary of the findings of the benchmarking study undertaken as part of this review. The analysis is divided into a consideration of overall staff resources, an analysis of the statutory and strategic planning units separately and processes.

## OVERALL STAFF RESOURCES

We have considered overall staff resourcing in terms of the total number of staff, as well as years of experience. Later in this section, we individually assess the Statutory and Strategic Planning Units.

### Number of staff employed by the Planning Department (Full Time Equivalency)

|                                | Colac Otway | Council A | Council B | Council C | Council D | Council E |
|--------------------------------|-------------|-----------|-----------|-----------|-----------|-----------|
| <b>Qualified planners</b>      | 8.4         | 7         | 16        | 6.4       | 12.6      |           |
| <b>Student / para planners</b> | 0           | 1         | 1         | 0         | 2         |           |
| <b>Admin</b>                   | 2           | 2         | 3.5       | 1.5       | 4         |           |
| <b>TOTAL</b>                   | 10.4        | 10        | 20.5      | 7.8       | 18.6      |           |

Colac Otway Shire is fairly reasonably resourced compared to other councils, when taking into account the permit load of the statutory planning unit (assessed later in this report). Council is also appropriately resourced in terms of the level of administrative support available for qualified planners.

#### Average years of experience of qualified staff

|               | Colac Otway | Council A | Council B | Council C | Council D | Council E |
|---------------|-------------|-----------|-----------|-----------|-----------|-----------|
| Average years | 13.7        | 5-10      | 9         | 9         | 15        |           |

In comparison to most benchmark councils, Colac Otway Shire has a very experienced team, with an average of 4.2 years' experience over and above 3 of the 4 benchmarked councils for qualified staff. Only Council D reported a higher value for average years of experience.

## STATUTORY PLANNING UNIT

### PLANNING PERMIT ACTIVITY

#### Number of permit applications decided by council on a yearly basis

|           | Colac Otway | Council A | Council B | Council C | Council D | Council E |
|-----------|-------------|-----------|-----------|-----------|-----------|-----------|
| FY2012-13 | 284         | 280       | 547       | 235       | 531       |           |
| FY2013-14 | 321         | 293       | 563       | 250       | 560       |           |
| FY2014-15 | 323         | 330       | 594       | 233       | 591       |           |
| Average   | 309         | 301       | 568       | 239       | 561       |           |

Note: The figures in this table were self-reported permit decision numbers by councils. These figures differ to the information presented in the State Government's PPARs data. For consistency, we have adopted the council's figures.

The figures presented in this table are helpful in understanding the resourcing context of councils, in terms of the amount of permit applications per staff ratio, the trend of applications year on year and other factors that are discussed in this section.

Council's permit load has increased marginally over the last three years and this trend is reflected among most benchmark councils.

**Percentage of all permit applications which are determined within the statutory timeframe**

|                  | <b>Colac Otway</b> | <b>Council A</b> | <b>Council B</b> | <b>Council C</b> | <b>Council D</b> | <b>Council E</b> |
|------------------|--------------------|------------------|------------------|------------------|------------------|------------------|
| <b>FY2012-13</b> | 57%                | 70%              | 29%              | 71%              | 68%              |                  |
| <b>FY2013-14</b> | 62%                | 55%              | 44%              | 84%              | 65%              |                  |
| <b>FY2014-15</b> | 71%                | 60%              | 46%              | 88%              | 64%              |                  |
| <b>Average</b>   | 63%                | 62%              | 40%              | 81%              | 66%              |                  |

Note: The figures in this table are based on figures reported by councils to the State Government as part of the Planning Permit Activity Reporting (PPAR) program.

In terms of its comparison to other councils, Colac Otway receives a 'fair' grade in terms of the number of applications determined within the statutory timeframe. Importantly, Council's performance has improved year-on-year over the last three years. Over the same timeframe, Council has reported a small increase in its planning permit load. It is clear that this outcome has followed a commitment from Council to improve processing times and days.

Similar increases in performance were found at some other councils, with the exception of Councils A and D, which fluctuated year-on-year. In these terms, both Councils B and C recorded a 17% improvement over the last three years, while Colac Otway's performance increased to determine 14% more matters within the statutory timeframe.

When looking at more recent monthly trends, the PPARs data for June and July 2015 indicates that more than 80% of Colac Otway Shire's permit applications were determined within the statutory timeframe over this two month period. This is a significant improvement in real terms year-on-year, particularly given Council's (small) increased permit load.

#### Average gross days to responsible authority determination

|                  | Colac Otway | Council A | Council B | Council C | Council D | Council E |
|------------------|-------------|-----------|-----------|-----------|-----------|-----------|
| <b>FY2012-13</b> | 156         | 98        | 215       | 89        | 134       |           |
| <b>FY2013-14</b> | 154         | 124       | 267       | 79        | 123       |           |
| <b>FY2014-15</b> | 117         | 113       | 159       | 71        | 119       |           |
| <b>Average</b>   | 142         | 112       | 214       | 80        | 125       |           |

Note: The figures in this table are based on figures reported by councils to the State Government as part of the Planning Permit Activity Reporting (PPAR) program.

Colac Otway Shire's average gross days for the determination of permit applications have trended downwards over the last three years. By contrast, two of the four benchmark councils were more varied, while the other two showed marginal improvement.

Notwithstanding this, average gross days are still relatively high and Council has continually ranked second-highest in gross days when compared across the benchmark councils in each year over the assessment period.

In particular, it is worth noting that Council A has achieved lower gross days to determination, with a similar number of permit applications and lower staff resources compared with Colac Otway Shire.

#### STAFF RESOURCING

##### Number of qualified staff within the Department engaged in permit assessment

|  | Colac Otway | Council A | Council B | Council C | Council D | Council E |
|--|-------------|-----------|-----------|-----------|-----------|-----------|
| <b>Permit Assessment</b>                 | 5.4         | 3.5       | 11        | 3         | 5         |           |
| <b>Proportion of all qualified staff</b> | 64%         | 50%       | 69%       | 47%       | 40%       |           |

Note: The figures in this table are based on number of staff indicated by council as qualified planners 'primarily engaged in the assessment of permit applications' as a proportion of overall qualified staff.

Colac Otway Shire dedicates a relatively high proportion of its overall qualified resources to the assessment of permit applications. Most councils surveyed only dedicated closer to or less than 50% of all staff.

These statistics demonstrate that the permit process is a relatively 'resource intensive' practice at Colac Otway Shire, with only Council B reporting a higher resource base for its permit assessment. Interestingly, these are also the two councils that performed most poorly in terms of average gross days.

#### Annual permit to staff ratio (FY2014-15)

|              | Colac Otway | Council A | Council B | Council C | Council D | Council E |
|--------------|-------------|-----------|-----------|-----------|-----------|-----------|
| Permit:Staff | 59.8:1      | 94.3:1    | 54:1      | 77.1:1    | 118.2:1   |           |

Note: This ratio is based on the number of permit applications determined in FY2014-15 to number of qualified staff indicated by council as 'primarily engaged in the assessment of planning permit applications'.

The data in this table highlights that staff 'permit loads' at Colac Otway Shire are reasonable for a council of its size. Council A distributes an application load that is comparable to Colac Otway Shire to a lower number of staff (3.5, compared with 5.4), resulting in a much higher permit load on its staff. Both Councils A and D reported significantly higher permit loads for its staff, while Council C reported a slightly higher ratio. The comparison with Council D highlights that, at face value, planners at that Council are determining twice the amount of permits per planner per annum than Colac Otway Shire.

## STRATEGIC PLANNING UNIT

#### Number of qualified staff within the Department engaged in strategic planning

|                                   | Colac Otway | Council A | Council B | Council C | Council D | Council E |
|-----------------------------------|-------------|-----------|-----------|-----------|-----------|-----------|
| Strategic Planning                | 2           | 2         | 6         | 2.4       | 5.2       |           |
| Proportion of all qualified staff | 24%         | 29%       | 37.5%     | 37.5%     | 41%       |           |

Colac Otway invests the fewest qualified resources (as a proportion of all qualified staff) to its strategic planning unit, when compared against the benchmark councils.

Less than a quarter of its resources are primarily engaged in strategic planning, while this figure was closer to (or above) one-third at all other councils benchmarked.

**Number of planning scheme amendments considered**

|                  | Colac<br>Otway | Council A | Council B             | Council C | Council D | Council E |
|------------------|----------------|-----------|-----------------------|-----------|-----------|-----------|
| <b>FY2012-13</b> | 5              | 4         | Data not<br>available | 1         | 5         |           |
| <b>FY2013-14</b> | 8              | 3         | 4                     | 4         | 9         |           |
| <b>FY2014-15</b> | 4              | 2         | 6                     | 10        | 8         |           |
| <b>Average</b>   | 6              | 3         | 5                     | 5         | 7         |           |

Over the last three years, Colac Otway Shire has considered the second highest number of planning scheme amendments among the benchmark councils in total and on average.

While the scale and complexity of amendments can vary significantly, these figures are indicative of loading and resourcing requirements for staff.

The number of amendments considered by Colac Otway is a significant number, particular given its relatively low proportion of resources assigned to strategic planning when compared with the benchmark councils.



## 6. FINDINGS

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The background analysis, observation and consultation undertaken as part of this project have informed our review of Council's existing planning service.

### SERVICE OVERVIEW

#### SERVICE DELIVERED

In our view the Planning Department is providing the range of services that its service users are asking for. Respondents both within Council and externally did not identify any services, which the Planning Department should provide, but is not providing.

Our own observation is that the Council is providing the services obligated by Council as a Responsible Authority and Planning Authority under the *Planning and Environment Act 1987* (Act). The Planning Department plays a significant part in Council in meeting these obligations, with other departments assisting in this function.

The benchmarking did not identify any other councils that provide a service for installing and removing notification signs onsite as part of the notification process for permit applications. This can be a time intensive task for Council and we suggest that this be deferred to permit applicants.

#### COST OF SERVICES DELIVERED

The benchmarking found that Colac Otway is fairly well resourced in terms of staff numbers when taking into account the permit load of the statutory planning unit. This suggests that the dollar cost of Council's planning permit service is comparatively higher to most other Councils. However, we have not benchmarked staff wages with other Council's and note that this does not allow direct comparison of dollar costs.

We consider the benchmarking generally indicates that there is opportunity to more efficiently use the overall staffing resources at Colac Otway to deliver required planning services. Particularly, there are opportunities to redeploy vacant positions to achieve better customer service and fast track simple planning permit applications.

#### QUALITY OF SERVICES DELIVERED

In terms of service quality, it is clear that the community's expectation exceeds the current level of service provided by the Council and its planning department. In summary, this review found that:

- There are concerns among stakeholders about the timeliness of planning permit applications. The benchmarking undertaken as part of this review identified that

Council has a high number of 'gross' processing days compared to other councils. This figure is relevant, because the number of gross (or ordinary) days an application is in the system, is an indication of an applicant's perception of time taken to achieve an outcome, notwithstanding that much of that time may have been 'off the clock' due to requests for further information or amendments to applications. In this regard, we note that the Council performs quite well in terms of percentage of applications determined within the statutory timeframe. In this regard, it is clear that there is a communication issue with applicants about the timeliness of applications.

- There is a need for Council to more proactively communicate processing of applications to the community.
- While Council has established key performance indicators for its staff on service standards, it is clear that these are rarely reviewed, reported or properly assessed.

It is clear that in assessing future service delivery, Council need to proactively address these issues. We have formulated recommendations with this aspect in mind.

#### ACCESSIBILITY OF SERVICES

Council's planning services are primarily delivered at the Civic Centre in Colac and Council also has a service centre in Apollo Bay where the community can view advertised material for permit applications for some applications.

There was some concern raised by stakeholders about the limitations of centralized servicing, particularly considering that coastal properties are frequently affected by the more complex planning controls.

We are increasingly seeing councils implementing software packages that facilitate online access to planning permit information, that service customers can use to lodge and track planning applications remotely, as well as for members of the public to review application material during the public notice period. There would be substantial benefits for Colac Otway to implement such a system given the geographic area of the municipality and the fact that most of Council's planning services are currently delivered in Colac.

#### THE PLANNING PERMIT PROCESS

The feedback from much of the consultation focused on statutory planning matters. The following sections discuss the consultants findings of the permit application process at Colac Otway.



#### QUALITY OF INPUTS TO PERMIT APPLICATION PROCESSES

The quality of applications lodged affects on the timeliness and quality of outputs and outcomes of the permit application process.

Our office reviewed five permit application files and every application reviewed required further information. This suggests that the quality of permit applications lodged is often poor and results in longer processing times for applications. By improving the quality of inputs (applications lodged) to the permit application process, we expect the quality of outputs (eg. timeliness of decisions) and outcomes (eg. quality of development) will increase.

The Planning Department is currently reviewing the information available on its website and we think this is important to improve the quality of applications lodged. Improving the accessibility and provision of information guidelines on the planning process through the Council's website can assist in changing the public's perception of the service, by increasing its understanding of Council's expectations.

#### FAST TRACK APPLICATIONS

Many respondents within Council identified an opportunity to implement a fast track process for "simple" permit applications (such as sheds in farming zones, vegetation removal or other applications that do not require advertising or referral).

We observed Council more or less processes all applications in the same way regardless of the types of processes that are required to make a decision. In our view, efficiency gains can be made by processing 'simple' applications (which also have less risk) using a 'simple' process. Complex applications (which are more risky) should be subject to a thorough and coordinated process.

We consider fast track processes are 'good practice' and we encourage Colac Otway Shire Council to implement a fast track process for certain types of permit applications. Many councils across Victoria have already implemented fast track processes and it is well established that fast tracking of certain applications can work. One example is Swan Hill City Council which has a 'Fast Track' process for "basic development" applications that do not require notification, external referrals, are not within a heritage area and where officers have delegation to make a decision on the application<sup>4</sup>.

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<sup>4</sup> Further criteria is contained on the Swan Hill City Council website.

#### CO-ORDINATED DECISION MAKING IN COUNCIL

In terms of coordinated decision making within the Council, our consultation and observations identified the following:

- The internal referral process is a large source of delays in decision-making, with responses taking up to 2 months. Equally, internal referral departments are often unsure of why applications have been referred to them. There is a need for timelier responses and greater communication between departments.
- At the time of the review, it was clear that there were instances where Officer conduct and assessment on a file was inconsistent with managerial views on applications. To address this, there is a need for the Coordinator of Statutory Planning to meet regularly with staff to assess progress on applications, workflow and allocation and provide documented advice on assessing applications.

#### STAKEHOLDER ENGAGEMENT

The objectives of this review include considering opportunities to improve community engagement in various activities connected to the service.

All respondents within Council supported community engagement through the application process as a means of achieving positive planning outcomes.

There was concern raised amongst staff that the Planning Department does not have a community engagement policy that is being applied consistently. For instance, Officers were unable to say in what circumstances a planning consultation meeting will be held.

In our view, Council should implement a service user engagement policy for permit applications as a matter of urgency and we understand that this is currently being developed.

External users of the planning system reported that they were not kept informed of the process and progress of applications. In this respect, we consider the service user engagement policy should include provision for Council officers to advise the applicant of the relevant application processes that are required. This is particularly important, as feedback suggests that many applicants are first time users of the planning service and have little or no experience of the planning process.

#### EXTERNAL REFERRALS

We observed that Council is generally not referring applications to external authorities until after the further information is received. If an external authority requests further information, Council is unable to require the authorities' further information under Section 54 as the 28 day timeframe has often expired.

Where applications require referral to external authorities, we recommend Council refer applications to the relevant authorities without delay when received. We understand that Council is actively seeking to implement this measure, parallel to this review.

External authorities indicated through the consultation that they are not being notified of Council's decisions as required by Section 66 of the Act. We understand that Council has sought to rectify this situation.

## CONTINUOUS IMPROVEMENT

It was clear from the consultation undertaken with Council staff that the Planning Department is already well on the way of making a number of continuous improvement measures in the following areas:

- A review of the delegate report templates;
- A review of the planning pages on Council's website;
- A review of internal referral processes – including the instigation of regular “surgery” meetings;
- Development of a memorandum of understanding with water authorities (already implemented) and the Country Fire Authority (in development) to limit the extent of referrals;
- Development of a memorandum of understanding with the Country Fire Authority to remove the referral of ‘lower risk’ applications;
- Adopt a Domestic Waste Water Management Plan;
- Development of a Mediation Policy to deal with objections; and
- Implementation of an external survey on experience for applicants and objectors.

While many of these initiatives have commenced, not all have been completed and/or implemented for various reasons. Council must ensure it commits itself to engaging in a process of continuous improvement and implementation of these initiatives.

## STAFF RESOURCES, MORALE AND MOVEMENTS

It was evident from the benchmarking undertaken as part of this review that Council's statutory planning unit is adequately resourced, relative to its annual planning permit load.

Notwithstanding this, there are efficiencies that could be gained through a better utilisation of existing resources within the unit or deferral of some services from Council to the permit applicants (such as advertising).

For instance, the service review has highlighted that the following changes to practice could result in greater efficiencies:

- Employing a 'Fast Track / Customer Service' planner to fill the existing vacancy (or retasking an existing junior planner role). This planner would primarily have a role to consider minor applications (such as fences, minor works and applications that meet other 'fast track' criteria) that could be decided within a short timeframe. This planner would also assume responsibility for counter duty 2-3 days per week. By assuming these responsibilities, this change would free up other statutory planners to process applications more expediently and better utilize resources without "additional" cost.
- Employing a contract Strategic Planner on a 12-month engagement to review permit triggers within the Scheme and identify opportunities for red tape reduction. Council has traditionally underinvested in its strategic planning resource. It should not underestimate the potential for good strategic planning to lead to process improvement in the statutory planning unit (as fewer permit triggers can result in less permit applications within the system).
- Resolving an anomaly in the managerial structure, whereby administration staff report directly to the Manager for Planning, Building and Health, while all planners report to the Coordinator of Statutory Planning.

## FILE AUDIT AND REVIEW

As part of this review, the consultants inspected five completed planning permit application files. The files were audited for compliance against the State Government's *Continuous Improvement Review Kit* for statutory planning files and inspected to assess the timeliness in which files were considered, as well as the level of customer service provided in dealing with each application.

the limited file audit did not pick up any systemic issues across multiple files, there were individual issues in every file, including:

- Incorrect fees being paid and not corrected by the responsible authority;
- An officer report being dated 2 months before a permit was issued;
- A request for further information being made after 28 days and still including a lapse date;
- Incomplete application material on files. For instance, one application did not contain the title, despite an indication that it had been checked; and
- A lack of consideration for all permit triggers. For instance, one delegate report did not assess the appropriateness of altering access to a Road Zone, Category 1, despite the permit preamble identifying that a permit was required for this under Clause 52.29.

