



Colac Otway
SHIRE

COUNCIL MEETING

AGENDA

Wednesday 27 October 2021

at 4:00 PM

by videoconference

Next Council Meeting: 24 November 2021



COLAC OTWAY SHIRE COUNCIL MEETING

Wednesday 27 October 2021

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COLAC OTWAY SHIRE COUNCIL MEETING

NOTICE is hereby given that the next **COUNCIL MEETING OF THE COLAC OTWAY SHIRE COUNCIL** will be held by videoconference on Wednesday 27 October 2021 at 4:00 PM.

AGENDA

1 DECLARATION OF OPENING OF MEETING

OPENING PRAYER

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

AMEN

2 PRESENT

3 APOLOGIES AND LEAVES OF ABSENCE

4 WELCOME AND ACKNOWLEDGEMENT OF COUNTRY

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

RECORDING AND PUBLICATION OF MEETINGS

Please note: All Council and Committee meetings will be live streamed and recorded (where it is practicably possible to do so), and the meeting location has the required equipment and internet capability. This includes the public participation sections of the meetings. However, matters identified as confidential items in the Agenda will not be live streamed or recorded.

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

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

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

5 QUESTION TIME

A maximum of 30 minutes is allowed for question time. Please note that this meeting is being held by videoconference. Any person wishing to participate in public question time will need to register their intention to do so by contacting the shire prior to 5:00pm on Monday 25 October 2021. 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 by prior arrangement (videoconference).

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

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

7 PETITIONS / JOINT LETTERS

Nil

8 DECLARATIONS OF INTEREST

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

9 CONFIRMATION OF MINUTES

- **Council Meeting held on 22 September 2021.**

RECOMMENDATION

That Council confirm the minutes of the Council Meeting held on 22 September 2021.

Item: 10.1

Request to adopt the 2050 Community Vision and Council Plan (incorporating the Municipal Health and Wellbeing Plan)

OFFICER	Tamzin McLennan
GENERAL MANAGER	Ian Seuren
DIVISION	Development & Community Services
ATTACHMENTS	<ol style="list-style-type: none"> Attachment 1 - Community Vision 2050 - Final - 19 October 2021 [10.1.1 - 8 pages] Attachment 2 - Council Plan 2021-2025 - Final - 19 October 2021 [10.1.2 - 56 pages] Attachment 3 - Council Plan & Vision exhibition period - precis of submissions [10.1.3 - 8 pages] Colac Otway Shire Annual Plan 2021-2022 - Final [10.1.4 - 19 pages]
PURPOSE	To seek Council adoption of the 2050 Community Vision and 2021-2025 Council Plan

1. EXECUTIVE SUMMARY

The purpose of this report is to present the final drafts of the 2050 Community Vision (**Attachment 1**) and Council Plan 2021-2025 (incorporating the Municipal Health and Wellbeing Plan) (**Attachment 2**) to Councillors and seek adoption of both documents.

The Community Vision, along with the Council Plan, have been prepared in line with the new *Local Government Act 2020* (LG Act), which prescribes that by 31 October in the year following an election, Councils must:

- Adopt a Community Vision that spans a period of at least 10 years.
- Adopt a Council Plan that addresses the priorities outlined in the Community Vision.
- Adopt a 10-year Financial Plan.
- Adopt a 10-year Asset Plan.

The LG Act further prescribes that the development of the above strategies must be informed by deliberative community engagement. During April and May 2021 Council fulfilled this requirement,

working with a community panel of 24 randomly-selected people across three Sundays and three evenings to develop a set of recommendations to inform Council's strategic planning. In addition, Council implemented a comprehensive community engagement process across the shire, which involved:

- A Regional Roadshow of drop-in sessions at 12 locations across our shire including public halls, community markets, busy business centres and events/meetings.
- Two online drop-in sessions.
- A community survey which was available online and in hard copy. The survey attracted more than 600 responses.
- 19 stakeholder interviews with key community, business and agency partners.
- A youth summit involving 49 students representing local secondary schools.
- Focussed engagement via multiple meetings with our health and community services sector to inform our Municipal Health and Wellbeing Plan (MHWBP).

For the first time, Colac Otway Shire Council has decided to combine the Council Plan with the MHWBP, in line with all other Councils in the G21 region. As such, deliberative community engagement processes were also be applied to the development of the MHWBP. The requirements of the MHWBP are governed by the *Public Health and Wellbeing Act 2008* (PHWB Act).

The draft 2050 Community Vision and draft Council Plan have been on public exhibition for six weeks. Council received 65 submissions from the community regarding the draft Community Vision and Council Plan. Following workshops with Councillors, a number of changes have been recommended in response to the submissions.

The final draft versions of the 2050 Community Vision and Council Plan are attached to this report.

2. RECOMMENDATION

That Council:

- 1. Notes that a Community Vision has been prepared in accordance with the requirements of the Local Government Act 2020.***
- 2. Notes that Council has prepared a Council Plan (incorporating the Municipal Health and Wellbeing Plan) in line with the requirements of the Local Government Act 2020.***
- 3. Notes that Council has received a Ministerial exemption from the Department of Health approving Council's request to combine the Council Plan and the Municipal Health and Wellbeing Plan.***
- 4. Notes that the draft Community Vision and Council Plan have undergone a six-week public exhibition period in line with Council's Community Engagement Policy and have been amended in response to community submissions.***
- 5. Adopts the final 2050 Community Vision (as Attachment 1).***
- 6. Adopts the Council Plan 2021-2025, incorporating the Municipal Health and Wellbeing Plan (as Attachment 2).***
- 7. Authorises officers to submit the adopted 2021-2025 Council Plan to the Department of Health.***

8. *Acknowledges with appreciation the community members who participated in the development of the Community Vision and Council Plan, including submitters and members of the deliberative community panel.*
9. *Endorses the 2021-22 Annual Plan developed to implement the adopted Council Plan (as Attachment 4).*

3. KEY INFORMATION

In the year following a local government election, there are a range of strategic documents Council needs to develop to guide its priorities for its four-year term, in consultation with the community. The subject of this report is the Community Vision 2050 and the Council Plan 2021-2025 (incorporating the Municipal Health and Wellbeing Plan [MHWBP]).

COMMUNITY VISION

Section 88 of the *Local Government Act 2020* (LG Act) requires that Council develops a Community Vision with its community, which should span a minimum 10 years. Council decided to extend the timeframe of the Vision out to 2050, for a variety of reasons including a desire to have a vision that looked beyond the operational to the strategic; and also to align our strategic planning with the existing Colac 2050 Growth Plan. Many Councils in Victoria have chosen longer timeframes than 10 years for the same or similar reasons to Colac Otway.

Community Visions create a shared long-term vision that bring communities together, generate creative responses to challenges, and harness finite resources towards shared goals.

Council carried out extensive community engagement to inform the Community Vision, culminating in workshops with the deliberative community panel to refine the sorts of things we should have in our vision. A draft Community Vision 2050 is attached to this report, and officers seek Council's endorsement of the document.

COUNCIL PLAN

The Council Plan is a medium-term strategic document (four years), which is adopted and owned by an incoming Council and reflects the ambitions and philosophies of the elected Council. Whilst strongly aligned to and referencing the Community Vision, it is not constrained to this agenda alone; and incorporates broader and different objectives.

The Council Plan is the primary document to reflect the strategic agenda of the Council and must:

- Include the strategic direction of Council.
- Include strategic objectives for achieving that direction.
- Include strategies for achieving the objectives (for at least 4 years).
- Include strategic indicators for monitoring achievement.
- Include description of initiatives and priorities for services, infrastructure, and amenity.
- Ensure links are made to adopted strategies, policies, and plans.

There is no prescribed way to set out a Council Plan. The structure is up to the preference of the individual Council. Some Councils keep it brief and have supporting documents to supplement it. Others prefer it to be a 'one stop shop' and have a single document to encapsulate the context, strategies and action plans.

MUNICIPAL HEALTH AND WELLBEING PLAN

The *Public Health and Wellbeing Act 2008* (PHWB Act) mandates Councils to ‘seek to protect, improve and promote public health and wellbeing within the municipal district’ (s24.) Local Government’s contribution to the promotion, improvement and protection of public health occurs through a myriad of activities. The more traditional services one might think of include waste management, immunisation programs, maternal and child health services, food safety compliance and sport and recreation facility provision. However, passing a health and wellbeing lens over the activities of local government, the ways the sector contributes to community health and wellbeing is extensive.

The PHWB Act’s requirements

Under the PHWB Act, a municipal health and wellbeing plan must:

- a. Include an examination of data about health status and health determinants in the municipal district.
- b. Identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing.
- c. Specify measures to prevent family violence and respond to the needs of victims of family violence in the local community.
- d. Provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan.
- e. Specify how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan.

In addition to the above requirements, the MHWBP must:

- Be consistent with the Council Plan, Municipal Strategic Statement, and the Victorian Health and Wellbeing Plan.
- Be reviewed annually and amended (if appropriate) to reflect the current data about health status and health determinants.

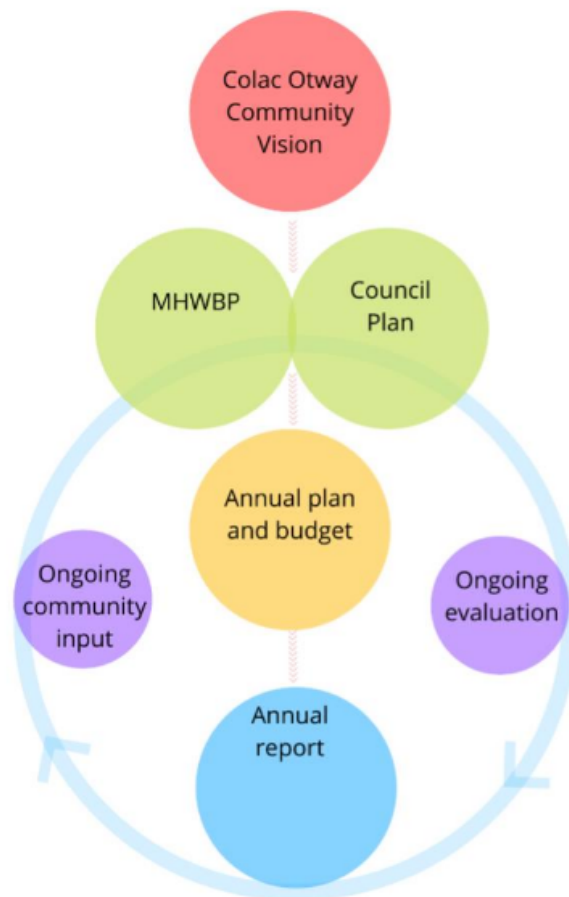
The draft Council Plan 2021-2025 and MHWBP documents have been built on extensive community consultation, as well as extensive workshops with Councillors where they have been iteratively refined.

How the 2050 Community Vision, Council Plan and MHWBP work together

The draft Community Vision 2050 has been designed in such a way that it incorporates the key themes of the Council Plan, which are:

- Strong and Resilient Economy
- Valuing the Natural and Built Environment
- Healthy and Inclusive Community
- Strong Leadership and Management

This means that it is clear to see how the Council Plan and MHWBP interrelate and respond to the Vision. The Community Vision 2050 was built using information gathered through broad community consultation. It was then refined by the Deliberative Community Panel and further refined via workshops with Councillors. The diagram below shows how the Council Plan and MHWBP cascade from the Community Vision, and how annual reporting, ongoing evaluation and community input shape each annual update of Council’s high-level strategies.



The combined Council Plan and MHWBP has also been informed by Council’s comprehensive community engagement process. A full report on the survey results can be found on Council’s website. Key themes emerging from community engagement included, but were not limited to:

- Our environment, and concerns about living sustainably.
- Planning for our future (which included a focus on housing availability and affordability, and supporting our local economy).
- Looking after our local community including supporting people’s health and wellbeing.
- Planning for sustainable population growth.
- Maintaining Council and community infrastructure.

These themes are strongly represented in the Council Plan and MHWBP. The Plan embeds community health and wellbeing initiatives through the use of coloured infographics, to demonstrate where Council’s actions link to the Victorian Health and Wellbeing Plan’s focus areas of Preventing All Forms of Violence, Tackling Climate Change and its Impacts on Health, Increasing Active Living and Improving Mental Health and Wellbeing. Additional infographics are provided for actions that contribute to Council’s legislated responsibilities around Gender Equity, and for any recommendations that came from Council’s Deliberative Community Engagement Panel process.

The Plan will be reported against annually via the Annual Report, and will be supported by operational business plans across the organisation.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Council has delivered a comprehensive community engagement process to support the development of our key strategic documents; and the Community Panel’s recommendations. Council’s engagement activities are in line with the ‘collaborate’ level of engagement under the International Association of Public Participation (IAP2) spectrum, which is the second-highest level of engagement and in line with *Local Government Act 2020* requirements. Our engagement program was designed to put Council in a strong position to develop strategic plans that balance the community’s aspirations with our financial and resource capacity to deliver.

The draft 2050 Community Vision and draft Council Plan 2021-2025 have been placed on public exhibition for six weeks. A total of 65 submissions were received. An overview of each submission is provided in **Attachment 3** of this report.

Table 1 below outlines the changes that have been made to the draft documents in response to community submissions. The changes have been grouped to reflect the key emerging themes from submissions received during the exhibition process.

It should be noted that during Council’s exhibition of the Draft Council Plan, Council decided at its August meeting not to become a founding member of the Barwon South West Regional Climate Alliance. The draft Council Plan included an indicator which read ‘investigate the options of becoming a member of a regional greenhouse alliance’. A majority of submissions to the Council Plan arrived after the 25 August Council meeting, and some submitters noted they were aware of the decision. As such, officers believe that Council’s decision in August has not materially affected the exhibition period of the Council Plan. The indicator relating to this topic has been amended accordingly.

Table 1

Page	Proposed change to the Council Plan and/or Vision, thematically sorted
Environment / climate change / biodiversity / emergency	
30	Amend indicator associated with 2.1.1 to read: Action Plan completed by June 2022.
49	Add to Advocacy section: Advocate to the State Government for enhanced environmental efficiency requirements and building standards (for example passive solar design) to be incorporated in planning and building regulations.
30	Add indicator to 2.1.2 to read: Review the quality of the street trees and streetscapes when planting appropriate trees in the future.
30	Reword indicator 2.2.2 to read: Council has considered opportunities for regional partnerships in relation to climate change.
Aboriginal & multicultural perspectives	
n/a	Review imagery in plan to provide more culturally diverse imagery.
35	Indicator for Reflect Reconciliation Action Plan was reworded to clarify what a ‘Reflect RAP’ is.
Arts & culture	
50	Adjust description on p.50 to read: This service is responsible for running the Colac Otway Performing Arts and Cultural Centre, plus support to the arts via events, grants and space provision.

Page	Proposed change to the Council Plan and/or Vision, thematically sorted
26	Add four-year priority to Theme 1, 1.3.5 to read: Include consideration of arts and culture in strategic processes and projects. Measurement to be: Arts and culture groups are actively engaged as part of consultation processes for relevant strategic projects.
p.27 and 35	Add Creative Colac Otway Strategy to list of related strategies and plans in Theme 1 and 3
Partnerships	
p.7 and 49	Add a pre-amble on the Council's 'About this plan' and 'Advocacy Priorities' pages explaining that in many areas of the Council Plan/MHWBP, Council is not solely responsible for delivering outcomes, but provides advocacy, partnership, brokering, communication and conduit roles to help achieve outcomes.
49	Add a sentence to the Policy context page to read: Annual reviews of the Council Plan enable us to be responsive to policy changes at other levels of government. This also helps Council adapt its services to the changing needs of our community, and position ourselves to take advantage of new funding and partnership opportunities.
33 (Plan and Vision)	p.33 - change 'provide equal and fair access to services' to 'support equal and fair access to services' - reflecting the fact that health service provision is delivered by Council and other agencies.
34	p.34 - Add 'partner with agencies' to the indicator to 'Decrease children developmentally vulnerable in more than one domain from 23.3%' to clarify that Council is one of many service providers working in this space.
34	p.34 - Priority 3.2.4 reworded to demonstrate importance of community involvement: Plan, design and maintain attractive and safe public spaces in partnership with our community and key agencies.
35	p.35 - Amend indicators against 3.3.3 to read 'Contribute to' increases in Department of Health data measurements for residents supporting multiculturalism (currently 45%) and residents feeling valued by society (currently 57%). This reflects the fact that Council is not the only agency working in this space.
Planning/housing/economic development	
31	List the various township Neighbourhood Character Studies and plans in the 'related strategies and plans' list on page 31.
26	List Colac, Birregurra and Forrest in Indicator 1.1.6 regarding accommodation options for workers.
26	Amend indicator associated with 1.1.2 to read: Refreshed Apollo Bay Structure Plan delivered in 2022-23.
26	Add level of rental stress and mortgage stress as a measure against 1.1.6.
26	1.1.2 – blue dot point added to priority relating to the 'delivery of a refreshed Apollo Bay Structure Plan', to demonstrate the role of this priority in improving housing options for people at risk of violence.
27	Stage 2 of the Key and Essential Workers Action Plan listed in related strategies and plans on p.27.
26	p.26, 1.1.6 – Remove indicator that reads 'advocate for increased public transport options between coast and inland'. The removal reflects the fact that public transport is not the best indicator to reflect whether Council has been successful in increasing accommodation availability for essential workers.

Page	Proposed change to the Council Plan and/or Vision, thematically sorted
	Health / wellbeing
35	Reword 3.3.1 to better demonstrate partnerships: Support stakeholders such as Colac Area Health, Great Ocean Road Health, Barwon Health, Hesse Rural Health, Headspace and other relevant community groups to improve mental health and wellbeing in our community.
34	Reword Priority 3.2.5 to read: Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community. (This is to better acknowledge partnerships with health providers).
49	Reword dot point in advocacy section to read: Support Colac Area Health's advocacy for an upgrade to its urgent care department.
26	In 1.3.1 - Spell out the Colac Civic, Health and Rail Precinct Plan in full.
26	An orange dot point added to 1.2.3 to indicate how the City Deals project will help to support increased physical activity in the area.
34	3.1.1 Indicator for Year 12 equivalent amended to read: 'Increase year 12 or equivalent completion rate to at least match the Victorian average (43.5% as at 2016 Census).'
34	3.2.1 Indicator updated to include the word trail: 'New or upgraded priority footpaths, trail and cycling connections'
	Administrative/structural
Pages with deliverables tables	Add a fourth column to each key deliverable table to categorise Council's role in each indicator (e.g. lead, facilitate, partner, advocate).
10	Diagram on p.10 amended to show the 10-year Financial Plan and 10-year Asset Plan.
p.7	Add commentary in Council plan overviewing some of the key repeating themes in the community satisfaction survey results, such as level of dissatisfaction of Apollo Bay community, low ratings for unsealed roads, and other relevant measures.
38	Add indicator to 4.3.1 to read: Seek to understand factors contributing to community's perception of Council's performance in Apollo Bay and surrounds.
11	Section on Apollo Bay amended to explain that visitors to the coastal destination temporarily increase the population to around 20,000 each summer.
49	Add to Council's Advocacy Priorities page: Implementation of Apollo Bay Community Infrastructure Plan, and Key Essential Worker housing recommendations.
	Leadership / culture / engagement / governance
37 (Plan and Vision)	Add a dot point to the positioning statement on page 37, to read: Respect and invest in our employees and continue to strengthen our workplace culture.
38	Reword indicator 4.1.4 to read: Conduct at least two service reviews annually and implement decisions made by Council, with a view to saving at least \$250,000 per year.
38	4.2.2 Four Year Priority amended to read 'Adopt a policy and approach to guide the disposal of assets no longer required.'
38	4.4.3 additional indicator inserted, reading '# traineeships/apprenticeships'.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 3 - Our Community

5. Foster an inclusive community.
6. Community planning informs provision of Council services and social infrastructure.

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.
5. Communicate regularly with our community and involve them in decision-making.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Throughout the community engagement process, Council has reached approximately 1,000 people, and this level of community involvement is higher than any Council Plan or MHWBP that has preceded it. The documents have been shaped via community and Councillor feedback and provide a strategic roadmap to Council's strategic priorities over the next four years.

LEGAL & RISK

Under the *Local Government Act 2020*, all Victorian Councils are required to adopt a Community Vision, Council Plan, 10-year Financial Plan and 10-year Asset Plan by 31 October, 2021. Further, the submission date for the MHWBP is 24 October 2021; however an exemption to combine the Council Plan and MHWBP is required to be obtained by 1 September 2021. This exemption was received on 20 August 2021.

FINANCIAL & BUDGETARY

A total of \$155,000 was set aside in the 2020-2021 budget for the development of the Community Vision, Council Plan and MHWBP.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

A written response will be sent back to submitters thanking them for their feedback. Where appropriate the response will be tailored to provide clarification.

Council's adoption of the Community Vision 2050 and Council Plan 2021-2025 will be promoted to our community via a media release, and the final versions will be placed on Council's website for public viewing.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

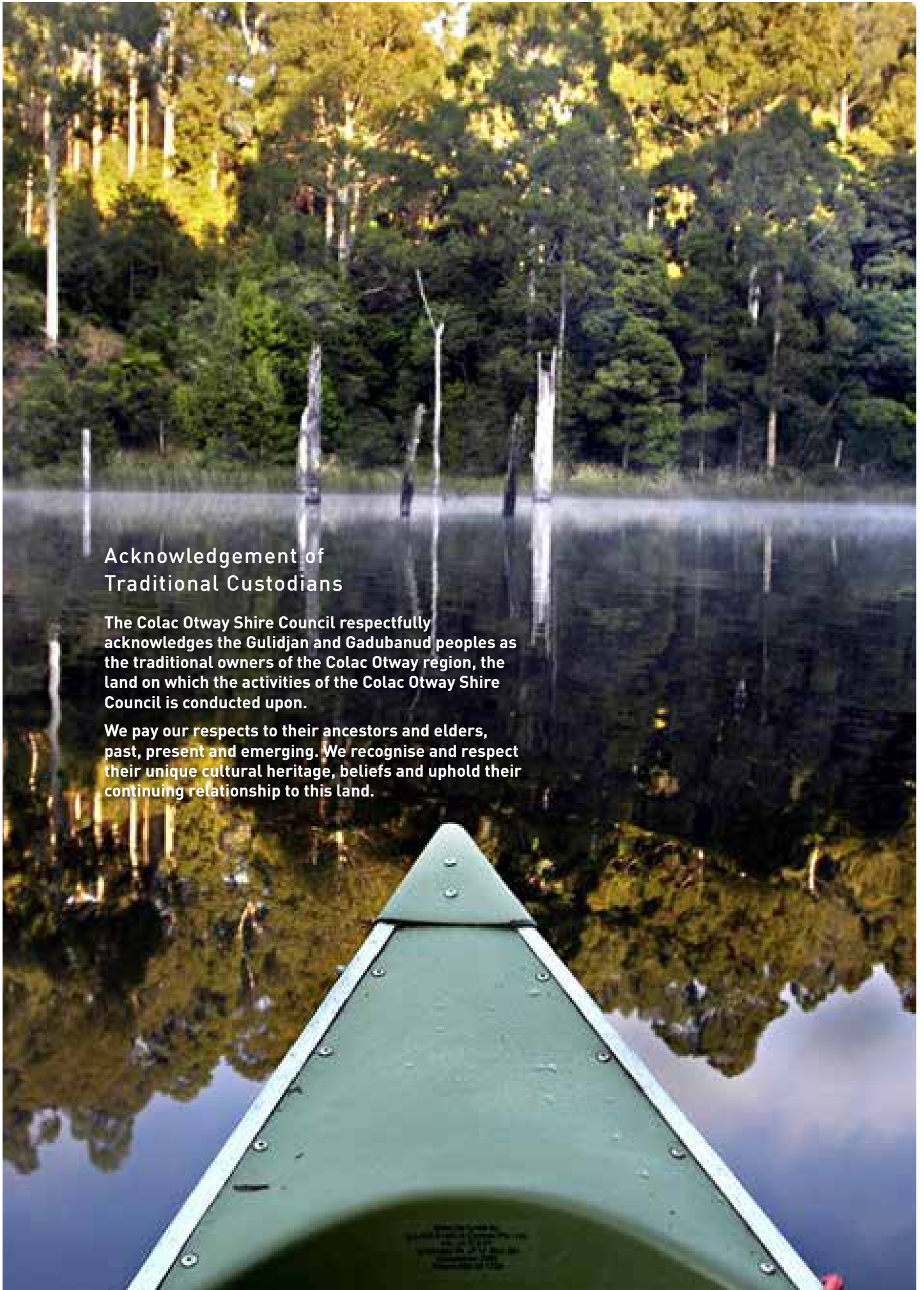
Colac Otway Shire

Community Vision

2050



Colac Otway
SHIRE



Acknowledgement of Traditional Custodians

The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples as the traditional owners of the Colac Otway region, the land on which the activities of the Colac Otway Shire Council is conducted upon.

We pay our respects to their ancestors and elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and uphold their continuing relationship to this land.

Introduction

We are pleased to share the Community Vision 2050 for the Colac Otway Shire, a municipality known for its beautiful natural environment, friendly communities, and diverse agriculture and industries.

This Vision articulates where we as a community want to be in the future. It captures what we value, our hopes and dreams for the future, what we would like to keep and what we would like to see changed.

Vision Statement

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

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

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

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



Colac Otway
SHIRE

our Community

Population
21,662



Where do we work?

Major employment sectors employ:

1,440 Manufacturing
1,341 Health Care & Social Assistance
1,284 Agricultural, Forestry & Fishing
936 Retail
876 Accommodation & Food Services



Who are we?

1.2% Aboriginal or Torres Strait Islander
11.1% Both parents born overseas
6% Languages spoken at home other than English

2.9% Unemployment

Disadvantage

961 SEIFA Disadvantage Rating (Colac Otway Shire) - lowest 25th percentile in Victoria.
Parts of Colac in the lowest 9th percentile in the State.

How old are we?

Median age: **45** Largest age group: **60-64**

0-14 years 17.6%

65 years+ 21.7%



Who is the Council?

7 Councillors
238 EFT Council Staff

How do we live?

2.29 persons per dwelling
65.2% live with family
31.6% live alone
3.2% live in shared accommodation
40.9% own their house
32.2% own their house (with mortgage)
22.8% rent



Colac Otway Shire covers an area of

3,438km²

557kms sealed roads
1014kms gravel roads
48kms formed roads



Proportion of non-resident ratepayers in Colac Otway

29%

12% Colac/Elliminyt
26% Rural South
15% Rural North
61% Otways/Coast

Theme and Priorities



Theme 1

Strong and Resilient Economy

We are committed to expanding our diverse industries, vibrant arts community, world-renowned tourism, and professional health services. A healthy, growing economy will provide sustainable industries and jobs, and opportunities for all ages.

We will:

- Attract long-term investment in our region.
- Make the shire a destination, not a gateway.
- Promote sustainable tourism.
- Embrace innovation in business, farming and eco-tourism .
- Ensure housing affordability, availability and land options meet the needs of our growing community.

Theme 2

Valuing the Natural and Built Environment

We will protect our natural environment and communities, by maintaining and providing resilient infrastructure, and being leaders in sustainable living, modelling innovation and best practice.

We will:

- Minimise impact on the environment and consider sustainability in all decision-making.
- Work towards net zero carbon emissions, set clean energy targets and plan for climate change.
- Protect and enhance our unique natural assets.
- Balance care for our natural assets with embracing growth and development for our region.
- Improve mental and physical health outcomes through environmental initiatives, such as urban greening and cooling strategies.
- Focus investment on maintenance and provision of climate change resilient infrastructure in vulnerable locations.

Theme 3

Healthy and Inclusive Community

We will continue to be a great place to live. We embrace our diverse community, take care of our older community and prepare our children for success. We care for each other, are friendly and welcoming, and enjoy a vibrant and active lifestyle. We are a small population with big hearts.

We will:

- Support and advocate for a range of education and work opportunities for young people to reach their potential.
- Improve health, wellbeing and learning opportunities for all ages.
- Support equal and fair access to services.
- Build a culture that is safe and inclusive.
- Create a range of transport and housing options to help people to work, connect and choose how they want to live.

Theme 4

Strong Leadership and Management

We will be leaders in good governance, transparency and strive for ongoing improvement.

We will:

- Involve the community in our decision-making and ensure an impartial, responsive and transparent approach.
- Ensure the safety and connectivity of our community is at the heart of decision-making.
- Manage infrastructure assets for our community's enjoyment.
- Advocate for funding to leverage our resources and increase our options.
- Optimise the use of technology and digital solutions to create a seamless customer experience.
- Respect and invest in our employees and continue to strengthen our workplace culture.

How the Community Vision was Developed

Colac Otway Shire Council engaged with the community during 2021 to develop a long-term Community Vision for our shire.

The Engagement Process

The first round of engagement was open to everyone in the shire and asked the following questions:

- **What are you most proud of?**
- **What makes Colac Otway Shire unique?**
- **What could we be doing better to create a positive future?**
- **What three priorities should Council include in a 2050 Community Vision?**

Community Regional Roadshow – February 2021

Regional Roadshow drop in sessions were held at the following locations:

- Beac
- Birregurra
- Lavers Hill
- Forrest
- Cressy
- Cororooke
- Gellibrand
- Colac
- Apollo Bay

Stakeholder Interviews – March 2021

Interviews with a wide range of community and business groups.

Community Survey – February to March 2021

The survey was completed by 623 people across the community either online or in hard copy.

Community Panel – May 2021

The Panel was a randomly selected group of 24 people from across the shire, representing a range of backgrounds, age, gender and geographic areas. This group considered all the information collected from the broad community engagement process and distilled it into key themes. They also provided Council with feedback to inform key decisions.

Councillors and Staff – May 2021

Councillors were involved throughout the engagement process, attending the roadshows, special workshops and taking part in the community panel process.

How the Community Vision 2050 will be used

- Councillors, with the assistance of staff, have drafted their four-year Council Plan based on the Community Vision 2050.
- The vision will also be used by Council when developing new strategies and plans and guide Council decision-making in the coming years.
- The vision will be reviewed and updated, together with our community in four years' time, to ensure it remains in line with our people's hopes, aspirations and values.