In terms of customer service, records of customer interactions (emails and file notes) on files generally showed that staff offered a good level of customer service in terms of outlining concerns with applications or in dealing with objectors.

In one file, it was identified in the initial request for further information letter that Council would not support the application unless it was amended. This position was maintained and communicated to the applicant on several occasions before the application was finally refused. In another, the Officer successfully negotiated an outcome that was acceptable to the permit applicant and an objector. In achieving this, it was clear that the officer had invested considerable time to achieve the outcome.

## INTERNAL DEPARTMENT PROCESSES

The file audit, observation and consultation with staff as part of this review identified some issues in relation to internal processes that could be improved, as follows:

- While we are encouraged by the use of process checklists as a means of ensuring consistency in processing and limiting risk, it is clear that these checklists are infrequently (and inconsistently) used. There are opportunities to review these checklists to make them more streamlined and user-friendly.
- There is no centralized tracking of workflow within the Department and the existing Departmental software has not been appropriately set up to manage this. There are opportunities to improve the Department's IT systems to provide better tracking and reporting of Department workflow and performance.
- While delegate reports are counter-checked and signed by other staff



members, final decisions (permits or refusals) are not. To ensure that decisions are accurate, these should be peer-reviewed.

## **PREPARATION OF SECTION 173 AGREEMENTS**

We understand that Council engages an external law firm to prepare Section 173 agreements on its behalf for implementation of planning permit conditions. Feedback from internal staff members suggested that there is delay in this process, which in turn delays development, to the angst of some permit holders. We recommend that a service agreement be entered into with Council's contracted law firm to develop and employ relevant service standards.

## 7. OPPORTUNITIES FOR IMPROVEMENT

This section of the report assesses the relative benefit and easiness of opportunities that have been identified for improvement.

The service benefit and ease of implementation have been assessed using the scales in the table below. The priority rating has been determined by multiplying the benefit rating by the easiness rating. i.e. the higher the Rating Priority score, the higher the recommendation. From this a prioritised list of opportunities for improvement has been formulated at Section 8 of this report.

**Table 1** sets out the criteria by which the recommendations have been assessed, while **Table 2** sets out the recommendations.

**Table 1: Improvement Criteria**

| Benefit Rating                       | Benefit Name  | Benefit Rating Description   |
|--------------------------------------|---------------|--|
| 5                                    | Huge          | Huge improvement to one aspect, or large improvements to multiple aspects  |
| 4                                    | Large         | Large improvement to one aspect, or significant improvements to multiple aspects   |
| 3                                    | Significant   | Significant improvement to one aspect, or small improvements to multiple aspects   |
| 2                                    | Small         | Small improvement to one aspect, or possible improvements to multiple aspects  |
| 1                                    | Tiny          | This may offer some small improvement  |
| Easiness Rating                      | Easiness Name | Benefit Rating Description   |
| 5                                    | Trivial       | This could be implemented quickly, easily, and cheaply   |
| 4                                    | Easy          | This could be implemented for minimal cost and effort  |
| 3                                    | Moderate      | This would take a significant time, effort or cost to implement  |
| 2                                    | Hard          | This would take a great deal of time, effort or cost to implement  |
| 1                                    | Very hard     | This would take a great deal of time, effort and cost to implement   |
| Aspect of Organisational Performance |               | Critical Success Factors Description   |
| Customer Service                     |               | Improved customer satisfaction.<br>Improved product and service delivery.<br>Increased product and service delivery.   |
| Financial                            |               | Increased sales.<br>New business.<br>Higher earnings per employee.<br>Cash flow.<br>Improved cost performance.   |
| People                               |               | Achievement of a real partnership.<br>Maximisation of the potential of the Council's employees.<br>Creation of a world class team.<br>Safe and interesting work environment. |

|                                       |   |
|---------------------------------------|---|
| Innovation and Continuous Improvement | <p>Development and maintenance of strategic competitive advantage.</p> <p>Focus on continuous improvement of all key processes.</p> <p>Improved product and service performance.</p> <p>New products in new markets.</p> <p>Improved performance in key internal processes.</p> <p>Community leadership and responsibility.</p> |
|---------------------------------------|---|

**Table 2: Improvement Opportunity Evaluation (ranked by priority)**

| Aspect of Organisational Performance                                     | Opportunities for Improvement (OFI)   | Benefit Rating | Easiness Rating | Priority Rating |
|--|---|----------------|-----------------|-----------------|
| Customer Service, People   | Implement service targets for communication with customers and suppliers.   | 5              | 5               | 25              |
| Customer Service, People, Innovation and Continuous Improvement          | Ensure that the Statutory Planning Coordinator regularly meets with subordinates and that meetings are focused on a) checking the progress of applications; b) agreeing on the merits and processes of applications; c) checking workloads and priorities (and allocate resources accordingly); and d) discussing ongoing professional development, well being and satisfaction of planning officers and document outcomes as relevant. | 5              | 5               | 25              |
| Customer Service, Finance, People, Innovation and Continuous Improvement | Refocus and retask an existing Band 5 or Band 6 Planning Officer position as a Band 5 'Fast Track' / Customer Service Planner.  | 5              | 5               | 25              |
| Customer Service, Financial, Innovation and Continuous Improvement       | Implement a fast track process for simple permit applications that are suitable for an expedited assessment.  | 5              | 4               | 20              |
| Customer Service, Innovation and Continuous Improvement                  | Improve mechanisms for Statutory Planning Officers to seek clear and relevant advice from internal referrals.   | 4              | 5               | 20              |
| Customer Service, Innovation and Continuous Improvement                  | Finalise the internal referral review process.  | 4              | 5               | 20              |



|  |   |   |   |    |
|--|---|---|---|----|
| Financial, People.   | Council to require all advertising signs for notification of permit applications to be installed on site by permit applicants.  | 3 | 5 | 15 |
| Customer Service, Innovation and Continuous Improvement            | Consider opportunities to increase resourcing to strategic planning, with a primary goal to identify opportunities for red tape reduction within the statutory planning process.              | 5 | 3 | 15 |
| Innovation and Continuous Improvement.                             | Implement service standards for the Statutory Planning Unit as a whole and individual staff members.  | 4 | 3 | 12 |
| People, Innovation and Continuous Improvement                      | Monitor and report on key performance indicators for individuals and the Statutory Planning Unit as a whole.  | 4 | 3 | 12 |
| Customer Service, Innovation and Continuous Improvement            | Finalise the review of planning information available on Council's website.   | 3 | 4 | 12 |
| Customer Service, Innovation and Continuous Improvement            | Improve and implement service agreements between the Statutory Planning Unit and other Council Departments that are regularly involved in planning permit applications                        | 4 | 3 | 12 |
| Customer Service, Innovation and Continuous Improvement            | Develop appropriate processes to ensure that permit applications that require referral to external authorities are referred within 3-4 days of lodgement.                                     | 3 | 4 | 12 |
| Customer Service, Innovation and Continuous Improvement            | Where external authorities request further information, provide appropriate processes to ensure that Council includes the authority's request in a formal letter under Section 54 of the Act. | 3 | 4 | 12 |
|  |   |   |   |    |
| Customer Service, Innovation and Continuous Improvement            | Resolve workflow and reporting structure for administration officers.   | 3 | 3 | 9  |
| Customer Service, Financial, Innovation and Continuous Improvement | Review the feasibility of implementing a software package that facilitates online access to planning permit information to increase accessibility to Council's planning services.             | 4 | 2 | 8  |
| Customer   | Provide information guidelines on   | 2 | 3 | 6  |

|   |  |   |   |    |
|---|--|---|---|----|
| Service, Innovation and Continuous Improvement                  | requirements for applications within overlays, as well as information fact sheets on timelines for the permit process.   |   |   |    |
| Customer Service, Innovation and Continuous Improvement         | Implement a service user engagement policy with clear criteria that define the nature of stakeholder consultation in different circumstances.  | 2 | 2 | 4  |
| Customer Service, Innovation and Continuous Improvement         | Review process mapping and targets for planning permit applications.   | 5 | 3 | 15 |
| People, Innovation and Continuous Improvement                   | Provide appropriate processes and training for staff to ensure that they are appropriately discharging their obligations in accordance with the Planning and Environment Act 1987 in respect of assessing files. | 5 | 2 | 10 |
| Customer Service, People, Innovation and Continuous Improvement | Implement a formal 'sub-committee' that meets regularly to make collective decisions on complex applications.  | 3 | 5 | 15 |
| Customer Service, Innovation and Continuous Improvement         | Update the deed of delegation to mandate co-signing of delegated decisions to reflect current practice.  | 3 | 3 | 9  |
| Customer Service, Innovation and Continuous Improvement         | Provide a mechanism to require that all permits are checked by a second staff member before being signed.  | 3 | 5 | 15 |
| Customer Service, Innovation and Continuous Improvement         | Provide training to ensure staff are 'closing off' applications when files are completed and that statutory day calculations are accurate.   | 2 | 4 | 8  |
| Innovation and Continuous Improvement                           | Investigate opportunities to improve IT systems used by the Department.  | 4 | 4 | 16 |
| Innovation and Continuous Improvement                           | Investigate opportunities to streamline all workflow procedures to look for efficiencies in Council processing of applications.  | 4 | 3 | 12 |
| Innovation and Continuous Improvement                           | Review permit application checklists with a view to providing more streamlined, user friendly checksheets and targets.   | 3 | 3 | 9  |

|   |   |   |   |   |
|---|---|---|---|---|
| Customer Service, Innovation and Continuous Improvement | Implement a service agreement with Council's contracted law firm for the development of Section 173 agreements. | 3 | 3 | 9 |
|---|---|---|---|---|

## **8. RECOMMENDATIONS AND CONCLUSION**

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In general, this review highlighted that the Council is performing reasonably well in terms of its service output and delivery. The Department is fairly evenly resourced relative to its planning permit application load, although there are some efficiencies which could be gained through changes to processes and practices, which are discussed later in this report.

It was clear to the consultants that there has been a commitment within the Department to undertake a series of continuous improvement measures to ensure that a good level of service is provided to customers and the community.

However, this service audit also found that there were significant opportunities to improve Council's performance levels. The issues identified in this report will require a substantial commitment by Council to resolve and achieve service improvement. Notwithstanding this, we have sought to identify recommendations that are practical and achievable in the short to medium term.

The recommendations contained in this section have been framed as mechanisms for improving the Planning Department's future service performance, rather than as a report card on its past performance.

The recommendations in this section have been formulated having regard to the foregoing analysis in this report. In prioritising these recommendations, we have considered the 'Priority Rating' nominated in the matrix of recommendations, as well as our own judgements based on feedback from stakeholders, our own analysis and the resourcing limitations of the Shire.

In summary, we recommend the following:

### **HIGH PRIORITY**

- R1. Implement a 'fast track' process for simple permit applications that are suitable for an expedited assessment.**
- R2. Refocus and retask an existing Band 5 or Band 6 Planning Officer position as a Band 5 'Fast Track' Customer Service Planner.**
- R3. Consider opportunities to increase resourcing to Strategic Planning, with a primary goal to identify opportunities for red tape reduction within the statutory planning process.**
- R4. Investigate opportunities to improve IT systems used within the Department.**

- R5. Ensure that the Statutory Planning Coordinator regularly meets with subordinates and that meetings are focused on a) checking on the progress of applications; b) agreeing on the merits and processes of applications; c) checking workloads and priorities (and allocate resources accordingly); and d) discussing ongoing professional development, well being and satisfaction of planning officers and document outcomes as relevant.**
- R6. Implement a formal 'sub-committee' that meets regularly to make collective decisions and provide direction on complex applications.**
- R7. Review the feasibility of implementing a software package that facilitates online access to planning permit information to increase accessibility to Council's planning services.**
- R8. Finalise the internal referral review process.**
- R9. Require all advertising signs for notification of permit applications to be installed on site by permit applicants.**
- R10. Develop appropriate processes to ensure that permit applications that require referral to external authorities are referred within 3-4 days of lodgement.**
- R11. Where external authorities request further information, provide appropriate processes to ensure that Council includes the authority's request in a formal letter under Section 54 of the Act.**
- R12. Finalise the review of planning information available on Council's website.**
- R13. Provide a mechanism to ensure that all permits are checked by a second staff member before being signed.**

**MEDIUM PRIORITY**

- R14. Implement service standards for the Statutory Planning Unit as a whole and individual staff members.**
- R15. Monitor and report on key performance indicators for individuals and the Statutory Planning Unit as a whole.**
- R16. Review process mapping and targets for planning permit applications.**

- R17. Review permit application checklists with a view to providing more streamlined, user friendly checksheets and targets.**
- R18. Investigate opportunities to streamline all workflow procedures to look for efficiencies in Council processing of applications.**
- R19. Provide appropriate processes and training for staff to ensure that they are appropriately discharging their obligations in accordance with the Planning and Environment Act 1987 in respect of assessing files.**
- R20. Implement service targets for communication with customers and suppliers.**
- R21. Resolve workflow and reporting structure for administration officers.**
- R22. Provide clearer and relevant information guidelines on requirements for applications within overlays, as well as information fact sheets on timelines for the permit process.**

**LOW PRIORITY**

- R23. Update the deed of delegation to mandate co-signing of delegated decisions to reflect current practice.**
- R24. Implement a service user engagement policy with clear criteria that define the nature of stakeholder consultation in different circumstances.**
- R25. Improve and implement service agreements between the Statutory Planning Unit and other Council Departments that are regularly involved in planning permit applications.**
- R26. Improve mechanisms for Statutory Planning Officers to seek clear and relevant advice from internal referrals.**
- R27. Provide training to ensure that staff are 'closing off' applications when files are completed and that statutory day calculations are accurate.**
- R28. Implement a service agreement with Council's contracted law firm for the development of Section 173 agreements.**

The consultants encourage Council to facilitate the ongoing process of review and change through the development of an action plan that will set timeframes and responsibility for the implementation of improvement actions.



### Response to Planning Service Review Recommendations

| Recommendation  | Response   | Action   | Timing   |
|---|--|--|--|
| <b>High Priority</b>  |  |  |  |
| 1. Implement a 'fast track' process for simple permit applications that are suitable for an expedited assessment.       | <p>Support recommendation.</p> <p>Officers currently share files of different complexity. Whilst this provides varied workload for planners, it can reduce the focus on quickly determining the simple and straight forward proposals.</p> <p>Whilst the report indicates that overall average processing times for applications are comparable to other Councils (and the average was reduced significantly from 65 days to 40 days over 18 months to June 2015), the review has confirmed that the biggest opportunity to improve perceptions of the service is to focus on fast turnaround of decisions for straight forward proposals.</p> <p>Whilst the State Government introduced VicSmart to fast track specified application types for decision within 10 business days, there are a wider range of proposals which could be fast tracked if given a special focus (eg sheds, fences, minor building extensions, and signs).</p> <p>A vacant planning position has been reviewed to create this role, combined with the customer service role referred to in Recommendation 2. Recruitment is currently occurring.</p> <p>Guidelines will be established to indicate which applications are suited to this streamlined process, and brochures for promotion of the service. More streamlined officer reporting arrangements will be developed (eg a very short checklist report).</p> | <p>Designate a role within the statutory planning team to be responsible for delivering a fast track service for simple applications (recruitment currently occurring).</p> <p>Develop Guidelines for applications to be fast tracked to a decision, and processes to support this (including a checklist)</p> <p>Develop brief checklist delegate report for fast track applications.</p> <p>Market the service to potential users.</p> | <p>December 2015</p> <p>February 2016</p> <p>February 2016</p> <p>March 2016</p> |
| 2. Refocus and re-task an existing Band 5 or Band 6 Planning Officer as a Band 5 'Fast Track' Customer Service Planner. | <p>Support recommendation.</p> <p>There is an opportunity to refocus an existing role to have the responsibility of being the first point of contact for enquiries. At present, the task of responding to customer enquiries is shared amongst the planning staff on a roster</p>  | <p>Repurpose an existing role to be a customer service planner, also dealing with fast track planning applications as in Recommendation 1 (recruitment currently occurring).</p>   | <p>December 2015</p>   |

### Response to Planning Service Review Recommendations

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|  | <p>basis.</p> <p>The benefit of having a single planner who is responsible for customer enquiries is that it provides continuity for customers and an opportunity to really focus on provision of a highly responsive service. It also has potential to reduce the pressure on the remaining planning staff, allowing them to focus more on assessment and decision making.</p> <p>As noted above under Recommendation 1, a new position has been created using a vacant planner position which combines this customer service role with the fast track service role. Recruitment is currently occurring.</p> <p>This person would deal the simple enquiries, and draw upon the expertise of more experienced planners where required for the more complex pre-application discussions (these can be arranged by appointment). The position should have a strong customer service skillset.</p>   |   |                              |
| <p>3. Consider opportunities to increase resourcing to Strategic Planning, with a primary goal to identify opportunities for red tape reduction within the statutory planning process.</p> | <p>Agree that priority to undertake a 'red tape reduction amendment, but disagree that additional resources are required in strategic planning.</p> <p>The Planning Scheme Review adopted by Council early in 2015 identified the potential for an amendment to the planning scheme to streamline current planning controls where possible and remove unnecessary planning permit requirements. The service review has confirmed the potential for such an amendment, with a very critical focus on removing the need for permits for minor matters.</p> <p>The 2015/16 strategic planning work program includes an amendment to streamline planning provisions, due to start early in 2016 upon successful recruitment of a strategic planner to fill a maternity leave position. This will be a priority project.</p> <p>It is considered that this amendment can be undertaken within the scope of the current budget allocated to strategic planning, and that notwithstanding the review findings, the</p> | <p>As a priority, prepare and process a planning scheme amendment that removes unnecessary 'red tape', utilising existing strategic planning resources.</p> | <p>Commence January 2016</p> |



### Response to Planning Service Review Recommendations

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|  | <p>current staffing in strategic planning is appropriate to meet Council's needs. There has been significant strategic planning undertaken in recent years within the current staff arrangements.</p> <p>The review also highlights the 'red tape' caused by inflexible and onerous state planning controls, and that changes at a State level could contribute to red tape reduction. It is recommended in the report that Council advocate the State Government to reduce the inflexibility and complexity of state planning controls eg streamline requirements for coastal towns. There is also potential for broad based overlays such as the EMO to be made more targeted and less onerous through state funded mapping – such mapping reviews require significant resources which Council cannot afford.</p> | <p>Advocate for the State Government to make state planning provisions more flexible.</p> <p>Advocate for external funding support to undertake review of broad based mapping such as the EMO to facilitate more targeted provisions.</p> | <p>February 2016</p> <p>February 2016</p> |
| 4. Investigate opportunities to improve IT systems used within the Department.   | <p>Support recommendation.</p> <p>The report acknowledges that current IT systems supporting planning permit processes are deficient, and should be reviewed to improve the efficiency and effectiveness of planning processes.</p> <p>This is considered an opportunity to make a step-change in service delivery, and if supported, could be funded through reallocation of unspent budget during the mid-year review process. The Shire's ICT Steering Committee would need to assess this against the ICT Strategy and in terms of the wider implications for Council's IT resource management.</p>   | <p>Investigate options for purchase of a tailored IT software package for Planning – to be undertaken via the ICT Steering Committee.</p>   | <p>Commence December 2015</p>             |
| 5. Ensure that the Statutory Planning Coordinator regularly meets with subordinates and that meetings are focused on to a) checking on the progress of applications; b) agreeing on the merits and processes of applications; c) checking workloads and priorities (and allocate resources accordingly); | <p>Support recommendation.</p> <p>It is important to note that the regular meetings are being held These meetings also assist in managing workloads and setting priorities. This is complemented by 'surgery' meetings held weekly with all planners and internal referral staff to discuss new applications, and fortnightly Statutory Planning team meetings.</p>   | <p>No further action required.</p> <p>Continue to ensure that regular meetings held between the statutory planning co-ordinator and planning staff.</p>   | <p>On-going</p>                           |

### Response to Planning Service Review Recommendations

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| and d) discussing ongoing professional development, wellbeing and satisfaction of planning officers and document outcomes as relevant.   |  |  |   |
| 6. Implement a formal 'sub-committee' that meets regularly to make collective decisions and provide direction on complex applications.   | <p>Support recommendation (in part).</p> <p>This recommendation arises from the point discussed above concerning the need for staff to receive early direction on how an application will be considered. Aside from the regular Co-ordinator/planner catch-ups, the weekly 'surgery' meeting between planning staff and internal referral staff (eg Infrastructure, Health &amp; Environment) provides an opportunity early in the process for discussion on how the issues arising from the more complex applications should be treated. Statutory planning team meetings also provide this function.</p>   | <p>No further action required.</p> <p>Continue to hold weekly 'surgery' meetings between Planning and internal referral staff to discuss new applications, and statutory planning team meetings. Direction from senior officers to be given on complex applications in these forums.</p> | On-going  |
| 7. Review the feasibility of implementing a software package that facilitates online access to planning permit information to increase accessibility to Council's planning services. | <p>Support recommendation.</p> <p>The review encourages Council to purchase software which would support web based access to applications and lodgement of applications on-line. Given the technologies available, and preference for people to access information on-line (important given the remoteness of the Shire from places where non-permanent residents reside), this is strongly supported. Over time, it has capacity to reduce the degree of human resource required for customer support, and increase the level of customer satisfaction.</p> <p>This needs to be carefully considered in the context of any tailored IT system which might be purchased for management of planning permit applications (Recommendation 4 above).</p> | <p>Investigate options for purpose of a tailored IT software package for Planning which has ability to provide on-line access to information for customers.</p> <p>Ensure that web site redevelopment enables integration to on-line services.</p>                                       | <p>Commence December 2015</p> <p>March 2016</p> |
| 8. Finalise the internal referral review process.  | <p>Support recommendation.</p> <p>Reducing the time taken for responses to internal referral of planning applications to other departments is a key opportunity for improvement arising from the review.</p>   | <p>Ensure the current "surgery" meetings between the planners and internal referral departments are routinely held to discuss new applications received and identify comments/issues for those</p>   | On-going  |

### Response to Planning Service Review Recommendations

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|   | <p>The new process of "Surgery" where the planners meet once or twice a week with the internal referral departments collectively to discuss new applications is meaning that many referral comments are now being made immediately and recorded on the day, obviating the need for formal referrals to occur, except in the more complex cases. Whilst these sessions are effective in attracting immediate responses from other departments early in the process for a significant number of applications, without need for referral, there is still opportunity to refine the formal internal referral process.</p> | <p>proposals.</p> <p>Undertake process to improve internal referrals:</p> <ul style="list-style-type: none"> <li>• Workshop to be held with relevant managers/staff.</li> <li>• Service agreements put in place</li> <li>• Tracking by Depts to track referral status and monitor outstanding referrals.</li> <li>• Greater use of standard responses</li> <li>• Resources of Depts managed to ensure priority given to referral responses, and back-up for times of staff absence.</li> </ul> <p>Monitoring of the performance of internal referrals process.</p> | <p>March 2016</p> <p>On-going</p>         |
| <p>9. Require all advertising signs for notification of permit applications to be installed on site by permit applicants.</p> | <p>Support recommendation.</p> <p>Whilst Council has provided this service to expedite the public notice process and provide a service to land owners who do not live in the municipality, it has placed pressures on staff resources to erect and remove signs from sites in a timely way. The review identifies a risk in Council undertaking this service, and identifies the potential for the private sector to take up this service.</p>  | <p>Cease to offer the erection of signs on-site on behalf of applicants for public notice.</p> <p>Communicate with regular applicants to advise of the change in service.</p>  | <p>February 2016</p> <p>February 2016</p> |

### Response to Planning Service Review Recommendations

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| 10. Develop appropriate processes to ensure that permit applications that require referral to external authorities are referred within 3-4 days of lodgement.                                     | <p>Support recommendation.</p> <p>This is the process currently in place. Applications are referred within the first week of receipt, after being registered and allocated to a planner for assessment, provided the critical information relevant to the referral authority is available (eg a Bushfire Management Statement under the Bushfire Management Overlay, for referral to the CFA). This reduces the pressure for planners to wait for referral authority responses before a decision can be made.</p> | <p>Continue to refer applications to external agencies within 3-4 days of registration.</p> <p>Monitor performance in meeting target (to be undertaken electronically when new IT software introduced).</p> | <p>On-going</p> <p>On-going (following review of IT system to permit this reporting).</p> |
| 11. Where external authorities request further information, provide appropriate processes to ensure that Council includes the authority's request in a formal letter under Section 54 of the Act. | <p>Support recommendation</p> <p>Where an external authority has requested further information within 28 days of receipt of the application, the information is currently included in a formal request for information under Section 54, with a lapse date.</p>   | No further action required.   | On-going  |
| 12. Finalise the review of planning information available on Council's website.   | <p>Support recommendation.</p> <p>The Shire web site is very outdated and is currently being replaced with a new platform and content, which should be completed early in 2015. The Planning Department has been closely involved in the development of the project to ensure that the design and content best suits the needs of customers.</p>  | Continue to finalise new planning related content for web platform being established.   | March 2016  |
| 13. Provide a mechanism to ensure that all permits are checked by a second staff member before being signed.  | <p>Support recommendation.</p> <p>In the recent past, planners have prepared their own planning permits using conditions approved by the Co-ordinator from the signed delegate report. Administrative staff will now prepare the decision documentation for checking and signing by the planning officer. This will have the added benefit of reducing the administrative burden on the planners.</p>   | Administrative staff to prepare documentation for planning decisions based on approved officer reports, to be checked by the relevant planning officer.   | February 2016   |



### Response to Planning Service Review Recommendations

| Medium Priority   |   |  |   |
|---|---|--|---|
| 14. Implement service standards for the Statutory Planning Unit as a whole and individual staff members.                            | <p>Support recommendation.</p> <p>It is agreed that Unit service standards should be developed further, and that these be monitored and reported regularly within and external to the team. This can be improved based on PPAR information, however it may be challenging to establish more refined performance monitoring until a tailored IT software package is purchased.</p> | <p>Develop a more comprehensive suite of service standards for the statutory planning unit.</p> <p>Develop mechanisms for regular reporting of performance against agreed performance standards to Councillors and the public.</p>   | <p>May 2016</p> <p>May 2016</p>                                 |
| 15. Monitor and report on key performance indicators for individuals and the Statutory Planning Unit as a whole.                    | Support recommendation.   | As per Recommendation 14.  | May 2016  |
| 16. Review process mapping and targets for planning permit applications.  | <p>Support recommendation.</p> <p>Targets have been drafted for various categories of application. This should be reviewed in the context of Recommendations 14 &amp; 15 concerning service standards, and the fast track process established under Rec. 1.</p>   | <p>As per Recommendations 14 &amp; 15, review performance standards.</p> <p>As per Recommendation 4, investigate the purchase of a tailored IT system for Planning.</p> <p>Remove Process charts from application files, and instead maintain electronic copies in a centralised location.</p> | <p>May 2016</p> <p>Commence December 2015</p> <p>March 2016</p> |
| 17. Review permit application checklists with a view to providing more streamlined, user friendly check sheets and targets.         | As per Recommendation 16.   | As per Recommendation 16.  | April 2016  |
| 18. Investigate opportunities to streamline all workflow procedures to look for efficiencies in Council processing of applications. | <p>Support recommendation.</p> <p>The statutory planning team have identified and implemented a number of work flow changes to increase efficiencies and streamline processes to reduce the processing days, which have contributed to the reduction from 65 to 40 average statutory days from January 2014 to June 2015. This</p>  | <p>Continue to review work flows over time to find ways of streamlining processes.</p> <p>Transfer administrative tasks identified from planners to administrative staff.</p>  | <p>On-going</p> <p>February 2016</p>                            |

### Response to Planning Service Review Recommendations

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|  | <p>includes revised admin procedures to ensure that applications are registered within 2 days of receipt, application allocation occurs within 2 days of registration, external referrals conducted upon receipt of application v's after any further information received, weekly 'surgery' meetings with internal departments, and more efficient review of officer reports prior to decision.</p> <p>Notwithstanding previous improvements, this is a continuous exercise and other opportunities into the future.</p>  |  |            |
| 19. Provide appropriate processes and training for staff to ensure that they are appropriately discharging their obligations in accordance with the Planning and Environment Act 1987 in respect of assessing files. | <p>Support recommendation.</p> <p>Planners within the team are appropriately qualified for their roles, and training and professional development is encouraged, including attendance of staff at relevant regional forums on particular issues, State Government PLANET training, etc. There is high emphasis placed on staff professional development through the annual appraisal process.</p> <p>Other forums exist, such as fortnightly statutory planning team meetings where process issues are discussed, to ensure there is agreed understanding in the team.</p>   | Continue to ensure opportunities are made available to staff for training and professional development appropriate to their roles, and to hold regular staff meetings to discuss process issues. | On-going   |
| 20. Implement service targets for communication with customers and suppliers.  | <p>Support recommendation.</p> <p>The review identified benefit to be gained by documenting expectations about how planning staff should communicate with applicants and objectors throughout the process to ensure that a high level of communication is maintained. Direct contact with applicants to keep them informed at various stages of the process, highlighting issues where necessary, is one of the key opportunities to improve perceptions of the service.</p> <p>The review noted that some external stakeholders raised concerns about lack of responsiveness to telephone calls and/or emails. This should also be given renewed emphasis going forward, as a means of addressing customer perceptions.</p> | Establish agreed service targets for communication with applicants and objectors within the statutory planning process.  | March 2016 |

**Response to Planning Service Review Recommendations**

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|---|-------------------------|---|---------------|
| 21. Resolve workflow and reporting structure for administration officers. | Support recommendation. | Change reporting arrangements so that the planning admin staff report directly to the Statutory Planning Coordinator. | February 2016 |
|---|-------------------------|---|---------------|

### Response to Planning Service Review Recommendations

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|---|---|--|------------|
| 22. Provide clearer and relevant information guidelines on requirements for applications within overlays, as well as information fact sheets on timelines for the permit process. | <p>Support recommendation.</p> <p>The review highlights the significant proportion of applications which are of poor quality and require further information to be submitted, and the poor understanding of stakeholders about time frames for decision, and different aspects of the process.</p> <p>There is a range of information sheets currently provided to the public for specific issues and zones – these provide information on processes and information requirements for different application types. Notwithstanding, the review outcomes are acknowledged, and it is agreed that further efforts need to be made in increasing customer understanding and quality of information submitted with applications. Current information should be reviewed and improved. The new Shire web site will assist in conveying this information.</p> <p>The refocussed planner position on customer service will aim to increase communication to users of the system, .</p> | Review existing planning customer information, with the view to increasing customer understanding of processes and information requirements. | June 2016  |
| <b>Low Priority</b>   |   |  |            |
| 23. Update the deed of delegation to mandate co-signing of delegated decisions to reflect current practice.   | <p>Support recommendation.</p> <p>All reports by officers are checked by the Co-ordinator and co-signed. This can be reflected in the Deed of Delegation document.</p>  | Revise the Instrument of Delegation when next reviewed in 2016 to confirm this practice.   | June 2016  |
| 24. Implement a service user engagement policy with clear criteria that define the nature of stakeholder consultation in different circumstances.                                 | <p>Support recommendation.</p> <p>As per the response to Recommendation 20, the review identified benefit to be gained by documenting expectations about how planning staff should communicate with applicants and objectors throughout the process to ensure that a high level of communication is maintained. It also identified specifically the lack of policy guidance for how applicants and objectors would be engaged when objections are received, and that a policy is currently being prepared to achieve this purpose.</p> <p>It is agreed a service user engagement policy will give clearer</p>   | Develop a service user engagement policy.  | April 2016 |



### Response to Planning Service Review Recommendations

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|   | guidance to staff and improve perceptions of the service.  |  |   |
| 25. Improve and implement service agreements between the Statutory Planning Unit and other Council Departments that are regularly involved in planning permit applications. | <p>Support recommendation.</p> <p>As per the response to Recommendation 8.</p> <p>The new process of 'Surgery' is successfully resulting in referral comments being made early in the application process, obviating the need for formal referrals to occur in many cases.</p> | As per Recommendation 8 above.   | As per Recommendation 8 above.                |
| 26. Improve mechanisms for Statutory Planning officers to seek clear and relevant advice from internal referrals.   | <p>Support recommendation.</p> <p>Clearer direction on the advice being sought from internal Council departments is being achieved through the 'surgery' meetings.</p>   | Ensure the current "surgery" meetings between the planners and internal referral departments are routinely held.   | On-going                                      |
| 27. Provide training to ensure that staff are 'closing off' applications when files are completed and that statutory day calculations are accurate.                         | Support recommendation.  | <p>Investigate purchase a tailored IT software package for Planning – refer Recommendation 4 above.</p> <p>Ensure planning staff are aware of the responsibilities to update work flow dates in Authority, and the implications of not doing so.</p> | <p>Commence December 2015</p> <p>On-going</p> |

**Response to Planning Service Review Recommendations**

|   |  |   |           |
|---|--|---|-----------|
| 28. Implement a service agreement with Council's contracted law firm for the development of Section 173 agreements. | Support recommendation.<br><br>The review highlights a frustration by planning staff and applicants concerning delays in the processing of S173 agreements. A service agreement which documents the agreed response time, and which is monitored for accountability, is supported. | Implement a service agreement with Council's contracted law firm for the development of Section 173 agreements. | June 2016 |
|---|--|---|-----------|



Old Beechy Rail Trail Committee Meeting

Meeting Venue: Meeting Room 2, COPACC

5 October, 2015

Time: 10.00am to 12.30pm

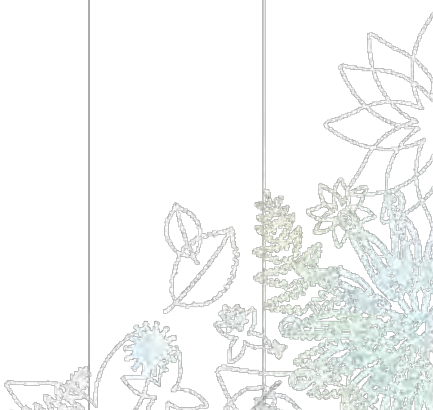
# MINUTES

|    | ITEMS & ACTIONS  | RESPONSIBLE OFFICER | ACTION DUE DATE |
|----|--|---------------------|-----------------|
| 1. | <b>ATTENDEES</b><br>Cr Chris Smith (Chair), Noel Barry, Tony Grogan, Tricia Jukes, Anthony Zappelli, Bernard Jordan, John Wilson – Capital Works Co-ordinator (COS);<br>Minutes: Vicki Jeffrey – Recreation Administrator (COS)  |                     |                 |
| 2. | <b>APOLOGIES</b><br>Lucy Vesey (COS); Craig Clifford (DELWP); Phil Dandy, Christine Humphris, Cyril Mariner  |                     |                 |
| 3. | <b>CONFIRMATION OF MINUTES FROM PREVIOUS MEETING 3 August 2015</b><br><b>Corrections</b><br>Spelling mistake – Beech Forest (Only one r)<br><br><b>Moved</b> – Anthony Zappelli<br><b>Seconded</b> – Tony Grogan<br><b>Carried</b>   | Noel Barry          |                 |
| 4. | <b>BUSINESS ARISING from previous minutes. (None)</b><br><br><ul style="list-style-type: none"> <li><i>Dial before you Dig</i> – Completed by John Wilson.</li> <li><i>Rail Trail Badges</i> – discuss at next meeting.</li> </ul>   |                     |                 |
| 5. | <b>CORRESPONDENCE - IN</b> <ul style="list-style-type: none"> <li>Email: OBRT updated maps for website</li> <li>Email: Island Research faulty tracker counter replacement</li> <li>Email: Midway – Part Closure OBRT for logging operations</li> <li>Friends of the OBRT Newsletter – Edition 44</li> <li>Map showing locations of 4 new seats along the trail.</li> <li>Financial Report</li> <li>License Agreement from Chris and Maree Smith</li> </ul> |                     |                 |
| 6. | <b>CORRESPONDENCE - OUT</b> <ul style="list-style-type: none"> <li>Email: Island Research faulty tracker counter</li> <li>Email: Visitor Information Centre's, Customer Assist Centre's, Rail Trails Australia &amp; Bicycle Network re: Rail Trail part closure</li> <li>Email: Emma Clark(Norm Douglas) confirmation of opening of trail for Chase the Dog event</li> </ul>  |                     |                 |