Contact us

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Colac Customer Service Centre

2-6 Rae Street, Colac

Open: Monday - Friday 8:30am - 5pm

Apollo Bay Customer Service Centre

100 Great Ocean Road, Apollo Bay

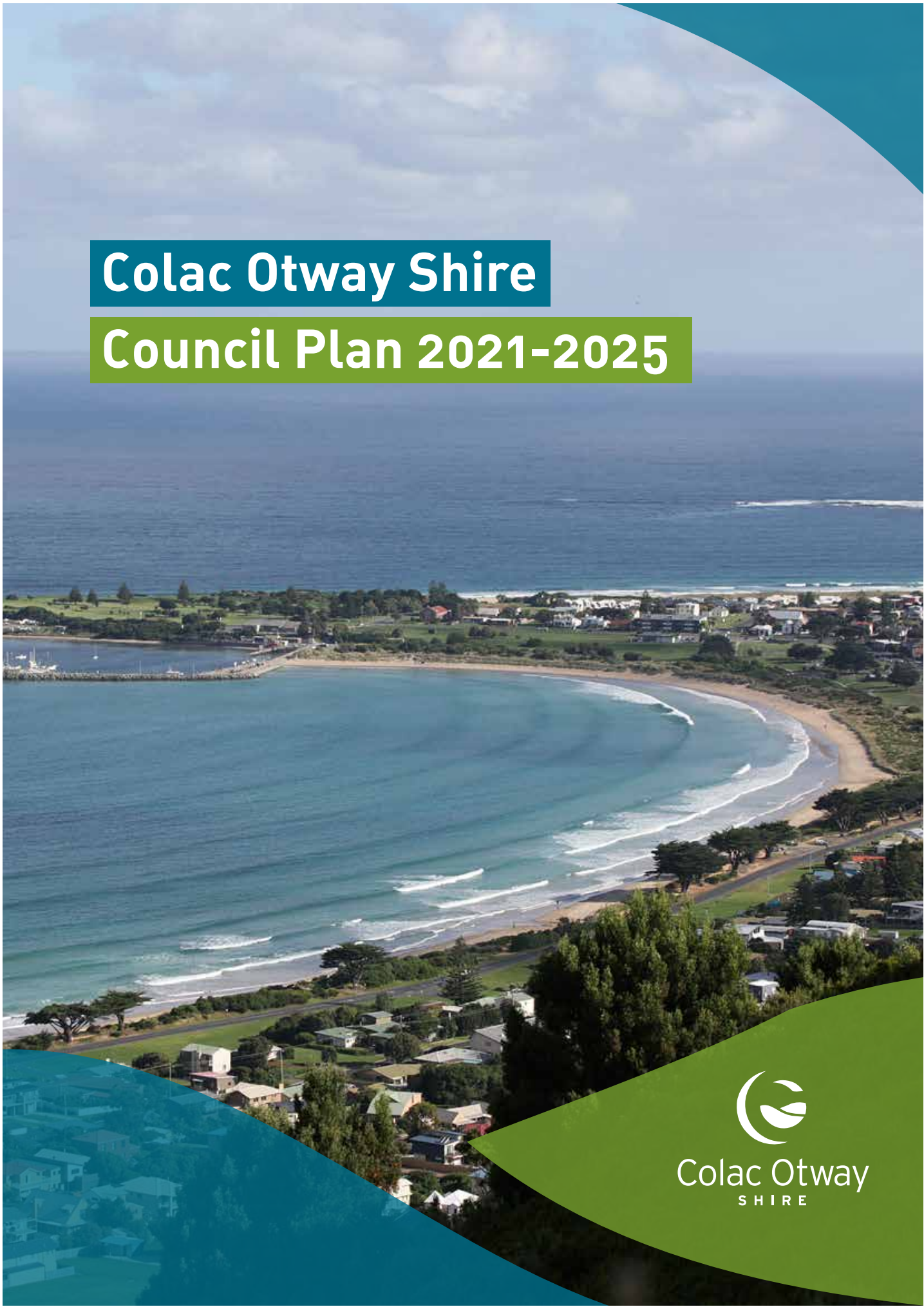
Open: 7-days a week, 9am - 5pm

For callers who have a hearing, speech or communication impairment, and for text telephone or modem callers, use our National Relay Service on 133677



Colac Otway Shire

Council Plan 2021-2025



Colac Otway
SHIRE

Acknowledgement of Traditional Custodians

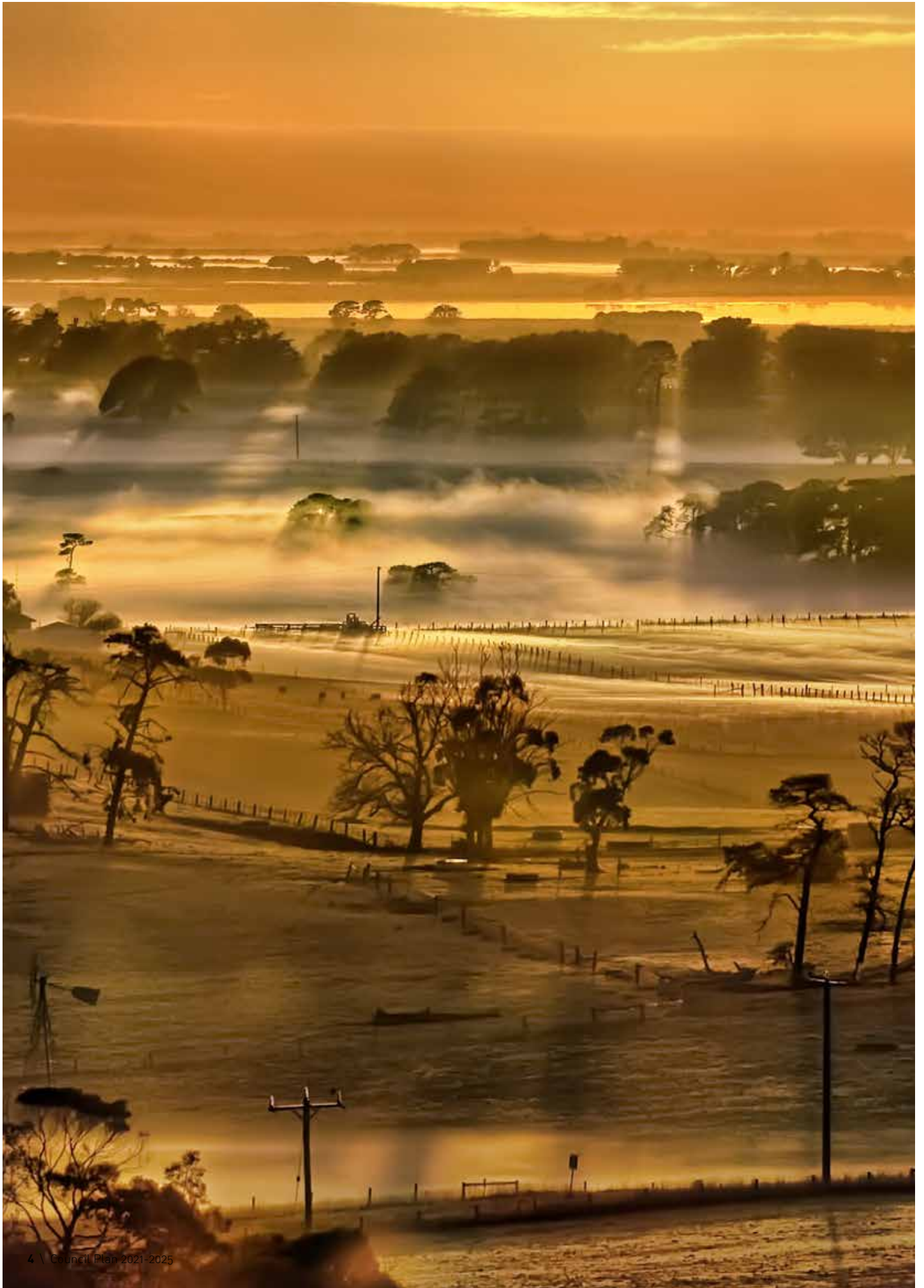
The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples as the traditional owners of the Colac Otway region, the land on which the activities of the Colac Otway Shire Council is conducted upon.

We pay our respects to their ancestors and elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and uphold their continuing relationship to this land.



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Message from the Mayor

MY FELLOW COUNCILLORS AND I ARE PROUD TO PRESENT THE COLAC OTWAY SHIRE COUNCIL PLAN FOR 2021-2025.

The Council Plan 2021-2025 is a key document outlines the strategic direction and priorities for the Colac Otway Shire community for the next four years.

Working alongside the new 2050 Community Vision, which sets out where we'd like to see our shire progress over the next 30 years, the Council Plan will guide our decision-making toward the projects, services and initiatives we will deliver for our community.

For the first time, we're bringing together the Council Plan and Municipal Health and Wellbeing Plan, confirming our commitment to consider the health and wellbeing of our communities as fundamental business of Council.

As we continue to respond and face challenges associated with the coronavirus global pandemic, we acknowledge the impact of COVID-19 on community, local industry and business. The Council Plan provides a framework to address current challenges and develop strategies to ensure we remain a resilient and strong community, now and into the future.

Development of the Council Plan has been assisted by the Colac Otway community participating in a comprehensive engagement process, which involved drop-in sessions at 12 locations across the shire, an online survey, stakeholder interviews with community, business and agency partners and a youth summit of 49 students.

In particular, we'd like to acknowledge the work and dedication of the 24 community members who participated in the deliberative panel over three days (including Mother's Day) and three evening sessions online.

The Council Plan reflects the challenges and opportunities highlighted by our

community. In June 2021, Colac Otway Shire Council declared a Key and Essential Worker Housing Crisis to address this critical issue in our region.

The lack of worker housing in Colac and Apollo Bay is having an impact on the economy and liveability of our communities, and it's important the Council Plan addresses the need for creation of opportunities for more affordable and available housing by securing housing for long term rentals as well as opening up land for residential development.

Addressing the availability of housing is necessary to attracting a permanent population in the shire. Colac Otway has a need to secure suitable housing to support our residents and support essential services, as well as our commercial, industrial and hospitality sectors.

It's necessary to address this issue to attract families to move to, or stay in the area, which has a positive social and economic impact on the shire. Housing affordability and availability is an important issue for our residents and, through the Council Plan, we have a framework around which to provide our community with a sustainable future for our community to live, learn and grow within Colac Otway.

Protection of the environment, and Council taking a leadership role to demonstrate best practice and what can be achieved to help preserve our natural resources, has also been highlighted as of great importance to our community.

The Council Plan outlines these, and other initiatives, as the guiding principles for work to be undertaken by Council, to support our proud and resilient Colac Otway community and continue to develop our region as a great place to learn, live, work and play.

Cr Kate Hanson
Mayor, Colac Otway Shire Council



About this plan

THE COUNCIL PLAN IS A DOCUMENT THAT WE DEVELOP IN PARTNERSHIP WITH OUR COMMUNITY TO GUIDE COUNCIL'S STRATEGIC DIRECTION OVER THE NEXT FOUR YEARS.

It outlines the allocation of resources, the provision of services and the key themes that will guide Council's decision-making. It is a requirement under the *Local Government Act 2020* for all Victorian councils to have a Council Plan.

For the first time, the Council Plan also incorporates the Municipal Health and Wellbeing Plan.

Previously, the Municipal Health and Wellbeing Plan was developed as a separate document. By bringing these important pieces of strategic work together, Council reinforces our commitment to improving the health and wellbeing of our community as part of our core business. It also reflects Council's intention to make meaningful contributions from across our organisation to the success of the Victorian Health and Wellbeing Plan 2015-2029.

The Council Plan and Municipal Health and Wellbeing Plan were built on the foundations of extensive community consultation, discussions with partner and health agencies, collaborative work between staff and Councillors and analysis of data, trends, research and Council/government policy.

Data sources include Council's annual community satisfaction survey, which tracks our community's perceptions of Council's performance in a variety of areas. During the past decade, the survey has consistently returned low results for planning and building permits, and maintenance of

unsealed roads when compared to other Council services and local government areas. Further, there has been a consistent trend of Apollo Bay and surrounds rating Council's overall performance lower than other areas of the shire. These are among challenges identified in the Council Plan for targeted actions aimed at achieving improvements.

Council is not solely responsible for delivering all outcomes in this Plan, because it also provides advocacy, partnership, brokering, communication and conduit roles to achieve outcomes with a variety of community, business and government partners.

As part of this Plan, Council commits to generating an annual action plan to demonstrate how we will deliver on our commitments, evaluating its own performance, and publishing results within its annual report each October. This provides our community opportunities to access our performance against the priorities outlined in this Plan. In addition, the development and implementation of annual action plans will be informed by ongoing partnerships with agencies, community and other levels of government.

This Plan also includes our Financial Plan for the next 10 years. The Long Term Financial Plan guides Council on the resources required to achieve our strategic priorities and objectives over the next four years.

Our Community Vision 2050

In another first, the Colac Otway Shire Council has developed a long-term Community Vision. Whilst this too was a requirement of the new *Local Government Act 2020*, we saw it as an opportunity to ask our community to think long term about the sort of place we want to create for our children and grandchildren.



Our 2050 Community Vision is

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

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

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

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

Our Community Vision includes the key themes of:

- Strong and Resilient Economy.
- Valuing the Natural and Built Environment.
- Healthy and Inclusive Community.
- Strong Leadership and Management.

The Plan cascades directly from the Community Vision – all of the initiatives found within this report pave the way for Council to achieve our Community Vision 2050.

The four-year Plan, developed by Council, guides the work of the organisation in making progress towards the community’s 30-year vision.

By detailing the outcomes Council aims to achieve during its four-year term, the strategies that will shape its program of work and the resources required; our community, staff, partner organisations and agencies have a shared understanding of Council’s desired outcomes.

The following page provides an infographic showing the integration between the Community Vision, Council Plan and Municipal Health and Wellbeing Plan and their cascading relationship.

How to read this document

This document contains the following three components: 30-year Community Vision, four-year Council Plan and Municipal Health and Wellbeing Plan. These important pieces of work have been combined into one document as they are linked and have a cascading relationship.



Where we are

LOCATED APPROXIMATELY 150 KILOMETRES SOUTH-WEST OF MELBOURNE, COLAC OTWAY SHIRE SITS UPON THE LAND OF ITS TRADITIONAL CUSTODIANS THE GULIDJAN AND GADUBANUD PEOPLES OF THE MAAR NATION.

A large rural and coastal shire with a population of 21,662, Colac Otway is within commuting distance from major regional cities of Geelong to the east, Warrnambool to the west and Ballarat to the north. The Colac Otway Shire Council was established in 1994 after amalgamations of the former City of Colac, Shire of Colac and the Shire of Otway. The geographic area also took in parts of the shires of Heytesbury and Winchelsea.

Colac Otway's landscape is made up of a unique and precious natural environment, from a rural idyll with fertile farmland and volcanic lakes and craters inland, to beautiful rainforest, National Park, waterfalls, beaches and rugged coastlines.

Much of the rural area is used for agriculture, with farming, cropping and dairying being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, although timber and fishing are prevalent in the south. Tourism is an important industry, especially in the southern section along the Great Ocean Road.

The Shire has two main townships, with many small villages and localities. The largest town is Colac, which serves as an administrative, retail and commercial centre. Its population of 13,000 is well serviced by high quality education, health, recreation, arts and social facilities. Colac, set on the shores of Lake Colac, is a vibrant city which boasts thriving national industries, diverse small businesses and a community with strong connections to each another.

Apollo Bay is our major tourism centre, along with the neighbouring hamlets of Marengo and Skenes Creek, showcasing beautiful beaches, fresh local seafood and the lure of the Great Ocean Road and its breathtaking scenic views, all drawing local, interstate and international visitors to our unique region. This coastal community on the Great Ocean Road is one-hour drive from Colac, with holiday homes and short-term rental properties making up almost 70% of its housing. Apollo Bay has a permanent population of about 2000 that swells to approximately 20,000 during the summer holiday months.

Colac Otway's townships include Alvie, Beeac, Birregurra, Carlisle River, Cororooke, Cressy, Forrest, Gellibrand, Swan Marsh, Beech Forest, Lavers Hill, Kennett River, Separation Creek and Wye River.



Fast Facts

Colac Otway Shire At A Glance

Population 
21,662

Where do we work?
 Major employment sectors employ:
1,440 Manufacturing
1,341 Health Care & Social Assistance
1,284 Agricultural, Forestry & Fishing
936 Retail
876 Accommodation & Food Services

Who are we? 
1.2% Aboriginal or Torres Strait Islander
11.1% Both parents born overseas
6% Languages spoken at home other than English

2.9% Unemployment Disadvantage
961 SEIFA Disadvantage Rating (Colac Otway Shire) - lowest 25th percentile in Victoria.
 Parts of Colac in the lowest 9th percentile in the State.

How old are we?
 Median age: **45** Largest age group: **60-64**
0-14 years 17.6%
65 years+ 21.7%

Who is the Council? 
7 Councillors
238 EFT Council Staff

How do we live? 
2.29 persons per dwelling
65.2% live with family
31.6% live alone
3.2% live in shared accommodation
40.9% own their house
32.2% own their house (with mortgage)
22.8% rent

Colac Otway Shire covers an area of
3,438km² 
 557kms sealed roads
 1014kms gravel roads
 48kms formed roads

 **Colac Otway SHIRE** **Proportion of non-resident ratepayers in Colac Otway** **29%**
12% Colac/Elliminyt
26% Rural South
15% Rural North
61% Otways/Coast

Fast Facts

Colac Otway Shire At A Glance

Lone person households over 65 years

Colac Otway: 13% Regional Victoria: 12%

The five areas with the highest percentages:

- Colac - Central (20.4%)
- Colac - East (14.9%)
- Colac - Elliminyt (14.7%)
- Great Ocean Road - Otways (12.7%)
- Colac - West (12.5%)

People not fluent in English

Colac Otway: 0.7% Regional Victoria: 1%

The five areas with the highest percentages:

- Colac - East (1.4%)
- Great Ocean Road - Otways (1.0%)
- Colac - Elliminyt (0.7%)
- Colac - Central (0.5%)
- Elliminyt (0.4%)

Couple families with dependent children

Colac Otway: 16.2% Regional Victoria: 17.4%

The five areas with the highest percentages:

- Elliminyt (25.4%)
- Rural North (19.9%)
- Rural South (17.9%)
- Colac - Elliminyt (16.4%)
- Colac - East (15.7%)

Low income households

Colac Otway: 24.9% Regional Victoria: 22.9%

The five areas with the highest percentages:

- Colac - Central (31.5%)
- Great Ocean Road - Otways (28.5%)
- Colac - East (25.6%)
- Colac - West (25.4%)
- Colac - Elliminyt (25.0%)

One-parent families

Colac Otway: 4.7% Regional Victoria: 5.3%

The five areas with the highest percentages:

- Colac - West (8.3%)
- Colac - Elliminyt (5.7%)
- Colac - Central (5.5%)
- Colac - East (4.8%)
- Elliminyt (4.0%)

Colac Otway Shire's SEIFA score is 961

The five areas of highest disadvantage

- Colac - Central (894.0)
- Colac - East (895.8)
- Colac - West (912.2)
- Colac - Elliminyt (931.3)
- Rural North (1000.9)

Proportion of people over 65

Colac Otway: 21.7% Regional Victoria: 20.4%

The five areas with the highest percentages:

- Colac - Central (27.8%)
- Great Ocean Road - Otways (24.6%)
- Colac - East (24.5%)
- Colac - Elliminyt (22.1%)
- Rural North (20.1%)



Colac Otway
SHIRE

our

Council



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The Engagement Process

THE COLAC OTWAY SHIRE COUNCIL IS COMMITTED TO INVOLVING OUR COMMUNITY IN DECISION-MAKING AND PRIORITY SETTING, IN LINE WITH OUR COMMUNITY ENGAGEMENT POLICY. TO THAT END, THE COUNCIL PLAN AND MUNICIPAL HEALTH AND WELLBEING PLAN WAS DEVELOPED FOLLOWING AN EXTENSIVE COMMUNITY ENGAGEMENT PROCESS.

As part of this process, community members were invited to contribute ideas focussed on the sort of place we want Colac Otway to be in 2050. This included asking people to reflect on what they are proud of; what makes our shire unique; what we could do better to create a positive future and improve life in 2050; and what people thought were three priorities that Council should include in a 2050 vision.

Council also asked our community to participate in a ranking exercise, where they identified the core Council services that were most important to them. Included in this ranking exercise was a question asked respondents to reflect on the 10 priorities outlined in the Victorian Health and Wellbeing Plan, and identify the three focus areas that they felt were most important for Council to improve the health and wellbeing of Colac Otway residents and ratepayers. We had an excellent response to our community engagement process, and we thank all of the people who gave us their time to ensure that our strategic planning reflects their local knowledge, experiences, views and aspirations.

Council engaged with local public and allied health partners and community services partners via an online survey and face-to-face discussions, to ensure we had a full understanding of the ways our services and priorities interact, and the areas we can collaborate on.

Following our broad community engagement process, a deliberative community engagement process took place involving a panel of 24 randomly-selected community members and property owners from across the shire. The panel's role was to distil the myriad of feedback we received, as well as assess the data we have gathered, into a cohesive guidance document for the Community Vision, Council Plan and Municipal Health and Wellbeing Plan.

It is essential for Council's strategic planning to be cognisant of and respond to local data, trends, research and Council/government policy. In particular, it is a requirement under the *Health and Wellbeing Act 2008* that the Council Plan and Municipal Health and Wellbeing Plan includes an examination of the health and wellbeing status and health determinants in the municipality. Annexed to this plan (Appendix 1) is a data table that brings together a broad range of social and health data that Council has used to inform its priority setting, to ensure our strategies have a strong evidence base.

Colac Otway Shire Timeline

February/March
Community Drop-In Sessions

February/March
Community Survey

February/March
Stakeholder Interviews

April
Collate Results from
Community Engagement

May
Community Panel Sessions

June
Draft 2021-2025
Council Plan

July - September
Revisions to Council Plan
and Exhibition Period

October
2021-2025 Council Plan
Adopted



Colac Otway
SHIRE



REGIONAL
ROADSHOW

12

Community
Locations

2

ONLINE
COMMUNITY
SESSIONS



COMMUNITY
SURVEY

600+

Responses

19+

STAKEHOLDER
INTERVIEWS

- Community
- Business
- Agencies



YOUTH
SUMMIT

49

Students

Council's role in health and wellbeing

WE WANT THE COLAC OTWAY SHIRE TO BE A PLACE WHERE PEOPLE HAVE HIGH STANDARDS OF HEALTH AND WELLBEING, COMMUNITY PARTICIPATION AND QUALITY OF LIFE. OUR DECISION TO INCORPORATE THE MUNICIPAL HEALTH AND WELLBEING PLAN INTO THE COUNCIL PLAN SIGNALS OUR COMMITMENT TO WORK IN A COORDINATED WAY TO SUPPORT, PROTECT AND IMPROVE THE HEALTH AND WELLBEING OF OUR COMMUNITY AND THE PLACES THEY LIVE, LEARN, WORK AND PLAY.

Councils play an important role in planning for health and wellbeing across their municipalities, and this is recognised in both the *Public Health and Wellbeing Act 2008* as well as more broadly in the *Local Government Act 2020*.

To inform our health and wellbeing planning, Colac Otway has:

- Considered the Victorian Health and Wellbeing Plan 2019-2023 priorities, and discussed these priorities with health partners and our community.
- Developed a table of data examining Colac Otway's health status and determinants (Appendix 1)
- Considered the *Climate Change Act 2017* and the *Gender Equality Act 2020* including requirements for Councils to report on the measures they propose to take to reduce family violence and respond to the needs of victims.
- Reviewed and reflected on our previous MHWBP and made a decision to integrate the plans for this current iteration.

- Engaged deeply with our staff, Councillors, community and key community and health partners and used this feedback to shape our approach.

The conditions in which we are born, grow, work, live and age; as well as the wider set of social, cultural and economic forces and systems, shape the conditions of daily life and have significant consequences on our health and wellbeing (Commission on Social Determinants of Health 2008). Major contributors to health and wellbeing include having a fair and equal society; a healthy start to life (the first 1000 days); a strong education system; positive employment; healthy liveable communities; secure, affordable housing; and effective health protection. Local Government, as the arm of government closest to the people, has a key role to play in creating local conditions that support a thriving community.

Community and health data

AN EXAMINATION OF COLAC OTWAY'S HEALTH AND WELLBEING INDICATORS SHOWS THAT WHILE WE HAVE PLENTY TO BE PROUD OF, NOTABLY INCLUDING A SENSE OF COMMUNITY CONNECTEDNESS AND INVOLVEMENT THAT ECLIPSES VICTORIAN AVERAGES, WE FACE A RANGE OF CHALLENGES ACROSS MANY KEY HEALTH SECTORS AND INDICATORS.

It's important to recognise that health status varies markedly across our community, and that socio-economic disadvantage is *the* greatest cause of health inequalities.

The Socio-Economic Indexes for Areas (SEIFA) measures the relative level of socio-economic disadvantage of our community. Colac Otway's SEIFA score is 961, putting our shire in the lowest 25th percentile in Victoria. Our levels of disadvantage are most pronounced in Colac, where SEIFA scores drop as low as 894, putting some areas of Colac in the lowest 9th percentile in the state.

Our challenges include, but are not limited to, low levels of educational attainment and high levels of youth disengagement; high rates of chronic conditions such, as asthma and obesity; high rates of suicide and self-inflicted injuries; high rates of family violence; and high incidences of poor dental health in children.

That said, we are a community that is proud of our level of connectedness. We report high rates of helping others, volunteering and feelings of safety, trust and belonging. We also have high rates of childhood immunisation and kindergarten participation, which are strengths we can build on.

Emerging challenges for Colac Otway include housing availability and affordability, and this plan contains a range of actions to address housing issues, which are significant contributors to health and wellbeing inequalities. The COVID-19 pandemic has widened health and social inequalities in our shire and increased social isolation. In response, this Plan has a strong focus on Council's provision of places, spaces, programs and approaches that increase opportunities for people to be active and included in community life.

The next section provides a snapshot of social and health data that plays a key role in our community's health and wellbeing. A comprehensive assessment of local health and wellbeing indicators can be found in Appendix 1 of this plan.

Health and wellbeing

What we're doing well



Children fully immunised at 24-27 months

Colac Otway: 93.5%
Victoria: 90.5%



Children fully immunised at school entry (5yrs)

Colac Otway: 97.5%
Victoria: 95.5%



Children fully breastfed at three months

Colac Otway: 56.8%
Victoria: 51.8%



Kindergarten participation rate

Colac Otway: 99.6%
Victoria: 96.4%

Percentage of people who volunteer

Colac Otway: 25.7%
Victoria: 19.2%

Percentage of people who say our community is willing to help each other

Colac Otway: 84.4%
Victoria: 74.1%

Residents who feel valued by society

Colac Otway: 57.3%
Victoria: 52.9%



Percentage of people who feel safe alone at night

Colac Otway: 65.5%
Victoria: 55.1%



Participation in a physical activity organised by a sports club or association

Colac Otway: 15.6%
Victoria: 9.8%



Workers who walked to work

Colac Otway: 5.7%
Victoria: 3.2%

Unemployment rate (Sept 2020)

Colac Otway: 2.9%
Victoria: 5.9%

Percentage of people who do physical activity four or more days per week

Colac Otway: 51.2%
Victoria: 41.3%

Community rating as good or very good for community support groups

Colac Otway: 76.8%
Victoria: 61.3%

Health and wellbeing

Challenges



Proportion of children vulnerable in one or more domains

Colac Otway: 23.3%
Victoria: 19.9%



Disengaged youth (15-24yrs) not employed or in education

Colac Otway: 15.9%
Victoria: 11.9%



20-24 year olds studying at university or other tertiary institution

Colac Otway: 8.4%
Victoria: 35.6%



20-24yr olds who left school before completing year 11

Colac Otway: 23.3%
Victoria: 10.3%

Percentage of people who did not complete year 12

Colac Otway: 63.9%
Victoria: 43.7%

Low income households (less than \$650 p/w *2015)

Colac Otway: 24.0%
Victoria: 18.3%

People with internet access

Colac Otway: 73.8%
Victoria: 83.7%



People who consumed sugar sweetened drinks daily

Colac Otway: 17.1%
Victoria: 10.1%



People reporting high to very high psychological distress

Colac Otway: 20.3%
Victoria: 15.4%



Asthma sufferers

Colac Otway: 26.4%
Victoria: 20.0%



Obesity rates

Colac Otway: 28.4%
Victoria: 19.3%

Family violence rate per 10,000 (females)

Colac Otway: 143.5
Victoria: 115.6

Suicide and self-inflicted injuries per 100,000 people

Colac Otway: 101
Victoria: 82

Family violence rate per 10,000 (males)

Colac Otway: 48.6
Victoria: 38.1

Households experiencing rental stress
(spending more than 30% of income on rent):

537

***If you know anyone who is at risk of family violence, for help and support contact Safe Steps 24/7 crisis service on 1800 015 188 or email safesteps@safesteps.org.au**

Our

Health and Wellbeing Priorities

THE VICTORIAN HEALTH AND WELLBEING PLAN 2019-2023 IDENTIFIES 10 PRIORITIES FOR PUBLIC HEALTH AND WELLBEING. THOSE MARKED WITH AN ASTERISK WERE IDENTIFIED AS VICTORIA'S FOUR KEY FOCUS AREAS.

- Tackling climate change and its impact on health*.
- Reducing injury.
- Preventing all forms of violence.
- Increasing healthy eating*.
- Decreasing the risk of drug resistant infections in the community.
- Increasing active living*.
- Improving mental wellbeing.
- Improving sexual and reproductive health.
- Reducing tobacco-related harm*.
- Reducing harmful alcohol and drug use.

In a community survey filled out by more than 600 Colac Otway Shire residents, Council asked which areas people thought were most important for us to focus on. Four clear priorities emerged:

- **Improving mental health wellbeing**
- **Preventing all forms of violence**
- **Tackling climate change and its impact on health**
- **Increasing active living**

The degree to which our community's identified priorities align with some of our most significant health and wellbeing challenges is a testament to how well local people understand and care about the community in which they live.

The *Public Health and Wellbeing Act 2008* requires the Council Plan and MHWBP to respond to our community's significant health and wellbeing issues, as well as involve the community in priority setting. Colac Otway's health and wellbeing challenges, mainly due to our low socio-economic demographic, lag behind Victorian and regional Victorian averages in almost every domain. It is not possible for the Colac Otway Shire Council to work on closing

the gap on all indicators. As such, Council has chosen to focus on our community's identified priorities, which align with our local health and wellbeing status challenges, as well as to Council's core strengths and capabilities as an organisation.

Improving health and wellbeing is a whole-of-community task. For those areas that Council cannot deliver within its resources, Council will connect with partners contribute to improved health and wellbeing outcomes including the State Government; as per following State Government; the Department of Families, Fairness and Housing; the Primary Health Network; Colac Area Health; Great Ocean Road Health; G21; Heese Rural Health and Barwon Health.

Given the low levels of educational engagement and attainment in Colac Otway, and the interplay this has with health and wellbeing determinants, local schools and education networks are also vital partners.

The *Victorian Public Health and Wellbeing Act 2008* also outlines a requirement for Victorian councils to respond to other focus areas for community and health and wellbeing, which are also addressed in this plan:

- Family violence prevention and response
- Requirements of the *Gender Equality Act 2020*
- Requirements of the *Climate Change Act 2017*

Key deliverables outlined in this plan are strategic and high level. An annual action plan will be developed outlining specific actions that we will take in partnership with other agencies to achieve our identified health and wellbeing priorities. The annual action plan will be reported against, via Council's annual report.

How health and wellbeing is integrated into this Plan

THROUGHOUT THIS PLAN, COUNCIL OBJECTIVES AND STRATEGIES THAT CONTRIBUTE TO THE ACHIEVEMENT OF PRIORITY HEALTH AND WELLBEING AREAS WILL BE MARKED WITH A CORRESPONDING INFOGRAPHIC, AS OUTLINED OVERLEAF.