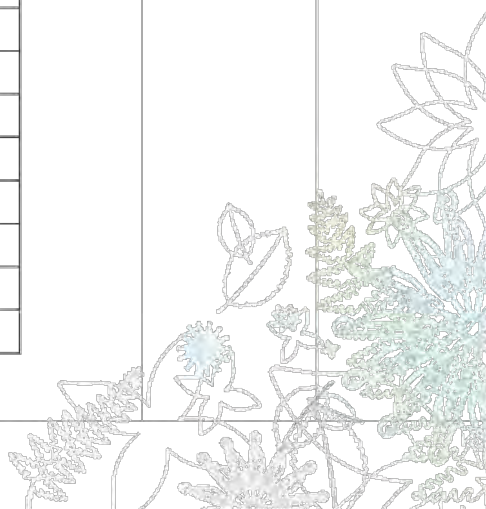
OBRT Meeting – 5/10/2015





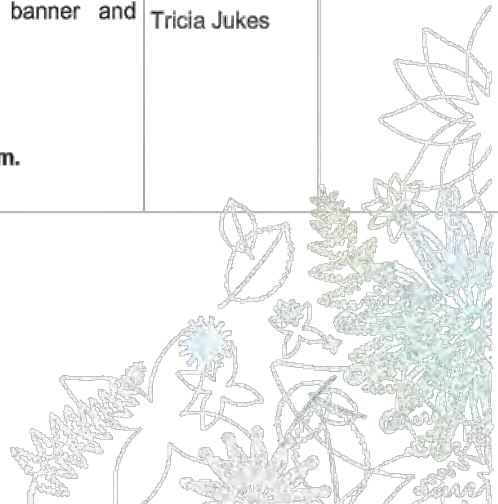
|               |   |                                |            |           |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
|---------------|---|--------------------------------|------------|-----------|------------|----------|-------|------|-----|----|----|-------|------|-----|----|---|--------------|-------|-----|----|----|-------------|-------|-----|----|---|-----------|-----|-----|----|---|---------------|-------|-----|----|----|-----------|-----|-----|----|---|--------------|-----|-----|----|---|----------|-----|-----|----|---|------------|-------|-----|----|---|------------|--|
| 7.            | <b>WORKS REPORT – Capital Works Co-ordinator (John Wilson)</b> <ul style="list-style-type: none"><li>• Report provided by Andrew Daffy.</li><li>• Siting of Patterson curse near road and trail on the newly constructed section. Andrew Daffy is aware.</li><li>• Chris Smith would like feedback to go to Andrew Daffy compliment on the condition of the trail, especially for the Golden Gumboot event.</li></ul>   | John Wilson                    |            |           |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| 8.            | <b>FRIENDS REPORT</b> <ul style="list-style-type: none"><li>• Map of location of the 4 new seats provided via map.</li><li>• Christine to be asked to complete the Dial before U Dig section of Beech Forest to Ferguson section of the trail. Tricia and her family can give assistance.</li></ul>   | Noel Barry<br>Christine/Tricia |            |           |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| 9.            | <b>TREASURERS REPORT</b> <ul style="list-style-type: none"><li>• As per copy presented – Cheques to be paid and some outstanding invoices.</li></ul><br>Moved – Tricia Jukes<br>Seconded – Tony Grogan<br>Carried.  | Tricia Jukes                   |            |           |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| 10.           | <b>EXECUTIVE OFFICER REPORT – Lucy Vesey</b><br><br><u>Private Landowner Licence Renewal</u> <ul style="list-style-type: none"><li>• Six(6) Private Landowner Licences have been signed and sealed, ready to be sent along with payment.</li></ul><br><u>Pedestrian Counters</u> <table><tr><td></td><td>Reading</td><td>Ped Count</td><td>No of Days</td><td>Peds/day</td></tr><tr><td>Colac</td><td>1799</td><td>985</td><td>62</td><td>16</td></tr><tr><td>Coram</td><td>4731</td><td>255</td><td>62</td><td>4</td></tr><tr><td>Maggio's Rd.</td><td>23745</td><td>664</td><td>62</td><td>11</td></tr><tr><td>Maxwell rd.</td><td>33824</td><td>587</td><td>62</td><td>9</td></tr><tr><td>Fry's Rd.</td><td>366</td><td>366</td><td>62</td><td>6</td></tr><tr><td>Larson's Gate</td><td>29783</td><td>714</td><td>62</td><td>12</td></tr><tr><td>Fairyland</td><td>395</td><td>193</td><td>62</td><td>3</td></tr><tr><td>Beech Forest</td><td>265</td><td>218</td><td>62</td><td>4</td></tr><tr><td>Ditchley</td><td>449</td><td>152</td><td>62</td><td>2</td></tr><tr><td>Zappelli's</td><td>27911</td><td>526</td><td>62</td><td>8</td></tr></table> |                                | Reading    | Ped Count | No of Days | Peds/day | Colac | 1799 | 985 | 62 | 16 | Coram | 4731 | 255 | 62 | 4 | Maggio's Rd. | 23745 | 664 | 62 | 11 | Maxwell rd. | 33824 | 587 | 62 | 9 | Fry's Rd. | 366 | 366 | 62 | 6 | Larson's Gate | 29783 | 714 | 62 | 12 | Fairyland | 395 | 193 | 62 | 3 | Beech Forest | 265 | 218 | 62 | 4 | Ditchley | 449 | 152 | 62 | 2 | Zappelli's | 27911 | 526 | 62 | 8 | Lucy Vesey |  |
|               | Reading   | Ped Count                      | No of Days | Peds/day  |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Colac         | 1799  | 985                            | 62         | 16        |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Coram         | 4731  | 255                            | 62         | 4         |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Maggio's Rd.  | 23745   | 664                            | 62         | 11        |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Maxwell rd.   | 33824   | 587                            | 62         | 9         |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Fry's Rd.     | 366   | 366                            | 62         | 6         |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Larson's Gate | 29783   | 714                            | 62         | 12        |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Fairyland     | 395   | 193                            | 62         | 3         |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Beech Forest  | 265   | 218                            | 62         | 4         |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Ditchley      | 449   | 152                            | 62         | 2         |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |
| Zappelli's    | 27911   | 526                            | 62         | 8         |            |          |       |      |     |    |    |       |      |     |    |   |              |       |     |    |    |             |       |     |    |   |           |     |     |    |   |               |       |     |    |    |           |     |     |    |   |              |     |     |    |   |          |     |     |    |   |            |       |     |    |   |            |  |

OBRT Meeting – 5/10/2015





|     |  |   |  |
|-----|--|---|--|
|     | <ul style="list-style-type: none"> <li>Fry's Road tracker counter was removed and replaced under warranty through Island Research. Services and Operation have replaced the counter and now fully operational (replaced 28/09/2015). Replacement has renewed warranty.</li> </ul> <p><b>Next meeting date</b></p> <ul style="list-style-type: none"> <li>30 November 2015</li> </ul>   |   |  |
| 11. | <p><b>GENERAL BUSINESS</b></p> <ul style="list-style-type: none"> <li>Golden Gumboot event.</li> <li>Posters in the Gellibrand public toilets are not allowed.</li> <li>Great success at the BBQ – 200 registrations. 35 prizes. 25 prizes to be distributed. 75 people attended. Lots of children's activities. Many thanks to Chris Smith and daughter.</li> <li>Colouring competition extremely successful with 64 entries.</li> <li>Photo competition – only 3 entries.</li> <li>Administration of the event greatly improved from last year as all shared the load.</li> <li>Retain the Registration Forms as they have quality information for future events.</li> <li>Thanks to Chris, Christine and Noel for their assistance and Maria at the General Store (from Tricia Jukes).</li> <li>Event process went well though problem with BBQ paperwork.</li> <li>This year, gumboots were fitted with tags with questions to be answered.</li> <li>Two tags came off the boots but they returned to the Gellibrand General Store.</li> <li>Congratulations to Maria at the General Store.</li> <li>How many water bottles are left?</li> <li>Next year, suggestion to shorten the distance. Only need to answer a minimum of 3 questions to enter.</li> <li>Add to the registration form – which direction to start.</li> </ul> <p>MOTION – Tricia and Maria to be thanked for all of their efforts from the Friends of the OBRT.<br/>Moved – Tony Grogan<br/>2<sup>nd</sup> – Bernard Jordan<br/>Carried.</p> <ul style="list-style-type: none"> <li>Email address to be included on all documents, banner and information.</li> </ul> <p>Meeting closed 11.05am.<br/><b>Next meeting – Monday, 30 November 2015 - 10am to 12.30pm.</b></p> | <p>Tricia Jukes</p> <p>Lucy Vesey</p> <p>Tricia Jukes</p> |  |







# Assembly of Councillors Briefing

Wednesday, 16 December 2015

COPACC

12.00pm

## ATTENDEES:

Cr Frank Buchanan, Cr Lyn Russell, Cr Stephen Hart, Cr Terry Woodcroft,  
Cr Brian Crook (arrived 2:35pm)

Sue Wilkinson (CEO)  
Mark Lyons (GM, Corporate Services)  
Brydon King (GM, Development & Community Services)  
Ingrid Bishop (GM, Infrastructure & Leisure Services)  
Jennifer Wood (Manager Governance & Customer Service)

## Apology:

**Absent:** Cr. Chris Smith, Cr. Michael Delahunty

**Part:** Ashley Roberts, Doug McNeill, Michael Swanson, Nick Welsh

| Start-Finish Times | Agenda Topics                                   |                    | Attendees                    |
|--------------------|---|--------------------|------------------------------|
| 12.00 pm           | Declaration of Interest                         |                    |                              |
|                    | Councillor                                      | Item               |                              |
|                    | CEO   | In-Committee No. 3 |                              |
|                    |   |                    |                              |
|                    |   |                    |                              |
|                    |   |                    |                              |
| 12:07-12:20        | 1. Budget Timetable                             |                    | Ashley Roberts               |
| 12:22-12:50        | 2. Planning Service Review                      |                    | Doug McNeill                 |
| 12:50-1:16         | 3. Business Improvement (verbal)                |                    | Michael Swanson / Nick Welsh |
| 1:16-1:42          | General Business                                |                    |                              |
| 1:42-2:05          | Lunch   |                    |                              |
| 2:05-4:00          | Councillor Briefing Session/Meeting Preparation |                    |                              |
| 4.00pm             | Ordinary Council Meeting                        |                    |                              |







# Assembly of Councillors Briefing

Tuesday, 5 January 2016

Apollo Bay

3:50pm

## ATTENDEES:

Cr Frank Buchanan, Cr Terry Woodcroft, Cr Lyn Russell, Cr Stephen Hart,  
Cr Brian Crook, Cr Michael Delahunty

Sue Wilkinson (CEO)

Mark Lyons (GM, Corporate Services)

Brydon King (GM, Development & Community Services)

Doug McNeill (Manager – Planning Building & Health)

Greg Fletcher ( Manager – Community Services)

The Hon. Lisa Neville (Minister for Environment, Climate Change and Water)

Craig Lapsley (Emergency Management Commissioner)

Natalie Staaks ( Emergency Management Victoria, General Manager, Media and  
Communication)

**Absent: Cr. Chris Smith**

| Start-Finish Times    | Agenda Topics  |             | Attendees |
|-----------------------|--|-------------|-----------|
|                       | Declaration of Interest: Nil   |             |           |
|                       | <b>Councillor</b>  | <b>Item</b> |           |
|                       |  |             |           |
|                       |  |             |           |
| <b>Start: 3.50 pm</b> | Bushfire briefing – Health & Wellbeing, Liveability, Sustainability, Viability |             |           |
| <b>Finish: 4:45pm</b> |  |             |           |
|                       |  |             |           |
|                       |  |             |           |
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## ORDINARY COUNCIL MEETING

## INFRASTRUCTURE AND SERVICES

OM142805-6

**APOLLO BAY COMMUTER FOOTPATH STRATEGY**

|             |                           |           |              |
|-------------|---------------------------|-----------|--------------|
| AUTHOR:     | John Wilson               | ENDORSED: | Phil Corluka |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | F11/3291     |

**Purpose**

To present to Council the final Apollo Bay Commuter Footpath Strategy for adoption.

**Declaration of Interests**

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

**Background**

Council has identified the need to review the current Apollo Bay Footpath Strategy that was originally developed as the Apollo Bay Strategic Footpath Network Plan and endorsed in 2002. This requirement became apparent through feedback from the community, as well as Council's own monitoring programmes. The footpath strategy does not include off road paths as these are proposed to be addressed under a separate strategy.

At the February 2014 Council meeting, Council resolved to place the draft Apollo Bay Commuter Footpath Strategy on exhibition, seeking public comments. The draft strategy was placed on exhibition for a period of six (6) weeks, with the submission period closing 25 April 2014. During this period two external submissions were received, and the draft strategy was reviewed.

**Council Plan / Other Strategies / Policy****A Planned Future**

Creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

**Our Goal:**

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

**Issues / Options**

There are a number of issues with the footpath network that provide opportunities for improvement.

Discontinuity and a lack of connectivity are seen in several locations. Typically, where residential developments have occurred which are outside of the existing footpath network, footpaths have been constructed within the development. However, these are often isolated and do not connect to other development or the existing footpath network.

The need to provide footpaths for users of all abilities has, at times, been poorly addressed. Pedestrians who use mobility aids ("gophers") need a relatively smooth travel path. However, many of the kerb ramps (pram crossings) have a small step built into them which can cause considerable discomfort to users of mobility aids.

Visually impaired pedestrians find Tactile Ground Surface Indicators (TGSIs) to be of great benefit and an aid to safety. There are many locations where TGSIs have not been installed.

## ORDINARY COUNCIL MEETING

## INFRASTRUCTURE AND SERVICES

or have not been installed to current standards. At some disabled parking bays, access from the parking area to the footpath is made difficult by the presence of barrier kerb. Access to disabled parking bays should comply with the requirements of *Parking Facilities – On Street Parking*, AS 2890.5.

**Proposal**

That Council endorses the Apollo Bay Commuter Footpath Strategy. This will provide Council with a clear direction for identifying and prioritising locations for footpath construction, and associated infrastructure.

**Financial and Other Resource Implications**

The works program recommended within this strategy:

- Prioritises Primary network works over Secondary network works which are in turn over Local network works.
- Proposes that the Primary and Secondary networks listed be built over the next 10 year period, conditional upon adequate funding being provided.
- That extension of the Secondary and Local network is part funded through Special Charge Schemes, where appropriate.
- That funding for Council's current footpath renewal program be maintained at \$396,000 annually.
- That funding for Council's New/Upgrade Footpaths program be provided to enable footpath provision and the programme funding of \$253,830 be made available.

**Risk Management & Compliance Issues**

There are hazards associated with the provision of a public footpath network and this strategy will assist Council in better managing those associated risks.

**Environmental and Climate Change Considerations**

There are no environmental or climate change issues to be considered as part of this strategy.

**Community Engagement**

The community engagement strategy has followed the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower. "Consult" has been the chosen method of engagement.

At the February 2014 Council meeting, the recommendation to place the draft strategy on public exhibition was supported. The document was placed on display from 15 March 2014 until 25 April 2014. During this period two external submissions were received.

One submission drew Council's attention to the lack of a footpath on the corner of Cawood Street and the Great Ocean Road leading to the beach. This short section of footpath was not included within the Strategy. Aside from the proposition that people going to the beach are not necessarily commuting, the provision of suitable beach access should be pursued. Given the location's remoteness from the CBD though, it is not suggested that this footpath section be awarded a high priority. Nevertheless, being such a short section, works could be undertaken on an opportunistic basis at short notice should funds become available.

The second submission, from the Apollo Bay Walking Action Group, was complementary towards the document, making no recommendations as to possible improvements to, and stating that they look forward to the implementation of the Strategy.

**ORDINARY COUNCIL MEETING****INFRASTRUCTURE AND SERVICES**

In advance of the development of the Strategy, back in October 2013 a petition was received by Council supported by 19 signatures, advocating for the construction of a footpath in Montrose Street. The response from Council at that time was to write to the organiser of the petition to inform them that Council supports the construction of a footpath along Montrose Avenue and it will be included for consideration in the development of the draft Apollo Bay Commuter Footpath Strategy.

Within the draft Strategy, a footpath along Montrose Avenue, between McLachlan St and Pascoe St, has been nominated to be a local network extension. As such this footpath section, estimated at \$47,250, would be fully funded by way of a Special Charge Scheme. The justification for this footpath section being "Local network" is that properties within this section are overwhelmingly residential, and that this footpath section does not provide a direct link between any existing community facilities. In terms of its prioritisation, this footpath section has been ranked at priority No 22, at the very top of the Local network extensions. However, construction could occur almost at any time after funds become available through the success of a Special Charge Scheme.

No further submission was received within the public display period in relation to Montrose Avenue as detailed within the draft Strategy.

**Implementation**

Council officers will progressively implement the strategy following endorsement. A copy of the document will be placed on Council's website and key internal staff notified.

**Conclusion**

Issues have been identified within the existing footpath network in Apollo Bay. The Apollo Bay Commuter Footpath Strategy defines the issues, provides a basis for categorising the necessary works and proposes a prioritised program of works to address the issues raised.

Council's endorsement of the strategy provides a structure for the long term management of Council's commuter footpath network within Apollo Bay.

**Attachments**

1. Apollo Bay Commuter Footpath Strategy

***MOVED Cr Terry Woodcroft seconded Cr Frank Buchanan***

***That Council:***

1. ***Adopts the Apollo Bay Commuter Footpath Strategy.***
2. ***Refers the works shown in the Works Program of the Strategy to its long term Capital Works and Major Projects program for consideration, prioritization and funding.***
3. ***Makes provision for extension of the Secondary and Local footpath network through Special Charge Schemes, and referral to Council's Capital Works Program.***

**CARRIED 7 : 0**



Report OM142805-6 - Apollo Bay Commuter  
Footpath Strategy

Attachment 1

# **Colac Otway Shire Council**

## **Apollo Bay**

# **Commuter Footpath Strategy**

**February 2014**

**Report OM142805-6 - Apollo Bay Commuter  
Footpath Strategy**

**Attachment 1**

## Apollo Bay Commuter Footpath Strategy

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**Report OM142805-6 - Apollo Bay Commuter  
Footpath Strategy**
**Attachment 1**

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## 1. Introduction

Footpaths play a vital role within communities. They provide a means of access within urban areas to facilities and services, and promote greater health and wellbeing. The need for footpaths is very dependent upon the traffic and physical conditions on any street, road or other location and the nature of the pedestrian demand at that location. Having a well connected footpath network across the community provides a benefit to residents and visitors alike.

The Apollo Bay Commuter Footpath Strategy (The Strategy) addresses the issues of providing convenient and safe access to facilities and services, to the widest possible range of pedestrians within the Apollo Bay community. The Strategy is aimed at defining service levels for the footpaths and identifying priority ratings. It does not attempt to address the issues around recreational paths. Recreational path service levels are defined in the Open Space Strategy.

This strategy should be read in conjunction with the recommendations of the –

- Colac Otway Public Open Space Strategy (2011); and
- Active Transport Strategy (2013)

### 1.1. Definitions

- Commuter Footpath - primarily used by pedestrians to travel to a chosen destination.
- Shared/Recreational paths – primarily used for recreational purposes and which may be used by other than pedestrians e.g. shared with cyclists.
- Pedestrians – any legal user of a footpath including people using mobility aids but generally excluding cyclists.

## 2. Objectives

To ensure that the urban areas of Apollo Bay promote walkability as an attractive alternative form of transport for all people, Colac Otway Shire has adopted the following key objectives for the development of Strategic Footpath Network.