Infographics have also been provided for gender equity to demonstrate Council's commitment to its obligations under the *Gender Equality Act 2020*, as well as for the recommendations that emerged from our deliberative community panel process.

PREVENTING ALL FORMS OF VIOLENCE

Family violence has a profound impact on health and wellbeing (*Victorian Public Health and Wellbeing Plan 2019-2023*). Family violence rates in the Colac Otway Shire are significantly above Victorian averages. Per 100,000 persons, Colac Otway's family violence rate is 1,746, compared to 1,315 in Victoria. Across Victoria including Colac Otway, females are disproportionately affected. At its core, family violence and violence against women is rooted in the inequality between women and men (*Victorian Public Health and Wellbeing Plan 2019-2023*). The social norms, structures and practices that influence individual attitudes and behaviours are also contributors. Council is committed to embedding actions that support respectful, safe and equitable relationships within our organisation, and in the planning and work that we do in our community. In addition, we strive to provide safe, equitable and welcoming places, spaces, programs and services.

TACKLING CLIMATE CHANGE AND ITS IMPACTS ON HEALTH

As part of community engagement for the development of the Council Plan and MHWBP, our community identified climate action as one of its most important priorities. Survey respondents told Council

that they wanted proactive action to support more sustainable ways of living and operating business (including local government business), as well as more measures to protect people, infrastructure and the environment against the impacts of climate change. The Colac Otway Shire has one of the most fire prone landscapes in the world, and our coastal areas are at risk from sea level rise and coastal inundation. As one of Victoria's leading agricultural areas, reliable rainfall and weather patterns are vital to this sector's economic stability. In the past decade, our community has experienced firsthand the impacts that fire, flood, landslips, drought and a pandemic can have on physical and mental health and wellbeing; as well as our natural environment and built infrastructure. Amidst projections for more frequent and severe events such as bushfires, floods, heatwaves and outbreaks of disease, our Council is committed to taking action that contributes to global reductions in greenhouse gas emissions, as well as builds our community's resilience and ability to face climate-related challenges.

INCREASING ACTIVE LIVING

People with poor physical health are more likely to develop chronic health conditions as well as suffer poorer mental health. Leading an active lifestyle improves our health and wellbeing as well as provides opportunities for increased social connection.

While Colac Otway has high participation rates in organised sport, we still lag behind Victorian averages for adults who meet physical activity guidelines.

In addition, Colac Otway's obesity rate is 9.1 per cent higher than the Victorian average. Our community sent a clear message through our engagement that it wants Council to continue focussing on increasing active living through actions such as the provision of walking and cycling paths, public open space, and supporting the recovery of our sporting clubs post pandemic. People's appreciation for quality and connected open spaces became particularly evident during the pandemic, when these spaces became focal points for recreation, exercise and social activity (when it was safe to do so), outside the home. Council is committed to continually improving its neighbourhood and precinct planning to support active living, as well as working with sporting and community groups to provide enhanced opportunities for people to get involved in active and passive recreation. It is acknowledged that active living is inextricably linked with healthy eating in terms of achieving improvements in many health indicators. Over the past four years, Council has worked with local partners to encourage healthier eating and increased physical activity, and is committed to continuing this work with partners such as Colac Area Health and Great Ocean Road Health. Further, Council is an active participant and contributor to G21's HEAL (Healthy Eating Active Living) program.

IMPROVING MENTAL HEALTH AND WELLBEING

At the last census, Colac Otway's rates of suicide, self-inflicted injuries, anxiety, depression and reports of high or very high psychological distress were considerably above state averages. Whilst updated localised data is not yet available since the COVID-19 pandemic began, anecdotally we know that the pandemic has been a traumatic event for many and that it has increased feelings of depression, anxiety, isolation and loneliness. Improving our community's mental health and wellbeing is a complex space which, involves partnerships with government, primary and allied health providers and the wider community. Council can make meaningful contributions to improving our community's mental wellbeing through initiatives that increase active living, for example, it has been found that as little as 60 minutes of

physical activity per week can prevent up to 17 per cent of incidences of depression (Schuch 2018). Providing opportunities for community connectedness, feelings of safety in community spaces or opportunities to connect with the environment are other examples where local government can contribute positively to our community's mental wellbeing.

GENDER EQUITY

Council supports the Victorian Government's vision for all Victorians to live in safe and equal society; have equal access to power, resources and opportunities; and be treated with dignity, respect and fairness.

In line with our legislated responsibilities under the *Gender Equality Act 2020*, Council is committed to undertaking a gender impact assessment when developing or reviewing policies, programs and services that have direct and significant impacts on our community. Practical examples of this include our work to provide gender-neutral sports facilities or to expand our Family Day Care program to enable more women to remain in, or re-enter, the workforce.



PREVENTING ALL FORMS OF VIOLENCE



TACKLING CLIMATE CHANGE & ITS IMPACT ON HEALTH



INCREASING ACTIVE LIVING



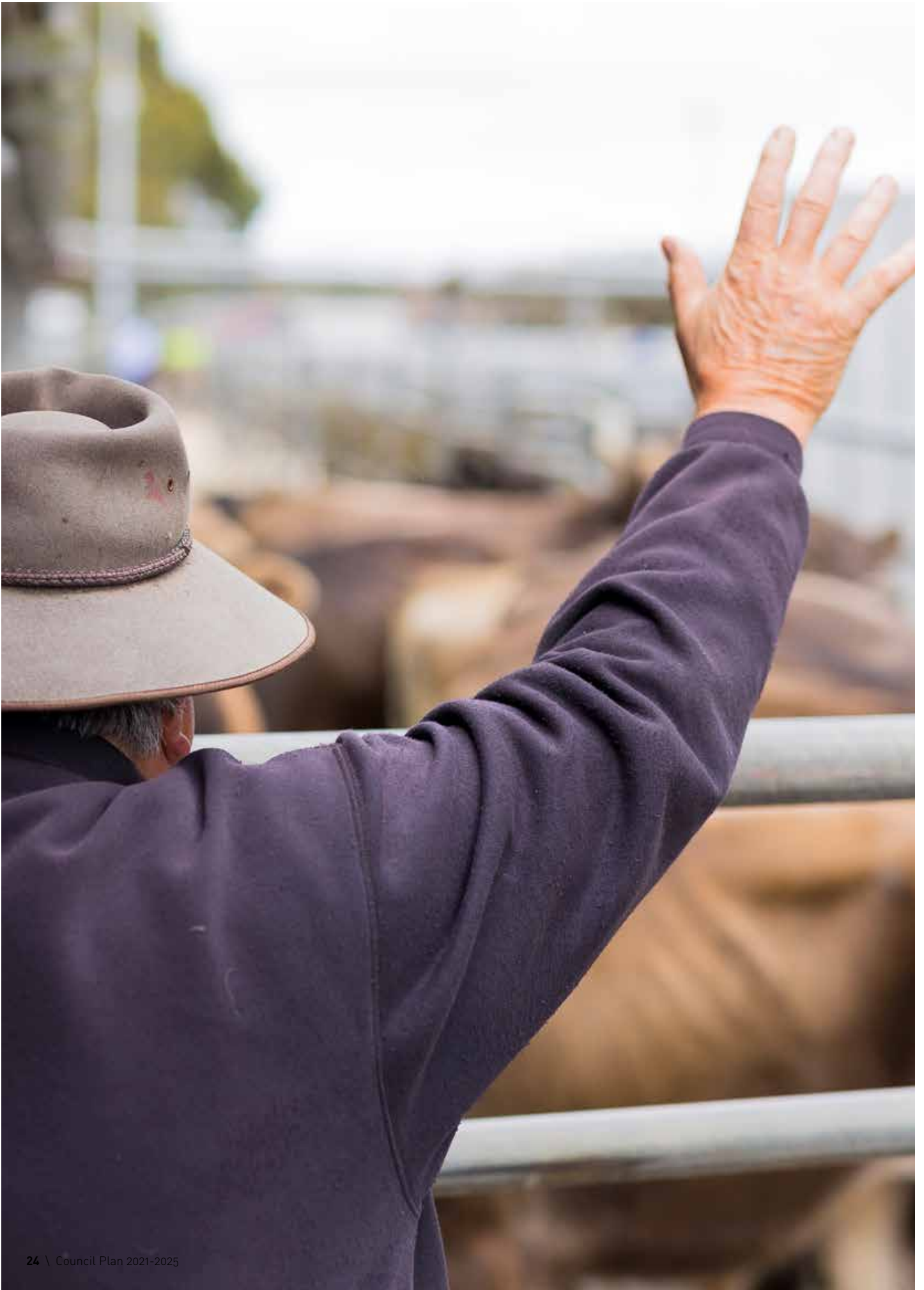
IMPROVING MENTAL HEALTH & WELLBEING



GENDER EQUITY



PANEL RECOMMENDATION



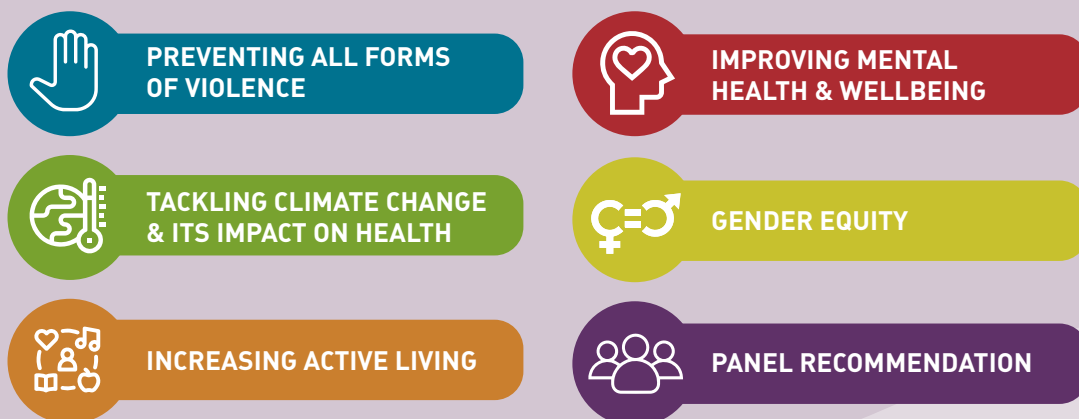
THEME 1

Strong and Resilient Economy

We are committed to expanding our diverse industries, vibrant arts community, world-renowned tourism, and professional health services. A healthy, growing economy will provide sustainable industries and jobs, and opportunities for all ages.

We will:

- Attract long-term investment in our region.
- Make the shire a destination, not a gateway.
- Promote sustainable tourism.
- Embrace innovation in business, farming and eco-tourism.
- Ensure housing affordability, availability and land options meet the needs of our growing community.



THEME 1

OBJECTIVES (Desired outcome)	FOUR-YEAR PRIORITIES (How we will achieve our objective)	INDICATORS (How we measure success)	COUNCIL'S ROLE
Affordable and available housing will support our growing community and economy	1.1.1 Deliver a Strategic Growth Plan for the shire and settlement strategy for all small towns and rural living areas ●	<ul style="list-style-type: none"> Strategic Growth Plan and Settlement Strategy developed Relevant Planning Scheme Amendments adopted 	Deliver
	1.1.2 Deliver a refreshed Apollo Bay Structure Plan ●	<ul style="list-style-type: none"> Refreshed Apollo Bay Structure Plan delivered by 2022-23 Relevant Planning Scheme Amendments adopted 	Deliver
	1.1.3 Facilitate the delivery of more diverse housing stock in Colac and Apollo Bay ● ●	<ul style="list-style-type: none"> Increase land supply by 200 new lots annually Increased availability of affordable housing Levels of housing stress including rental and mortgage stress 	Lead Partner
	1.1.4 Increase residential land supply in Colac ●	<ul style="list-style-type: none"> Number of hectares rezoned Number of residential lots approved by planning permits 	Lead Partner
	1.1.5 Deliver a Social Housing Strategy ● ● ●	<ul style="list-style-type: none"> Social Housing Strategy completed and implemented Number of dwellings made available for social housing 	Advocate Partner
	1.1.6 Increase access to affordable accommodation for essential workers ● ●	<ul style="list-style-type: none"> More accommodation options are available in towns including Apollo Bay, Birregurra, Forrest and Colac, specifically for workers. Level of rental and mortgage stress 	Advocate Partner
Attract, retain and grow business in our Shire	1.2.1 Deliver Economic Development Strategy	<ul style="list-style-type: none"> At least 80% of actions from Strategy completed Community satisfaction with business and tourism increases annually from current result of 59% Increased level of investment in the region by 2025 Number of commercial and industrial lots approved by planning permits 	Deliver
	1.2.2 Attract and retain a diverse range of businesses and industries, particularly those with green credentials ● ●	<ul style="list-style-type: none"> Gross Regional Product increased Greenfield industrial land in Colac developed 	Partner
	1.2.3 Deliver City Deals project in Colac Otway Shire's coastal towns ●	<ul style="list-style-type: none"> All three City Deals projects delivered on time and on budget 	Deliver
	1.2.4 Develop the Apollo Bay Harbour precinct for community activity, commerce and tourism ● ●	<ul style="list-style-type: none"> Double berthings for recreational and commercial boats (currently 33 combined) Funding secured from private sector or government for commercial development of the harbour waterfront 	Advocate
Key infrastructure investment supports our economy and liveability	1.3.1 Attract investment to implement key master plans and projects that will drive economic growth, including but not limited to, Lake Colac Foreshore Masterplan, Public Toilet Strategy, CBD and Entrances Plan, Apollo Bay, Marengo and Skenes Creek CIP, Murray Street upgrades, township masterplans, Colac Civic Health and Rail Precinct project, Memorial Square Masterplan, Tourism Traffic & Parking Study. ● ● ●	<ul style="list-style-type: none"> Number of projects that have attracted funding \$ funding received 	Advocate Partner
	1.3.2 Deliver improvements to Colac and Apollo Bay CBDs to support their role as a hub for commerce, tourism and the community	<ul style="list-style-type: none"> Grant funds secured for Colac and Apollo Bay CBD streetscape upgrades 	Advocate Partner Deliver
	1.3.3 Advocate to relevant authorities for new and upgraded infrastructure to support business growth e.g. roads, utilities, NBN	<ul style="list-style-type: none"> Priority upgrades are achieved (e.g. mobile black spots) 	Advocate

	1.3.4 Advocate for implementation of the Forrest Wastewater Scheme	<ul style="list-style-type: none"> Funding secured to deliver Wastewater Scheme in Forrest 	Advocate
	1.3.5 Include consideration of arts and culture in strategic processes and projects	<ul style="list-style-type: none"> Arts and culture groups are actively engaged as part of consultation processes for relevant strategic projects. 	Lead
Colac Otway Shire is a destination to visit	1.4.1 Promote the Shire as a destination not a gateway ●	<ul style="list-style-type: none"> Increased visitor spend and stay 	Lead
	1.4.2 Maximise our key tourist attractions	<ul style="list-style-type: none"> Increased total visitor bed numbers 	Lead Partner
	1.4.3 Work with our business community to promote our towns as places to stop, visit and explore	<ul style="list-style-type: none"> Delivery of Destination Action Plans In partnership with GORA, achieve Ecotourism Certification 	Lead Partner
	1.4.4 Facilitate development of sustainable visitor infrastructure and accommodation	<ul style="list-style-type: none"> Increased availability of visitor accommodation Public Toilet Strategy completed and 60% of actions delivered by 2025 	Advocate Partner
Grow the Colac Otway Shire's permanent population by at least 1.5%	1.4.5 Support business growth through population attraction and retention ●	<ul style="list-style-type: none"> Increase total population of working-aged people and young families 1.5% annual population growth achieved Reduce seasonality impacts on businesses by having stable permanent population 	Lead Partner Advocate

The achievement of these indicators may be affected by ongoing challenges presented by the COVID pandemic.

Related Strategies and Plans that support this theme

- Colac 2050 Growth Plan
- Colac Commercial and Industrial Land Use Strategy
- Apollo Bay Structure Plan, Birregurra and Forrest Structure Plans
- Apollo Bay Settlement Boundary & Urban Design Review
- Wye River, Separation Creek and Kennett River Structure Plan
- Rural Living Strategy
- Rural Land Strategy
- Apollo Bay, Skenes Creek & Marengo Community Infrastructure Plan
- Active Transport Strategy
- Public Open Space Strategy
- Great Ocean Road Authority Strategic Framework Plan
- Apollo Bay, Marengo & Skenes Creek Neighbourhood Character Study
- Colac Otway Shire Social Housing Plan
- Barwon South-West Key and Essential Worker Housing Action Plan (stage 2)
- Economic Development Strategy 2019-2024
- Apollo Bay Harbour Development Plan
- Lake Colac Foreshore Masterplan
- Colac CBD & Entrances Plan
- Forrest Wastewater Investigation
- Integrated Water Management Plan
- Destination Action Plans
- City Reserves Masterplan and masterplans for other individual reserves
- Forrest Community Plan
- Colac West Development Plan
- Draft Public Toilet Strategy
- Tourism Traffic & Parking Strategy
- Apollo Bay Trails Feasibility Study
- Creative Colac Otway - Arts and Culture Strategy



THEME 2

Valuing The Natural and Built Environment

We will protect our natural environment and communities, by maintaining and providing resilient infrastructure, and being leaders in sustainable living, modelling innovation and best practice.

We will:

- Minimise impact on the environment and consider sustainability in all decision-making.
- Work towards net zero carbon emissions, set clean energy targets and plan for climate change.
- Protect and enhance our unique natural assets.
- Balance care for our natural assets with embracing growth and development for our region.
- Improve mental and physical health outcomes through environmental initiatives, such as urban greening and cooling strategies.
- Focus investment on maintenance and provision of climate change resilient infrastructure in vulnerable locations.



THEME 2

OBJECTIVES (Desired outcome)	FOUR-YEAR PRIORITIES (How we will achieve our objective)	INDICATORS (How we measure success)	COUNCIL'S ROLE
We mitigate impacts to people and property arising from climate change	2.1.1 Deliver our Climate Change Action Plan in partnership with other organisations ●●●	<ul style="list-style-type: none"> Action Plan completed by June 2022 	Deliver
	2.1.2 Green our streets and public places ●●●●	<ul style="list-style-type: none"> # of trees planted in public spaces (open space and streetscape) Development of an urban cooling strategy and canopy target as part of the reviewed environment strategy Review the quality of street trees and streetscapes when planting appropriate trees in the future 	Deliver
	2.1.3 Minimise the effects of climate change and extreme weather events on our community ●●	<ul style="list-style-type: none"> Emergency Management Plan regularly reviewed Community satisfaction with emergency and disaster management increases annually from current result of 71% Upgrades completed in vulnerable locations 	Lead Partner Deliver
We operate sustainably with a reduced carbon footprint	2.2.1 Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets ●●●	<ul style="list-style-type: none"> Maintain Council's net zero carbon emissions and reduce dependence on carbon offsets through implementation of emission reduction projects Community satisfaction with environmental sustainability increases annually from current result of 61% 	Lead Partner Deliver
	2.2.2 Council supports the community to reduce carbon emissions ●●	<ul style="list-style-type: none"> Council has considered opportunities for regional partnerships in relation to climate change Raised awareness of whole-of-community climate change mitigation/adaptation focused activities Reduction in CO2 emissions for Colac Otway (Source: Victorian Greenhouse Gas Emissions Report) 	Lead Partner Deliver
	2.2.3 Educating and assisting our community to act on climate change, by reducing waste, emissions and water usage ●	<ul style="list-style-type: none"> Reduced waste to landfill, emissions and water usage in the community 	Lead Partner Advocate
Protect and enhance the natural environment	2.3.1 Environment Strategy reviewed ●	<ul style="list-style-type: none"> Reviewed Environment Strategy adopted by Council and implementation commenced by 2022 	Deliver
	2.3.2 Protect native vegetation, ecosystems, flora and fauna ●	<ul style="list-style-type: none"> # community activities and education initiatives that promote stewardship of the natural environment 	Partner Deliver
	2.3.3 Undertake pest plant and animal management control programs on Council land and community education to target and reduce invasive species in natural systems ●	<ul style="list-style-type: none"> Connecting and supporting Landcare and environmental interest groups Kilometres or hectares of roadside weed control conducted 	Partner Deliver
We will satisfy our community's reasonable expectations to reduce waste going to landfill, increase resource recovery and minimise waste charges	2.4.1 Increase community satisfaction by community education, phone apps, reducing waste to landfill, pursuing joint waste contracts and other innovative approaches in partnership with our community and business sectors ●	<ul style="list-style-type: none"> Community satisfaction survey (waste management component) Waste management charges 	Lead Deliver
	2.4.2 Reduce the % of food and organic (FOGO) waste in the landfill waste stream (red bin) by awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of FOGO waste diverted from landfill stream and composted 	Lead Deliver
	2.4.3 Reduce the % contamination of the recycling waste stream (yellow bin) by awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of contamination in recycling stream 	Lead Deliver

	2.4.4 Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of glass diverted from landfill stream 	Lead Deliver
	2.4.5 Trial a hard waste collection service	<ul style="list-style-type: none"> Trial conducted, evaluated and recommendations made to Council 	Lead Deliver
Provide and maintain an attractive and safe built environment	2.5.1 Maintain road and drainage assets to ensure they are safe and reliable	<ul style="list-style-type: none"> Community satisfaction with sealed roads increases annually from current result of 50% Community satisfaction with unsealed roads increases annually from current result of 44% Development of a Road Safety Strategy Road safety funding attracted and priority improvements implemented Road Management Plan compliance 100% 	Lead
	2.5.2 Deliver a relevant Capital Works Program	<ul style="list-style-type: none"> Complete 85% or more of capital projects annually against allocated budget Greater than 85% of renewal work for sealed and unsealed roads annually 	Lead Deliver Partner
	2.5.3 Council meets annual infrastructure renewal gap	<ul style="list-style-type: none"> Asset Management Plans (AMP) completed Capital funding allocated annually in accordance with levels identified in AMPs 	Lead Deliver
	2.5.4 Ensure planning processes and policies for new developments meet the intent of this objective	<ul style="list-style-type: none"> Landscape Guidelines for developers completed Conditions relating to quality landscape, open space, streetscape and urban design outcomes developed and enforced 	Deliver

The achievement of these indicators may be affected by ongoing challenges presented by the COVID pandemic.

Related Strategies and Plans that support this theme

- Environment Strategy
- Asset Management Plan
- Tourism, Traffic and Parking Strategy 2019
- Colac Stormwater Strategy 2019
- Integrated Water Management Plan
- Apollo Bay Drainage Strategy
- Colac Flood Study
- Birregurra Flood & Drainage Study
- Road Management Plan 2021
- Colac Otway Shire Council Climate Change Adaptation Plan 2017-2027
- Skenes Creek, Kennett River, Wye River & Separation Creek Neighbourhood Character Study 2003
- Apollo Bay and Marengo Neighbourhood Character Study 2005
- Birregurra Neighbourhood Character Study 2012



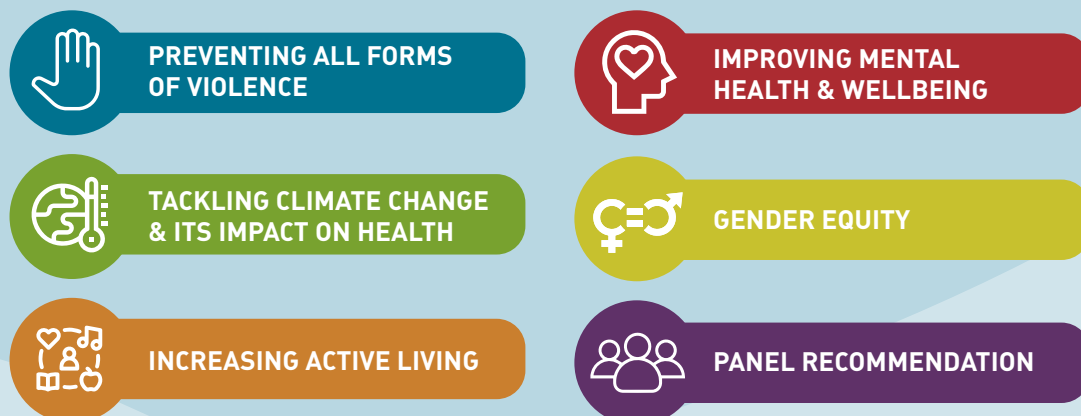
THEME 3

Healthy and Inclusive Community










We will continue to be a great place to live. We embrace our diverse community, take care of our older community and prepare our children for success. We care for each other, are friendly and welcoming, and enjoy a vibrant and active lifestyle. We are a small population with big hearts.







We will:

- Support and advocate for a range of education and work opportunities for young people to reach their potential.
- Improve health, wellbeing and learning opportunities for all ages.
- Support equal and fair access to services.
- Build a culture that is safe and inclusive.
- Create a range of transport and housing options to help people to work, connect and choose how they want to live.



THEME 3

OBJECTIVES (Desired outcome)	FOUR-YEAR PRIORITIES (How we will achieve our objective)	INDICATORS (How we measure success)	COUNCIL'S ROLE
All people have the opportunity to achieve and thrive in our shire	3.1.1 Advocate for access to and provision of education, employment and lifelong learning opportunities 	<ul style="list-style-type: none"> Reduced youth unemployment rate Reduced total unemployment rate Links facilitated between employers and educators to ensure workforce skills meet community needs Increase Year 12 or equivalent completion rate to at least the Victorian average (43.5% as at the 2016 census) 	Advocate Partner
	3.1.2 Create environments where children can be happy, healthy, supported, educated and safe 	<ul style="list-style-type: none"> Funding for early years infrastructure secured (\$) Increased childcare options/availability Partner with agencies to decrease 23.3% children developmentally vulnerable in more than one domain Increase in 3 and 4-year-old kindergarten participation rates 	Lead Deliver Partner
	3.1.3 Provide services to enable lifelong health and wellbeing from the early to senior years 	<ul style="list-style-type: none"> Community satisfaction for Family Support Services increases annually from current result of 66% Community satisfaction for Elderly Support Services increases annually from current result of 68% Participation rates in Maternal and Child Health checks 	Deliver Partner
People are active and socially connected through engaging quality spaces and places	3.2.1 Provide safe, inclusive, accessible and integrated transport networks that support active transport 	<ul style="list-style-type: none"> New or upgraded priority footpath, trail and cycling connections and improvements delivered annually (metres) Review strategic footpath plans for Apollo Bay and Colac 	Deliver Partner
	3.2.2 Plan for and supply quality public open space to meet community needs 	<ul style="list-style-type: none"> Council-managed open space provision aligns with standards for development outlined in Public Open Space Strategy. 	Lead Deliver Partner
	3.2.3 Provide fit for purpose, accessible and well-utilised recreation, arts and community facilities and services 	<ul style="list-style-type: none"> Colac Otway Playspace Strategy developed and adopted Community satisfaction for recreation facilities increases annually from current result of 68% Community satisfaction for arts, centres and libraries increases annually from current result of 73% Increased participation rates at libraries; and increased visitation to COPACC programs All new and upgraded Council facilities are universally accessible 	Lead Deliver Partner Advocate
	3.2.4 Plan, design and maintain attractive and safe public spaces in partnership with our community and key agencies 	<ul style="list-style-type: none"> Community satisfaction for appearance of public spaces increases annually from current result of 70% Perceptions of safety during the day greater than 97.6% and after dark greater than 65.5% 	Deliver Partner
	3.2.5 Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community 	<ul style="list-style-type: none"> Increased visitation and memberships at Bluewater Leisure Centre and Apollo Bay Aquatic Centre Level of community grants funding directed to projects that encourage physical activity. 	Deliver Partner
	3.2.6 Promote and demonstrate gender equity 	<ul style="list-style-type: none"> Gender Equity Plan for Council adopted and implemented New and upgraded community facilities accommodate gender neutral design principles Community facility fees and charges structures encourage facility users to embrace gender equity 	Lead Deliver Partner Advocate

We are a safe, equitable and inclusive community	3.3.1 Support stakeholders such as Colac Area Health, Great Ocean Road Health, Barwon Health, Hesse Rural Health, Headspace and other relevant community groups to improve mental health and wellbeing in our community 	<ul style="list-style-type: none"> • Accessibility of services that lead to reduced rates of: <ul style="list-style-type: none"> -suicide and self-inflicted injuries (101 per 100,000 people) -psychological distress (20.3%) -anxiety or depression (31.7%) 	Advocate
	3.3.2 Support relevant stakeholders to improve healthy eating and living in our community 	<ul style="list-style-type: none"> • Reduced rates of diet-related chronic disease • Community facility fees and charges structures to encourage facility users to embrace healthy eating, and reduced tobacco, alcohol and other drug use. • Increased partnerships and advocacy with relevant organisations 	Advocate Partner
	3.3.3 Diversity is embraced 	<ul style="list-style-type: none"> • Contribute to greater than 45% of residents supporting multiculturalism as measured by Department of Health data • Contribute to greater than 57% of residents feeling valued by society • Key council documents and communications are provided in accessible formats and multiple languages • Increase in number of community events that celebrate diversity 	Partner Deliver
	3.3.4 Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative 	<ul style="list-style-type: none"> • Reflect level Reconciliation Action Plan delivered by 2022 	Lead Deliver Partner Advocate
	3.3.5 Provide community safety services that enhance the liveability of our shire 	<ul style="list-style-type: none"> • Community satisfaction for enforcement of local laws increases annually from current result of 64% • Local Law reviewed by 2023 	Lead Deliver
	3.3.6 Support health, enforcement and other services to deliver initiatives to reduce all forms of violence 	<ul style="list-style-type: none"> • Decrease family violence incident rates 	Partner
	3.3.7 Reduce gambling-related harm in the Colac Otway Shire	<ul style="list-style-type: none"> • Gambling Policy developed for inclusion in the planning scheme 	Partner Lead

The achievement of these indicators may be affected by ongoing challenges presented by the COVID pandemic.

Related Strategies and Plans that support this theme

- Economic Development Strategy
- Beyond the Bell programs
- SWLLEN programs
- Early Years Plan
- Active Transport Strategy
- City Reserves Masterplan (in development) covering Central Reserve, Eastern Reserve, Lake Oval and Western Reserve
- Elliminyt Recreation Reserve Masterplan
- Irrewillipe Recreation Reserve Masterplan
- Pirron Yallock and Swan Marsh Reserves Masterplan
- Apollo Bay Recreation Reserve Masterplan (draft)
- Public Open Space Strategy
- G21 Regional Strategies
 - AFL Barwon
 - Physical Activity
 - Cricket
 - Football (Soccer)
 - G21 Hockey
 - Tennis
- Playspace Strategy
- Birregurra Recreation Reserve Masterplan
- Building Asset Maintenance Plan
- Full House Audience Development Plan COPACC
- Community Engagement Policy
- Council Gender Equity Plan
- Apollo Bay Community Infrastructure Plan
- Creative Colac Otway - Arts and Culture Strategy



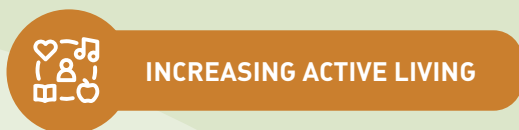
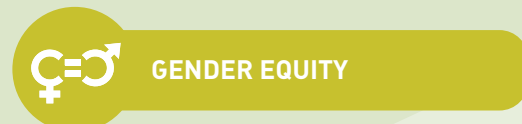
THEME 4

Strong Leadership and Management

We will be leaders in good governance, transparency and strive for ongoing improvement.