- To allow different construction standards for footpaths within Apollo Bay as appropriate to the expected usage and requirements;
- To provide safe, convenient and universally accessible footpath for all users; and

- To promote and facilitate walkability as an attractive alternative to private vehicle use for the health and wellbeing of all users.

Footpaths shall be constructed at the time of development in accordance with the guidelines provided in the Infrastructure Design Manual.

Along all shop frontages within the Central Business District (CBD) and at local shopping centres (where the shops have direct access onto the footpath), generally concrete footpath shall be provided extending from the property boundary to the back of the kerb and channel.

The above construction standard may also be warranted where pedestrian generators, such as retirement villages, significant bus stops and other generators, impact on footpath demand. The need to provide a logical and well connected footpath network may also affect the ultimate network shape.

## 2.1. Walkability

Clause 56 of the Victorian Planning Provisions requires planners to guide developments to ensure they create "liveable and sustainable communities". The objective is to create compact and walkable neighbourhoods and allow easy movement through and between neighbourhoods for all people.

Walkability is a term that is used to describe how attractive the footpath is for pedestrians to use. A Walkability Toolkit (2011) has been developed to assess the walkability of footpaths. The toolkit can be used to assess proposed footpaths to provide an indication of how attractive the footpath will be to those most likely to use it.

Consideration should be given to assessing all the Primary Footpaths to help ensure that Colac Otway Shire's most important pedestrian linkages are providing a safe and usable alternative form of transport.

## 3. Existing Footpath Network

The Apollo Bay urban area has a permanent population of approximately 1,000 people. Of this 11% are children attending school and 47% are over the age of 50 (2011 Census). People in these categories tend to use the footpath network as a method of regular transport for short journeys and to schools in the area. Apollo Bay has significant tourist visitation, which increases the population during the summer period to approximately 10,000.

### 3.1. Description

The existing footpath locations have been identified (shown on the plan attached – Appendix A). The plan shows the existing pathway network providing access between the centre of Apollo Bay and residential areas within the township.

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The current Council asset database indicates that the Apollo Bay footpath network provide 11.3 kilometres of footpaths along street frontages.

Footpath condition is assessed annually and maintenance issues are addressed as prescribed in Council's Road Management Plan. The most recent assessment has found that 98% of the network is between excellent to average condition, 2% is in fair condition, and none of the network is assessed as being in poor condition. Where a section of footpath does not meet service standards, it is considered for upgrading to the appropriate service level condition.

The main users of the footpath network include;

- school aged children with their parents,
- youths;
- families;
- mature and elderly people; and
- tourists and holiday makers.

These categories of users utilise the local streets and existing network to access schools, local sporting facilities, playgrounds, travel between community areas, health facilities, and between residential areas and business centres.

### **3.2. Issues**

In 2002 Council developed the Apollo Bay Footpath Network Plan, which identified a hierarchical network of footpaths consisting of Primary network and Secondary network. Since the development of the plan Council has constructed footpath along one side of Cawood Street, Costin Street, Moore Street, Pengilley Avenue and McLachlan Street. Network sections identified within the plan that are yet to be completed include Montrose Avenue and Pascoe Street.

Even with the significant lengths of footpath constructed as part of the 2002 Apollo Bay Footpath Network Plan, the current footpath network has many gaps making pedestrian movement around the township difficult.

#### **3.2.1. Discontinuity**

Due to the manner in which residential subdivision development has occurred in the last few years, there are some connectivity issues between the Apollo Bay CBD and the surrounding community nodes and other public areas.

The existing network is, in places, not fully continuous and lacks connectivity with;

- Main community facilities;
- Township precincts; and



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- Areas with high volumes of pedestrian traffic.

This has left pedestrians with little alternative but to walk along the roads or alternatively on road verges and nature strips. The mix of pedestrians and vehicles utilising the same road space is not conducive to a safe road environment.



Two examples of lack of connection to the rest of the network

### 3.2.2. Difficulty of use by disabled users

There is a growing use of our footpaths by pedestrians of all abilities. This will continue with an ageing population, increased growth and a stronger disability support sector in Apollo Bay. Sight distances and mobility within the CBD and around the footpath network systems are two of the key issues that require universal solutions. Community members have expectations for footpath safety and usability and many parts of the existing network lack the elements which make footpath universally accessible.

#### 3.2.2.1. Tactile Ground Surface Indicators

Tactile Ground Surface Indicators (TGSIs), which assist the visually impaired to safely negotiate hazards, have only been installed in relatively recent years. Much of the older network lacks Tactiles. Tactiles should be installed at road crossings.



No TGSIs installed



Recent TGSi Installation

#### 3.2.2.2. Pram Crossings

Pedestrians of all abilities, whether using aids or not, often find crossing roads difficult. The existing "pram crossings" at intersections often have a lip or are not

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square to the line of travel. A lack of mobility for some pedestrians for whatever reason can make negotiating these "pram crossings" very difficult and in some instances creates a barrier that cannot be overcome unless personal assistance is provided. Universally accessible "pram crossings" should be made as smooth as possible.

The lack of a "pram crossing" for some pedestrians can create a discontinuity in the footpath network. Where no "pram crossing" has been provided, particularly where there is barrier kerb and channel, it is often quite difficult for some pedestrians to proceed any further without using the road as a footpath. "Pram crossings" should be provided at road crossings.



Lips (bullnoses) at Kerb Ramps are difficult to negotiate with Mobility aids

### 3.2.2.3 Access from Disabled Parking Bays

At most of the disabled parking bays in Colac Otway Shire, the access between the parking area and the footpath is limited. Usually there is a standard 1.5m wide "pram crossing" provided somewhere within the vicinity of a disabled parking bay. However, with disabled users leaving the vehicle from the driver's door, one of the passenger doors, or the rear of the vehicle, frequently the single "pram crossing" is not conveniently placed and users have to negotiate the kerb to get onto the footpath. Larger "pram crossings" should be provided at disabled parking bays and installed in line with the relevant Australian Standard.



No ramp access from the disabled car park to the footpath

### 3.2.3. Street lighting

Well lit pathways are essential for safe pedestrian use of footpaths at night.

In the established parts of the urban residential area, street lighting has generally been provided at each road intersection, and in the case for long blocks, at mid points. In these areas, streetlights are generally spaced at 80 to 120m. It has not been established whether this meets the standards nominated in AS1158 Lighting for Roads and Public Spaces.

There are areas where street lighting is spaced more widely than the 80-120m spacing nominated above.

### 3.2.4. Seating

There is a need to locate seating at specific gathering points (i.e. bus stop near a senior centre), near shops, near parks and at areas of interest that pedestrians may wish to stop and enjoy. Seating should be considered when developing primary footpath networks.

## 4. Proposed Footpath Network

It is proposed that the footpath network be categorised so that footpaths can be provided which are most appropriate for the expected use. It is appropriate that a minimum standard of footpath be provided at as many locations as possible. However, in locations where there is high use or special need, higher or alternative standards of footpaths may need to be provided. It is also important to consider the staging of a footpath network, which may take a number of years, to install it in a way that best supports community needs. In this way Council will, in time, be able to provide appropriate standards of footpaths within its available budget.

It is proposed that the footpath network be categorised into the following five (5) categories: Primary Commercial, Primary Non-Commercial, Secondary, Local and Minor footpaths. These footpaths provide for pedestrian traffic generally between residential areas and popular destinations such as shopping, recreation, sporting and other public facilities.

It should be noted that, while the footpath hierarchy shares similar name terminology as the road network, the road hierarchy is not necessarily reflected in the footpath hierarchy. It is likely that mismatches occur such as a secondary road having an access level footpath.

Shared paths are for recreational use (rather than commuter use) and are generally shared by pedestrians and cyclists. These are dealt with in the Colac Otway Public Open Space Strategy (2011). Presently the only shared path in Apollo Bay is the Coastal Path, running north to Skenes Creek. This path is under the control of the Otway Coast Committee.



#### 4.1. Primary Footpaths

Primary footpaths are required in the main shopping areas, where the footpath is wide, generally extending from the property line to the back of the kerb. Such footpaths are categorised as "Primary: Commercial Areas", and provide the highest standard of path as shown in Appendix C.

Primary footpaths may also be required in non-commercial areas, to provide access to community facilities, medical facilities, sporting facilities, transport hubs, facilities used by visitors and for less centralised shopping establishments. These footpaths, although providing the highest standard of path, are not as wide as those provided in "commercial areas", and would have a width of at least 1.5m. Such footpaths are categorised as "Primary: Non-Commercial Areas", as shown in Appendix C.

The key objective of a Primary footpath is to provide connectivity between the different communities to the most popular destinations. Primary footpaths provide broad benefit to the wider community through high quality, safe, convenient and comfortable pedestrian access. The Primary footpaths aim to cater for disabled users and for night use.

Typically, Primary footpaths provide a connection between the secondary footpaths and the popular destinations. The Primary Footpath Network must offer very high standards of comfort and safety to encourage use by all pedestrians during day or night, and as such road crossing points deserve special consideration.



Primary Commercial footpath in Apollo Bay

Much of the Primary Network is established, but as shown in the mapping provided in Appendix A, clearly deficiencies exist. There are some possible network extensions (see Appendix B1) that Council could consider for inclusion in the capital works budget.

An inspection of the existing network has shown that there are a range of minor works which should be addressed in order to bring the network up to the proposed standards. These works consist of the installation of tactiles, additional lighting and improvements to tram crossings. It is recommended that these issues, being of a higher priority, should be addressed as soon as practicable within budgetary constraints.

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The establishment of the Primary Footpath Network to the recommended standard is generally viewed as having a higher priority, as it provides for a main network throughout the Apollo Bay township.

**4.2. Secondary Footpaths**

Secondary footpaths typically provide a connection between Primary Networks and Local footpaths. These should be constructed to a high standard and satisfy the various parameters as identified in Appendix C.

The existing concrete footpath network generally meets the proposed standard. However, there may be some instances where this is not the case and some work may be needed to improve existing footpaths.

The completion of the Secondary Footpath Network to the recommended standard is generally viewed as being of medium priority.



Secondary footpath example, Apollo Bay

**4.3. Local Footpaths**

Local footpaths provide linkages between property frontages in residential areas (defined as the Planning Zone - Residential 1) to the Secondary and Primary Footpath Networks. For further detail of a Local Footpath Network please refer to Appendix C.

The existing concrete footpath network generally meets the proposed standard.

There are a number of residential areas where there is no constructed footpath link to the Primary footpaths. It is estimated that there is approximately 8019m (See Appendix B3) of footpaths to be constructed to extend the Local network, in order to achieve one footpath on one side of most roads.

The extension of the Local footpath network to the recommended standard is viewed as having a medium to low priority.





An example of Local footpath network, Apollo Bay

#### 4.4. Minor Footpaths

It is recognised that there are some footpaths that do not meet the above standards. There are some gravel paths and some unformed paths that exist. These are categorised to be "Minor footpaths", with construction standards as detailed in Appendix C. Where Council has maintained these paths in the past, Council will continue to maintain these paths at the existing standard.

The improvement of Minor footpaths to Local standard is viewed as having a low priority. Generally, Council will not undertake improvements to Minor footpaths unless a specific need has been demonstrated, usually by adjoining landowners.

#### 4.5. Shared Paths

There is one Shared Path within the Apollo Bay township along the foreshore, which is under the control of the Otway Coast Committee. Shared Paths are pathways that have been provided for recreational purposes and have been constructed to an appropriate standard for use by both pedestrians and cyclists. Shared Paths do not form part of this strategy other than to be included as a likely destination. Shared Paths will be dealt with within the Colac Otway Public Open Space Strategy.

In relation to this Strategy, Shared Paths should be considered as a destination and therefore the commuter footpath network should provide high quality access to the Shared Path Network.

Shared Paths are usually only constructed as a result of recommendations of a recreational strategy or a specific need that has been identified.

#### 4.6. Footpath Classification Definition

A section of footpath which does or ought to fit into a certain classification should be constructed in accordance with the Hierarchy Standards table as shown in Appendix C.

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**Attachment 1**

#### 4.7. Proposed Standards

A revised set of standards has been developed to address the varying requirements of the different types of footpaths. These standards are detailed in Appendix C.

Parts of the existing network do not meet the proposed standards. Certain aspects of these areas have been allocated a higher priority within the works program. The proposed works program shows the works required to bring the existing network up to the proposed standards including realistic timing and funding for those works.

Where new installations are planned, it is proposed that these be constructed to the proposed standard.

The table below summarises the construction standards to apply to different categories of the footpath network. This table is repeated and extended and provided as Appendix C.

#### Footpath Hierarchy Standards, Condensed Version

(Refer to Appendix C for the full version)

| Hierarchy                     | To be provided where the footpath is used for  | Width   | One or Both Sides of Road  | Lighting   | Pedestrian Crossings                            |
|-------------------------------|--|---|--|--|---|
| Primary: Commercial Areas     | Primary access to the main shopping areas  | Allow concrete from property line to Back of Kerb | Provided in front of commercial premises, within a shopping precinct | Lighting to AS – 1158  | Consideration given at all road crossing points |
| Primary: Non-Commercial Areas | Primary access to community facilities, shopping, major sports facilities. Areas of high pedestrian use and/or mobility impaired use | As per GTEP Part 13<br>Minimum width – 1.5m       | Generally footpath provided on both sides of the street              | Lighting to AS – 1158  | Consideration given at all road crossing points |
| Secondary                     | General public pedestrian access between residences, the Access footpath network and the Link network                                | 1.5m  | Generally footpath provided on both sides of the street              | Street lighting provided at maximum 150m spacing (typically mid block lighting on long blocks) | Generally not provided                          |
| Local                         | Local residential access only  | 1.5m  | Generally footpath provided on both sides of the street              | Street lighting provided at maximum 150m spacing (typically mid block lighting on long blocks) | Not provided                                    |
| Minor                         | Local residential access only or low use paths to public facilities  | Minimum width – 1.0m                              | Varies   | Street lighting generally not provided   | Not provided                                    |

GTEP – Guide to Traffic Engineering Practice – AUSTRROADS - Part 13 – Pedestrians.

Generally, all footpath types will be constructed in concrete or have a bituminous sealed surface, should provide smooth gutter crossings for mobility scooters, and should include tactile tiles (TGSIs) to aid the visually impaired. Funding arrangements will differ for the different categories.

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Appendices B1, B2 and B3 provide summaries of the network extensions (where sections of footpath are missing), while Appendix B4 proposes a prioritised order of works in the Works Program.

**4.7.1. Construction Standards**

The general construction standards that apply to all concrete footpaths are detailed in the Infrastructure Design Manual (IDM) and the associated Standard Drawings. The standards proposed in this Strategy shall not be used to reduce or diminish the footpath construction standards defined in the IDM.

Longitudinal grades on footpaths are of concern in that, ideally, footpath grades should be restricted to the standards described in AS 1428 – Design for Access and Mobility. In practice however, it is common for road grades to be well in excess of the maximum grade of 1 in 14 as defined in AS1428 for walkways. The Infrastructure Design Manual recommends a preferred maximum road grade of 10% and allows an absolute maximum grade of 20%. In effect, these grades become the default standards for footpaths. While these gradients are well outside the standard of AS1428, it is, at times, practically impossible to achieve those standards.

**5. Funding Mechanisms**

The cost of providing the footpath network can be met from a variety of sources.

Council funding will generally be the only funding available for upgrading any of the existing networks. However, in addition to Council funds, new footpaths might be funded through Special Charge Schemes, included in the construction of new subdivisions or through external funding such as that available from either State or Federal Governments.

Any new development should consider the expected level of pedestrian access. The new development should include any required extension of the existing footpath network (at a standard consistent with the expected pedestrian use) as part of the works required for that development.

**5.1. Primary Footpaths**

Extensions and upgrades of the existing Primary Footpath Network shall be constructed within the context of Council's capital works program. Funding of network extensions will be on a shared basis between Council and the abutting property owners. An assessment of the benefit to the general community will be made to ascertain Council's share of the funding.

The range of works defined in Appendix B1 has been estimated to cost \$277,350. This should be wholly funded directly by Council and be undertaken as a matter of high priority. It is recommended that a provision of \$27,000 to \$30,000 annually be made to address these works over the next 10 year period.



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Where a new public facility is to be constructed, extending the existing Primary Footpath Network to the facility should be considered as part of the works and be funded as part of the cost of those works.

**5.2. Secondary footpaths**

Any extension of the existing Secondary Footpath Network, to service existing residential areas, will usually be constructed by way of a Special Charge Scheme where benefitting ratepayers make a financial contribution to the works.

The cost of this construction has been estimated at \$321,900 (Appendix B2). It is proposed that these works:-

- Generally be funded using Special Charge Schemes; and
- Council provides funding on the basis of the assessed community benefit.

Where new subdivisions are being constructed, footpaths shall be provided, throughout the development, in accordance with the standards in Appendix C and as prescribed in Council's Infrastructure Design Manual.

**5.3. Local footpaths**

Similar to the funding of Secondary footpaths, extensions to the Local Footpath Network will generally be funded by way of Special Charge Schemes with Council's contribution being based on the assessed community benefit. Schemes will be developed based on community demand and Council's available budget.

The estimated cost of extending the Local Footpath Network to those well-developed residential areas that are currently without any footpath within the street has been estimated at \$1,375,375 (Appendix B3). It should be noted that this cost provides footpath on one side of the street only – footpaths on both side will cost double this.

Where new subdivisions are being constructed, footpaths shall be provided, throughout the development, in accordance with the standards in Appendix C and as prescribed in Council's Infrastructure Design Manual.

**5.4. Minor footpaths**

Minor footpaths shall not be constructed by Council. Where they currently exist and have been maintained by Council in the past, Council will continue to maintain Minor paths to a minimum standard.

**5.5. Shared Paths**

Shared Paths will usually be constructed within the context of Council capital works program. In general, however, external funding (e.g. from State or Federal Government) will be sourced to supplement Council funding.

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**Attachment 1.**

## 6. Works Program

The program of works required to improve the existing footpath network to the proposed standards should be undertaken within Council's budgetary constraints. Works suggested for the Primary footpath network are proposed to be undertaken over a period of 10 years. On this basis an average annual expenditure of \$28,000 to \$30,000 will be required in order for the sections of Primary footpath identified in Appendix B1, with an estimated overall value of \$277,350, to be constructed within this time frame.

Typically the construction of the Secondary footpath network is funded through a shared arrangement involving Council and abutting owners. The percentage of the project funded by Council can vary, depending on the community benefit deemed to be provided by the project. For projects providing a large community benefit the funding percentage provided by Council might reach 75% or 80%. Projects in the Secondary footpath network are less likely to provide a large community benefit than say a project within the Primary network. For this reason, the basis of funding nominated in the below table has been taken as being 50% of the total network extension costs to be provided by Council, spread over 10 years.