We will:

- Involve the community in our decision-making and ensure an impartial, responsive and transparent approach.
- Ensure the safety and connectivity of our community is at the heart of decision-making.
- Manage infrastructure assets for our community's enjoyment.
- Advocate for funding to leverage our resources and increase our options.
- Optimise the use of technology and digital solutions to create a seamless customer experience.
- Respect and invest in our employees and continue to strengthen our workplace culture.



THEME 4

OBJECTIVES (Desired outcome)	FOUR-YEAR PRIORITIES (How we will achieve our objective)	INDICATORS (How we measure success)	COUNCIL'S ROLE
We commit to a program of best practice and continuous improvement	4.1.1 Identify and embrace best practice and modernise systems to realise efficiencies	<ul style="list-style-type: none"> Community satisfaction for Council's overall performance increases annually from current result of 58% 	Lead
	4.1.2 Digital transformation to improve customer experience and interactions with community	<ul style="list-style-type: none"> # of services that can be accessed by customers online 	Lead
	4.1.3 Building and Planning services are customer and solution focused ●	<ul style="list-style-type: none"> Community satisfaction for Planning and Building services greater than 50% by 2025 85% of planning applications, and 100% of VicSmart applications determined in 60 days 	Lead
	4.1.4 Undertake a rolling program of service reviews	<ul style="list-style-type: none"> Conduct at least two service reviews annually and implement decisions made by Council, with a view to saving at least \$250,000 per year. 	Lead
We are a financially robust organisation	4.2.1 Plan for sustainable portfolio of assets to deliver the services the community needs within our financial constraints ●	<ul style="list-style-type: none"> Asset Management Policy reviewed to address asset decommissioning and divestment Asset Management Strategy and Plans adopted 	Lead
	4.2.2 Adopt a policy and approach to guide the disposal of assets no longer required. ●	<ul style="list-style-type: none"> Asset Management Plans include strategic service planning recommendations Capital Funds Allocation and Prioritisation Policies adopted 	Lead
	4.2.3 Manage procurement to get best value for the community	<ul style="list-style-type: none"> Agreed audit recommendations are implemented within defined timelines Rolling internal audit program implemented 	Lead
	4.2.4 Council businesses maximise community utilisation and minimise council subsidy ratios	<ul style="list-style-type: none"> Reduced subsidy ratio for Council businesses (airports, saleyards, COPACC, Bluewater and Visitor Information Centres) 	Lead
	4.2.5 Financial and risk management practices are responsible and sustainable	<ul style="list-style-type: none"> Deliver ten-year financial plan VAGO LGPRF financial sustainability measures 	Lead
We provide exceptional customer service	4.3.1 Council service delivery is efficient, accessible, solution-focused and responsive to the needs of the community	<ul style="list-style-type: none"> Community satisfaction for customer service increases annually from current result of 68% Seek to understand factors contributing to the community's perception of Council's performance in Apollo Bay and surrounds. 	Lead
We support and invest in our people	4.4.1 We respect and invest in our employees and continue to strengthen our workplace culture ●●	<ul style="list-style-type: none"> Employee satisfaction and engagement 	Lead
	4.4.2 We commit to safe work practices and take a positive approach to our work ●	<ul style="list-style-type: none"> Delivery of targets and measures as outlined in the OHS Strategic Plan 	Lead
	4.4.3 Develop a skilled and diverse workforce by investing in training and development ●●	<ul style="list-style-type: none"> Attraction and retention of skilled workforce # of secondments within the organisation # of internal promotions # of hours of training # of traineeships/apprenticeships Development of a Workforce Plan 	Lead
	4.4.4 Council provides clear, accessible communication and opportunities for the community to participate in decisions that affect them in line with the Community Engagement Framework	<ul style="list-style-type: none"> Community satisfaction for Consultation and Engagement increases annually from current result of 54% Rolling program of Community Conversations implemented 	Lead
	4.4.5 Council decisions are open and transparent and the public has access to relevant Council information	<ul style="list-style-type: none"> # of decisions made in closed Council meetings Community satisfaction for Council's community decision making increases annually from current result of 54% Compliance with Public Transparency Policy 	Lead

The achievement of these indicators may be affected by ongoing challenges presented by the COVID pandemic.

Related Strategies and Plans that support this theme

- Annual and Four-Year Budget
- Long-Term Financial Plan
- Revenue and Rating Plan
- Risk Management Framework and Strategy
- Business Continuity Plans
- Customer Service Policy / Charter / Strategy
- Customer Satisfaction Survey
- ICT Strategy
- Information Management Strategy 2020-2023
- People and Culture Strategy
- OHS Strategy
- Workforce Plan
- Gender Equity Plan
- Flexible Working Options
- Community Engagement Policy and Framework
- Forrest Community Plan





Appendices

Appendix 1

Health and wellbeing indicators

Comparison key

- Performing 5 - 10% better than Victorian average
- Performing 0 - 5% better than Victorian average
- Performing 0 - 5% worse than Victorian average
- Performing 5 - 10% worse than Victorian average
- Outside of +/- 10% range but not identified as better or worse
- Victorian Outcomes Frameworks Indicators
- Incomplete data set



Comparison key								
1. Performing 5 - 10% better than Victorian average								
2. Performing 0 - 5% better than Victorian average								
3. Performing 0 - 5% worse than Victorian average								
4. Performing 5 - 10% worse than Victorian average								
4. Outside of +/- 10% range but not identified as better or worse								
6. Victorian Outcomes Frameworks Indicators								
7. Data								
	Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
			Number or rate	%				
Population Overview								
Shire population numbers and growth rates								
1	Total Population (Estimated Resident Population) 2019		21,564			6,460,675	2019	1
2	Total Population (Estimated Resident Population) 2026		21,892			8,114,286	2019	17
3	Total Population (Estimated Resident Population) 2036		22,330			8,722,766	2019	17
4	Median Age of population		45			37	2016	4
5	0 to 4 years 2016 Census	-0.7%	1,166	5.6%		6.3%	2016	4
6	5-14 years 2016 Census	0.0%	2,529	12.0%		12.0%	2016	4
7	15-24 years 2016 Census	-2.1%	2,272	10.9%		13.0%	2016	4
8	25-64 years 2016 Census	-3.4%	10,442	49.8%		53.2%	2016	4
9	65 years and over 2016 Census	6.2%	4,552	21.8%		15.6%	2016	4
10	Average household size	-0.4	2.6			3	2016	4
11	Couples with children	-7.5%	2,042	38.8%		46.3%	2016	4
12	Couples without children	7.3%	2,310	43.8%		36.5%	2016	4
13	One parent family	0.5%	830	15.8%		15.3%	2016	4
14	Lone person households	6.9%	2,530	31.6%		24.7%	2016	4
15	Aboriginal people and Torres Strait Islander people	0.4%	251	1.2%		0.8%	2016	4
16	Opposite Sex Couples	0.4%	8,484	99.4%		99.0%	2016	19
17	Same Sex Couples	-0.4%	48	0.6%		1.0%	2016	19
18	People born overseas	-19.8%		7.9%	65	27.7%	2015	8
19	People who speak a language other than English at home	-21.0%		3.2%	57	24.2%	2015	8
20	Life expectancy males	-2.0	78.3		54	80.3	2014	8
21	Life expectancy females	-0.7	83.7		46	84.4	2014	8
Community Capacity								
Children								
22	Birth Rate	-0.7%		23.2%		23.9%	2017	2
23	Birth Rates per 1,000 20 - 24 yr olds	37	67			30	2018	19
24	Birth Rates per 1,000 35 - 39 yr olds	-17	58			75		19
25	Total Fertility Rate (lifetime)	0.3%		2.2%		1.9%	2017	2
26	Babies with low birth weight	-1.3%		5.3%	66	6.6%	2015	8
27	Maternal and Child Health Assessments- Percentage of all Children attending 3.5 year	-3.1%		63.0%	58	66.1%	2015	8
28	Children fully immunised at at 24>27 months	3.0%		93.5%	25	90.5%	2015	8
29	Children Fully immunised at school entry (5 years)	2.0%		97.5%		95.5%	2018	9
30	Breastfeeding - children fully breastfed at 3 months	5.0%		56.8%	27	51.8%	2015	8
31	Need for assistance due to Core Tasks due to Disability 0-9 years	0.6%		4.9%		4.3%	2016	3
32	Australian early development census (AEDC) proportion of children vulnerable on 1 or more domains	3.4%		23.3%		19.9%	2018	16
33	Australian early development census (AEDC) proportion of children vulnerable on 2 or more domains	0.2%		10.3%		10.1%	2018	16
34	Kindergarten Participation Rate	3.2%		99.6%		96.4%	2018	16
Young People								
35	Youth unemployment rate (15-24)	7.1%	120	8.1%		15.2%	2016	3
36	Disengaged youth (aged 15-24 not employed or in education) %	4.0%		15.9%		11.9%	2016	3
37	20-24 yr olds studying at University or other tertiary institution	-27.2%		8.4%		35.6%	2016	10
38	20-24 year olds who left school before completing year 11	12.9%		23.2%		10.30%	2016	10
39	Teenage Birth, Aggregate 2-year rate (per 1,000)	0.68	11.28			10.6	2017	2
40	Need for assistance with Core Tasks due to Disability 10-19 years	0.5%		3.4%		2.9%	2016	3
Older People								
41	Percentage of people 75 and over who live alone	5.7%		41.6%	12	35.9%	2015	8
42	*Proportion female	2.5%		76.4%	9	73.9%	2015	8
43	*Proportion male	-2.5%		23.6%	71	26.1%	2015	8
44	Age pension recipients as percentage of persons aged 65+	4.7%		65.3%		60.6%	2018	10
45	People aged over 65 years with severe and profound disability living in the community	-3.8%		9.9%	74	13.7%	2015	8
Disability								
46	Persons who have need for assistance with core activities (%)	1.3%		6.4%		5.1%	2016	3
47	People who are unpaid aged and disability carers (%)	0.8%		12.4%		11.6%	2016	3
48	People receiving disability services support per 1,000 population	0	8.9		34	8.9	2015	8

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	Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
			Number or rate	%				
49	Number of people with a profound and severe disability	1.4%	1333	6.9%	20	5.5%	2016	10
50	Disability support pension recipients per 1,000 eligible population	35	86.5		20	51.3	2015	8
Community connectedness/involvement								
51	Perceptions of neighbourhood - people are willing to help each other	10.3%		84.4%		74.1%	2015	6
52	Community rating as good or very good for community support groups	15.5%		76.8%		61.3%	2016	21
53	Residents considered to have an interest in local/ community issues	32.8%		94.1%		61.3%	2016	21
54	Residents feeling valued by society	4.4%		57.3%		52.9%	2016	21
55	Perceptions of neighbourhood - this is a close-knit neighbourhood	15.8%		76.8%		61.0%	2015	6
56	Perceptions of neighbourhood - people can be trusted	10.1%		82.0%		71.9%	2015	6
57	Voluntary work for an organisation or group	6.5%		25.7%		19.2%	2016	4
58	% Adults who feel safe walking alone during the day	5.1%		97.6%		92.5%	2015	6
59	Perceptions of safety - walking alone after dark at night	10.4%		65.5%		55.1%	2015	6
60	People who believe multiculturalism makes life better %	-5.5%		45.5%	36	51.0%	2015	8
Transport								
61	Workers who rode a bike to work	-0.3%		1.3%		1.6%	2016	10
62	Workers who walked to work	2.5%		5.7%		3.2%	2016	4
63	Percentage of population residing near public transport	-32.7%		41.2%	0	73.9%	2015	8
64	People who travelled to work on public transport	-11.7%		0.7%		12.40%	2016	3
65	Percentage of population travelling to work by car as driver or passenger	2.2%		70.5%		68.3%	2016	4
66	Households with 3 cars or more	3.2%		20.9%		17.7%	2016	4
67	Proportion of households with no motor vehicle	-2.7%		5.2%		7.9%	2016	4
68	People who live within 400m of a public transport network	-32.7%		41.2%		73.9%	2016	21
Socio Economic Factors								
Education								
69	Percentage of persons who did not complete yr 12	20.2%		63.9%	21	43.7%	2015	8
70	Percentage of persons who completed yr 12 or equivalent (15yrs and over)	-19.5%		39.9%		59.4%	2016	21
71	Percentage of people who completed a higher education qualification (degree or more)	-12.7%		11.6%		24.3%	2016	3
72	Percentage of people who completed post school qualifications	-8.3%		42.2%		50.5%	2016	21
73	Year 9 students attaining national minimum literacy standards (%)	-1.5%		90.5%	48	92%	2015	8
74	Year 9 students attaining national minimum numeracy standards (%)	0.7%		96.3%	34	95.6%	2015	8
75	Female, Education % Attained Year 12 or equivalent	-7.0%		33.4%		40.4%	2016	2
76	Male, Education % Attained Year 12 or equivalent	-9.9%		25.3%		35.2%	2016	2
77	Percentage of students attending public schools	-5.3%		56.3%	68	61.6%	2015	8
Employment								
78	Number of jobs (Full time and part time)		17211.0				2017	4
79	People employed full time	-4.1%	5263	52.9%		57%	2016	3
80	People employed part time	5.1%	3629	36.5%		31.4%	2016	3
81	Unemployment rate (Sept 2020)	-3.0%	341	2.9%		5.9%	2020	3
82	Labour Force Participation Rate	-2.4%		62.1%		64.5%	2016	21
83	Employed residents who worked within the shire		8263	87.0%			2016	3
84	Residents working outside the shire		901	9.5%			2016	3
85	No fixed place of work		336	3.5%			2016	3
86	Long commute greater than 2 hours a day	10.6%		1.0%		11.6%	2015	8 & 3
87	Residents working from home					4.6%	2016	4
88	Employed as Labourers	9.3%		18.3%		9.0%	2016	21
89	Employed as Managers	3.6%		17.1%		13.5%	2016	21
90	Employed as Technicians and Trade Workers	0.6%		13.7%		13.1%	2016	21
91	Employed as Professionals	-11.0%		12.3%		23.3%	2016	21
92	Employed as Machinery Operators and Drivers	1.5%		7.3%		5.8%	2016	21
93	Employed as Clerical & Administrative Workers	-4.2%		9.1%		13.3%	2016	21
94	Employed as Sales Workers	-1.1%		8.6%		9.7%	2016	21
95	Employed as Community & Personal Service Workers	1.2%		11.8%		10.6%	2016	21
96	Female, % Unemployed	-2.0%		3.7%		5.7%	2016	2
97	Male, % Unemployed	-1.6%		4.3%		5.9%	2016	2
98	Female, % Part time employed	5.1%		52.3%		47.2%	2016	2
99	Male, % Part time employed	2.7%		22.7%		20.0%	2016	2
100	Female, % Full time employed	-3.9%		36.9%		40.8%	2016	2
101	Male, % Full time employed	-2.1%		66.9%		69.0%	2016	2
102	Female, % Above minimum weekly wage	-3.1%		26.2%		29.3%	2016	2
103	Male, % Above minimum weekly wage	-1.2%		39.8%		41.0%	2016	2
104	Female, % Below minimum weekly wage	-4.9%		40.8%		45.7%	2016	2
105	Male, % Below minimum weekly wage	-6.9%		25.6%		32.5%	2016	2
106	Total number of businesses	N/A	2338.0				2019	4
Economic Circumstance								
107	% of persons with individual income < \$400 per week	1.9%		41.8%	37	39.9%	2015	8
108	% female income < \$400 per week	1.9%		49.0%	41	47.1%	2015	8

Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
		Number or rate	%				
109	% male income <\$400 per week	2.2%	34.3%	40	32.1%	2015	8
110	Median weekly household Income	\$ (362.00)	\$ 1,057.00		\$ 1,419.00	2016	4
111	Number of people on a Health Care card				5.8%	2018	10
112	People with food insecurity (%)	0.0%	4.6%	38	4.6%	2015	8
Housing and Affordability							
113	Occupancy Rate	-14.7%	74.2%		88.9%	2016	21
114	Full Home Owners	7.9%	38.6%		30.7%	2016	21
115	Renters	-6.6%	20.1%		26.7%	2016	21
116	Households with a mortgage	-1.3%	32.2%		33.5%	2016	3
117	Median Mortgage Repayments (per month)	\$ (400.00)	\$ 1,300.00		\$ 1,700.00	2016	21
118	Median Rent (per week)	\$ (115.00)	\$ 210.00		\$ 325.00	2016	21
119	Households with mortgage stress	1.4%	11.6%	29	10.2%	2016	21
120	Households with rental stress	-1.0%	24.1%	45	25.10%	2015	8
121	Percentage of rental housing that is affordable	49.9%	69.0%	27	19.1%	2015	8
122	Median house price	\$ (121,500.00)	\$ 271,500.00	49	\$ 393,000.00	2015	8
123	Homelessness SA3 Geographic Area	-0.1%	0.3%	36	0.4%	2016	21
124	Social housing as a percentage of total dwellings	-0.6%	290	38	3.9%	2015	8
Disadvantage							
125	SEIFA (Index of disadvantage) Surf Coast Shire		961		1000	2016	10
Crime and Safety							
126	Criminal Incident Rate per 100,000	297.7	6317.4		6019.7	2020	14
127	Rate of drug offences (per 100,000)		326		499	2018-19	10
128	Violent offences (per 100,000)		1874		1240	2018-19	10
129	Rate of property offences (per 100,000)		3860		3880	2018-19	10
Access							
130	General practitioners per 1,000 population (may be part or fulltime GPs)	0	1.2	31	1.2	2015	8
131	General practice clinics per 1,000 population	2.7	3	40	0.3	2015	8
132	Number of general practices	n/a	7			2018	13
133	People who delayed medical consultation, unable to afford (%)	3.0%	17.4%	10	14.4%	2015	8
134	Allied health services sites per 100,000 population	0.1	1	33	0.9	2015	8
135	Dental services per 1,000 population	-0.1	0.2	34	0.3	2015	8
136	Proportion of adults or delayed or avoided (self reported) visiting a dental professional because of cost				34%	2017	5
137	Emergency Department presentations per 1,000 population				261.5	2014	10
138	Population with private health insurance (ASR per 100)	-11.4%	36.6%	53	48%	2015	8
139	Internet access at home	-9.9%	73.8%		83.7%	2016	9
140	Bowel cancer screening rate	1.8%	45.0%		43.2%	2017	9
141	Breast cancer screening rate (mammogram in the last two years)	-4.1%	75.1%		79.2%	2017	7
142	Unintentional Injuries requiring hospitalisation per 100,000	99.1	1900.7		1801.6	2017-18	17
143	Transport Injuries requiring hospitalisation per 100,000	63.0	288.8		225.8	2017-18	17
144	Sports Injuries requiring hospitalisation per 100,000	45.6	270.2		224.6	2017-18	17
Health Status							
Health Behaviors / Risk Factors							
145	Proportion of adults who self-rate their health as very good	-2.1%	39.5%		41.6%	2017	7
146	Subjective wellbeing Index (range 0 -100)	1.9%	79.2%		77.3%	2015	6
147	Satisfaction with life - low or medium (range 0-6)	-1.6%	18.9%		20.5%	2017	7
148	High personal resilience (Range 0-8)	0.3%	6.7%		6.4%	2015	6
149	Increase lifetime risk of alcohol - related harm	0.3%	59.8%		59.5%	2017	7
150	Increased risk of alcohol related harm from a single occasion drinking	1.9%	44.9%		43%	2017	7
151	Alcohol culture - getting drunk every now and then is okay	-2.0%	25.9%		27.9%	2015	6
152	Liquor licence total outlet density, number of licences per 10,000 population				42.8%	2018	15
153	Alcohol, ambulance attendances per 10,000 population				369.5	2018/19	15
154	Pharmaceutical drug, ambulance attendances per 10,000 population				186.9	2018/19	15
155	Illicit drug, ambulance attendances per 10,000 population				208.3	2018/19	15
156	Current smokers	0.8%	17.5%		16.7%	2017	7
157	Online Gambling - Sports Bettors				71.7%	2020	23
158	Online Gambling - Racing Bettors				86.5%	2020	23
159	Online Gambling - Internet				28.0%	2020	23
160	EGM - Net expenditure per adult per capita	\$ (70.00)	\$470		\$ 540.00	2017	21
161	Gambling - Electronic Gaming Machines per 1000 adults	1.5	7.0		5.5	2017	21
Physical Activity							
162	Adults spending 8 hours or more sitting a day	-7.7%	14.3%		22%	2017	7
163	Sedentary (inactive) (%)	-0.5%	2.0%		2.5%	2017	7
164	Insufficiently physically active (%)	-0.2%	43.9%		44.1%	2017	7
165	Adults who met physical activity guidelines	-1.5%	49.4%		50.9%	2017	7
166	Physical activity 0 days per week	0.8%	19.7%		18.9%	2015	6
167	Physical activity 4 or more days per week	9.9%	51.2%		41.3%	2015	6
168	Participation in any organised physical activity	0.1%	28.8%		28.7%	2015	6
169	Participation in a physical activity organised by a sports club or association	5.8%	15.6%		9.8%	2015	6
170	Participation in a physical activity organised by a fitness, leisure or indoor sports centre	-1.3%	7.9%		9.2%	2015	6

Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
		Number or rate	%				
171	Participation in any non-organised physical activity	0.6%	71.1%		70.5%	2015	6
172	Activity type - walking	1.9%	53.1%		51.2%	2015	6
173	Activity type - jogging or running	-1.6%	12.4%		14.0%	2015	6
174	Activity type - cycling	0.3%	12.1%		11.8%	2015	6
Healthy diet							
175	Average number of serves of vegetables per day	0.1	2.3		2.2	2017	7
176	Average number of serves of fruit per day	-0.1	1.5		1.6	2017	7
177	Adults who met fruit consumption guidelines (2 serves or more daily)	-2.0%	41.2%		43.2%	2017	7
178	Adults who met vegetable consumption guidelines (5-6 serves or more daily)	0.1%	5.5%		5.4%	2017	7
179	Adults who met both fruit and vegetables consumption guidelines	0.3%	3.9%		3.6%	2017	7
180	Adults who did not meet fruit and vegetable consumption guidelines	4.3%	56.0%		51.7%	2017	7
181	Eats take-away meals/snacks more than once a week	2.3%	17.6%		15.3%	2017	7
182	Number of cups of water consumed per day	-0.8	4.6		5.4	2015	6
183	Consume sugar sweetened drinks daily	7.0%	17.1%		10.1%	2017	7
Health Conditions							
184	Persons reporting High/Very High psychological distress	4.8%	20.3%		15.4%	2017	7
185	Adult population ever diagnosed with anxiety or depression	4.3%	31.7%		27.4%	2017	7
186	Adult population who sought help for a mental health related problem	2.3%	19.9%		17.6%	2017	7
187	% persons reporting asthma	6.4%	26.4%		20.0%	2017	7
188	Doctor diagnosed chronic disease - Heart disease %	-1.0%	5.7%		6.7%	2017	7
189	% of persons reporting diabetes type 2	-0.9%	4.2%		5.1%	2017	7
190	Proportion of adult population diagnosed with high blood pressure	1.8%	27.7%	31	25.9%	2015	8
191	% persons obese	9.1%	28.4%		19.3%	2017	7
192	% persons who are overweight (pre-obese or obese)	7.7%	58.5%		50.8%	2017	7
193	Overweight Males	11.3%	49.7%		38.4%	2017	7
194	Overweight Females	-3.9%	20.4%		24.3%	2017	7
195	Obese Males	-1.0%	19.4%		20.4%	2017	7
196	Obese Females	4.4%	21.6%		17.2%	2017	7
197	Cancer prevalence (proportion)	-0.5%	7.6%		8.1%	2017	7
198	Cancer incidence - per 1,000 females	2.3	7.1	11	4.8	2015	8
199	Cancer incidence - per 1,000 males	0.4	6.0	47	5.6	2015	8
200	People with dementia (estimated) per 1,000 population	5.9	22.7	22	16.8	2015	8
201	Proportion of children presenting with at least one decayed, missing or filled primary (baby) or permanent tooth, attending public dental services (0-5 years)	11.0%	37.0%		26%	2017-19	5
202	Proportion of children presenting with at least one decayed, missing or filled primary (baby) or permanent tooth, attending public dental services (6-8 years)	17.0%	68.0%		51%	2017-20	5
203	Proportion of children presenting with at least one decayed, missing or filled primary (baby) or permanent tooth, attending public dental services (9-12 years)	10.0%	69.0%		59%	2017-21	5
204	Proportion of adults who rated (self reported) their dental health Fair/Poor	2.0%	26.0%		24%	2017	5
205	Median age at death (years)	n/a	81.0			2018	11
206	Premature deaths age-standardised rate (per 100,000)	n/a	131.5			2018	11
207	Suicide and self inflicted injuries (0-74 years) (per 100,000)	19.0	101.0		82	2018	9
208	Notification rate of Salmonellosis events (per 100,000 population)	n/a	13.0			2019	12
209	Notification rate of vaccine preventable events (per 100,000 population)	n/a	168.0			2019	12
210	Female, Chlamydia rate (per 10,000)	4.5	25.3		20.8	2018	2
211	Male, Chlamydia rate (per 10,000)	-7.1	11.0		18.1	2018	2
212	Female, HIV rate (per 10,000)	-0.1	0.0		0.1	2018	2
213	Male, HIV rate (per 10,000)	-0.4	0.0		0.4	2018	2
214	Female, Gonorrhoea rate (per 10,000)	-0.9	1.2		2.1	2018	2
215	Male, Gonorrhoea rate (per 10,000)	-3.3	3.3		6.6	2018	2
216	Female, Hepatitis B rate (per 10,000)	-1.0	0.0		1	2018	2
217	Male, Hepatitis B rate (per 10,000)	0.2	1.2		1	2018	2
Gender Equity & Family Violence							
218	Low gender equality score	-0.4	37.4%		35.7%	2015	6
219	Number of Police reported family Violence Incidents - Per head of Population		403.0		88214	2020	22
	Number of family violence incidents reported per population expressed as percentage	0.49	1.81		1.32		
220	Number of Police reported family Violence Incidents - Colac Otway - Per 100,000 persons	431.0	1746		1315	2020	22
221	Female, Family Violence Rate (per 10,000)	27.9	143.5		115.6	2019	2
222	Male, Family Violence Rate (per 10,000)	10.5	48.6		38.1	2015	2
223	Female, Intimate Partner Violence Rate (per 10,000)	24.1	101.1		77	2019	2
224	Male, Intimate Partner Violence Rate (per 10,000)	6.8	25.3		18.5	2015	2
225	Perception of Safety - Day	5.1%	97.6%		92.5%	2016	21
226	Perception of Safety - Night	9.4%	65.5%		56.1%	2016	21
227	Females who feel safe when walking alone at night (%)	2.0%	46.0%		44.0%	2019	2
228	Males who feel safe when walking alone at night (%)	6.4%	85.2%		78.8%	2019	2
229	Female, sexual offences rate (per 10,000)	0.9%	14.8%		13.9%	2019	2
230	Male, sexual offences rate (per 10,000)	0.1%	2.9%		2.8%	2019	2
231	Female, Chief Executives, General Managers and Legislators (%)	10.5%	36.7%		26.2%	2016	2
232	Male, Chief Executives, General Managers and Legislators (%)	-10.5%	63.3%		73.8%	2015	2
233	Female, Low Gender Equality in Relationships %	2.4%	28.0%		25.6%	2015	2
234	Male, Low Gender Equality in Relationships %	5.5%	47.0%		41.5%	2015	2
235	Female, Unpaid Domestic Work % People who worked 15+ hours per week	2.5%	29.2%		26.7%	2016	2

Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
		Number or rate	%				
236	Male, Unpaid Domestic Work % People who worked 15+ hours per week	1.2%	10.7%		9.5%	2016	2
Climate Change - Barwon South West							
238		1981 - 2010	current	2040 - 2059			
239	Days above 35 Degrees Celsius (Colac)	7.4 days per year		11-20 days per year		2019	20
240	Annual Rainfall					2019	20
241						2019	20

Data Sources

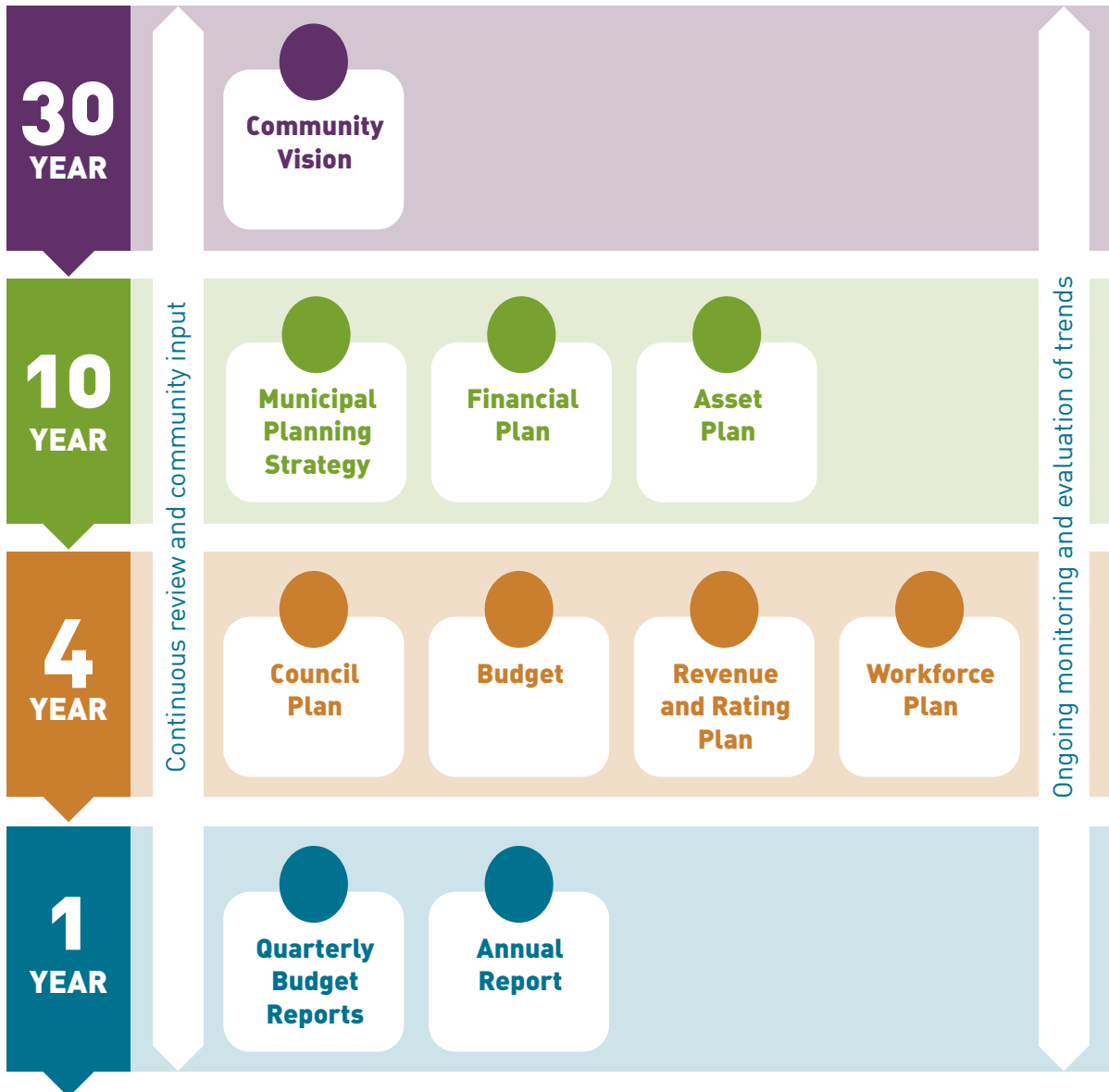
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Appendix 2

Integrated Planning Framework



Appendix 3

Council's advocacy priorities

COUNCIL MAINTAINS A LIST OF PRIORITY PROJECTS THAT IT USES TO GUIDE ITS ADVOCACY TO OTHER LEVELS OF GOVERNMENT. COUNCIL IS NOT SOLELY RESPONSIBLE FOR DELIVERING ALL OUTCOMES IN THIS PLAN, BUT PROVIDES ADVOCACY, PARTNERSHIP, BROKERING, COMMUNICATION AND CONDUIT ROLES TO HELP ACHIEVE OUTCOMES. COUNCIL'S HIGH-LEVEL PRIORITY PROJECTS INCLUDE:

- Forrest Wastewater Improvements
- Forrest Gateway Project
- Blue Church Corner Upgrade
- Improved Digital Access for Schools G21 Priority
- Increase 4+ star accommodation options for Colac and Apollo Bay
- GROW (Addressing Disadvantage) G21 Priority
- Princes Highway West Upgrade (Colac to SA border)
- Support Colac Area Health's advocacy for an upgrade to its urgent care department
- Mobile Phone Blackspots
- Armstrong Street-Murray Street Intersection – safety improvement/traffic lights
- Increased Community Rail Services and Fast Rail
- Arterial Road Network Upgrades and Maintenance
- Improved public transport options for the Colac Otway Shire
- Housing availability and affordability issues
- Additional childcare for Colac and Apollo Bay (Early Years Hub Apollo Bay)
- Lake Colac Foreshore Master Plan Implementation
- Memorial Square Master Plan Implementation
- Colac Bypass Cost Benefit Analysis
- Colac Integrated Water Cycle Management Plan
- Strategic Local Roads Upgrades and Maintenance
- Local Coastal Hazard Assessment (Stage 2)
- Forest Street Colac Upgrades
- Ship Wreck Coast Master Plan Implementation (partner lead)
- Lavers Hill to Crowes and Melba Gully Trail Plan Implementation
- Great Ocean Road Regional Infrastructure Plan
- Colac Otway Drug and Alcohol Plan
- Colac to Cororooke Shared Path Feasibility
- Stronger Communities Program (several small projects)
- Colac Jobs Expo and Schools Program
- Implementation of Apollo Bay Community Infrastructure Plan
- Implementation of Key and Essential Worker Housing recommendations (stage 2)
- Advocate for enhanced environmental efficiency requirements and building standards (e.g. passive solar design) to be incorporated into planning and building regulations

Appendix 4

List of core Council services

SERVICE AREA	DESCRIPTION OF SERVICE
Apollo Bay Harbour	This service manages and maintains the Apollo Bay Harbour for the enjoyment of the community.
Arts & Culture	This service is responsible for running the Colac Otway Performing Arts and Cultural Centre, plus providing support to the arts via events, grants and space provision.
Building Control	This service provides for planned building developments to meet present and future community requirements.
Children and Family Services	This service provides support to our children, families and youth to encourage and nurture their growth and development.
Colac Regional Saleyards	This service provides a vital link in our rural infrastructure by providing a marketplace for buying and selling livestock.
Contract Management Service	This service provides oversight and governance on contractual and procurement services undertaken by Council.
Corporate Services	This service has the responsibility to maintain strong governance and administrative systems and to ensure that these systems are responsive, accountable and transparent to internal users and community needs.
Councillors and Chief Executive	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Public Relations Team and associated support which cannot be easily attributed to the direct service provision areas.
Customer Service	This service has the responsibility to provide the first point of contact between Council and the public through Council's Customer Service Centres. The service provides overall corporate customer service to the wider community and assists all areas of Council with the provision of corporate responsibility.
Economic	This service facilitates a healthy and resilient economy by providing effective leadership, advocacy, and partnership, by working with government business and the community.
Emergency Management	This service provides for the necessary support for the community in the case of an emergency event occurring.
Environment	This service provides for management of our natural environment to the betterment and enjoyment of all members of our community.
Events	This service provides for active community involvement in the provisioning of management and support for community entertainment and events.
Finance, Property and Rates	This service has the responsibility to generate revenue for Council via rate, levies and charges and to provide sustainable and accountable financial management of Council's resources.
Information Services	This services provides management and governance of information flows, storage and retrieval within the organisation in accordance with appropriate legislation and standards.
Infrastructure Services	This service provides for the physical assets required by the community to maintain a happy, healthy and sustainable lifestyle.
Leisure Centres	This service actively promotes a healthy lifestyle for our community by directly providing swimming and gymnasium facilities.

SERVICE AREA	DESCRIPTION OF SERVICE
Library Service	The library service provides resources and oversight to the Geelong Regional Library Corporation for the provision of information, education, recreation and enrichment for the community.
Local Laws	This service provides for community safety and health by providing for a framework for behaviours which affect our community well-being.
Older Persons & Disability Services	This service provides support to older and disabled members of our community in order to sustain quality of life for all our residents.
Parks, Gardens and Reserves	This service provides for the maintenance of open space for the enjoyment of all community members.
People, Performance & Culture	This service provides and develops a culture of high performance, productivity and accountability across the organisation.
Public Health	This service promotes a healthy and safe lifestyle by actively promoting and policing public health issues.
Recreation	This service provides for active community involvement and the promotion of healthy lifestyles by providing for suitable sporting and recreational facilities.
Risk Management Services	This service has the responsibility to identify, record and manage all business risk associated with Council's activities. This service manages Council's insurance portfolio.
Statutory Planning	This service fulfils Council's statutory obligations in being the responsible authority for the management and regulation of land use and development, with the aim of achieving sustainable outcomes in the interests of current and future generations.
Strategic Planning	This service ensures that land use planning is undertaken to meet the sustainable long term needs of current and future generations.
Tourism	This service provides economic benefit by promoting the Shire as a location for visitors to enjoy, explore and return to. Visitor information is provided via Council's two Visitor Information Centres and via media.
Waste Management	This service provides for the efficient and effective control of waste products produced by our community. It includes the provision of waste collection services as well as for disposal to landfill.

Policy Context

The Council Plan and Municipal Health and Wellbeing Plan are not standalone documents. Rather, they are developed in the context of international, national, state, regional and local policy that interrelates and informs our approaches.

Annual reviews of the Council Plan enable us to be responsive to policy changes at other levels of government.

This also helps Council adapt its services to the changing needs of our community, and position ourselves to take advantage of new funding and partnership opportunities.

Acronyms & Definitions

AMP	Asset Management Plan
CBD	Central Business District
CEO	Chief Executive Officer
CIP	Community Infrastructure Plan
COS	Colac Otway Shire
COPACC	Colac Otway Performing Arts & Cultural Centre
Cr	Councillor
COVID-19	Coronavirus Pandemic
Destination Action Plans	Is a plan which seeks to identify the challenges and opportunities facing a destination.
FTE	Full Time Equivalent employee
G21	Geelong Regional Alliance
GORA	Great Ocean Road Coast and Parks Authority
GORVIC	Great Ocean Road Visitor Information Centre
Greenfield	Describes new urban residential land occurring through subdivision of new growth areas
ICT	Information Communications Technology

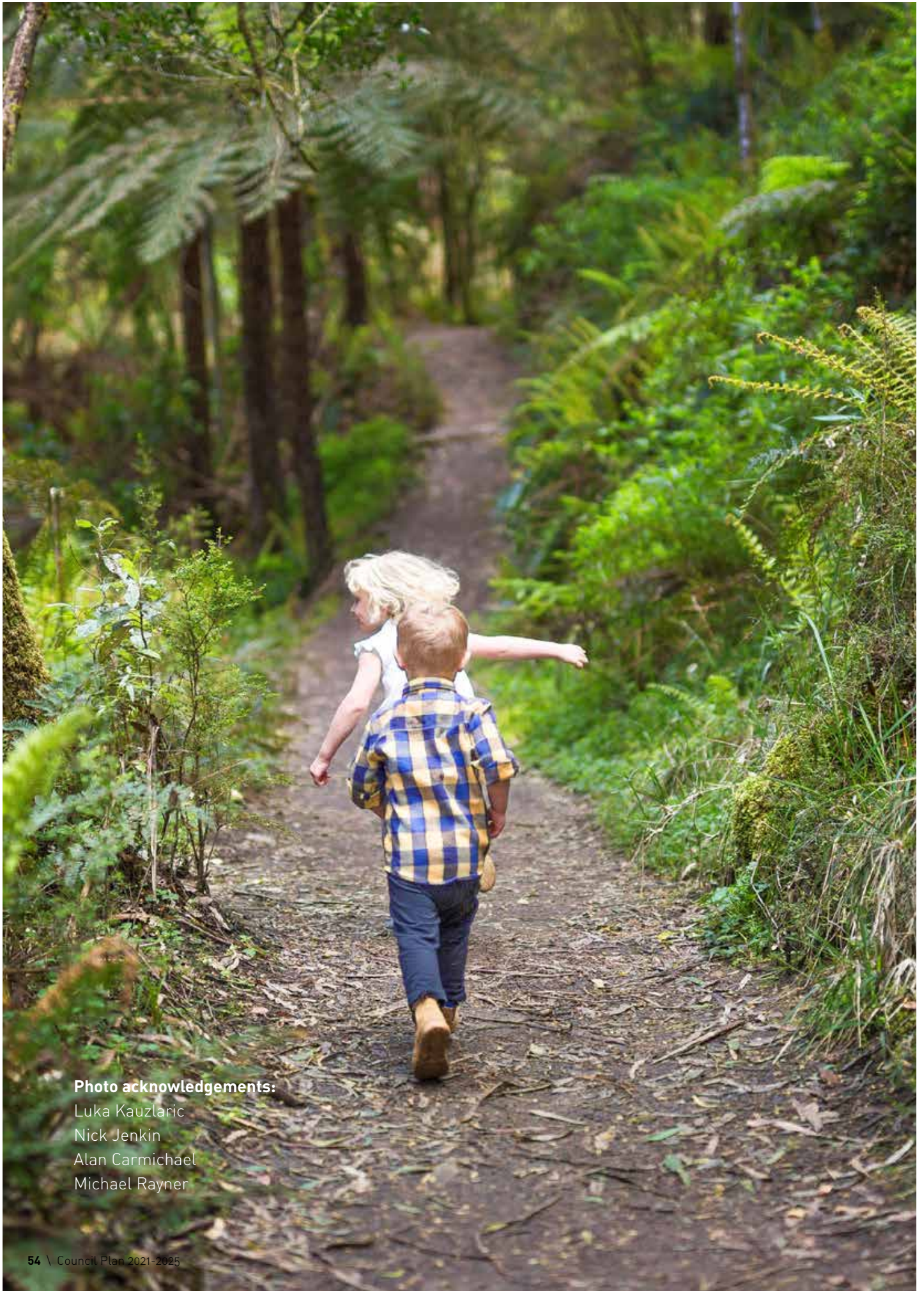
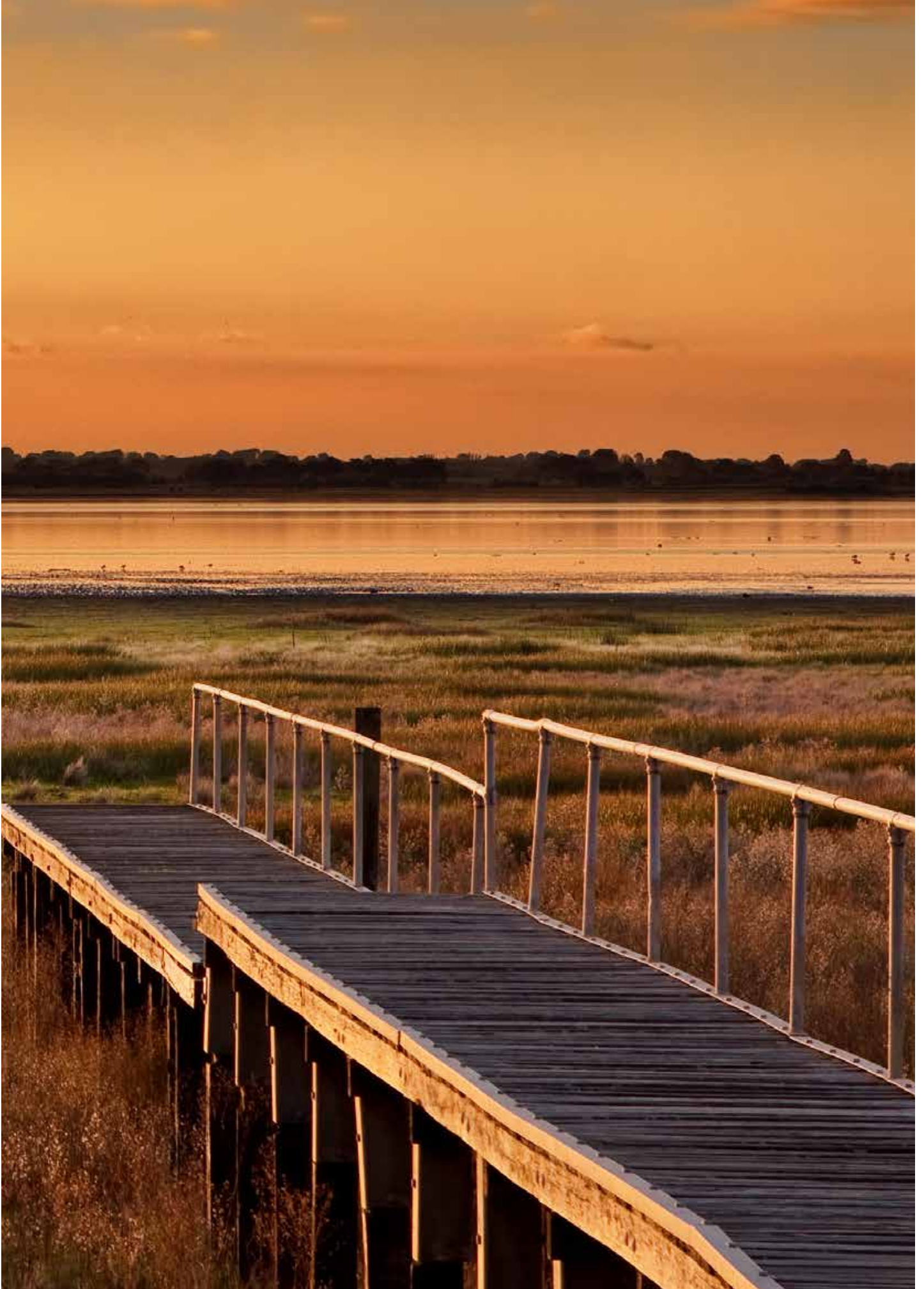


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Colac Customer Service Centre

2-6 Rae Street, Colac

Open: Monday - Friday 8:30am - 5pm

Apollo Bay Customer Service Centre

100 Great Ocean Road, Apollo Bay

Open: 7-days a week, 9am - 5pm

For callers who have a hearing, speech or communication impairment, and for text telephone or modem callers, use our National Relay Service on 133677



Colac Otway
SHIRE

Attachment 10.1.3 Attachment 3 - Council Plan & Vision exhibition period - precis of submissions

Number	Key themes of submission
1	Submitter suggested a review of photos in the plan to depict better cultural diversity. Reference to Corangamite Regional Library needs to change to Geelong.
2	Submitter suggested Indigenous community priorities weren't clearly reflected in the plan. Suggestions regarding wording in Business as usual section. Lack of reflection of the importance of the arts in any theme. Typo on page 51 - council.
3	<p>Submitter expressed a concern about a lack of recognition and valuing of the arts in the council plan and a lack of allocated resources towards arts support and facilitation over and above the provision of COPACC.</p> <p>Submitter highlighted that arts and culture is a listed service in the plan, however Council's actual provision of arts and culture services does not match that description. The importance of integrating arts throughout Council's operations was highlighted during stakeholder interview sessions, but is not reflected in the plan in terms of initiatives or resourcing.</p> <p>Submitter recognised a stronger focus on acknowledging our local Aboriginal communities, but felt like our Indigenous priorities, indicators and targets could be made clearer.</p>
4	The Primary Health Network advised a range of minor administrative changes to better reflect the fact that many health initiatives are delivered via partnerships between Council and other agencies via advocacy, partnership, brokering, communication and conduit roles. In addition, the PHN recommended wording be added to plan to describe the need for Council to be responsive to the policy changes at higher levels of government in order to position our community for future funding opportunities.
5	It's not surprising that the aims and purpose of SOLN are very closely aligned to the aims and objectives of the Climate Action Team. With this in mind, SOLN fully supports the proposals and actions outlined by the Climate Action Team in their 'Submission
6	Positive comments around the quality of the plan and its detail, and the future partnership between Council and Great Ocean Road Health.

Number	Key themes of submission
7	<p>Submitter congratulated Council on the 2050 Vision and Council Plan, and provided a submission that addressed both potential changes to the documents, and remarks that Council could consider as part of implementation. Comments related to implementation include:</p> <ul style="list-style-type: none"> -the need to clearly communicate with developers about what rules are non-negotiable (i.e. imposed by legislation, policy or higher levels of government), and those that are negotiable. -the need for fast and efficient processes to put Colac Otway in a strong position to attract new businesses. -the need for further communication from Council to the community on climate change initiatives, and how implementation requires a whole-of-community approach. -Acknowledging the importance of advocacy relating to access to and provision of education, employment and lifelong learning opportunities (3.1.1) -Submitter encouraged Council to use its relationships with community and private enterprise as a resource for business performance benchmarking (relating to 4.1.1 to 4.1.4, as well as 4.2.3) -Submitter stated that the span of a 10-year financial plan may not add value in a world that is so rapidly changing, and suggested a 4-5-year financial plan is more practical. -Submitter congratulated Council on improvements in culture and customer service in the past 12 months, and encouraged benchmarking and collaboration with local community and business groups to add value to priorities under 4.4.1 to 4.4.5. -Submitter suggested a fourth column, which indicates how Council is going to deliver on each objective (i.e. the role Council will play).
8	<p>Submitter made positive remarks about Council's collaboration with local business in the development of the plan, and encouraged Council to continue this partnership as part of implementation over the term of Council, particularly when it comes to making Colac Otway a destination of choice (i.e. to live, work, visit etc.).</p>
9	<p>Submitter requested that Council ensures that the hard work by much of the community is not wasted and include the Creative Colac Otway – Arts and Culture Strategy 2018-2022 in the 'Related Strategies and Plans that support this theme' section for themes</p> <ul style="list-style-type: none"> 1 Strong and Resilient Economy 3 Healthy and Inclusive Community and 4 Strong Leadership and Management
10	<p>Concerns with detail on actions regarding Climate Change and Council's commitment to the environment.</p>

Number	Key themes of submission
11	<p>Submitter believes the 2050 Community Vision lacked vision and would be better as a shorter-term mission statement.</p> <p>Submitter's views on Council Plan included concerns about there being too-strong a focus on climate change, a desire for Council to focus on what submitter considers to be 'core business'; a frustration with the time it takes for land planning processes to take place; and a suggestion for a track around Lake Colac to be a priority, along with improvements to Meredith Park.</p>
12	<p>Positive remarks about plan, and a willingness from Hesse Rural Health to work together on the plan's implementation as it relates to community health initiatives.</p>
13	<p>Submitter requested a stronger focus on addressing climate change and other environmental issues within Council plan, specifically:</p> <ul style="list-style-type: none"> Including priorities to investigate community solar, battery and microgrids that could be purchased via bulk buys. Including priorities to maximise energy efficiency of social housing homes Extend priority on attracting and retaining businesses and industries with green credentials to include support of sustainable agriculture. Speed up delivery of Climate Change Action Plan Extend public greening initiatives in public spaces. Add an indicator for review of upgrading emergency procedures and refuge options relating to fire risk. Retrofit social housing buildings with energy efficient heating and cooling Increase focus on local emission reduction projects Commit to being a member of a regional greenhouse alliance.
14	<p>Submitter concerned about climate change and risks to biodiversity.</p> <p>Surprised and disappointed that the Climate Action Plan would not be completed until 2024. Disappointed that council voted against joining the proposed South West regional climate alliance recently.</p>
15	<p>Submitter stated that Council must develop a clear Action Plan to tackle climate change, and complete a Climate Change Action Plan earlier than indicated.</p>
16	<p>Submitter requested an indicator on the cessation of chemical use (such as glyphosate) for the shire weed control programs, in favour of other means.</p>

Number	Key themes of submission
17	<p>Colac Area Health Board commented that the Draft Council Plan is a well-presented document which is easy to read and digest and commended incorporation of the Municipal Health and Wellbeing Plan into the Council Plan, as this acknowledges that in order to have a thriving community, health and wellbeing must be an integral part of the community's overall vision. The Board emphasised that Colac Otway Shire Council cannot be entirely accountable many significant health issues as they are collective responsibilities of all tiers of government, businesses and community.</p> <p>Suggested changes to the plan related to:</p> <ul style="list-style-type: none"> Clearer acknowledgement of strategic alliances, such as that between Council and CAH. Engagement, reporting and the function of strategic alliances between partners. An aspiration to work closely together on community health initiatives. An acknowledgement of the community's challenges around educational attainment. A desire to see a stronger focus on the growth of aged care packages and other initiatives regarding the aged in the plan. Highlighting Council's role in ensuring housing (including social housing) is available and affordable. A desire to see CAH and Barwon Health more clearly acknowledged in the section regarding mental health. A stronger focus on the effects of COVID-19 and the recovery leadership required. Opportunities to partner on issues such as chronic disease prevention and management; obesity; family violence. A request for Council to assist with advocacy for an upgrade to CAH's urgent care department. A desire to see more elaboration/commentary on the Colac civic and health precinct planning.
18	<p>Submitter asked Council to write a clear and coherent, Climate and Biodiversity Action Plan that:</p> <ul style="list-style-type: none"> Is developed by a community-business-council-expert advisory committee. Is completed earlier, sets a target of net zero emissions by 2030. Sets hard and serious targets, requires additional staff roles dedicated to environment initiatives Focuses on urban greening and planning for health impacts of climate change. Advocates for solar panels for social housing. Makes energy efficiency a priority for households Investigates battery facilities. Acknowledges the climate crisis and the need for urgent action.
19	<p>Submitter believes Climate Action Plan needs to be brought forward to 2022, more community involvement in plan, better targets, establish and empower a Climate and Biodiversity Action Committee, harness volunteer knowledge and research within Council's response to climate change, establish a Climate and Biodiversity Action Plan.</p>
20	<p>Feedback is primarily focussed on how the Council Plan addresses sustainability including direct environmental issues as well as the broader issue of climate change which affects our health, well-being, liveability in our region as well as our economy and social fabric now and in our immediate future. Submitter would like to see Council's priority projects reflect climate mitigation and adaptation priorities.</p>
21	<p>Great Ocean Road Health acknowledged the strong synergies between the Council Plan themes and the Authority's purpose and remit, and a commitment to work collaboratively together on areas of common interest throughout the life of the plan.</p>

Number	Key themes of submission
22	<p>Submitter suggests Council needs to develop a: Concept plan for the whole area bounded by Rae Street, Corangamite Street, Gellibrand Street and the Railway line A purpose-built history centre/museum/art gallery. Centrally-located higher-end accommodation/conference centre Clearer timelines on actions within the plan.</p>
23	<p>Submitter requested timeline for Climate Action Plan be brought forward and involve community in its development. Suggestion for a community and agency-based climate action committee. A desire to see Council's actions strengthened for carbon emission reduction, urban greening and extreme weather event preparation.</p>
24	<p>Submitter requested completion of a Climate Action Plan be brought forward, plus stronger action on climate change, planning for electric vehicles, housing and building codes, membership of a greenhouse alliance, active transport options, and emergency planning.</p>
25	<p>Submitter requested more priorities in areas including tackling climate-related impacts on health, energy-efficient housing, developing renewable energy assets, attracting businesses with a focus on renewables, achieving net zero emissions and clean energy targets, for the completion of a Climate Action Plan be brought forward and involve community partnerships.</p>
26	<p>Submitter expressed concern that Council believes that it has only a supporting role in tackling climate change. As in the draft Council Plan: "Council supports the community to reduce carbon emissions" "Educating and assisting our community...." "Increase community satisfaction .."</p> <p>Submitter's reading the new legislation relating to local government's responsibility in acting on climate change, is that the sector has a far more active role in mitigation and adaptation. Council has to be the leader, co-ordinator and active participant in bringing about change.</p>
27	<p>Submitter asked Council to consider holistically the future of the planet, people, the inter relational connections between the environmental health, people health and biodiversity of the planets health, respecting first nations knowledge and custodianship, set targets for net zero emissions by 2030 or earlier, oppose gas exploration in the Otways land and sea, improve housing standards, enhance recycling opportunities, increase opportunities for regenerative planting, engage community in climate solutions.</p>
28	<p>Whilst climate change is genuinely acknowledged in the COS strategic plan draft, submitter did not think the legal obligations have been taken seriously enough and applied across the plan. Submitter asked for the draft to be reviewed through the lens of the legislative obligations explained in the document Local Government Climate Change Adaptation Roles and Responsibilities under Victorian legislation (2020).</p>
29	<p>Submitter commended Council on the scope and the intent of the Draft Community Vision. If this document is to genuinely guide our Council actions and plans, our community is well placed to prosper and manage the difficult times that we face in the future. Councillors and the community must all work hard to adhere to this vision and not allow political or ideological differences to steer us away from this commendable vision. Submitter requested energy efficiency principles being incorporated into the planning and design of new developments and builds, for a Climate Action Plan to be brought forward and involve community and agency input, net zero emissions by 2030-35, the declaration of a climate emergency to drive commitment and urgency and to oppose gas and oil exploration in the Otway basin.</p>
30	<p>Submitter expressed concern about use of chemical weed spraying, and asked Council to consider alternative approaches to weed control, support of regenerative farming, better-defined targets for climate actions, net zero emissions by 2035, the declaration of a climate emergency, incentivising sustainable building design.</p>

Attachment 10.1.3 Attachment 3 - Council Plan & Vision exhibition period - precis of submissions

Number	Key themes of submission
31	Submitter asked Council to show more leadership in the climate area, not only through some of the initiatives within the scope of its services but also leading change with the community. This includes dedicated roles for collaboration with community, agencies and businesses.
32	Submission primarily addressed areas of leadership and governance together with community engagement, with the intention of encouraging innovation in these areas. Suggestions included: Improved procedures for presentation of petitions. Review of meeting rules to allow robust debate. Additional allowances for community to ask questions at meetings or to propose motions at meetings. Enhanced opportunities for community engagement. Simplification of planning rules and Council's implementation of them. Use of new technologies e.g. phone apps for community engagement. Implementation of a formal community engagement network.
33	Wye River/Separation Creek Community Association welcomed focus on Health and Wellbeing and increased commitment to affordable and social housing, but felt the plan fell short in dealing with the impacts of climate change on our communities. Submitter requested acceleration of net zero emissions without the use of offsets, a climate action plan be developed urgently, partnerships with tourism and agriculture to drive down emissions, declaration of a climate emergency, set stronger emissions reduction targets, active involvement by Council in the preservation of the town's surf club, maintenance of neighbourhood character in Wye River.
34	Forrest and District Community Group believes the aspirational population target set out in the Colac 2050 Growth Plan of 20,000 people by 2050, and listed in the plan 1.5% annual population growth is out of step with current post-pandemic regional migration and requires review in order to inform shire wide affordable and available housing objectives. Submitter welcomed idea of a settlement strategy for small towns, would like to see Forrest Structure Plan delivered in the next four years and for Forrest to be considered in the provision of more planned land supply and housing stock solutions, asked for the Tourism Traffic & Parking Study to be listed as part of 1.3.1 four-year priority, and broaden indicator against 1.1.6 to reflect other areas of the shire also struggling with accommodation for key workers; request for Rural Living Strategy to be reviewed and updated.
35	Submitter requested a consultative committee to guide urban greening, including the appointment of champions and the employment of an Urban Forester. Request to allow residents to plant out nature strips guided by a reference document and for there to be competitions for the best nature strips. Investigate involvement of social enterprise to carry out planting.
36	Submitter encouraged Council to join a climate alliance, add actions to support environmental regeneration, involvement of community in climate adaptation planning, and recycling targets for 2030.
37	Pro forma letter. Establish a Climate and Biodiversity Committee with community involvement
38	Pro forma letter. Establish a Climate and Biodiversity Committee with community involvement
39	Pro forma letter. Fire safe havens, recycling and biodiversity focus.
40	Pro forma letter. Biodiversity, river systems, recycling and urban greening focus.
41	Pro forma letter. Facilitate solar and battery storage - every house and building could be a power station, protect river systems.
42	Pro forma letter. The climate crisis should be treated the way we have the COVID crisis. We must listen to David Attenborough and act now.
43	Pro forma letter. Set targets. Completing climate action plan by 2024 is far to late it needs immediate action.
44	Pro forma letter. Oppose gas exploration in Otway Basin

Attachment 10.1.3 Attachment 3 - Council Plan & Vision exhibition period - precis of submissions

Number	Key themes of submission
45	Pro forma letter. Establish a Climate and Biodiversity Committee with community involvement, Set targets for zero emissions by 2030, Facilitate solar and battery storage, Oppose gas exploration and usage, Create new safe havens, Set a recycling target of 100% by 2030, Biodiversity, Urban Greening.
46	Pro forma letter. Oppose gas exploration and usage, Support the opposition of gas exploration in the Otway Basin.
47	Pro forma letter. Protect our river systems above and below the ground.
48	Pro forma letter. Recycling - set a target of 100% for 2030.
49	Pro forma letter. Biodiversity, protect our river systems.
50	Pro forma letter. Improve housing standards, set targets, climate and biodiversity action plans, safe havens.
51	Pro forma letter. Establish a Climate and Biodiversity Committee with community involvement, authorise the Climate Committee to write one comprehensive Climate and Biodiversity Action Plan. Biodiversity - protect our river systems above and below ground
52	Pro forma letter. Recycling
53	Pro forma letter. Biodiversity, urban greening, safe havens, recycling.
54	Pro forma letter. Urban greening.
55	Pro forma letter. Recycling - Reduce, Reuse, Recycle, Repair.
56	Pro forma letter. Set targets to 100% renewables by 2030. Net zero! Establish a Climate and Biodiversity Committee with community involvement. Stop gas exploration in the Otway Basin. Protect our river systems above and below the ground, urban greening.
57	Pro forma letter. Greater focus and funding on regenerative agriculture.
58	Submitter believes Council must reduce its carbon emissions to zero by 2030, planning process to address the effects of climate change, the next Council Plan should address the amount of carbon dioxide, methane and nitrous oxide emissions produced by agriculture in the Colac Otway Shire.
59	Submitter raised issues relating to feral cats.
60	The Apollo Bay Chamber of Commerce actively supports the proposals and actions outlined by the Climate Action Team in their 'Submission to Colac Otway Shire in response to their Draft Council Plan 2021-2025' and detailed in their comprehensive document, 'Climate Biodiversity Action Plan'. There is an urgent and pressing need for a strong, targeted and direct response to the issues which are having an increasingly negative impact on our climate and the biodiversity of the landscape we work, rest and play within. We request that Council takes on board the comments from the Climate Action Team and works towards implementing their recommendations in their 2021-25 Plan.
61	It's not surprising that the aims and purpose of SOLN are very closely aligned to the aims and objectives of the Climate Action Team. With this in mind, SOLN fully supports the proposals and actions outlined by the Climate Action Team in their 'Submission to Colac Otway Shire in response to their Draft Council Plan 2021-2025'. These are expanded upon and are explained in much greater detail in their comprehensive Climate Biodiversity Action Plan. As we know, the time for us act is diminishing quickly. Strong action aligned with strong community support will enable to make the necessary changes to help protect our future and the future of biodiversity within our region. We therefore request that Council looks carefully at the recommendations from the Climate Action Team and works towards implementing these in its 20215 Council Plan.
62	Submitter expressed concern about climate change, its impact on community health and wellbeing, the need to quickly reduce emissions.
63	Submitter believes there has been a lack of addressing of climate change issues in our area and requested more focus on this area.