The Local footpath network, although maintained by Council once it exists, is usually created wholly by funding provided by abutting owners, through a special charge scheme.

**Table of Expected Costs for Council:**

| New Footpath                 | New & Up-Grade        | Basis of Funding                                       | Per Year Cost to Council |
|------------------------------|-----------------------|--|--------------------------|
|                              | \$ Cost               |  | \$ Cost                  |
| Primary Network Extension    | \$277,350             | Amortized over 10 yrs                                  | \$27,735                 |
| Secondary Network Extensions | \$321,900             | Say 50%, over 10 yrs, shared cost with abutting owners | \$16,095                 |
| Local Network                | \$1,375,375           | Not usually funded by Council                          | \$ nil                   |
| <b>Sub Total</b>             | <b>\$1,974,625.00</b> |  | <b>\$43,830.00</b>       |

Extension of the Secondary footpath network to areas of residential areas without concrete footpaths is expected to proceed based on requests from property owners.

### 6.1. Prioritisation of Works

The value of the proposed works is well in excess of the likely available budget and therefore any proposed works need to be prioritised. The proposed works are prioritised by a weighted criteria that considers hierarchical level, current functionality, expected levels of usage and safety issues. For details of the criteria, please refer to Appendix D.

For the purpose of the Strategy, Council has taken the liberty of assessing the identified works against the priority criteria to provide an indication of the likely prioritisation. It is important to note that this is not a comprehensive assessment and is likely to change as more detailed assessments are completed.

For the generated priority list please refer to Appendix B4.

## 7. Footpath Renewal and Maintenance

Renewal and maintenance includes all the work required to ensure the ongoing performance of the footpaths to the service levels required.

Renewal and maintenance of the whole of the footpath network will be managed and funded by Council. It is unlikely that Council will be able to source external funding for renewal and maintenance.

Where renewal of footpaths is required, the renewal should include any works required to provide the appropriate footpath to the standards shown in Appendix C.

### Table of Costs:

| Renewal of Existing Footpath (Council Wide) |                     |
|---|---------------------|
| Exist Length (m)                            | 132                 |
| Exist Width (m)                             | 1.5                 |
| Exist Area (Sq m)                           | 198,000             |
| Replacement cost per sq m                   | \$100               |
| Average lifecycle - Years                   | 50                  |
| <b>Total Replacement Cost</b>               | <b>\$19,800,000</b> |
| <b>Renewal \$/Year</b>                      | <b>\$396,000</b>    |

### 7.1. Footpath Renewal

Renewal is generally regarded as the replacement of larger sections of footpath that have reached the end of their useful life. Typically, footpath due for renewal is characterised by multiple previous repair works, excessive loss of the concrete surface, undulating surface of the footpath (e.g. from multiple root intrusions) and the like.

The table in Section 7 above shows the calculated replacement cost of the present footpath network at \$19.8 mil. (in present day dollars). Assuming a useful lifecycle (design life) of 50 years, in simple terms means that 1/50<sup>th</sup> of the network needs to be replaced each year. Performing the arithmetic then reveals that a figure of \$396,000 (in present day dollars) will require to be allocated year on year in order to achieve this end.

### 7.2. Footpath Maintenance

Footpath maintenance is generally regarded as the smaller works required ensuring that the footpaths continue to meet the minimum safety standards. Typically, maintenance work is removal of trip hazards (caused by severe cracking, differential



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settlement of adjoining slabs, subsidence or tree root intrusion) or vegetation management (such as weed removal or trimming back of trees and shrubs).

Footpath maintenance works are identified through routine inspections of the network. Faults found in footpaths are assessed according to intervention levels, in line with Council's Road Management Plan. Presently Council's footpath maintenance budget allows for identified maintenance needs to be adequately addressed within current intervention levels. If changes to service levels or intervention levels were adopted, the budget allocation for these works would also need to be reviewed.

## 8. Budget Summary

Works proposed for footpaths fall into various categories, as shown in Appendices B1 to B3, and a prioritised works list is provided in Appendix B4.

Council's current annual budget for footpath construction, up-grading and renewal amounts to:-

|                                |                  |
|--------------------------------|------------------|
| • New and Up-grade, Shire wide | \$ 0             |
| • Renewal                      | <u>\$396,000</u> |
| <b>TOTAL</b>                   | <b>\$396,000</b> |

The required annual budget for footpath construction, up-grading and renewal consists of the following:-

|                                 |                  |
|---------------------------------|------------------|
| • New and up-grade, Apollo Bay  | \$ 43,830        |
| • New and up-grade, other towns | \$210,000        |
| • Renewal                       | <u>\$396,000</u> |
| <b>TOTAL</b>                    | <b>\$649,830</b> |

The shortfall in the existing budget compared to the proposed budget is:-

|                    |                            |                   |
|--------------------|----------------------------|-------------------|
| • New and Up-grade | \$43,830 + \$210,000 - \$0 | = \$ 253,830      |
| • Renewal          | \$396,000 - \$396,000      | = \$ 0            |
| <b>TOTAL</b>       |                            | <b>\$ 253,830</b> |

\* Note: calculations above do not include the budget required for Maintenance.

## 9. Recommendations

To facilitate the implementation of the proposed footpath network, as described in this plan for Apollo Bay, it is recommended that -



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1. Council adopts the Apollo Bay Commuter Footpath Strategy.
2. Council adopts the standards shown the Hierarchy Standard.
3. Council refers the works shown in the Works Program (Appendix B4) to its long term Capital Works program; for prioritisation and funding.
4. Council provides funding for New and Up-Grade footpath works to the value of \$43,830, enabling construction to the Primary footpath network (as shown in Appendix B1) to be completed over a 10 year period.
5. Council make provision for extension of the Secondary and Local footpath networks through Special Charge Schemes.
6. Council maintains the Renewal expenditure on footpaths at \$396,000 annually.
7. Council reviews the intervention standards for footpath trip hazards.
8. Council maintains its commitment to current maintenance expenditure.

## **10. Appendices**

- 10.1. Appendix A - Plans
- 10.2. Appendix B - Cost Estimates and Works Program
- 10.3. Appendix C - Proposed Standards
- 10.4. Appendix D - Criteria Definition

## **11. References**

An Australian vision for active transport, alga, 2011  
 Blueprint for an active Australia, Heart Foundation, 2009  
 A Walkability Toolkit (2011).  
 AS 1428 – Design for Access and Mobility  
 Colac Otway Public Open Space Strategy (2011).  
 Infrastructure Design Manual (2011).

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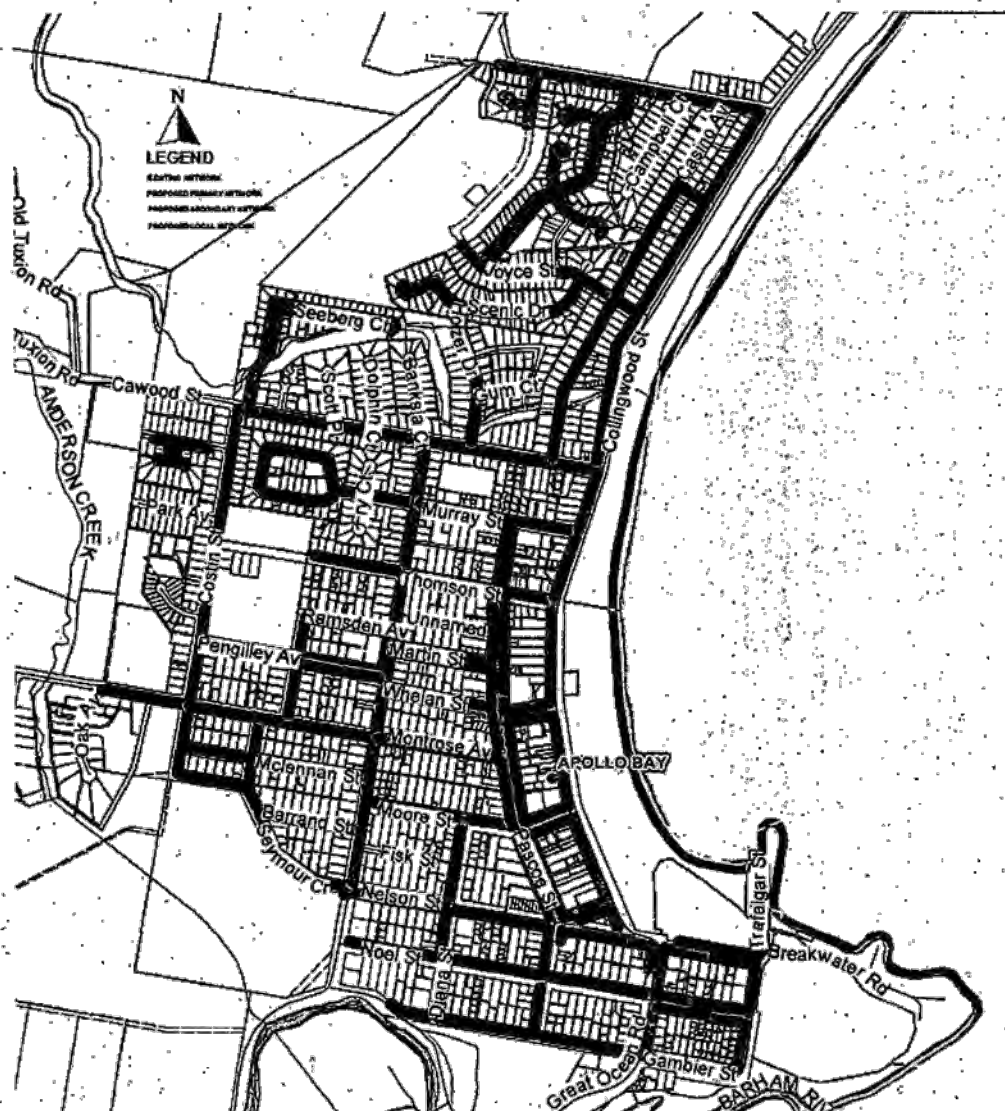
Attachment 1

## Appendix A - Plans

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## APPENDIX A



Apollo Bay – hierarchy of proposed footpath network

## Appendix B - Cost Estimates & Works Plan

### Apollo Bay Proposed Primary Network

### Appendix B1

| Street           | Footpath Side | Start              | Finish           | Length (m)  | Driveways | Pram Ramps | Amount      |
|------------------|---------------|--------------------|------------------|-------------|-----------|------------|-------------|
| Pascoe Street    | East          | Hardy Street - 56m | Thomson Street   | 194         | 4         | 2          | \$31,550.00 |
| Martin Street    | South         | McLachlan Street   | Pascoe Street    | 240         | 12        | 3          | \$40,350.00 |
| Whelan Street    | North         | McLachlan Street   | Pascoe Street    | 245         | 9         | 3          | \$40,762.50 |
| Pengilley Avenue | South         | Gallipoli Parade   | McLachlan Street | 187         | 5         | 3          | \$31,612.50 |
| Pengilley Avenue | South         | Costin Street      | Gallipoli Parade | 205         | 9         | 2          | \$33,762.50 |
| Pascoe Street    | West          | Montrose Avenue    | Whelan Street    | 84          | 2         | 3          | \$15,825.00 |
| Pascoe Street    | West          | Moore Street       | Montrose Avenue  | 156         | 4         | 2          | \$25,850.00 |
| Pascoe Street    | West          | Whelan Street      | Martin Street    | 94          | 5         | 4          | \$18,662.50 |
| Martin Street    | North         | McLachlan Street   | Pascoe Street    | 230         | 13        | 3          | \$38,962.50 |
|                  |               |                    |                  | <b>1635</b> |           |            |             |

## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

### Apollo Bay Proposed Secondary Network

## Appendix B2

| Street            | Footpath Side | Start             | Finish                 | Length (m) | Driveways | Pram Ramps | Amount       |
|-------------------|---------------|-------------------|------------------------|------------|-----------|------------|--------------|
| Pascoe Street     | East          | Thomson Street    | Murray Street          | 150        | 7         | 4          | \$27,287.50  |
| Pascoe Street     | West          | Nelson Street     | Moore Street           | 201        | 6         | 2          | \$32,825.00  |
| Pascoe Street     | West          | Martin Street     | Thomson Street         | 147        | 7         | 4          | \$26,837.50  |
| Pascoe Street     | West          | Thomson Street    | Murray Street          | 153        | 6         | 4          | \$27,625.00  |
| Murray Street     | North         | Pascoe Street     | McLachlan Street - 90m | 130        | 6         | 0          | \$20,175.00  |
| Murray Street     | South         | Pascoe Street     | McLachlan Street - 90m | 115        | 4         | 2          | \$19,700.00  |
| Nelson Street     | South         | Cartwright Street | Sylvester Street       | 123        | 5         | 2          | \$21,012.50  |
| Nelson Street     | South         | Cartwright Street | Diana Street           | 215        | 10        | 2          | \$35,375.00  |
| Nelson Street     | South         | Diana Street      | McLachlan Street       | 223        | 9         | 3          | \$37,462.50  |
| Cartwright Street | West          | Noel Street       | Nelson Street          | 90         | 3         | 3          | \$16,837.50  |
| Cartwright Street | West          | Gambier Street    | Noel Street            | 118        | 4         | 2          | \$20,150.00  |
| Gambier Street    | North         | Cartwright Street | Sylvester Street       | 224        | 9         | 2          | \$36,612.50  |
|                   |               |                   |                        |            |           |            |              |
|                   |               |                   |                        |            |           |            |              |
|                   |               |                   |                        | 1889       |           |            |              |
| TOTAL             |               |                   |                        |            |           |            | \$321,900.00 |



## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

### Apollo Bay Proposed Local Network

## Appendix B3

| STREET           | SIDE  | START                  | FINISH           | LENGTH<br>(m) | DRIVEWAYS | PRAM<br>RAMPS | AMOUNT             |
|------------------|-------|------------------------|------------------|---------------|-----------|---------------|--------------------|
| Nelson Street    | South | Sylvester Street - 80m | Trafalgar Street | 122           | 6         | 2             | \$20,975.00        |
| Nelson Street    | North | Golf Club              | Harbour          | 250           | 0         | 5             | \$42,500.00        |
| Seymour Crescent | North | McLachlan Street       | Barrand Street   | 270           | 10        | 3             | \$44,625.00        |
| Seymour Crescent | North | Barrand Street         | Hobson Street    | 50            | 1         | 2             | \$9,612.50         |
| Seymour Crescent | North | Hobson Street          | Costin Street    | 147           | 3         | 3             | \$25,387.50        |
| Costin Street    | East  | McLennan Street        | Montrose Avenue  | 90            | 3         | 3             | \$16,837.50        |
| Costin Street    | East  | Seymour Crescent       | McLennan Street  | 55            | 0         | 3             | \$11,250.00        |
| Montrose Avenue  | South | McLachlan Street       | Pascoe Street    | 283           | 16        | 3             | \$47,250.00        |
| Montrose Avenue  | South | Costin Street          | Oak Avenue       | 180           | 2         | 3             | \$30,225.00        |
| McLennan Street  | North | Hobson Street          | McLachlan Street | 253           | 13        | 4             | \$43,412.50        |
| McLennan Street  | North | Costin Street          | Hobson Street    | 153           | 7         | 4             | \$27,737.50        |
| Noel Street      | North | Cartwright Street      | Sylvester Street | 220           | 8         | 4             | \$37,900.00        |
|                  |       |                        |                  |               |           |               | <b>Appendix B3</b> |

## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

| Proposed Local Network |       |                  |                        |               |           |               |             |
|------------------------|-------|------------------|------------------------|---------------|-----------|---------------|-------------|
| STREET                 | SIDE  | START            | FINISH                 | LENGTH<br>(m) | DRIVEWAYS | PRAM<br>RAMPS | AMOUNT      |
| Noel Street            | North | Diana Street     | Cartwright Street      | 220           | 11        | 4             | \$38,237.50 |
| Noel Street            | North | McLachlan Street | Diana Street           | 217           | 9         | 4             | \$37,562.50 |
| Noel Street            | South | Sylvester Street | Trafalgar St - 70m     | 155           | 6         | 3             | \$26,925.00 |
| Diana Street           | East  | Gambier Street   | Noel Street            | 118           | 2         | 2             | \$19,925.00 |
| Diana Street           | West  | Noel Street      | Nelson Street          | 120           | 4         | 2             | \$20,450.00 |
| Diana Street           | West  | Nelson Street    | Moore Street           | 174           | 7         | 3             | \$29,887.50 |
| Barrand Street         | South | McLachlan Street | Seymour Crescent       | 212           | 7         | 2             | \$34,587.50 |
| Thomson Street         | North | Pascoe Street    | Collingwood Street     | 82            | 1         | 3             | \$15,412.50 |
| Thomson Street         | North | Jacks Place      | McLachlan Street       | 195           | 10        | 2             | \$32,375.00 |
| Thomson Street         | North | McLachlan Street | Pascoe Street          | 210           | 10        | 2             | \$34,625.00 |
| Murray Street          | North | Murray Square    | Evans Court            | 58            | 1         | 4             | \$12,812.50 |
| Murray Street          | North | Evans Court      | McLachlan Street       | 108           | 5         | 3             | \$19,762.50 |
| Murray Street          | North | McLachlan Street | McLachlan Street + 90m | 90            | 2         | 1             | \$14,725.00 |
| Murray Street          | North | Pascoe Street    | Collingwood Street     | 147           | 7         | 1             | \$23,837.50 |
| Casino Avenue          | East  | Cawood Street    | Joyce Street           | 380           | 19        | 2             | \$61,137.50 |



## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

| Proposed Local Network |       |                     |                        |            |           |        | Appendix B3 |
|------------------------|-------|---------------------|------------------------|------------|-----------|--------|-------------|
| STREET                 | SIDE  | START               | FINISH                 | LENGTH (m) | DRIVEWAYS | STREET | SIDE        |
| Casino Avenue          | East  | Joyce Street        | Milford Street         | 280        | 16        | 4      | \$47,800.00 |
| Casino Avenue          | East  | Milford Street      | Marriners Lookout Road | 187        | 10        | 4      | \$33,175.00 |
| Joyce Street           | South | Casino Avenue       | Great Ocean Road       | 80         | 1         | 2      | \$14,112.50 |
| Gambier Street         | North | Diana Street        | Cartwright Street      | 220        | 9         | 2      | \$36,012.50 |
| Gambier Street         | North | Sylvester Street    | Trafalgar St - 100m    | 110        | 7         | 1      | \$18,287.50 |
| Gambier Street         | North | Diana Street        | 95m west               | 95         | 2         | 2      | \$16,475.00 |
| Holzer Drive           | East  | Cawood Street       | Gum Court              | 100        | 2         | 4      | \$19,225.00 |
| Holzer Drive           | East  | Gum Court           | Wattle Court           | 78         | 2         | 4      | \$15,925.00 |
| Holzer Drive           | East  | Wattle Court        | Scenic Drive           | 83         | 3         | 3      | \$15,787.50 |
| Great Ocean Road       | West  | Cawood Street       | Joyce Street           | 352        | 16        | 4      | \$58,600.00 |
| Great Ocean Road       | West  | Joyce Street        | Milford Street         | 280        | 8         | 4      | \$46,900.00 |
| Great Ocean Road       | West  | Milford Street      | Marriners Lookout Road | 234        | 8         | 4      | \$40,000.00 |
| Marriners Lookout Road | South | Seaview Drive - 60m | Campbell Court         | 46         | 1         | 2      | \$9,012.50  |
| Marriners Lookout Road | South | Campbell Court      | Casino Avenue          | 88         | 1         | 4      | \$17,312.50 |
| Marriners Lookout Road | South | Casino Avenue       | Great Ocean Road       | 90         | 1         | 2      | \$15,612.50 |

## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

| Proposed Local Network |         |                  |                        |            |           |        | Appendix B3 |
|------------------------|---------|------------------|------------------------|------------|-----------|--------|-------------|
| STREET                 | SIDE    | START            | FINISH                 | LENGTH (m) | DRIVEWAYS | STREET | SIDE        |
| Milford Street         | South   | Casino Avenue    | Great Ocean Road       | 82         | 2         | 2      | \$14,525.00 |
| Murray Square          | Outside | Murray Street    | Murray Street          | 468        | 25        | 2      | \$75,012.50 |
| Ramsden Avenue         | South   | Gallipoli Parade | McLachlan Street - 88m | 103        | 4         | 2      | \$17,900.00 |
| Gallipoli Parade       | East    | Montrose Avenue  | Pengilley Avenue       | 125        | 4         | 2      | \$21,200.00 |
| Gallipoli Parade       | East    | Pengilley Avenue | Ramsden Avenue         | 80         | 2         | 2      | \$14,225.00 |
| Hobson Street          | East    | McLennan Street  | Montrose Avenue        | 98         | 2         | 2      | \$16,925.00 |
| Hobson Street          | East    | Seymour Crescent | McLennan Street        | 67         | 1         | 2      | \$12,162.50 |
| Trafalgar Street       | West    | Noel Street      | Nelson Street          | 114        | 1         | 2      | \$19,212.50 |
|                        |         |                  |                        |            |           |        |             |
|                        |         |                  |                        |            |           |        |             |
|                        |         |                  |                        | 8019       |           |        |             |

**TOTAL \$1,375,375.00**

## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

### Apollo Bay Commuter Footpath Strategy Works Program

## Appendix B4

| Primary Network |                  | Secondary Network | Local Network      |  |             |
|-----------------|------------------|-------------------|--------------------|--|-------------|
| Priority        | Street           | Start             | Finish             | Works  | Amount      |
| 1               | Pascoe Street    | Hardy Street      | Thomson Street     | Primary footpath construction - east side - install 2 kerb ramps with TGSi's   | \$31,550.00 |
| 2               | Martin Street    | McLachlan Street  | Pascoe Street      | Primary footpath construction - south side - install 3 kerb ramps with TGSi's  | \$40,350.00 |
| 3               | Pascoe Street    | Montrose Avenue   | Whelan Street      | Primary footpath construction - west side - install 3 kerb ramps with TGSi's   | \$15,825.00 |
| 4               | Pascoe Street    | Whelan Street     | Martin Street      | Primary footpath construction - west side - install 4 kerb ramps with TGSi's   | \$18,662.50 |
| 5               | Whelan Street    | McLachlan Street  | Pascoe Street      | Primary footpath construction - north side - install 3 kerb ramps with TGSi's  | \$40,762.50 |
| 6               | Pengilley Avenue | Gallipoli Parade  | McLachlan Street   | Primary footpath construction - south side - install 3 kerb ramps with TGSi's  | \$31,612.50 |
| 7               | Pascoe Street    | Moore Street      | Montrose Avenue    | Primary footpath construction - west side - install 2 kerb ramps with TGSi's   | \$25,850.00 |
| 8               | Martin Street    | McLachlan Street  | Pascoe Street      | Primary footpath construction - north side - install 3 kerb ramps with TGSi's  | \$38,962.50 |
| 9               | Pengilley Avenue | Costin Street     | Gallipoli Parade   | Primary footpath construction - south side - install 2 kerb ramps with TGSi's  | \$33,762.50 |
| 10              | Pascoe Street    | Thomson Street    | Murray Street      | Secondary footpath construction - east side - install 4 kerb ramps with TGSi's | \$27,287.50 |
| 11              | Murray Street    | Pascoe Street     | McLachlan St - 90m | Secondary footpath construction - north side - install 0 kerb ramps            | \$20,175.00 |



## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

| Works Program |                   |                   |                    | Appendix B4   |
|---------------|-------------------|-------------------|--------------------|---|
| Priority      | Street            | Start             | Finish             | Amount  |
| 12            | Nelson Street     | Cartwright Street | Sylvester Street   | Secondary footpath construction - south side - install 2 kerb ramps with TGSIs<br>\$21,012.50 |
| 13            | Cartwright Street | Noel Street       | Nelson Street      | Secondary footpath construction - west side - install 3 kerb ramps with TGSIs<br>\$16,837.50  |
| 14            | Nelson Street     | Cartwright Street | Diana Street       | Secondary footpath construction - south side - install 2 kerb ramps with TGSIs<br>\$35,375.00 |
| 15            | Nelson Street     | Diana Street      | McLachlan Street   | Secondary footpath construction - south side - install 3 kerb ramps with TGSIs<br>\$37,462.50 |
| 16            | Pascoe Street     | Martin Street     | Thomson Street     | Secondary footpath construction - west side - install 4 kerb ramps with TGSIs<br>\$26,837.50  |
| 17            | Pascoe Street     | Nelson Street     | Moore Street       | Secondary footpath construction - west side - install 2 kerb ramps with TGSIs<br>\$32,825.00  |
| 18            | Cartwright Street | Gambier Street    | Noel Street        | Secondary footpath construction - west side - install 2 kerb ramps with TGSIs<br>\$20,150.00  |
| 19            | Gambier Street    | Cartwright Street | Sylvester Street   | Secondary footpath construction - north side - install 2 kerb ramps with TGSIs<br>\$36,612.50 |
| 20            | Pascoe Street     | Thomson Street    | Murray Street      | Secondary footpath construction - west side - install 4 kerb ramps with TGSIs<br>\$27,625.00  |
| 21            | Murray Street     | Pascoe Street     | McLachlan St - 90m | Secondary footpath construction - south side - install 2 kerb ramps with TGSIs<br>\$19,700.00 |
| 22            | Montrose Avenue   | McLachlan Street  | Pascoe Street      | Local footpath construction - south side - install 3 kerb ramps with TGSIs<br>\$47,250.00     |
| 23            | Thomson Street    | McLachlan Street  | Pascoe Street      | Local footpath construction - north side - install 2 kerb ramps with TGSIs<br>\$34,625.00     |
| 24            | Thomson Street    | Pascoe Street     | Collingwood Street | Local footpath construction - north side - install 3 kerb ramps with TGSIs<br>\$15,412.50     |
| 25            | Murray Street     | Pascoe Street     | Collingwood Street | Local footpath construction - north side - install 1 kerb ramp with TGSIs<br>\$23,837.50      |

## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

| Works Program |                  |                   |                    |   | Appendix B4 |
|---------------|------------------|-------------------|--------------------|---|-------------|
| Priority      | Street           | Start             | Finish             | Priority  | Street      |
| 26            | Murray Street    | McLachlan Street  | McLachlan St + 90m | Local footpath construction - north side - install 1 kerb ramp with TGSi's  | \$14,725.00 |
| 27            | Noel Street      | Cartwright Street | Sylvester Street   | Local footpath construction - north side - install 4 kerb ramps with TGSi's | \$37,900.00 |
| 28            | Noel Street      | Diana Street      | Cartwright Street  | Local footpath construction - north side - install 4 kerb ramps with TGSi's | \$38,237.50 |
| 29            | Gallipoli Parade | Montrose Avenue   | Pengilley Avenue   | Local footpath construction - east side - install 2 kerb ramps with TGSi's  | \$21,200.00 |
| 30            | Ramsden Avenue   | Gallipoli Parade  | McLachlan St - 88m | Local footpath construction - south side - install 2 kerb ramps with TGSi's | \$17,900.00 |
| 31            | Gallipoli Parade | Pengilley Avenue  | Ramsden Avenue     | Local footpath construction - east side - install 2 kerb ramps with TGSi's  | \$14,225.00 |
| 32            | Great Ocean Road | Cawood Street     | Joyce Street       | Local footpath construction - west side - install 4 kerb ramps with TGSi's  | \$58,600.00 |
| 33            | Murray Street    | Evans Court       | McLachlan Street   | Local footpath construction - north side - install 3 kerb ramps with TGSi's | \$19,762.50 |
| 34            | Murray Street    | Murray Square     | Evans Court        | Local footpath construction - north side - install 4 kerb ramps with TGSi's | \$12,812.50 |
| 35            | Costin Street    | McLennan Street   | Montrose Avenue    | Local footpath construction - east side - install 3 kerb ramps with TGSi's  | \$16,837.50 |
| 36            | McLennan Street  | Hobson Street     | McLachlan Street   | Local footpath construction - north side - install 4 kerb ramps with TGSi's | \$43,412.50 |
| 37            | Hobson Street    | McLennan Street   | Montrose Avenue    | Local footpath construction - east side - install 2 kerb ramps with TGSi's  | \$16,925.00 |
| 38            | Hobson Street    | Seymour Crescent  | McLennan Street    | Local footpath construction - east side - install 2 kerb ramps with TGSi's  | \$12,162.50 |
| 39            | Joyce Street     | Casino Avenue     | Great Ocean Road   | Local footpath construction - south side - install 2 kerb ramps with TGSi's | \$14,112.50 |

## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

| Works Program |                      |                        |                        | Appendix B4   |             |
|---------------|----------------------|------------------------|------------------------|---|-------------|
| Priority      | Street               | Start                  | Finish                 | Priority  | Street      |
| 40            | Great Ocean Road     | Joyce Street           | Milford Street         | Local footpath construction - west side - install 4 kerb ramps with TGSi's  | \$46,900.00 |
| 41            | Holzer Drive         | Cawood Street          | Gum Court              | Local footpath construction - east side - install 4 kerb ramps with TGSi's  | \$19,225.00 |
| 42            | Diana Street         | Nelson Street          | Moore Street           | Local footpath construction - west side - install 3 kerb ramps with TGSi's  | \$29,887.50 |
| 43            | Nelson Street        | Sylvester Street - 80m | Trafalgar Street       | Local footpath construction - south side - install 2 kerb ramps with TGSi's | \$20,975.00 |
| 44            | Noel Street          | Sylvester Street       | Trafalgar St - 70m     | Local footpath construction - south side - install 3 kerb ramps with TGSi's | \$26,925.00 |
| 45            | Seymour Crescent     | McLachlan Street       | Barrand Street         | Local footpath construction - north side - install 3 kerb ramps with TGSi's | \$44,625.00 |
| 46            | Seymour Crescent     | Barrand Street         | Hobson Street          | Local footpath construction - north side - install 2 kerb ramps with TGSi's | \$9,612.50  |
| 47            | Murray Square        | Murray Street          | Murray Street          | Local footpath construction - outside - install 2 kerb ramps with TGSi's    | \$75,012.50 |
| 48            | Thomson Street       | Jacks Place            | McLachlan Street       | Local footpath construction - north side - install 2 kerb ramps with TGSi's | \$32,375.00 |
| 49            | Holzer Drive         | Gum Court              | Wattle Court           | Local footpath construction - east side - install 4 kerb ramps with TGSi's  | \$15,925.00 |
| 50            | Great Ocean Road     | Milford Street         | Marriners Lookout Road | Local footpath construction - west side - install 4 kerb ramps with TGSi's  | \$40,000.00 |
| 51            | Marriners Lookout Rd | Casino Avenue          | Great Ocean Road       | Local footpath construction - south side - install 2 kerb ramps with TGSi's | \$15,612.50 |
| 52            | Gambier Street       | Sylvester Street       | Trafalgar St - 100m    | Local footpath construction - north side - install 1 kerb ramp with TGSi's  | \$18,287.50 |
| 53            | Trafalgar Street     | Noel Street            | Nelson Street          | Local footpath construction - west side - install 2 kerb ramps with TGSi's  | \$19,212.50 |



## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

| Works Program |                      |                     |                   | Appendix B4   |             |
|---------------|----------------------|---------------------|-------------------|---|-------------|
| Priority      | Street               | Start               | Finish            | Priority  | Street      |
| 54            | Diana Street         | Noel Street         | Nelson Street     | Local footpath construction - west side - install 2 kerb ramps with TGSi's  | \$20,450.00 |
| 55            | Noel Street          | McLachlan Street    | Diana Street      | Local footpath construction - north side - install 4 kerb ramps with TGSi's | \$37,562.50 |
| 56            | Gambier Street       | Diana Street        | Cartwright Street | Local footpath construction - north side - install 2 kerb ramps with TGSi's | \$36,012.50 |
| 57            | Marriners Lookout Rd | Campbell Court      | Casino Avenue     | Local footpath construction - south side - install 4 kerb ramps with TGSi's | \$17,312.50 |
| 58            | Marriners Lookout Rd | Seaview Drive - 60m | Campbell Court    | Local footpath construction - south side - install 2 kerb ramps with TGSi's | \$9,012.50  |
| 59            | Seymour Crescent     | Hobson Street       | Costin Street     | Local footpath construction - north side - install 3 kerb ramps with TGSi's | \$25,387.50 |
| 60            | Costin Street        | Seymour Crescent    | McLennan Street   | Local footpath construction - east side - install 3 kerb ramps with TGSi's  | \$11,250.00 |
| 61            | Casino Avenue        | Cawood Street       | Joyce Street      | Local footpath construction - east side - install 2 kerb ramps with TGSi's  | \$61,137.50 |
| 62            | Diana Street         | Gambier Street      | Noel Street       | Local footpath construction - east side - install 2 kerb ramps with TGSi's  | \$19,925.00 |
| 63            | Gambier Street       | Diana Street        | 95m west          | Local footpath construction - north side - install 2 kerb ramps with TGSi's | \$16,475.00 |
| 64            | Holzer Drive         | Wattle Court        | Scenic Drive      | Local footpath construction - east side - install 3 kerb ramps with TGSi's  | \$15,787.50 |
| 65            | McLennan Street      | Costin Street       | Hobson Street     | Local footpath construction - north side - install 4 kerb ramps with TGSi's | \$27,737.50 |
| 66            | Barrand Street       | McLachlan Street    | Seymour Crescent  | Local footpath construction - south side - install 2 kerb ramps with TGSi's | \$34,587.50 |
| 67            | Nelson Street        | Yatch Club          | Harbour           | Local footpath construction - north side - install 5 kerb ramps with TGSi's | \$42,500.00 |



## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

| Works Program |                 |                |                        | Appendix B4  |             |
|---------------|-----------------|----------------|------------------------|--|-------------|
| Street        | Start           | Finish         | Priority               | Street   | Start       |
| 68            | Casino Avenue   | Milford Street | Marriners Lookout Road | Local footpath construction - east side - install 4 kerb ramps with TGS's  | \$33,175.00 |
| 69            | Milford Street  | Casino Avenue  | Great Ocean Road       | Local footpath construction - south side - install 2 kerb ramps with TGS's | \$14,525.00 |
| 70            | Casino Avenue   | Joyce Street   | Milford Street         | Local footpath construction - east side - install 4 kerb ramps with TGS's  | \$47,800.00 |
| 71            | Montrose Avenue | Costin Street  | Oak Avenue             | Local footpath construction - south side - install 3 kerb ramps with TGS's | \$30,225.00 |

Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

Attachment 1

## Appendix C - Hierarchy Standards

Attachment 1 - Apollo Bay Commuter Footpath Strategy

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## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

## APPENDIX C - Footpath Hierarchy Standards

| Hierarchy                     | To be provided where the footpath is used for  | Construction Type ( Note 3)                          | Width   | One or Both Sides of Road ( Note 4)                                  | Lighting   | Pram Crossings ( Note 2)  | Pedestrian Crossings ( Note 1)                  | Tactiles   | Funding   |
|-------------------------------|--|--|---|--|--|---|---|--|---|
| Primary: Commercial Areas     | Primary access to the main shopping areas  | Concrete Or other approved equivalent sealed surface | Allow concrete from property line to Back of Kerb | Provided in front of commercial premises, within a shopping precinct | Lighting to AS – 1158  | "Gopher friendly" pram crossings provided at all road crossings | Consideration given at all road crossing points | Install Tactiles to AS 1428.4 – 2009 at all road crossings     | Funding shared by Council and abutting property owners:<br><br>Council contribution based on community benefit. |
| Primary: Non-Commercial Areas | Primary access to community facilities, shopping, major sports facilities<br><br>Areas of high pedestrian use and/or mobility impaired use | Concrete Or other approved equivalent sealed surface | As per GTEP Part 13<br><br>Minimum width – 1.5m   | Generally footpath provided on both sides of the street              | Lighting to AS – 1158  | "Gopher friendly" pram crossings provided at all road crossings | Consideration given at all road crossing points | Install Tactiles to AS 1428.4 – 2009 at all road crossings     | Funding shared by Council and abutting property owners:<br><br>Council contribution based on community benefit. |
| Secondary                     | General public pedestrian access between residences, the Access footpath network and the Link network                                      | Concrete Or other approved equivalent sealed surface | 1.5m  | Generally footpath provided on both sides of the street              | Street lighting provided at maximum 150m spacing (typically mid block lighting on long blocks) | "Gopher friendly" provided at all new road crossings            | Generally not provided                          | Install Tactiles to AS 1428.4 – 2009 at all new road crossings | Funding shared by Council and abutting property owners:<br><br>Council contribution based on community benefit. |
| Local                         | Local residential access only  | Concrete Or other approved equivalent sealed surface | 1.5m  | Generally footpath provided on both sides of the street              | Street lighting provided at maximum 150m spacing (typically mid block lighting on long blocks) | "Gopher friendly" provided at all new road crossings            | Not provided                                    | Install Tactiles to AS 1428.4 – 2009 at all new road crossings | Usually wholly funded by abutting property owners   |
| Minor                         | Local residential access only or low use paths to public facilities  | Unconstructed – gravel or other                      | Minimum width – 1.0m                              | Varies   | Street lighting generally not provided   | Not provided  | Not provided                                    | Not provided   | Maintained by Council to a minimum standard   |

## Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

## Attachment 1

GTEP – Guide to Traffic Engineering Practice – Austroads - Part 13 – Pedestrians,

Note 1 – “Pedestrian Crossings” includes pedestrian refuges, islands, zebra crossings, pedestrian light and the like. May be provided at road crossings as appropriate e.g.