Attachment 10.1.3 Attachment 3 - Council Plan & Vision exhibition period - precis of submissions

Number	Key themes of submission
64	As Local Government has responsibilities to conserve heritage places under the Planning and Environment Act 1987. Heritage needs to be included and meaningfully addressed within the Community Vision 2050. ABDHS would also encourage Council to create a Heritage Advisory Committee to oversee council's Heritage Strategy to ensure it is reviewed, remains current, and is appropriately resourced to ensure heritage assets continue to be identified, assessed, and protected now and into the future.
65	Submitter requested work on a Climate Change Action Plan/Climate and Biodiversity Plan to be brought forward to 2022; have one clear climate plan rather than a variety (policy, strategy, action plan, Council Plan etc.) more community involvement in the plan; too few climate-related targets in the plan; request to target net zero emissions for whole community by 2030.



COLAC OTWAY SHIRE ANNUAL PLAN 2021-22

Annual Plan 2021-22

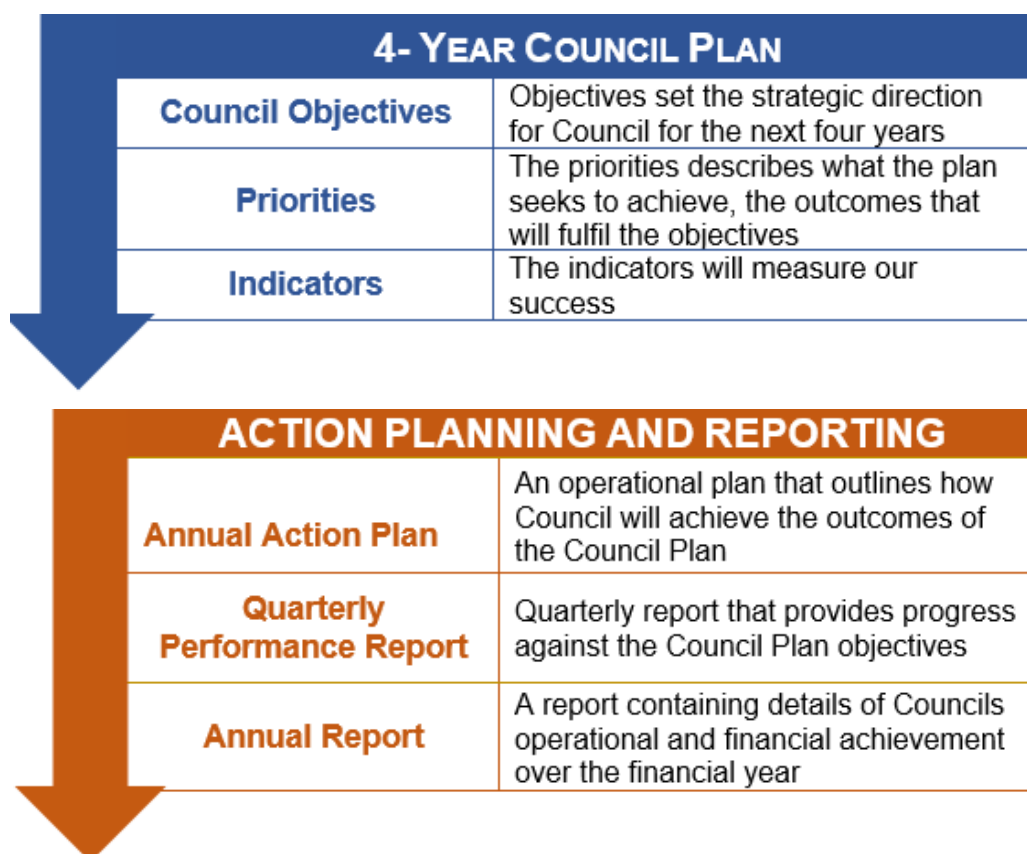
The Annual Plan is an operational plan that outlines how Council will achieve the outcomes of the Council Plan 2021-2025.

As part of the Council Plan 2021-2025, Council commits to generating an annual action plan to demonstrate how we will deliver on our commitments, evaluating our own performance, and publishing results within the annual report each October.

In addition, the development and implementation of the annual plan is informed by ongoing partnerships with agencies, community and other levels of government.

Each quarter, Council will produce a quarterly report showing progress against each of the actions in the annual plan, in addition Council produce an Annual Report, which outlines the work undertaken for the financial period.

Integrated Planning Framework



Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.1 Affordable and available housing will support our growing community and economy			
1.1.1	Deliver a strategic growth plan for the shire and settlement strategy for all small towns and rural living areas	<ul style="list-style-type: none"> Strategic Growth Plan and Settlement Strategy developed Relevant Planning Scheme Amendments adopted 	<ul style="list-style-type: none"> Participate in Great Ocean Road Authority Strategic Framework Plan
1.1.2	Deliver a refreshed Apollo Bay Structure Plan	<ul style="list-style-type: none"> Refreshed Apollo Bay Structure Plan delivered by 2022-23 Relevant Planning Scheme Amendments adopted 	
1.1.3	Facilitate the delivery of more diverse housing stock in Colac and Apollo Bay	<ul style="list-style-type: none"> Increase land supply by 200 new lots annually Increased availability of affordable housing Levels of housing stress including rental and mortgage stress 	<ul style="list-style-type: none"> Progress sale of the Council owned land at Bruce Street Colac for development with social housing Work with the Apollo Bay community to progress actions that achieve key worker housing
1.1.4	Increase residential land supply in Colac	<ul style="list-style-type: none"> Number of hectares rezoned Number of residential lots approved by planning permits 	<ul style="list-style-type: none"> Commence Deans Creek Outline Development Plan and Development Contributions Plan Support the sale of land process at Bruce Street for residential housing Complete Colac West Development Plan and Shared Infrastructure Plan Process privately led Colac residential housing planning scheme amendments

Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.1.5	Deliver a Social Housing Strategy	<ul style="list-style-type: none"> • Social Housing Strategy completed and implemented • Number of dwellings made available for social housing 	<ul style="list-style-type: none"> • Adopt Social Housing Strategy • Work with G21 regional partners to finalise a regional plan • Work with Homes Victoria and housing providers to deliver social housing projects under the State's Big Housing Build program • Support the delivery of social housing through development of the Council land at Bruce Street, Colac
1.1.6	Increase access to affordable accommodation for essential workers	<ul style="list-style-type: none"> • More accommodation options are available in towns including Apollo Bay, Birregurra, Forrest and Colac, specifically for workers. • Level of rental and mortgage stress 	<ul style="list-style-type: none"> • Work with the Apollo Bay community to progress actions that achieve key worker housing • Participate in a regional Key and Essential Housing Worker project • Investigate site options for future provision of key worker housing in Apollo Bay • Advocate to State and Federal Government for support towards key worker accommodation • Review Council's local law exemption process to consider increased facilitation of short term accommodation on residential lots for essential workers

Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.2 Attract, retain and grow business in our Shire			
1.2.1	Deliver Economic Development Strategy	<ul style="list-style-type: none"> • At least 80% of actions from Strategy completed • Community satisfaction with business and tourism increases annually from current result of 59% • Increased level of investment in the region by 2025 <ul style="list-style-type: none"> • Number of commercial and industrial lots approved by planning permits 	
1.2.2	Attract and retain a diverse range of businesses and industries, particularly those with green credentials	<ul style="list-style-type: none"> • Gross Regional product increased • Greenfield industrial land in Colac developed 	<ul style="list-style-type: none"> • Deliver small business Digital Transformation program
1.2.3	Deliver City Deals project in Colac Otway Shire's coastal towns	<ul style="list-style-type: none"> • All three City Deals projects delivered on time and on budget 	<ul style="list-style-type: none"> • Complete year one milestones in projects plans
1.2.4	Develop the Apollo Bay Harbour precinct for community activity, commerce and tourism	<ul style="list-style-type: none"> • Doubled berthings for recreational and commercial boats (currently 33 combined) • Funding secured from private sector or government for commercial development of the harbour waterfront 	

Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.3 Key infrastructure investment supports our economy and liveability			
1.3.1	Attract investment to implement key master plans and projects that will drive economic growth including but not limited to Lake Colac Foreshore Masterplan, Public Toilet Strategy, CBD and Entrances Plan, Apollo Bay, Marengo and Skenes Creek CIP, Murray Street upgrades, township masterplans, Colac Civic Health and Rail Precinct, Memorial Square Masterplan Tourism Traffic and Parking Strategy	<ul style="list-style-type: none"> • Number of projects that have attracted funding • \$ funding received 	<ul style="list-style-type: none"> • Finalise a list of Council priority projects for funding advocacy.
1.3.2	Deliver improvements to Colac and Apollo Bay CBD's to support their role as a hub for commerce, tourism and the community	<ul style="list-style-type: none"> • Grant funds secured for Colac and Apollo Bay CBD streetscape upgrades 	<ul style="list-style-type: none"> • Finalise the Colac Civic Precinct Master Plan • Complete the Apollo Bay Community Infrastructure Plan
1.3.3	Advocate to relevant authorities for new and upgraded infrastructure to support business growth e.g. roads, utilities, NBN	<ul style="list-style-type: none"> • Priority upgrades are achieved (e.g. mobile black spots) 	<ul style="list-style-type: none"> • Complete a Digital Infrastructure Gap Analysis study
1.3.4	Advocate for implementation of the Forrest Waterwaste scheme	<ul style="list-style-type: none"> • Funding secured to deliver Wastewater Scheme in Forrest. 	<ul style="list-style-type: none"> • Advocate to Barwon Water and State government to fund Forrest Wastewater Upgrade
1.3.5	Include consideration of arts and culture in strategic processes and projects	<ul style="list-style-type: none"> • Arts and culture groups are actively engaged as part of consultation processes for relevant strategic projects 	

Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.4 Colac Otway Shire is a destination to visit			
1.4.1	Promote the Shire as a destination, not a gateway	<ul style="list-style-type: none"> Increased visitor spend and stay 	
1.4.2	Maximise our key tourist attractions	<ul style="list-style-type: none"> Increased total visitor overnight stays 	
1.4.3	Work with our community to promote our towns as places to stop, visit and explore	<ul style="list-style-type: none"> Delivery of Destination Actions Plans In partnership with GORA, achieve Ecotourism Certification 	
1.4.4	Facilitate development of sustainable visitor infrastructure and accommodation	<ul style="list-style-type: none"> Increased availability of visitor accommodation Public Toilet Strategy completed and 60% of actions delivered by 2025 	<ul style="list-style-type: none"> Assist GORA with information necessary to conduct the preliminary assessment required to start the Ecotourism certification process
1.5 Grow the Colac Otway Shire's permanent population by at least 1.5%			
1.5.1	Support business growth through population attraction and retention	<ul style="list-style-type: none"> Increase total population of working-aged people and young families 1.5% annual population growth achieved Reduced seasonality impacts on businesses by having stable permanent population 	

Theme 2 - VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year One Annual Actions
2.1 We mitigate impacts to people and property arising from climate change			
2.1.1	Deliver a Climate Change Action Plan in partnership with other organisations	<ul style="list-style-type: none"> Action Plan completed by 2022 	
2.1.2	Green our streets and public places	<ul style="list-style-type: none"> Number of trees planted in public spaces (open space and streetscape) Development of an urban cooling strategy and canopy target as part of the reviewed environmental strategy Review the quality of street trees and streetscapes when planting appropriate trees in the future 	<ul style="list-style-type: none"> Deliver Council's Street Tree planting program to identified candidate streets
2.1.3	Minimise the effects of climate change and extreme weather events on our community	<ul style="list-style-type: none"> Emergency Management Plan regularly reviewed Community satisfaction with emergency and disaster management increases annually from current result of 71% Upgrades completed in vulnerable locations 	<ul style="list-style-type: none"> Review and update (as required) emergency plans for emergency events and ensure Council is prepared to undertake its functions (e.g. Council's Pandemic Plans) Provide support and input to community sustainability projects such as the Apollo bay Neighbourhood Battery Feasibility Study, the Geelong+ Community Solar Program and the BSW Community Power Hub and Small Business Energy Saver Program Complete scheduled capital works projects that address impacts from climate change and extreme weather events

Theme 2 - VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year One Annual Actions
2.2 We operate sustainably with a reduced carbon footprint			
2.2.1	Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets	<ul style="list-style-type: none"> Maintain Council's net zero carbon emissions and reduce dependence on carbon offsets through implementation of emission education projects Community satisfaction with environmental sustainability increases annually from current result of 61% 	<ul style="list-style-type: none"> Establish and verify Council's net-zero emissions/carbon neutral status by participating in a not-for-profit, revegetation based offsetting program Conduct feasibility study into the opportunity to install electric heat pumps at Bluewater Leisure Centre to replace the existing Gas Heat Pumps
2.2.2	Council supports the community to reduce carbon emissions	<ul style="list-style-type: none"> Council has considered opportunities for regional partnerships in relation to climate change Raised awareness of whole-of-community climate change mitigation/adaptation focused activities Reduction in CO2 emissions for Colac Otway (Source: Victorian Greenhouse Gas Emissions Report) 	<ul style="list-style-type: none"> Explore membership of a regional greenhouse alliance Support community initiated environmental projects through the Colac Otway Shire Grant Program
2.2.3	Educating and assisting our community to act on climate change by reducing waste, emissions and water usage	<ul style="list-style-type: none"> Reduced waste to landfill, emissions and water usage in the community 	<ul style="list-style-type: none"> Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source
2.3 Protect and enhance the natural environment			
2.3.1	Environment Strategy reviewed	<ul style="list-style-type: none"> Reviewed Environment Strategy adopted by Council and implementation commenced by 2022 	<ul style="list-style-type: none"> Review the existing Environment Strategy and commence community and stakeholder consultation for the new Environment Strategy 2022-2030
2.3.2	Protect native vegetation, ecosystems, flora and fauna	<ul style="list-style-type: none"> Number of community activities and education initiatives that promote stewardship of the natural environment 	<ul style="list-style-type: none"> Deliver and support community and corporate environmental events (e.g. National Tree Day, World Environment Day, Clean Up Australia Day)

Theme 2 - VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year One Annual Actions
2.3.3	Undertake pest plant and animal management control programs and community education to target and reduce invasive species in natural systems	<ul style="list-style-type: none"> Connecting and supporting Landcare and environmental interest groups Kilometres or hectares of roadside weed control conducted 	<ul style="list-style-type: none"> Coordinate and deliver annual pest plant and animal control programs across environmental reserves, road reserves and other council managed land
2.4 We will satisfy our community's reasonable expectations to reduce waste going to landfill, increase resource recovery and minimise waste charges			
2.4.1	Increase community satisfaction by community education, phone apps, reducing waste to landfill, pursuing joint waste contracts and other innovative approaches in partnership with our community and business sectors	<ul style="list-style-type: none"> Community satisfaction survey (waste management components) Waste management charges 	<ul style="list-style-type: none"> Continue to implement year one actions from the Colac Otway Resource Recovery and Waste Management Strategy, including roll out of the COS Shire "Good Sort" app for residents Continue to identify opportunities to collaborate with regional partners, including Barwon Water and Barwon South West Waste Resource & Recovery Group
2.4.2	Reduce the % of food and organic (FOGO) waste in the landfill waste stream (red bin) by awareness raising and innovative approaches	<ul style="list-style-type: none"> % of FOGO waste diverted from landfill stream and composted 	<ul style="list-style-type: none"> Review Events Policy and include provisions for waste wise events Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source
2.4.3	Reduce the % of contamination of the recycling waste stream (yellow bin) by awareness raising and innovative approaches	<ul style="list-style-type: none"> % of contamination in recycling stream 	<ul style="list-style-type: none"> Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source
2.4.4	Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches	<ul style="list-style-type: none"> % of glass diverted from landfill stream 	<ul style="list-style-type: none"> Introduce a fourth glass collection bin for the kerbside collection of glass, which will reduce the contamination of the current comingle stream

Theme 2 - VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year One Annual Actions
2.4.5	Trial a hard waste collection service	<ul style="list-style-type: none"> Trial conducted, evaluated and recommendations made to Council 	<ul style="list-style-type: none"> Research and present options for a hard waste service leading to trials
2.5 Provide and maintain an attractive and safe built environment			
2.5.1	Maintain road and drainage assets to ensure they are safe and reliable	<ul style="list-style-type: none"> Community satisfaction with sealed roads increases annually from current result of 50% Community satisfaction with unsealed roads increases annually from current result of 44% Development of a Road Safety Strategy Road safety funding attracted and priority improvements implemented Road Management Plan compliance 100% 	<ul style="list-style-type: none"> Ensure that identified road defects are rectified in accordance with settings in the Road Management Plan
2.5.2	Deliver a relevant Capital Works Program	<ul style="list-style-type: none"> Complete 85% or more of capital projects annually against allocated budget Greater than 85% of renewal work for sealed and unsealed roads annually 	<ul style="list-style-type: none"> Provide efficient and effective Capital works delivery in line with agreed targets
2.5.3	Council meets annual infrastructure renewal gap	<ul style="list-style-type: none"> Asset Management Plans completed Capital funding allocated annually in accordance with levels identified in AMPs 	<ul style="list-style-type: none"> Complete Council's Asset Plan
2.5.4	Ensure planning processes and policies for new developments meet the intent of this objective	<ul style="list-style-type: none"> Landscape Guidelines for developers completed Conditions relating to quality landscape, open space, streetscape and urban design outcomes developed and enforced 	

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year One Annual Actions
3.1 All people have the opportunity to achieve and thrive in our shire			
3.1.1	Advocate for access to and provision of education, employment and lifelong learning opportunities	<ul style="list-style-type: none"> • Reduced youth unemployment rate • Reduced total unemployment rate • Links facilitated between employers and educators to ensure workforce skills meet community needs • Increase Year 12 or equivalent completion rate to at least the Victorian average (43.5% as at the 2016 census) 	<ul style="list-style-type: none"> • Deliver Small Business Digital Transformation project • Deliver the Colac Otway Careers/Jobs Fair
3.1.2	Create environments where children can be happy, healthy, supported, educated and safe	<ul style="list-style-type: none"> • Funding for early years infrastructure secured (\$) • Increased childcare options/availability • Partner with agencies to decrease 23.3% children developmentally vulnerable in more than one domain • Increase in 3 and 4-year-old kindergarten participation rates 	<ul style="list-style-type: none"> • Continue to work towards securing long-term childcare solutions for Apollo Bay and Colac • Complete Early Years Infrastructure Plan to guide facility maintenance and investment decisions across the shire • Work with service providers, P-12 College and community to transition the Apollo Bay Preschool into new Apollo Bay Early Years Hub
3.1.3	Provide services to enable lifelong health and wellbeing from the early to senior years	<ul style="list-style-type: none"> • Community satisfaction for Family Support Services increases annually from current result of 66% • Community satisfaction for Elderly Support Services increases annually from current result of 68% • Participation rates in Maternal and Child Health checks 	<ul style="list-style-type: none"> • Partner with other community organisations within Colac Otway Shire and boarding Aged Care and Disability services to enhance relationships with the community in building high quality and accessible service delivery to the home and community

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year One Annual Actions
3.2 People are active and socially connected through engaging quality spaces and places			
3.2.1	Provide safe, inclusive, accessible and integrated transport networks that support active transport	<ul style="list-style-type: none"> • New or upgraded priority footpath, trail and cycling connections and improvements delivered annually (metres) • Review strategic footpath plans for Apollo Bay and Colac 	<ul style="list-style-type: none"> • Construction of a shared pedestrian and cycling path along the Great Ocean Road north of Cawood Street, Apollo Bay • Upgrade the shared path along the Barongarook Creek, Colac
3.2.2	Plan for and supply quality public open space to meet community needs	<ul style="list-style-type: none"> • Council-managed open space provision aligns with standards for development outlined in the Public Open Space Strategy 	<ul style="list-style-type: none"> • Complete upgrades to Memorial Square Playspace and Cororoake Open Space • Secure land on the former Colac High School site for future public open space
3.2.3	Provide fit for purpose accessible and well-utilised recreation, arts and community facilities and services	<ul style="list-style-type: none"> • Colac Otway Playspace Strategy developed and adopted • Community satisfaction for recreation facilities increases annually from current result of 68% • Community satisfaction for arts, centres and libraries increases annually from current result of 73% • Increased participation rates at libraries; and increased visitation to COPACC programs • All new and upgraded Council facilities are universally accessible 	<ul style="list-style-type: none"> • Complete masterplans with four city reserves (Eastern Reserve, Western Reserve, Lake Oval and Central Reserve) to provide direction for facility upgrades and improvements • Implement oval lighting upgrades at five sporting reserves, being Alvie, Birregurra, Gellibrand, Irrewillipe and Warrowie recreation reserves
3.2.4	Plan, design and maintain attractive and safe public spaces in partnership with our community and key agencies	<ul style="list-style-type: none"> • Community satisfaction for appearance of public spaces increases annually from current result of 70% • Perceptions of safety during the day greater than 97.6% and after dark greater than 65.5% 	

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year One Annual Actions
3.2.5	Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community	<ul style="list-style-type: none"> Increased visitation and memberships at Bluewater Leisure Centre and Apollo Bay Aquatic Centre Level of community grants funding directed to projects that encourage physical activity 	
3.2.6	Promote and demonstrate gender equity	<ul style="list-style-type: none"> Gender Equity Plan for Council adopted and implemented New and upgraded community facilities accommodate gender neutral design principles Community facility fees and charges structures encourage facility users to embrace gender equity 	<ul style="list-style-type: none"> Develop and implement the Gender Equity Plan
3.3 We are a safe, equitable and inclusive community			
3.3.1	Support stakeholders such as Colac Area Health, Great Ocean Road Health, Barwon Health, Hesse Rural Health, Headspace and other community groups to improve mental health and wellbeing in our community	<ul style="list-style-type: none"> Accessibility of services that lead to reduced rates of: <ul style="list-style-type: none"> Suicide and self-inflicted injuries (101 per 100,000 people) Psychological distress (20.3%) Anxiety or depression (31.7%) 	<ul style="list-style-type: none"> Support Colac Area Health's advocacy for a Headspace facility in Colac
3.3.2	Support relevant stakeholders to improve healthy eating and living in our community	<ul style="list-style-type: none"> Reduced rates of diet-related chronic disease Community facility fees and charges structures encourage facility users to embrace healthy eating, reduced tobacco, alcohol and other drug use Increased partnerships and advocacy with relevant organisations 	<ul style="list-style-type: none"> Conduct an EOI for a private operator to open a café facility in Bluewater that provides health eating options

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year One Annual Actions
3.3.3	Diversity is embraced	<ul style="list-style-type: none"> Greater than 45% of residents support multiculturalism as measured by Department of Health data Contribute to greater than 57% of residents feel valued by society Key council documents and communications are provided in accessible formats and multiple languages Increase in number of community events that celebrate diversity 	<ul style="list-style-type: none"> Conduct community consultation to understand community views and perceptions on the future of Councils Australia Day Events
3.3.4	Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative	<ul style="list-style-type: none"> Reflect level Reconciliation Action Plan delivered by 2022 	<ul style="list-style-type: none"> Complete Reflect Action Plan in partnership with local Aboriginal community, ensuring it includes a specific section for the early years
3.3.5	Provide community safety services that enhance the liveability of our shire	<ul style="list-style-type: none"> Community satisfaction for enforcement and local laws increases annually from current result of 64% Local Law reviewed by 2023 	<ul style="list-style-type: none"> Commence a campaign to highlight the positive aspects of Council's compliance activities
3.3.6	Support health, enforcement and other services to support initiatives to reduce all forms of violence	<ul style="list-style-type: none"> Decrease family violence incident rates 	<ul style="list-style-type: none"> Raise awareness about gender equity by displaying flags in Murray Street as part of the 16 Days of Activism Against Gender-Based Violence, and partner with other agencies to support events during this period
3.3.7	Reduce gambling-related harm in the Colac Otway Shire	<ul style="list-style-type: none"> Gambling Policy developed for inclusion in the planning scheme 	

Theme 4 – HIGH PERFORMING COUNCIL

	Four-year Priorities	Indicators	Year One Annual Actions
4.1 We commit to a program of best practice and continuous improvement			
4.1.1	Identify and embrace best practice and modernise systems to realise efficiencies	<ul style="list-style-type: none"> Community satisfaction for Councils overall performance increases annually from current result of 58% 	<ul style="list-style-type: none"> Upgrade to a modern cloud based phone system for access to enhanced features, improving reliability, security, scalability and accessibility from anywhere, including during an emergency, whilst delivering a seamless customer experience Investigate and scope further cyber security and data protection measures to provide continued protection and compliance for council systems Upgrade conference rooms to modern meeting technology
4.1.2	Digital transformation to improve customer experience and interactions with community	<ul style="list-style-type: none"> Number of services that can be accessed by customers online 	<ul style="list-style-type: none"> Develop online process to submit new animal registrations (Cats and Dogs) through Councils website Develop online process to submit 'Request forms' through Council's website Develop online process for Public Event Permit applications Deliver an online self-assessment tool for small business to establish their permit requirements through the Better Approval process
4.1.3	Building and Planning services are customer and solution focussed	<ul style="list-style-type: none"> Community satisfaction for Planning and Building services greater than 50% by 2025 85% of planning applications, and 100% of Vic Smart applications determined in 60 days 	<ul style="list-style-type: none"> Introduce customer survey for planning and building related services Prepare report on expanding the scope of applications suitable for VicSmart approval

Theme 4 – HIGH PERFORMING COUNCIL

	Four-year Priorities	Indicators	Year One Annual Actions
4.1.4	Undertake a rolling program of service reviews	<ul style="list-style-type: none"> Conduct at least two service reviews annually and implement decisions made by Council, with a view to saving at least \$250,000 per year 	<ul style="list-style-type: none"> Conduct a service review of Colac Regional Saleyards Conduct a service review of Services and Operations
4.2 We are a financially robust organisation			
4.2.1	Plan for sustainable portfolio of assets to deliver the services the community needs within our financial constraints	<ul style="list-style-type: none"> Asset Management Policy reviewed to address asset decommissioning and divestment Asset Management Strategy and Plans adopted 	<ul style="list-style-type: none"> Capital Funds Allocation and Prioritisation Policies adopted.
4.2.2	Adopt a policy and approach to guide the disposal of assets no longer required	<ul style="list-style-type: none"> Asset Management Plans include strategic service planning recommendations Capital Funds Allocation and Prioritisation Policies adopted 	<ul style="list-style-type: none"> Capital Funds Allocation and Prioritisation Policy adopted
4.2.3	Manage procurement to get best value for the community	<ul style="list-style-type: none"> Agreed audit recommendations are implemented within defined timelines Rolling internal audit program implemented 	
4.2.4	Council businesses maximise community utilisation and minimise council subsidy ratios	<ul style="list-style-type: none"> Reduced subsidy ratio for Council businesses (airports, saleyards, COPACC, Bluewater and Visitor Information Centres) 	<ul style="list-style-type: none"> Conduct a service review of Colac Regional Saleyards
4.2.5	Financial and risk management practices are responsible and sustainable	<ul style="list-style-type: none"> Deliver ten-year financial plan VAGO LGPRF financial sustainability measures 	<ul style="list-style-type: none"> Review Revenue and Rating Policy Review Council's Investment Policy

Theme 4 – HIGH PERFORMING COUNCIL

	Four-year Priorities	Indicators	Year One Annual Actions
4.3 We provide exceptional customer service			
4.3.1	Council service delivery is efficient, accessible, solution-focused and responsive to the needs of the community	<ul style="list-style-type: none"> Community satisfaction for Customer Service increases annually from current result of 68% Seek to understand factors contributing to the community's perception of Council's performance in Apollo Bay and surrounds 	<ul style="list-style-type: none"> Development of online forms and payment options to deliver accessible customer services for all customers Development and implementation of Customer Service Charter Undertake engagement with our coastal communities to better understand factors that contribute to perceptions of Council's performance
4.4 We support and invest in our people			
4.4.1	We respect and invest in our employees and continue to strengthen our workplace culture	<ul style="list-style-type: none"> Employee satisfaction and engagement 	<ul style="list-style-type: none"> Commence the development of the organisation's purpose with engagement at the team level
4.4.2	We commit to safe work practices and take a positive approach to our work	<ul style="list-style-type: none"> Delivery of targets and measures as outlined in the OHS Strategic Plan 	<ul style="list-style-type: none"> Review Councils safety programs against best practice using the National Audit Tool Implement the actions of the Prevention of Sexual Harassment Plan
4.4.3	Develop a skilled and diverse workforce by investing in training and development.	<ul style="list-style-type: none"> Attraction and retention of skilled workforce Number of secondments within the organisation Number of internal promotions Number of hours of training Number of traineeships/apprenticeships Development of a Workforce Plan 	<ul style="list-style-type: none"> Investment in leadership programs across the organisation to create internal pathways for career progression, development and succession planning. Develop a Workforce Plan

Theme 4 – HIGH PERFORMING COUNCIL

	Four-year Priorities	Indicators	Year One Annual Actions
4.4.4	Council provides clear, accessible communication and opportunities for the community to participate in decisions that affect them in line with the Community Engagement Framework	<ul style="list-style-type: none"> Community satisfaction for Consultation and Engagement increases annually from current result of 54% Rolling program of Community Conversations implemented 	<ul style="list-style-type: none"> Deliver training to Council staff to improve Council's community engagement practices in line with the Community Engagement Policy and Framework.
4.4.5	Council decisions are open and transparent and the public has access to relevant Council information	<ul style="list-style-type: none"> Number of decisions made in closed Council meetings Community satisfaction for Council's community decision making increases annually from current result of 54% Compliance with Public Transparency Policy 	

Item: 10.2

Draft Financial Plan 2021-22 to 2030-31

OFFICER	Amanda Barber
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. Draft - Colac Otway - Financial Plan 2021-22 to 2030-31 [10.2.1 - 42 pages]
PURPOSE	To present the draft Financial Plan for adoption.

1. EXECUTIVE SUMMARY

The *Local Government Act 2020* requires Council to adopt a Financial Plan with a 10-year forecast period. The initial Financial Plan (FP) is required to be adopted by 31 October 2021 and should be reviewed at least annually thereafter.

The development of the draft FP is based on a service planning exercise that identified 52 services delivered by Council. The process included:

- Managers reviewing each of the 52 service profiles.
- The service profiles were presented and discussed with Councillors.
- 10-year cost templates based on the service profile were finalised; and
- Executive Management Team (EMT) reviewing the results for each service.

The results of this work were presented to Councillors at a briefing on 10 June 2021.

At that briefing two FP scenarios were presented to Council:

- Scenario 1 - Business as usual model (do nothing) - The report demonstrated that this model is unsustainable and intervention is required. Without intervention, Council will run out of cash on or around 2025/26.
- Scenario 2 - Seeks to rebuild cash reserves, with a targeted Working Capital Ratio (ratio of current assets to current liabilities) of 200%, over the next 9 years. In order to maintain financial sustainability and achieve this, the FP model indicates:
 - Approximately \$250k of **recurrent** operating savings each year (indexed), i.e., a total reduction of recurrent operating costs of \$2.81m over the 9 years. In the FP attached, refer to Item 3.2 Comprehensive Income Statement – Recurrent Savings line (highlighted); and

- A \$2m reduction in capital works allocation, for the last 9 years of the FP compared to the baseline year of 2021-22. In the FP attached refer to the Item 3.6 Statement of Capital Works – Reduction in Annual Capital Program Allocation (highlighted).

Scenario 2 has been incorporated into the draft FP attached to this report.

In this first draft it is recognised that Council needs to rebuild cash reserves to an acceptable level. Management has commenced work on addressing the savings in recurrent costs. Over time these will be positively identified, actioned and embedded in future budgets. At this point in time the reduction in capital works has been shown as a negative line in the Statement of Capital Works as the reduction may well come from more than one category.

The format of the Financial Plan is informed by the Local Government Act 2020 and the Department of Jobs, Precincts and Region's (DJPR) Financial Plan Better Practice Guide.

2. RECOMMENDATION

That Council:

- 1. Notes that the draft Financial Plan 2021-31 has been prepared in accordance with the Local Government Act 2020 and is informed by deliberative engagement undertaken to inform its integrated strategic planning work***
- 2. Notes that the adopted budget for 2021-22 financial year forms the basis of the baseline (year 1) of the draft Financial Plan***
- 3. Notes that draft Financial Plan 2021-2031 incorporates Recurrent Savings, detailed in Item 3.2 Comprehensive Operating Statement that require a range of reforms to be implemented including efficiency dividends as sought through item 13 of Council's resolution of 24 June 2021***
- 4. Notes the Financial Plan projects Council's financial position over ten years based on documented assumptions and does not predetermine financial decisions made by Council through its Annual Budget or specific resolution.***
- 5. Adopts the Financial Plan 2021-31 (as Attachment 1).***
- 6. Notes the Financial Plan will be reviewed annually.***

3. KEY INFORMATION

The adoption of a FP is a requirement of the *Local Government Act 2020*. Council has established the initial FP following a service planning activity that identified the current Business as Usual delivery of current service levels.

The work to date has identified significant financial challenges are faced by Council that need immediate attention in the next few years. The work has also provided initial savings targets and adjustments that will assist Council to start this important work of reforming its financial situation. The draft FP includes the proposed adjustments.

The draft FP contains a number of assumptions, including:

- Council's average rate revenue increase will be in line with the State rate cap, assumed to be:
 - 2022/23 – 1.75%
 - 2023/24 – 2.00%
 - 2024/25 – 2.25%
 - 2025/26 to 2030/31 – 2.25%

These percentages are based on LGV CPI forecasts.

- Federal Assistance Grant projected with a 2% increase annually from 2022/23 (in line with the State's cpi predictions).
- Supplementary rates set at \$100k p.a. for 2021/22 and 2022/23, then increased to \$125k 2023/24, \$150k 2024/25 and \$200k each year thereafter. These have been determined as a result of projections for development and subdivisions.

There are other assumptions detailed and included in the draft FP.

Over the last couple of years Council has already completed a number of service reviews. These have either been responded to, or officers are in the process of developing and implementing action plans in response to recommendations from the reviews. Ongoing targeted service reviews will assist Council in finding further savings and will provide details to accurately inform the FP.

The Workforce Plan and Asset Management Plans are two documents yet to be completed that will ensure a more fully informed FP.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Under the provisions of S91 of the *Local Government Act 2020*:

(4) A Council must develop or review the Financial Plan in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a general election.

Council has implemented a deliberative engagement model to enable it to prepare and adopt a Community Vision, Council Plan and 10 Year Financial Plan.

A Community Panel was established to assist with this. The Panel deliberated on various issues, and was briefed regarding Council's financial sustainability challenges.

Further community engagement will occur as Council progresses and reviews the FP along with other informing plans.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.
3. Organisational development and legislative compliance.

4. Provide value for money services for our community.
5. Communicate regularly with our community and involve them in decision-making.

The 10 Year Financial Plan is a critical component of the Integrated Strategic Planning and Reporting Framework.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Consideration must be given to Environmental, Social & Cultural and Economic factors when considering the development of Service Planning and Long Term Financial Plan. These will all be impacted.

LEGAL & RISK

Council has a legislative requirement to prepare and adopt a 10 Year Financial Plan by 31 October 2021.

FINANCIAL & BUDGETARY

Costs to establish the initial LTFP have been incurred in the service planning activities of 2020-21. The document attached has been developed by officers and so costs have been accommodated within normal operating budgets.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

The LTFP will be a public document made accessible via Council's website. Progress on the LTFP will continue to be discussed with Councillors.

TIMELINE

This draft report will be presented to a Council Briefing on 2 June. Council will then need to discuss what action they wish to undertake in ensuring a balanced 10 Year Financial Plan can be prepared.

The 10 Year Financial Plan will need to be adopted by 31 October 2021.

8. OFFICER DIRECT OR INDIRECT INTEREST

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



DRAFT Financial Plan 2021-22 to 2030-31

Colac Otway Shire Council

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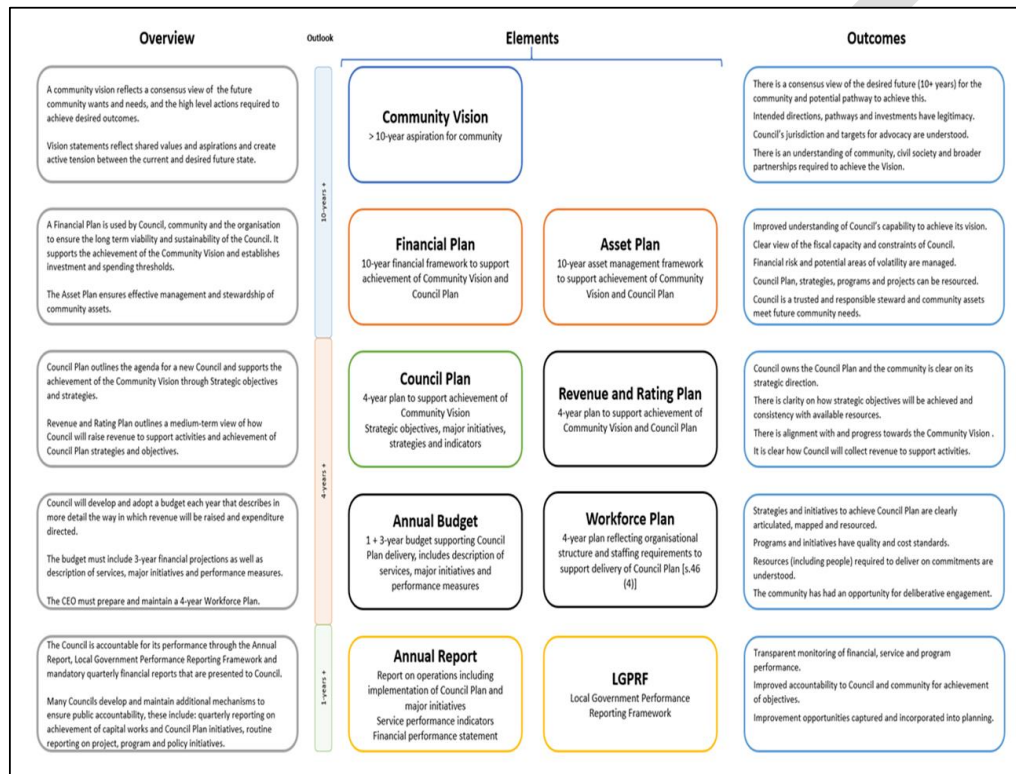
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1. LEGISLATIVE REQUIREMENTS

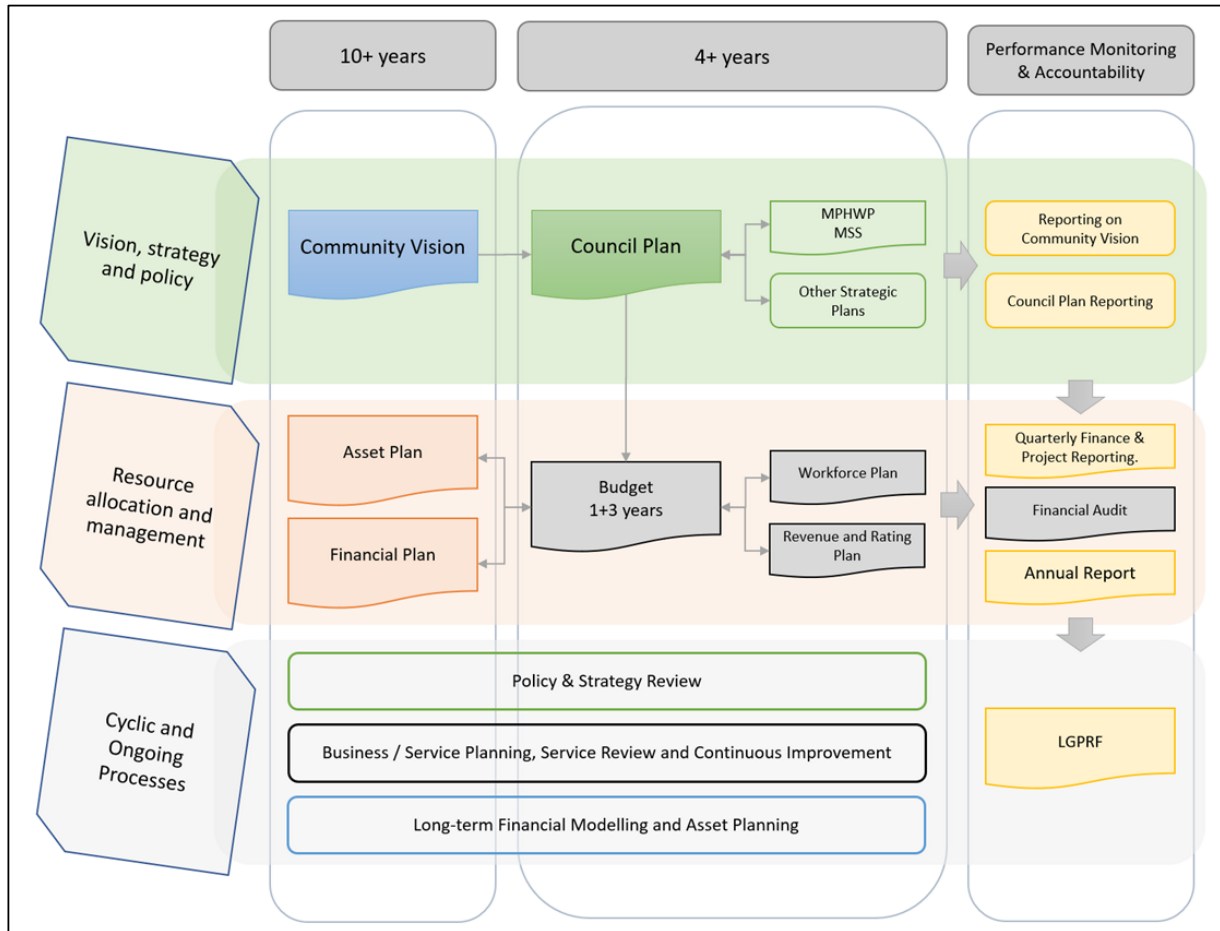
This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



Source: Department of Jobs, Precincts and Regions - <https://engage.vic.gov.au/local-government-act-2020/integrated-strategic-planning-and-reporting-framework>

The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



Source: Department of Jobs, Precincts and Regions - <https://engage.vic.gov.au/local-government-act-2020/integrated-strategic-planning-and-reporting-framework>

1.1 Strategic Planning Principles

The Financial Plan is developed in the context of the following strategic planning principles, which reflect the strategic principles outlined in section 89 of the *Local Government Act 2020*:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) The Financial Plan underpins Council's capacity to fund the aspirations and actions of the Council Plan which are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources available to implement the goals and aspirations of the Council Plan to achieve the Community Vision,
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan will be subject to regular review, nominally annually, to monitor progress and to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles, which reflect the financial management principles outlined in section 101 of the *Local Government Act 2020*:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year -liabilities are disclosed in section 3.2 Balance Sheet projections.
 - c) the beneficial enterprises of Council (where appropriate).
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements).

1.3 Engagement Principles

Council has made a significant investment in community engagement through 2021 as it works through implementation of the *Local Government Act 2020*. This engagement provides important input to the development of Council's suite of Integrated Strategic Plans, including the Community Vision, Council Plan, Financial Plan and Asset Plan.

In addition to broad community engagement, Council has used deliberative engagement to inform its strategic planning, in accordance with Section 91 of the Act. A deliberative panel of 24 community members was convened to provide Council with an understanding of the aspirations of the Colac Otway community. The panel's work also provided important information that can guide Council's considerations as it seeks to balance its financial capacity with its community needs and expectations.

Achieving financial sustainability will require further community engagement as Council undertakes a series of service planning and reviews.

1.4 Service Performance Principles

Council will plan and deliver services in accordance with the service performance principles that are listed below, which are consistent with section 106 of the *Local Government Act 2020*:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the members of the municipal community for whom the services are intended.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
- d) Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;
- e) Council is committed to develop a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.5 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

Council will develop and adopt an Asset Plan that sets out the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, strategies and sub-plans, provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan will inform future reviews of the 10-year Financial Plan by identifying the amount of investment required for renewal, backlog and maintenance over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2. FINANCIAL PLAN CONTEXT

This section describes the context and external/internal environment in determining the 10-year financial projections and assumptions.

2.1 What does sustainability mean

The following definition is taken from the *Local Government Planning and Performance and Reporting Framework Guidelines* (LGPPRF) developed in May 2013.

Sustainability is where a Council has the capacity to deliver services, absorb changes and shocks and make decisions in the best interests of the community over the long term.

This includes:

- meeting the agreed service needs of the community
- absorbing foreseeable changes and unexpected shocks without having to make disruptive revenue or expenditure adjustments
- having strong governance and management frameworks in place covering community engagement, planning, monitoring, reporting, and decision making.
- This definition is holistic and reflects the objectives of Colac Otway Shire to establish a financially sustainable position across its 10-year planning horizon.

The development of a 10 Year *Long Term Financial Plan* (LTFP) is considered essential to undertaking a sustainability assessment and is now mandatory under section 91 of the *Local Government Act 2020*.

2.2 What are the external influences on our finances

Council's financial situation is impacted by a range of external influences, some predictable and some highly variable. The following sections provide high-level information about key external influences.

2.2.1 Populations

Population is an important factor for Council to consider when planning the range of services to provide, setting the level of service to meet community expectations and maintaining the assets required to deliver those services. Population is also a key measure to use by governments to calculate grant funding to councils.

The Colac Otway Shire population forecast for 2021 is 22,068, and it is forecast to grow to 26,756 by 2041. It is not just the number of people residing in the municipality, but also the demographic composition, that impacts Council's services. Between 2016 and 2036, the age structure forecasts for Colac

Otway Shire indicate a 17.8% increase in population under working age, a 54.0% increase in population of retirement age, and a 7.2% increase in population of working age.

Older populations may have declining personal income levels, increased demand for health services and changing housing needs. These attributes can impact Council's ability to seek contributions through user fees, shift service delivery focus and require changes in land use and development.

Conversely, Council may counter trends generated by an aging population by attracting a higher proportion of 'productive age' residents who may seek to relocate from large metropolitan and regional centres due to lack of housing affordability and the attractiveness of the country lifestyle offered by the region. This demographic shift has the potential to generate demand for better lifestyle and an increase in the visitor economy, safety, housing and affordability, and advances in technology offer rural areas like Colac Otway Shire the opportunity to grow.

2.2.2 COVID-19 induced economic uncertainty and its consequences

As a result of impacts of COVID-19 the economy is slowly recovering, this is partly due to the Economic Recovery Plan which has been delivered by the Federal Government with the intent to secure Australian jobs and keep businesses running. This particular 10-year planning period will be a major challenge for Council and the Colac Otway community. There are a number of external factors which impact the ability of council to operate.

There is an increase in the reliance on own source funding with Council being highly vulnerable due to limited government support throughout these difficult times. There is a need to analyse capacity to pay within the shire with this in mind and how this will affect the wider shire community.

As the community recovers from the COVID-19 pandemic there are factors that need to be considered, including the unknown toll on local groups and council partners and their ability to assist with Council's strategic direction. These will become more evident as we move forward and follow the Federal and State Governments' COVID-19 Road Maps.

2.2.3 Inflation forecasts

According to the Australian Bureau of Statistics, there is no single best measure of inflation. A range of indexes can be used to plan for future expenditure. The Australian Consumer Price Index ("CPI") is considered the most suitable approach when the primary purpose of the CPI is as a macro-economic indicator of price inflation affecting households.

The Consumer Price Index (CPI) rose 0.8 per cent in the June 2021 quarter, according to the latest data from the Australian Bureau of Statistics (ABS). Annual inflation for the June 2021 quarter increased to 3.8 per cent following a rise of 1.1 per cent in the March quarter. The annual CPI movement was significantly influenced by COVID-19 related price changes from this time last year. Key drivers included the full unwinding of the Federal Government's free childcare package implemented in the June quarter last year, as well as a full return from the drop in fuel prices seen in the same quarter. These 'base effects' led to a sharp increase in the annual CPI movement.

Source: <https://www.abs.gov.au/media-centre/media-releases/cpi-rose-08-june-2021-quarter>

2.2.4 Interest rate movement

Interest rates are at record lows (RBA cash rate is currently at 0.10 per cent as of 17/09/2021) and are expected to remain at the current all-time low until the labour market returns to full employment, wage growth accelerates substantially and actual inflation is within an acceptable target range.

Source: <https://www.rba.gov.au/media-releases/2021/mr-21-19.html>

2.2.5 Fair Go Rates System

The Fair Go Rates system caps the increase to Council's total revenue from general rates and the municipal charge to a figure based on the Consumer Price Index. Each year the Minister for Local Government will set the rate cap for the next financial year.

In circumstances where the rate cap is insufficient to fund the provision of services and infrastructure to the community Council can apply to the Essential Services Commission for an increase higher than the cap. The cap applies to Council's total income received from General Rates and the Municipal Charge; it does not apply to waste charges or the Fire Services Property Levy.

The introduction of a rate cap means that councils are not able to introduce step-changes to rate increases or raise rates that exceed the cap in the short term (without an approved exemption) to respond to large shocks or projects. This means that Council may need to use cash reserves strategically to 'smooth' the funding of major investments over a number of years.

2.2.6 Climate change impacts

Climate change may impact Council's operations and finances:

- i. Directly, e.g. through increased frequency and severity of natural disasters impacting the built, natural and social environments of the municipality; and
- ii. Indirectly, e.g. through changes in State, National and International climate-related policies that impact how councils go about its business.

The key areas expected to be impacted in the municipality are public health, Council's infrastructure assets and the impact to the environment, summarised as follows:

- Public health impacts could include a higher demand on health services due to extreme changes in weather pattern, such as heat waves, and the socioeconomic impacts from changes in costs of living. There are also the impacts on the health of the community in relation to outdoor activities as a result of closure to areas that have been impacted by natural disasters.
- Council's approach to infrastructure provision and management could include a change in plant, equipment and materials, the change in construction standards and infrastructure capacity to deal with a hotter climate and higher intensity rainfall events that are expected to occur more frequently, keeping these assets to a standard that can withstand the more frequent weather events and the access and cost of potable water supplies. Other factors to consider are the increased costs associated with emergency response to disasters, the frequency and intensity of these extreme weather events, which then will impact the longevity of Council's assets in the future.

- Council has committed to becoming carbon neutral which is a great initiative that demonstrates leadership in climate change mitigation. These changes in corporate action may cost or save money as Council works to become more environmentally responsible, such as through the changeover of all street lighting to LEDs to reduce power consumption and changeover of heating for our leisure centre.

All of these items have impacts on Council's future planning. Some will have a negative impact where costs will be driven up by the need for compliance but others will reduce as a result of the reduced usage of fuels and energy.

2.2.7 Cost-shifting of other levels of government

Cost shifting occurs when Commonwealth and State governments transfer program or service responsibilities to local government with insufficient funding, or provide grants that do not keep pace with the actual delivery costs incurred by councils. Rate revenue is commonly used by councils to cover funding shortfalls and meet increasing service demands, new government policy, rising costs and community expectations.

For example, in 1975, public libraries were funded 50:50 by State and local government. Victorian Government funding has since declined to just 17 per cent of public library operating costs, with councils now contributing 83 per cent of the total cost. This is equal to \$73 million paid annually by Victorian councils to cover the State's funding shortfall.

2.2.8 Legislative changes

Council is exposed to changes in legislation that affects Council's finances, e.g. recent changes to the Environment Protection Act impacts on Council's obligations across a range of services from public health to road maintenance, and changes to landfill levies can increase the cost of disposal for of all Council's rubbish collection services. The Local Government Act 2020 has also introduced a range of new practices that councils are implementing at their own cost.

2.2.9 Superannuation – Defined Benefit

Council is exposed to financial obligations relating to Defined Benefits Superannuation. If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's Vested Benefit Index (VBI) is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purpose of SPS 160 and the Fund is required to put a plan in place to fund the shortfall within three years of the shortfall occurring. This may include payments from councils. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97 per cent.

2.2.10 Revenue in lieu of rates

Council receives revenue in lieu of rates from the Mt Gellibrand Wind Farm through an agreement that is based on provisions of section 94(4) of the *Electricity Industry Act 2000*. A recent Court of Appeal judgment (*Valuer-General Victoria v AWF Prop Co 2 Pty Ltd & Ors [2021] VSCA 274*) may have broader implications for wind farms across Victoria, including Mt Gellibrand Wind Farm, including a potential to significantly reduce Council's non-rate revenue.

Further to the risk of reduced 'rates-in-lieu- revenue, the judgement may have implications for the way commercial properties are valued. Any valuation principle that reduces the valuation of a specific category of properties relative to other rating categories, will affect the amount of revenue to be raised from that rating category and result in a shift of the rating burden to other rating categories. While Council's overall rate revenue could be maintained under this arrangement, the distribution of rate burden would shift and warrant a further review of Council's Rating and Revenue Plan.

2.3 What are the internal influences on our finances

2.3.1 Council's strategic direction

The Financial Plan provides a 10-year financial projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision that is by 2050 Colac Otway Shire will be a destination where people come to appreciate our unique and diverse environment and friendly communities.

The strategic direction established through Council's integrated strategic planning work will help to ensure that Council's financial resources are focused on achieving Council's strategic objectives.

The draft Council Plan was endorsed in July 2021 for the purpose of seeking community feedback and outlined four key themes:

- A strong and resilient economy
- Valuing the natural and built Environment
- Healthy and inclusive community
- Strong leadership and management

Different themes will require different levels of investment to achieve the desired outcomes due to Council having a different role across these areas.

2.3.2 Service Planning

Council recognised the need for a Long Term Financial Plan a number of years ago and embarked on a 'bottom up' budgeting process to determine service delivery costs based on Council's current service delivery programs and practices. Council has invested considerable effort to gather valuable information regarding existing service delivery, including affirming the current:

- list of 52 discrete services

- regulated, documented or inferred service levels; and
- understanding of direct costs of delivery.

The service planning work conducted over recent years is important because it provides a comprehensive basis for the current financial projections and establishes a baseline for Council and the community to use when assessing service level changes.

When Council considers resource redirection or reduction, this requires a knowledge base to advise sound and informed comparative choice decisions.

This analysis will guide decision making with respect to the range of services and the level of service Council can realistically afford now and into the future. It challenges the capacity of the organisation to understand current and future demand, growth in demand and establishes the basis for community consultation.

2.3.3 Workforce matters

As a regional council, Colac Otway faces a number of significant challenges to ensure it has the workforce it needs to deliver its services in the most efficient and effective manner.

Not least of these challenges is its ability to attract the people to the region with the skills and experiences Council needs. Improved technology and flexible ways of working, including remote working, has created more opportunities but it is not suitable for all roles.

COVID-19 has impacted Council's workforce with people having to work under changing and at times stressful circumstances for a prolonged period. This will continue to have an impact for the foreseeable future and Council will need to continue to support staff who may be impacted by the pandemic.

The majority of Council's workforce operates under an Enterprise Agreement. The negotiated agreement sets out the employment conditions under which Council employees will work for the Council.

Under the *Local Government Act 2020* the Chief Executive Officer must develop and maintain a Workforce Plan that:

- describes the organisational structure of the Council
- specifies the projected staffing requirements for a period of at least 4 years
- and sets out measures to seek to ensure gender equality, diversity and inclusiveness.

Council must ensure that the Workforce Plan complies with gender equality, diversity and inclusiveness, as prescribed by the regulations.

Council's Workforce Plan is currently being developed, will be completed in time to comply with the requirements of the *Local Government Act 2020* and will inform future reviews of Council's LTFP.

2.3.4 Assets

The *Local Government Act 2020* requires Council to adopt a 10-Year Asset Plan by 30 June 2022.

The Asset Plan will be a strategic plan that will:

- provide an overview of the key elements and processes required by Council for the responsible management of assets
- ensure Council is positioned to comply with regulatory requirements
- establish funding allocations needed to provide the required levels of service over a minimum period of 10 years.

The Asset Plan will be informed by operational Asset Management Plans, which are currently being developed for six classes of infrastructure assets, namely:

- Roads
- Buildings
- Pathways
- Stormwater
- Bridges
- Recreation.

The Asset Management Plans are the basis for Council to determine alignment of its assets with delivery of Council's 52 services .

Council's adoption of the Asset Plan will enable integration of its strategic asset management approach with the Financial Plan.

2.3.5 Other Policies

Council policies are developed and implemented to provide direction and governance around how Council intends to do its business. At the time a policy is implemented there may be circumstances prevailing that require particular content in the policy. Over time, as the circumstances change, the particular policy may need to be reviewed to ensure it remains relevant.

Council has a number of policies that will, or could have an effect on, the Financial Plan including the Borrowing Policy and the Investment Policy. As new policies are developed, or current policies are reviewed, account should be taken of the effects on the LTFP. The result may require either the LTFP or the policy to be reviewed appropriately.

2.4 Assumptions that underpin the Financial Plan

Long term financial planning relies on a variety of assumptions that may change over time and therefore the Financial Plan will evolve as it is updated to reflect a series of impacts and decisions.

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations/movement for each line item of the Comprehensive Income Statement.

A summary of assumptions is included on the following page.

Table 1 - Assumptions underpinning movement over the life of the Financial Plan

Escalation Factors % movement	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31
Average Rate Revenue increase (incl. municipal charge)	1.5%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Supplementary Rates	100	100	125	150	150	200	200	200	200	200
Waste Charges	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Statutory fees and fines	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
User fees	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Grants - operating	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Financial Assistance Grants	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Contribution – monetary	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Income	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Share of net profit/(loss) in JV	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Employee costs	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Materials and services	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other expenses	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Operational initiatives	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Capital Grants/Capital Works	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

2.4.1 Rates and charges

Average rate revenue is assumed to increase by 1.5% in the 2021/22 year which is based on the State Government rate cap. The modelling applies an increase in future periods ranging from 1.75% in 2022/23, 2.0% in 2023/24 and 2.25% in subsequent years. It is expected that supplementary rates will increase by \$100k in the 2021/22 and 2022/23 years, increasing to \$125k in the 2023/24 year, \$150k in the 2024/25 year and for the remainder of the model will be \$200k.

Waste charges are proposed to increase by 2.5% compared to 2020/21 levels in order to defray the total costs of waste management incurred across the Shire. The future year's waste charges are estimated to increase in line with the growth % increase to ensure Council continues to recover the full costs of providing waste services.

2.4.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, an indexation of 1.5% has been assumed for the remainder of the Financial Plan. This is often a best case scenario given some fees are outside of Council control and therefore may be subject to increases less than CPI.

2.4.3 User fees

Revenue from user fees is expected to increase by 1.5% for the 2021/22 year. Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the remaining years of the modelling are based on a conservative annual rate of increase of 1.5%.

2.4.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 1.5%.

2.4.5 Development Contributions

Council can receive contributions from developers. These contributions represent funds to enable Council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. These contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

2.4.6 Other income

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.

2.4.7 Employee costs

The 2021/22 year includes a 2.5% increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Bargaining Agreement. An indexation of 2.5% has been assumed for the remainder of the Financial Plan and will need to be reviewed after the next Enterprise Agreement is established.

2.4.8 Materials and services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Council's payments to family day carers are also included under this category. Other associated costs included under this category are utilities, materials for the supply of meals on wheels and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. An assumption of CPI growth has been used for planning purposes.

2.4.9 Depreciation and amortisation

Depreciation estimates have been based on the projected capital spending contained within this LTFP document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

2.4.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

2.4.11 Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council.

2.5 Challenges and opportunities Council faces

2.5.1 Challenges and opportunities

Colac Otway faces a number of challenges, summarised as follows:

- COVID-19 pandemic uncertainty, economic recovery of the municipality and region, and the potential need for financial and non-financial support for communities to recover.
- The limited availability of developable land, particularly in Colac which is expected to have the highest level of population growth, may diminish the supplementary revenue in the next few years and negatively impact Council's revenue.
- Council has significantly diminished cash reserves that will impact service delivery and infrastructure management, particularly in the short term until reforms are established and start to deliver improvements
- Balancing the constraints of the Fair Go Rates System with affordability of services for the community, and understanding the capacity of the community to contribute to costs of services such as through user fees.
- Sharing Council's financial challenges with the community in a transparent and understandable manner and having the time and resources to engage in meaningful ways with the community as Council reviews its operations and finances.
- Building the capacity to enable the consideration of the changing expectations of the community.
- Harnessing the benefits of technology and managing the risks such as cybersecurity.
- The influence of the Workforce Plan and Asset Plan on the Financial Plan is yet to be established.
- Council may need to spend some money now to achieve future financial savings, but is constrained in being able to make immediate financial commitments to undertake this work.
- Council is challenged in setting fees and charges for Council services that provides a balance between affordability and user pays.