- a) where AADT > 2000 VPD and/or
- b) Traffic lane width >10m and/or
- c) high pedestrian count and/or
- d) high volume of mobility impaired pedestrian users

Note 2 – A “Gopher Friendly” crossing is where a footpath passes through the kerb and channel smoothly and evenly so as to be comfortable for users with mobility aids – i.e. where bullnoses are present, they should be removed.

Note 3 – Concrete footpaths are the preferred construction type. Other construction types may be considered where they are appropriately designed.

Note 4 – Footpaths are generally not provided where there are no abutting residential properties

Note 5 – All footpath construction shall be generally in accordance with the Infrastructure Design Manual and the Standard Drawings



Report OM142805-6 - Apollo Bay Commuter  
Footpath Strategy

Attachment 1

## Appendix D - Criteria Definition



Report OM142805-6 - Apollo Bay Commuter Footpath Strategy

Attachment 1

## 2 - Roads, Carparks Traffic (Improvement)

### Appendix D - Criteria Definition

#### Corporate Priority @ 50% Weighting

| Utilisation Type @ 15% Weighting  | Score 5 - 1 |
|-----------------------------------|-------------|
| Asset hierarchy based on function |             |

High Use Area - Footpath will be located in the vicinity of shopping precincts, aged care centres, senior citizen centres, schools, kindergartens, hospitals and/or other community facilities. 5

Shared Path - Track or path will provide for access for a range of recreational activities such as walking, bike riding or horse riding. 4

Standard Use Area - Footpath will provide pedestrian access in local residential streets. 3

Low Use Area - These are seldom-used areas where there exist paths known by Council to be used by the public. Inspections on areas of this type are to identify specific defects. No additional maintenance is undertaken. 1

| Strategic Relevance @ 25% Weighting                           | Score 5 - 1 |
|---|-------------|
| Link to Council Plan objectives and service delivery outcomes |             |

Corporate Planning with specific plan and/or supporting strategy or legal requirement. 5

Approved by Council as a key requirement to delivering Council outcomes.

Master Plan, Strategy, or an identified priority within Council Plan and requires more detailed planning. 4

Strategic importance known, and has been identified as a service delivery priority. Minimal or no planning undertaken. 3

Project of some strategic importance, but not identified as a priority. No Planning undertaken. 2

Not previously identified, not significant. Does not exist in any of the Councils current planning programs. 1

| Functional Suitability @ 10% Weighting   | Score 5 - 1 |
|--|-------------|
| Effectiveness of the asset to meet current and future customer expectations and requirements |             |

Asset standards do not contribute to required levels of service and/or community outcomes. 5

Minimum levels of service provided by asset. Additional upgrades required to address functional suitability issues (e.g. compliance issues, increased demand, etc) 3

Present asset standards meet required levels of service. 1

#### Community Outcome @ 10% Weighting

| Existing Traffic Count (Vehicles per day) @ 5% Weighting | Score 5 - 1 |
|--|-------------|
| Existing level of usage of road                          |             |

Greater than 500 5

250 - 500 4

50 - 250 3

25 - 50 2

0 - 25 1

20/01/16

**COSTIN STREET FOOTPATH  
DEVELOPMENT, APOLLO BAY**



**KEY:**

|                           |   |   |
|---------------------------|---|---|
| <b>Existing Footpath:</b> | <b>Current Footpath Under Construction:</b> | <b>Proposed Costin Street Footpath:</b> |
| ---                       | ---   | —                                       |





**Audit Committee Meeting**

**Summary  
MINUTES**

**10 December 2015**

**at 9:00 AM**

**COPACC Meeting Rooms**

Colac Otway Shire  
PO Box 283  
Colac Victoria 3250  
E: [info@colacotway.vic.gov.au](mailto:info@colacotway.vic.gov.au)  
[www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)

Customer Service Centre  
Colac: 2-6 Rae Street  
Apollo Bay: 69-71 Nelson Street  
P: (03) 5232 9400  
F: (03) 5232 9586





**COLAC-OTWAY SHIRE Audit Meeting**

**10 December 2015**

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**MINUTES of the AUDIT COMMITTEE MEETING OF THE COLAC-OTWAY SHIRE  
COUNCIL held at the COPACC Meeting Rooms on 10 December 2015 at 9.00am.**

**1. OPENING OF MEETING**

**2. PRESENT**

Mike Said (Chair)  
Ms Linda MacRae  
Cr Terry Woodcroft ( arrived 9.08am)  
Cr Stephen Hart  
Ms Sue Wilkinson, Chief Executive Officer (arrived 9.08am)  
Mr Mark Lyons, General Manager, Corporate Services  
Mr Brydon King, General Manager Development & Community Services  
Ms Jenny Wood, Manager Governance & Customer Service  
Mr Ashley Roberts, Manager Financial Services  
Mr David Testa, Financial Operations Coordinator  
Ms Carmen Lawrence, Manager People, Performance & Culture  
Mr Tony White, Manager Economic Development & Events  
Ms Alison Richardson, Governance Officer  
Mr Martin Thompson, Crowe Horwath  
Mr Andrew Zavitsanos Crowe Horwath

**3. APOLOGIES**

Mr Stephen O'Kane, LDAssurance

**4. DISCLOSURE OF ANY CONFLICTS OF INTEREST**

Nil

**5. CONFIRMATION OF MINUTES – PREVIOUS MEETING**

**6. BUSINESS ARISING FROM THE PREVIOUS MEETING(S)**

**7. CEO'S DECLARATION OF LEGAL COMPLIANCE**

Audit Committee Meeting

Officers Reports

AC150212-1

5-Confirmation of Minutes 2 September 2015

AC150212-1

5 - CONFIRMATION OF MINUTES 2 SEPTEMBER 2015

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Mark Lyons         | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

**Recommendation(s)**

*That the Audit Committee endorses the minutes of the meeting held on 2 September 2015.*

**Resolution**

MOVED Cr Stephen Hart seconded Ms Linda MacRae

*That the Audit Committee endorses the minutes of the meeting held on 2 September 2015 subject to minor amendment of the Resolution Item AC150209-21 point 2 replace the word 'construction' with 'project'.*

CARRIED 3 : 0



Audit Committee Meeting  
AC151012-2

Officers' Reports  
6 A - Business Arising - Appointment of  
Chairperson

AC151012-2

6 A - Business Arising - Appointment of Chairperson

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Mark Lyons         | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

#### Original Recommendation

That the Audit Committee appoints.....as the Chairperson of the Audit Committee until 1 December 2016.

#### Resolution

MOVED Cr Stephen Hart seconded Ms Linda MacRae  
That the Audit Committee appoints Mike Said as the Chairperson of the Audit Committee until 1 December 2016.

CARRIED 3 : 0

~~~~~

Audit Committee Meeting  
AC151012-3

Officers' Reports  
6 B - Business Arising from the Previous  
Meeting(s) - Colac Livestock Selling  
Centre

AC151012-36 B - Business Arising from the Previous Meeting(s) - Colac Livestock  
Selling Centre

AUTHOR:	Tony White	ENDORSED:	Brydon King
DEPARTMENT:	Development & Community Services	FILE REF:	F15/5693

#### Original Recommendation

That the Audit Committee note the positive introduction of the Avdata system at the Colac Regional Saleyards.

#### Resolution

MOVED Cr Stephen Hart seconded Ms Linda MacRae  
That the Audit Committee note the positive introduction of the Avdata system at the Colac Regional Saleyards and further, a report be tabled at the Audit Committee meeting to be held on Wednesday 1 June 2016 with a focus on understanding the relationship between current and historical collection practices to understand if internal control processes were effective .

Carried 4:0

~~~~~

**Audit Committee Meeting  
AC151012-4**

**Officers' Reports  
7 - CEO's Statement of Compliance**

**AC151012-4**

**7 - CEO's Statement of Compliance**

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Mark Lyons         | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

**Recommendation(s)**

***That the Audit Committee notes the following issue:***

- 1. Alvie Organics Facility – Common Law Claim (Injury at Work)  
Original Recommendation**

***That the Audit Committee notes the following issue:***

**MOVED Cr Terry Woodcroft seconded Ms Linda MacRae**

***That the Audit Committee notes the following issue:***

- 1. Alvie Organics Facility – Common Law Claim (Injury at Work)**
- 2. And that the CEO provide updates to the progress of Business Improvement activities as appropriate.**

**CARRIED 4 : 0**

Audit Committee meeting AC150212-5  
AC150202-5

Officers Reports  
8.1A – Financial reporting – First Quarter  
Financial Performance Report – 2015/16

AC150212-5      8.1 A - FINANCIAL REPORTING - FIRST QUARTER FINANCIAL  
PERFORMANCE REPORT - 2015/2016

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Ashley Roberts     | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

**Recommendation(s)**

*That the Audit Committee receives the report on the First Quarter Financial  
Performance Report for 2015/2016 for information.*

**Resolution**

MOVED Cr Stephen Hart seconded Cr Terry Woodcroft  
*That the Audit Committee receives the report on the First Quarter Financial  
Performance Report for 2015/2016 for information.*

CARRIED 4 : 0

Audit Committee meeting AC150212-5  
AC150212 - 6-5

Officers Reports  
8.2A – Internal Control – IT Security and  
Control Environment Review

AC150212-6      8.2 A - INTERNAL CONTROL - IT SECURITY AND CONTROL  
ENVIRONMENT REVIEW

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Callum Fairnie     | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

**Recommendation(s)**

*That the Audit Committee notes the report on IT Security and Control Environment Review and the continuous improvements addressing the recommendations in the Internal Audit Report – “IT Control Environment Review”.*

**Resolution**

MOVED Ms Linda MacRae seconded Cr Stephen Hart

*That the Audit Committee notes the report on IT Security and Control Environment Review and the continuous improvements addressing the recommendations in the Internal Audit Report – “IT Control Environment Review”.*

CARRIED 4 : 0

**Audit Committee meeting AC150212-5  
AC150202-7**

**Officers Reports  
8.2B –Internal Control – Waste Audit Report –  
July 2014 to June 2015**

**AC151012-78.2 B - Internal Control - Waste Audit Report - July 2014 to June 2015**

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Jenny Wood         | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

**Original Recommendation**

**That the Audit Committee receives the annual Waste Management Report for the period July 2014 to June 2015.**

~~~~~  
**Resolution**

**MOVED Cr Terry Woodcroft seconded Ms Linda MacRae**

**That the Audit Committee receives the annual Waste Management Report for the period July 2014 to June 2015.**

**CARRIED 4 : 0**



Audit Committee Meeting  
AC150212-8

Officers' Reports  
8.3 A - Risk Management - Risk  
Management Adherence Report

AC150212-8  
REPORT

**8.3 A - RISK MANAGEMENT - RISK MANAGEMENT ADHERENCE**

AUTHOR:	Carmen Lawrence	ENDORSED:	Mark Lyons
DEPARTMENT:	Corporate Services	FILE REF:	F15/5693

**Recommendation(s)**

***That the Audit Committee receives the Risk Management Adherence Report as at 12 November 2015.***

**Resolution**

**MOVED Cr Stephen Hart seconded Cr Terry Woodcroft**

***That the Audit Committee receives the Risk Management Adherence Report as at 12 November 2015.***

**CARRIED 4: 0**

Audit Committee Meeting  
AC150212-9

Officers' Reports  
8.4 A - Fraud Prevention/Awareness -  
Fraud Control Program

AC150212-9  
PROGRAM

8.4 A - FRAUD PREVENTION/AWARENESS - FRAUD CONTROL

AUTHOR:	Ashley Roberts	ENDORSED:	Mark Lyons
DEPARTMENT:	Corporate Services	FILE REF:	F15/5693

**Recommendation(s)**

***That the Audit Committee receives the Fraud Control Program Report for the period 15 August 2015 to 31 October 2015.***

***Resolution***

***MOVED Ms Linda MacRae seconded Cr Stephen Hart  
That the Audit Committee receives the Fraud Control Program Report for the period 15 August 2015 to 31 October 2015.***

**CARRIED 4 : 0**

Audit Committee Meeting  
AC150212-10

Officers' Reports  
8.6 A - Internal Audit - Internal Audit  
Progress Update

AC150212-10      8.6 A - INTERNAL AUDIT - INTERNAL AUDIT PROGRESS UPDATE

AUTHOR:	Mark Lyons	ENDORSED:	Mark Lyons
DEPARTMENT:	Corporate Services	FILE REF:	F15/5693

**Recommendation(s)**

***That the Audit Committee notes the Internal Audit Progress Reports for the periods 2014/2015 to 2015/2016.***

**Resolution**

**MOVED** Cr Terry Woodcroft seconded Ms Linda MacRae

***That the Audit Committee notes the Internal Audit Progress Reports for the periods 2014/2015 to 2015/2016.***

**CARRIED 4 : 0**

Audit Committee Meeting  
AC151012-11

Officers' Reports  
8.6 B - Internal Audit - Memorandum of  
Audit Planning

AC151012-11

8.6 B - Internal Audit - Memorandum of Audit Planning

AUTHOR:	Mark Lyons	ENDORSED:	Mark Lyons
DEPARTMENT:	Corporate Services	FILE REF:	F15/5693

#### Original Recommendation

That the Audit Committee confirms the objective and scope contained in the Memorandum of Audit Planning document for each audit listed below:-

1. Insurance and Risk Management
2. Purchasing Cards
3. Human Resources

#### Resolution

MOVED Cr Stephen Hart seconded Ms Linda MacRae

That the Audit Committee confirms the objective and scope contained in the Memorandum of Audit Planning document for each audit listed below:-

1. Insurance and Risk Management
2. Human Resources

And further that the scope for the purchasing cards audit be amended to include an overview of Fuel and Fleet card usage and management.

~~~~~

CARRIED 4 : 0

Audit Committee Meeting  
AC150212-12

Officers' Reports  
8.8 A - Compliance - Excess Annual  
Leave Report

AC150212-12      8.8 A - COMPLIANCE - EXCESS ANNUAL LEAVE REPORT

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Ashley Roberts     | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

**Recommendation(s)**

***That the Audit Committee receives the Annual Leave Report as at 4 November 2015 for information.***

***Resolution***

***MOVED Ms Linda MacRae seconded Cr Stephen Hart  
That the Audit Committee receives the Annual Leave Report as at 4 November 2015 for information and further that the CEO also include information on action taken relating to the management of long service leave in the next report to the committee.***

**CARRIED 4 : 0**

Audit Committee Meeting  
AC151012-13

Officers Reports  
8.8B – Compliance – Compliance Register  
2015/16

AC151012-13

8.8 B - Compliance - Compliance Register 2015/2016

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Mark Lyons         | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

**Original Recommendation**

That the Audit Committee notes the report on the Compliance Register.

~~~~~  
**Resolution**

MOVED Cr Terry Woodcroft seconded Ms Linda MacRae  
That the Audit Committee notes the report on the Compliance Register.

CARRIED 4 : 0

**Audit Committee Meeting  
AC151012-14**

**Officers Reports  
8.9A – Reporting Responsibilities – Operational  
Plan Update – First Quarter 2015-16**

**AC150212-148.9 A - Reporting Responsibilities - Operational Plan Update - First Quarter 2015-2016**

AUTHOR:	Carmen Lawrence	ENDORSED:	Mark Lyons
DEPARTMENT:	Corporate Services	FILE REF:	F15/5693

**Recommendation(s)**

**That the Audit Committee receives the report on the Operational Plan Performance Report to September 2015.**

**Resolution**

**MOVED Cr Stephen Hart seconded Cr Terry Woodcroft**

**That the Audit Committee receives the report on the Operational Plan Performance Report to September 2015.**

**CARRIED 4 : 0**



Audit Committee Meeting  
AC151012-15

Officers' Reports  
8.9 B Reporting Responsibilities - Local  
Government Performance Reporting  
Framework update.

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AC151012-15 8.9 B Reporting Responsibilities - Local Government Performance  
Reporting Framework update.

AUTHOR:	Margaret Giudice	ENDORSED:	Mark Lyons
DEPARTMENT:	Corporate Services	FILE REF:	F15/4519

#### Original Recommendation

That the Audit Committee notes the successful completion of the inaugural reporting  
and audit of LGPRF data

#### Resolution

MOVED Ms Linda MacRae seconded Cr Stephen Hart

That the Audit Committee notes the successful completion of the inaugural reporting  
and audit of LGPRF data

~~~~~

CARRIED 4 : 0

**Audit Committee Meeting  
AC150212-16**

**Officers' Reports  
8.10 A - Other - Audit Committee Plan**

**AC150212-16**

**8.10 A - Other - Audit Committee Plan**

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Mark Lyons         | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

**Recommendation**

**That the Audit Committee notes the updated Audit Committee Plan for 2015/2016 through to September 2016.**

**Resolution**

**MOVED Cr Terry Woodcroft seconded Ms Linda MacRae  
That the Audit Committee notes the updated Audit Committee Plan for 2015/2016 through to September 2016.**

**CARRIED 4 : 0**

Audit Committee Meeting  
AC150212-17

Officers' Reports  
8.10 B - Other - Audit Committee Dates for  
2016

AC150212-17      8.10 B - OTHER - AUDIT COMMITTEE DATES FOR 2016

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Mark Lyons         | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/5693   |

#### Recommendation

That the Audit Committee confirms the 2016 meeting dates and times:

- Wednesday 16 March 2016 - 9 am
- Wednesday 15 June 2016 - 9 am
- Wednesday 7 September 2016 - 8.30 am
- Wednesday 7 December 2016 - 9 am

#### Resolution

MOVED Cr Stephen Hart seconded Ms Linda MacRae

That the Audit Committee confirms the 2016 meeting dates and times:

- Wednesday 2 March 2016 - 9 am
- Wednesday 1 June 2016 - 9 am
- Tuesday 6 September 2016 - 8.30 am
- Wednesday 7 December 2016 - 9 am

And that revised dates and confirmation of changes as discussed be circulated to all Committee members as soon as possible

CARRIED 4 : 0

#### GENERAL BUSINESS

Members of the Audit Committee thanked Cr. Michael Delahunty for his contribution to the Audit Committee over the last 12 months.

The Meeting Was Declared Closed at 11.10am

TO BE CONFIRMED at the meeting held on 2 MARCH 2016

MINUTES - 10 December 2015

20