There are a number of opportunities that Council can utilise to enable positive change along with increased financial sustainability. Some of these opportunities include the following:

- Council may use borrowings for projects that deliver intergenerational benefits.
- Council may undertake a strategic review of its waste services to ensure that waste charges are used strategically.
- Explore opportunities to reduce cost through collaborative procurement and sharing services and systems with others.
- Explore how development contributions can offset future costs that may otherwise fall to Council.
- Focus on targeted service reviews and business reforms that deliver financial benefits while still delivering important services to the community.

- Explore opportunities for accessing income/revenue other than rates.
- Explore environmentally friendly opportunities, e.g. green economy, defined as low carbon, resource efficient and socially inclusive.
- Explore business partnering opportunities.

2.5.2 Overview of Council's current position

Without significant reform, Council is not sustainable on a *business as usual* model. Council's current financial position means that:

1. Council does not have sufficient cash to cover the commitments it has made to cash reserves.
2. Net earnings from the recurrent operations do not generate enough cash to fund Council's expected obligations (including asset renewal) over the life of the plan.
3. Council does not have financial capacity to fund discretionary projects or initiatives that may be desired by the community or important to its growth and prosperity.

2.6 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Table 2 – Financial Policy Statements

Policy Statement	Measure	Calculation	Unit	Target	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Achieve and sustain consistent underlying surplus results above 0% within 12 months and above 5% within 5 years to fund recurrent operations as well as fund Council's capital commitments.	Adjusted underlying result	Adjusted result/total revenue	%	More than 5%	(0.3%)	3.2%	3.8%	4.4%	4.9%	5.6%	6.3%	6.4%	7.2%	8.0%
Achieve and maintain a working capital above 1.5 within 12 months to maintain sufficient working capital to meet its debt obligations as they fall due.	Liquidity	Current assets/current liabilities	x	More than 1.5	1.45	1.52	1.52	1.54	1.58	1.64	1.73	1.81	1.95	2.11
Achieve and maintain cash-backed Other Reserves above 100% to ensure sufficient funding is available for externally restricted allocations (statutory reserves, conditional grant funds held) and internally restricted allocations.	Cash compared to Other Reserves	Cash and cash equivalents/other reserves	%	More than 100%	98.4%	99.5%	102.1%	106.1%	112.1%	120.2%	128.4%	138.9%	152.8%	246.7%
Council will only borrow where it has capacity to meet working capital and debt servicing obligations.	Loans and borrowings	Interest bearing loans and borrowings/rate revenue	%	Less than 70%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Maintain a renewal gap ratio above 1.2 to prioritise asset renewal over other capital works allocations.	Renewal gap ratio	Renewal and upgrade expenditure/depreciation	x	More than 1.2	1.51	1.25	1.26	1.28	1.30	1.32	1.34	1.36	1.38	1.40

2.7 Strategic actions

A review of Council's current financial situation (using 2021-22 as the baseline year) projected over the following nine years (using assumptions as per section 2.4) demonstrates that without taking action Council is not financially sustainable.

Council has identified the following strategic actions that will work to address this situation, and enable Council to continue to deliver important services into the future:

- Review financial policies to ensure that they are focussed on establishing financial sustainability.
- Review all commitments requiring cash and affirming the source of cash for each commitment.
- Develop an Asset Plan, inclusive of asset renewal funding strategy addressing the next 10-year renewal program, and incorporate this into the Financial Plan.
- Ensure anticipated "whole of life costs" are considered when funding or accepting new assets and ensure the operating budget funding for maintenance and operations is allocated to the recurrent operating budgets.
- Develop a Workforce Plan, in accordance with the *Local Government Act 2020*, and incorporate this into the Financial Plan.
- Implement a model for allocating corporate overheads to ensure that the total cost of service delivery is understood.
- Establish annual financial savings targets for recurrent operations and incorporate these into the Long Term Financial Plan (starting with target of \$250k p.a. and an annual capital allocation of approx. \$2 million lower than the baseline year).
- Establish external funding sources when introducing or expanding services, or identify services that can be reduced or stopped to offset new costs.
- Develop principles for borrowing funds for infrastructure that delivers intergenerational benefits.
- Identify land that is surplus to municipal needs and proactively sell land and/or assets to fund new infrastructure.
- Develop a strategic advocacy list that targets external funding programs that align to Council's strategic objectives.
- Engage with key partners that can collaborate on procurement and service delivery to achieve financial improvements.
- Introduce an ongoing review of targeted comprehensive service reviews that aim to maintain the community's access to services where they are needed, with a lower net cost to Council than currently required.

3. FINANCIAL PLAN STATEMENTS

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

- Comprehensive Income Statement
- *Comprehensive Operating Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

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3.1 Comprehensive Income Statement

Colac Otway Shire Council											
Budgeted Comprehensive Income Statement											
For the ten years ending 30 June 2031											
	Budget	Projections				2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000							
Income											
Rates and charges	32,773	33,471	34,281	35,211	36,212	37,236	38,283	39,353	40,448	41,568	
Statutory fees and fines	826	878	897	920	940	961	983	1,007	1,028	1,051	
User fees	6,548	6,877	7,215	7,325	7,440	7,556	7,673	7,792	7,912	8,036	
Grants - Operating	10,690	3,314	3,365	3,417	3,470	3,523	3,577	3,633	3,688	3,745	
Grants - Capital	4,691	2,318	2,376	2,436	2,497	2,559	2,623	2,689	2,756	2,825	
Contributions - monetary	420	125	125	125	125	125	125	125	125	125	
Contributions - non-monetary	-	-	-	-	-	-	-	-	-	-	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	25	-	-	-	-	-	-	-	-	-	
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-	
Net gain/(loss) on disposal of investment property	-	-	-	-	-	-	-	-	-	-	
Net gain/(loss) on disposal of intangible assets	-	-	-	-	-	-	-	-	-	-	
Share of net profits/(losses) of associates and joint ventures	30	30	31	31	32	32	33	33	34	34	
Other income	367	7,953	8,108	8,297	8,431	8,590	8,757	8,960	9,107	9,278	
Total Income	56,370	54,966	56,399	57,762	59,147	60,581	62,053	63,592	65,099	66,661	
Expenses											
Employee costs	(21,683)	(22,403)	(23,081)	(23,521)	(24,240)	(24,849)	(25,476)	(26,253)	(26,913)	(27,591)	
Materials and services	(20,730)	(18,868)	(19,363)	(20,053)	(20,479)	(20,991)	(21,518)	(22,283)	(22,756)	(23,326)	
Depreciation	(8,990)	(9,200)	(9,300)	(9,400)	(9,500)	(9,600)	(9,700)	(9,800)	(9,900)	(10,000)	
Amortisation - intangible assets	-	-	-	-	-	-	-	-	-	-	
Amortisation - right of use assets	(110)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	-	
Bad and doubtful debts	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	
Borrowing costs	(38)	(33)	0	0	0	0	0	0	0	0	
Finance Costs - leases	(139)	(95)	(88)	(79)	(69)	(58)	(44)	(29)	(11)	-	
Other expenses	(1,389)	(1,893)	(1,669)	(1,430)	(1,178)	(914)	(636)	(343)	(35)	288	
Total Expenses	(53,100)	(52,592)	(53,600)	(54,583)	(55,566)	(56,511)	(57,474)	(58,807)	(59,715)	(60,648)	
Surplus/(deficit) for the year	3,270	2,374	2,799	3,180	3,581	4,070	4,579	4,785	5,383	6,013	
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods:											
Net asset revaluation increment /(decrement)	-	-	-	-	-	-	-	-	-	-	
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-	-	-	-	-	-	
Total comprehensive result	3,270	2,374	2,799	3,180	3,581	4,070	4,579	4,785	5,383	6,013	

3.2 *Comprehensive Operating Statement

Colac Otway Shire Council										
*Recurrent Savings - Comprehensive Operating Statement										
For the ten years ending 30 June 2031										
	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue from Operating Activities										
Rates and Charges	32,673	33,371	34,156	35,061	36,012	37,036	38,083	39,153	40,248	41,368
Supplementary Rates	100	100	125	150	200	200	200	200	200	200
Grants - Operating (Recurrent)	10,690	3,314	3,365	3,417	3,470	3,523	3,577	3,633	3,688	3,745
Grants - Capital (Recurrent)	1,700	1,787	1,831	1,877	1,924	1,972	2,021	2,072	2,124	2,177
Grants - Capital (Non-recurrent)	2,991	532	545	559	573	587	602	617	632	648
Contributions (Monetary)	420	125	125	125	125	125	125	125	125	125
User Charges	6,548	6,877	7,215	7,325	7,440	7,556	7,673	7,792	7,912	8,036
Statutory Fees and Fines	826	878	897	920	940	961	983	1,007	1,028	1,051
Financial Assistance Grants	-	7,446	7,565	7,747	7,902	8,060	8,221	8,385	8,553	8,724
Total Revenue from Operating Activities	55,948	54,428	55,855	57,181	58,586	60,019	61,484	62,984	64,511	66,073
Revenue from Outside of Operating Activities										
Interest Revenue	-	140	140	140	140	140	140	140	140	140
Other Revenue Outside of Operating Activities	367	367	373	410	390	390	396	435	413	414
Total Revenue from Outside Operating Activities	367	507	513	550	530	530	536	575	553	554
Total Revenue	56,315	54,936	56,368	57,731	59,115	60,549	62,020	63,559	65,065	66,627
Operating Expenses from Ordinary Activities										
Employee Costs	(21,683)	(22,403)	(23,081)	(23,521)	(24,240)	(24,849)	(25,476)	(26,253)	(26,913)	(27,591)
Materials & Consumables	(20,730)	(18,868)	(19,363)	(20,053)	(20,479)	(20,991)	(21,518)	(22,283)	(22,756)	(23,326)
Bad and Doubtful Debts	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
Depreciation	(8,990)	(9,200)	(9,300)	(9,400)	(9,500)	(9,600)	(9,700)	(9,800)	(9,900)	(10,000)
Amortisation of Right-of-Use Assets	(110)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	-
Other Operating Expenses	(1,389)	(1,125)	(1,144)	(1,161)	(1,178)	(1,197)	(1,216)	(1,234)	(1,254)	(1,273)
Interest on Borrowings (Finance Costs)	(39)	(33)	0	0	0	0	0	0	0	0
Interest on Leases	(139)	(95)	(88)	(79)	(69)	(58)	(44)	(29)	(11)	-
Operational initiatives	-	(1,025)	(1,051)	(1,077)	(1,104)	(1,131)	(1,160)	(1,189)	(1,218)	(1,249)
Recurrent savings	-	256	525	808	1,104	1,414	1,740	2,080	2,437	2,810
Total Operating Expenses	(53,100)	(52,592)	(53,600)	(54,583)	(55,566)	(56,511)	(57,474)	(58,807)	(59,715)	(60,648)
Net Surplus/(Deficit) from Operations	3,215	2,344	2,768	3,149	3,549	4,038	4,547	4,752	5,349	5,979
Adjustments										
Net Gain/(Loss) on Disposal of Property Plant & Equipment	25	-	-	-	-	-	-	-	-	-
Unrealised Gain/(Loss) on investment in Associates)	30	30	31	31	32	32	33	33	34	34
Total Adjustments	55	30	31	31	32	32	33	33	34	34
Operating Surplus/(Deficit) after Adjustments	3,270	2,374	2,799	3,180	3,581	4,070	4,579	4,785	5,383	6,013
Adjusted Underlying Surplus (Deficit)	(141)	1,717	2,129	2,498	2,884	3,359	3,853	4,043	4,626	5,240

3.3 Balance Sheet

Colac Otway Shire Council Budgeted Balance Sheet										
For the ten years ending 30 June 2031										
	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets										
Current assets										
Cash and cash equivalents	13,254	12,832	12,979	13,318	13,837	14,620	15,672	16,748	18,116	19,932
Trade and other receivables	2,748	1,481	1,516	1,558	1,596	1,635	1,671	1,718	1,759	1,802
Other financial assets	-	-	-	-	-	-	-	-	-	-
Inventories	175	175	175	175	175	175	175	175	175	175
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-
Other assets	366	366	366	366	366	366	366	366	366	366
Total current assets	16,543	14,854	15,036	15,417	15,974	16,796	17,884	19,006	20,416	22,275
Non-current assets										
Trade and other receivables	-	-	-	-	-	-	-	-	-	-
Investments in associates and joint ventures	501	531	562	593	625	657	690	723	757	791
Property, infrastructure, plant & equipment	362,565	364,835	367,293	369,944	372,796	375,857	379,135	382,637	386,372	390,347
Right-of-use assets	638	558	478	399	319	239	160	80	-	-
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible asset	-	-	-	-	-	-	-	-	-	-
Landfill rehabilitation intangible asset	-	-	-	-	-	-	-	-	-	-
Total non-current assets	363,704	365,924	368,333	370,936	373,740	376,753	379,984	383,440	387,129	391,138
Total assets	380,247	380,779	383,369	386,352	389,714	393,550	397,868	402,446	407,545	413,413
Liabilities										
Current liabilities										
Trade and other payables	5,685	4,730	4,821	4,932	5,030	5,124	5,205	5,357	5,447	5,548
Trust funds and deposits	661	661	661	661	661	661	661	661	661	661
Provisions	4,357	4,357	4,357	4,357	4,357	4,357	4,357	4,357	4,357	4,357
Interest-bearing loans and borrowings	596	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Lease liabilities	100	53	62	72	83	96	112	130	-	-
Total current liabilities	11,399	9,801	9,901	10,021	10,131	10,238	10,335	10,504	10,465	10,566
Non-current liabilities										
Provisions	9,005	8,759	8,513	8,267	8,021	7,775	7,529	7,283	7,037	6,791
Interest-bearing loans and borrowings	-	-	-	-	-	-	-	-	-	-
Lease liabilities	553	554	493	421	338	242	130	-	-	-
Total non-current liabilities	9,558	9,313	9,006	8,688	8,359	8,017	7,659	7,283	7,037	6,791
Total liabilities	20,957	19,115	18,906	18,710	18,490	18,255	17,994	17,787	17,502	17,357
Net assets	359,290	361,664	364,463	367,643	371,224	375,295	379,874	384,659	390,042	396,055
Equity										
Accumulated surplus	138,117	140,491	143,290	146,470	150,051	154,122	158,701	163,486	168,869	174,882
Reserves	221,173	221,173	221,173	221,173	221,173	221,173	221,173	221,173	221,173	221,173
Total equity	359,290	361,664	364,463	367,643	371,224	375,295	379,874	384,659	390,042	396,055

3.4 Statement of Changes in Equity

Colac Otway Shire Council Budgeted Statement of Changes in Equity

	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020/21			
Balance at beginning of the financial year	130,527	208,131	16,765
Surplus/(deficit) for the year	594	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	2,733	-	(2,732)
Balance at end of financial year	133,854	208,131	14,033
2021/22			
Balance at beginning of the financial year	133,854	208,131	14,033
Surplus/(deficit) for the year	3,270	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	993	-	(991)
Balance at end of financial year	138,117	208,131	13,042
2022/23			
Balance at beginning of the financial year	138,117	208,131	13,042
Surplus/(deficit) for the year	2,374	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	-	-	-
Balance at end of financial year	140,491	208,131	13,042
2023/24			
Balance at beginning of the financial year	140,491	208,131	13,042
Surplus/(deficit) for the year	2,799	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	-	-	-
Balance at end of financial year	143,290	208,131	13,042
2024/25			
Balance at beginning of the financial year	143,290	208,131	13,042
Surplus/(deficit) for the year	3,180	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	-	-	-
Balance at end of financial year	146,470	208,131	13,042

2025/26			
Balance at beginning of the financial year	146,470	208,131	13,042
Surplus/(deficit) for the year	3,581	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	-	-	-
Balance at end of financial year	150,051	208,131	13,042
2026/27			
Balance at beginning of the financial year	150,051	208,131	13,042
Surplus/(deficit) for the year	4,070	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	-	-	-
Balance at end of financial year	154,122	208,131	13,042
2027/28			
Balance at beginning of the financial year	154,122	208,131	13,042
Surplus/(deficit) for the year	4,579	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	-	-	-
Balance at end of financial year	158,701	208,131	13,042
2028/29			
Balance at beginning of the financial year	158,701	208,131	13,042
Surplus/(deficit) for the year	4,785	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	-	-	-
Balance at end of financial year	163,486	208,131	13,042
2029/30			
Balance at beginning of the financial year	163,486	208,131	13,042
Surplus/(deficit) for the year	5,383	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	-	-	-
Balance at end of financial year	168,869	208,131	13,042
2030/31			
Balance at beginning of the financial year	168,869	208,131	13,042
Surplus/(deficit) for the year	6,013	-	-
Net asset revaluation increment/(decrement)	-	-	-
Transfer (to)/from reserves	-	-	-
Balance at end of financial year	174,882	208,131	13,042

3.5 Statement of Cash Flows

Colac Otway Shire Council										
Budgeted Statement of Cash Flows										
For the ten years ending 30 June 2031										
	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities										
Rates and charges	32,661	34,232	34,250	35,171	36,172	37,195	38,245	39,309	40,406	41,525
Statutory fees and fines	825	898	897	919	939	960	982	1,006	1,028	1,050
User fees	6,548	7,033	7,204	7,319	7,434	7,550	7,668	7,786	7,907	8,030
Grants - operating	10,671	3,389	3,362	3,414	3,467	3,520	3,574	3,630	3,685	3,742
Grants - capital	4,691	2,371	2,374	2,433	2,494	2,556	2,621	2,686	2,753	2,822
Contributions - monetary	420	125	125	125	125	125	125	125	125	125
Interest received	-	140	140	140	140	140	140	140	140	140
Dividends received	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-	-	-	-	-	-
Other receipts	368	7,994	7,961	8,148	8,285	8,443	8,610	8,811	8,960	9,131
Net GST refund / payment	-	-	-	-	-	-	-	-	-	-
Employee costs	(21,683)	(22,899)	(23,014)	(23,466)	(24,161)	(24,782)	(25,415)	(26,160)	(26,841)	(27,516)
Materials and services	(20,778)	(19,285)	(19,314)	(19,972)	(20,432)	(20,935)	(21,466)	(22,193)	(22,704)	(23,263)
Short-term, low value and variable lease payments	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits repaid	(63)	-	-	-	-	-	-	-	-	-
Other payments	(1,389)	(2,181)	(1,940)	(1,702)	(1,452)	(1,189)	(913)	(621)	(315)	7
Net cash provided by/(used in) operating activities	12,271	11,818	12,045	12,531	13,012	13,584	14,171	14,519	15,143	15,791
Cash flows from investing activities										
Payments for property, infrastructure, plant and equipment	(13,692)	(11,470)	(11,757)	(12,051)	(12,352)	(12,661)	(12,978)	(13,302)	(13,635)	(13,975)
Proceeds from sale of property, infrastructure, plant and equipment	500	-	-	-	-	-	-	-	-	-
Payments for investment property	-	-	-	-	-	-	-	-	-	-
Proceeds from investment property	-	-	-	-	-	-	-	-	-	-
Payments for intangible assets	-	-	-	-	-	-	-	-	-	-
Proceeds from intangible assets	-	-	-	-	-	-	-	-	-	-
Payments for investments	-	-	-	-	-	-	-	-	-	-
Proceeds from investments	-	-	-	-	-	-	-	-	-	-
Loan and advances made	-	-	-	-	-	-	-	-	-	-
Repayments of loans and advances	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) investing activities	(13,192)	(11,470)	(11,757)	(12,051)	(12,352)	(12,661)	(12,978)	(13,302)	(13,635)	(13,975)
Cash flows from financing activities										
Finance costs	(39)	(33)	0	0	0	0	0	0	0	0
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(142)	(596)	-	-	-	-	-	-	-	-
Interest paid - lease liability	(29)	(95)	(88)	(79)	(69)	(58)	(44)	(29)	(11)	-
Repayment of lease liabilities	(110)	(46)	(53)	(62)	(72)	(83)	(96)	(112)	(130)	-
Net cash provided by/(used in) financing activities	(320)	(769)	(141)	(141)	(141)	(141)	(141)	(141)	(141)	0
Net increase/(decrease) in cash & cash equivalents	(1,241)	(422)	147	339	519	783	1,052	1,076	1,368	1,816
Cash and cash equivalents at the beginning of the financial year	14,495	13,254	12,832	12,979	13,318	13,837	14,620	15,672	16,748	18,116
Cash and cash equivalents at the end of the financial year	13,254	12,832	12,979	13,318	13,837	14,620	15,672	16,748	18,116	19,932

3.6 Statement of Capital Works

Colac Otway Shire Council Budgeted Capital Works Statement										
For the ten years ending 30 June 2031										
	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-
Buildings	702	798	818	838	859	880	902	925	948	972
Total buildings	702	798	818	838	859	880	902	925	948	972
Total property	702	798	818	838	859	880	902	925	948	972
Plant and equipment										
Plant, machinery and equipment	2,100	2,308	2,366	2,425	2,485	2,547	2,611	2,676	2,743	2,812
Fixtures, fittings and furniture	8	319	327	335	344	352	361	370	379	389
Computers and telecommunications	80	368	377	386	396	406	416	426	437	448
Total plant and equipment	2,188	2,994	3,069	3,146	3,225	3,305	3,388	3,473	3,559	3,648
Infrastructure										
Roads	5,713	6,841	7,013	7,188	7,368	7,552	7,741	7,934	8,133	8,336
Bridges	1,440	659	676	693	710	728	746	765	784	803
Footpaths and cycleways	372	245	251	257	263	270	277	284	291	298
Drainage	350	465	476	488	500	513	526	539	552	566
Recreational, leisure and community facilities	-	1,063	1,090	1,117	1,145	1,174	1,203	1,233	1,264	1,296
Parks, open space and streetscapes	-	532	545	559	573	587	602	617	632	648
Other infrastructure	2,927	-	-	-	-	-	-	-	-	-
*Reduction in annual Capital program allocation	-	(2,127)	(2,181)	(2,235)	(2,291)	(2,348)	(2,407)	(2,467)	(2,529)	(2,592)
Total infrastructure	10,802	7,678	7,870	8,067	8,269	8,475	8,688	8,905	9,127	9,355
Total capital works expenditure	13,692	11,470	11,757	12,051	12,352	12,661	12,978	13,302	13,635	13,975
Represented by:										
New asset expenditure	118	-	-	-	-	-	-	-	-	-
Asset renewal expenditure	8,570	11,470	11,757	12,051	12,352	12,661	12,978	13,302	13,635	13,975
Asset upgrade expenditure	5,004	-	-	-	-	-	-	-	-	-
Total capital works	13,692	11,470	11,757	12,051	12,352	12,661	12,978	13,302	13,635	13,975
Funding sources represented by:										
Grants	4,691	2,318	2,376	2,436	2,497	2,559	2,623	2,689	2,756	2,825
Contributions	120	-	-	-	-	-	-	-	-	-
Council Cash	8,881	9,152	9,381	9,615	9,856	10,102	10,355	10,614	10,879	11,151
Borrowings	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	13,692	11,470	11,757	12,051	12,352	12,661	12,978	13,302	13,635	13,975

3.7 Statement of Human Resources

Colac Otway Shire Council										
Budgeted Statement of Human Resources										
For the ten years ending 30 June 2031										
	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure										
Employee costs - Operating	(21,249)	(21,955)	(22,619)	(23,050)	(23,755)	(24,352)	(24,966)	(25,728)	(26,375)	(27,039)
Employee costs - Capital	(434)	(448)	(462)	(470)	(485)	(497)	(510)	(525)	(538)	(552)
Total staff expenditure	(21,683)	(22,403)	(23,081)	(23,521)	(24,240)	(24,849)	(25,476)	(26,253)	(26,913)	(27,591)
Staff numbers										
Employees	EFT 238	EFT 238	EFT 238	EFT 238	EFT 238	EFT 238	EFT 238	EFT 238	EFT 238	EFT 238
Total staff numbers	238	238	238	238	238	238	238	238	238	238

4. FINANCIAL PERFORMANCE INDICATORS

A range of indicative financial indicators are used to assess the financial sustainability of Council's 10-year Financial Plan. The indicators aim to assist the reader to gain a better understanding of the key measures, which are often not apparent when financial information is presented in the financial statements. Use of indicators over a ten year horizon allows trends to be assessed to confirm the financial sustainability of Council's service delivery, infrastructure renewal, rating, liquidity and indebtedness.

This section of the Financial Plan presents the forecast 10 year period against a number of financial performance indicators:

- i. VAGO indicators: The Victorian Auditor General publishes seven financial sustainability indicators, for each Council, on an annual basis assess the financial viability of councils.
- ii. LGPRF indicators: Local Government regulations require Councils to report actual results against prescribed indicators contained in the Local Government Performance Reporting Framework (LGPRF). Prescribed financial performance indicators are included in the annual budget. Results against these indicators are also reported in Council's annual performance statement included in the annual report.
- iii. Other indicators: Council uses additional key strategic financial performance indicators to assist in monitoring achievement of specific financial strategies, such as ensuring Council's intended allocations to Other Reserves (equity) are cash-backed with funds to deliver future outcomes.

All indicators in this section of the Financial Plan include a **\$0.25M** per annum reduction in recurrent operating expenditure and a reduction capital works allocation that is **\$2.0M** than the baseline year of 2021-22, resulting in an improvement to the financial performance indicators as shown in Tables 5 and 7.

4.1 VAGO indicators

VAGO use sustainability indicators to assess if councils have some excess capacity at any point in time to be able to manage future financial risks and shocks without having to radically adjust their current revenue or expenditure policies. VAGO use the following risk matrix to measure performance against seven indicators, which enables assessment of the overall financial sustainability of each council. VAGO indicators are included in the table on the following page including risk ratings used by VAGO.

Table 3 - VAGO Financial Sustainability Risk Indicator levels

VAGO financial sustainability risk indicator levels							
Risk	Net result	Adjusted underlying result	Liquidity	Internal financing	Indebtedness	Capital replacement	Renewal gap
High	<p>Less than negative 10%</p> <p>Insufficient revenue is being generated to fund operations and asset renewal.</p>	<p>Less than 0%</p> <p>Insufficient surplus being generated to fund operations</p>	<p>Less than 0.75</p> <p>Immediate sustainability issues with insufficient current assets to cover liabilities.</p>	<p>Less than 75%</p> <p>Limited cash generated from operations to fund new assets and asset renewal.</p>	<p>More than 60%</p> <p>Potentially long-term concern over ability to repay debt levels from own-source revenue.</p>	<p>Less than 1.0</p> <p>Spending on capital works has not kept pace with consumption of assets.</p>	<p>Less than 0.5</p> <p>Spending on existing assets has not kept pace with consumption of these assets.</p>
Medium	<p>Negative 10%–0%</p> <p>A risk of long-term run down to cash reserves and inability to fund asset renewals.</p>	<p>0%–5%</p> <p>Surplus being generated to fund operations</p>	<p>0.75–1.0</p> <p>Need for caution with cashflow, as issues could arise with meeting obligations as they fall due.</p>	<p>75–100%</p> <p>May not be generating sufficient cash from operations to fund new assets.</p>	<p>40–60%</p> <p>Some concern over the ability to repay debt from own-source revenue.</p>	<p>1.0–1.5</p> <p>May indicate spending on asset renewal is insufficient.</p>	<p>0.5–1.0</p> <p>May indicate insufficient spending on renewal of existing assets.</p>
Low	<p>More than 0%</p> <p>Generating surpluses consistently.</p>	<p>More than 5%</p> <p>Generating strong surpluses to fund operations</p>	<p>More than 1.0</p> <p>No immediate issues with repaying short-term liabilities as they fall due.</p>	<p>More than 100%</p> <p>Generating enough cash from operations to fund new assets.</p>	<p>40% or less</p> <p>No concern over the ability to repay debt from own-source revenue.</p>	<p>More than 1.5</p> <p>Low risk of insufficient spending on asset renewal.</p>	<p>More than 1.0</p> <p>Low risk of insufficient spending on asset base.</p>

Source: VAGO

Table 4 - VAGO Financial Sustainability Indicator meanings

Indicator	Meaning
Net result (Net result/total revenue)	A positive result indicates a surplus, and the larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term. The net result and total revenue are obtained from the comprehensive operating statement.
Adjusted underlying result (Adjusted underlying surplus (or deficit)/adjusted underlying revenue)	This measures an entity's ability to generate surplus in its ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure from its net result. A surplus or increasing surplus suggests an improvement in the operating position.
Liquidity (Current assets/current liabilities)	This measures an entity's ability to pay existing liabilities in the next 12 months. A ratio of one or more means that an entity has more cash and liquid assets than short-term liabilities. A ratio less than one means that an entity does not have sufficient cash and liquid assets to pay short-term liabilities.
Internal financing (Net operating cash flow/net capital expenditure)	This measures an entity's ability to finance capital works using cash generated from its operating cash flows. The higher the percentage, the greater the ability for the entity to finance capital works from its own funds. Net operating cash flows and net capital expenditure are obtained from the cash flow statement.
Indebtedness (Non-current liabilities/own-sourced revenue)	This assesses an entity's ability to pay liabilities beyond 12 months, as and when they fall due, from the funds Council generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.
Capital replacement (Cash outflows for the addition of new infrastructure, property, plant and equipment/depreciation)	This compares the rate of spending on new infrastructure, property, plant and equipment with its depreciation. Ratios higher than 1:1 indicate that spending is faster than the depreciating rate. This is a long-term indicator because capital expenditure can be deferred in the short term if there are insufficient funds available from operations and borrowing is not an option. Cash outflows for infrastructure are taken from the cash flow statement. Depreciation is taken from the comprehensive operating statement.
Renewal gap (Renewal and upgrade expenditure/depreciation)	This compares the rate of spending on renewing, restoring and replacing existing assets with depreciation. Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.

Note: indebtedness includes liabilities more broadly than Council's loans, eg. future liabilities due to ongoing leases are included in this calculation

Table 5 – Projected VAGO ratios

VAGO Ratios		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	VAGO Target										
Net result	>0 %	5.8%	4.3%	5.0%	5.5%	6.1%	6.7%	7.4%	7.5%	8.3%	9.0%
Adjusted underlying result	>5.0 %	(0.3%)	3.2%	3.8%	4.4%	4.9%	5.6%	6.3%	6.4%	7.2%	8.0%
Liquidity	>1.0 x	1.45	1.52	1.52	1.54	1.58	1.64	1.73	1.81	1.95	2.11
Internal financing	>100 %	89.6%	103.0%	102.4%	104.0%	105.3%	107.3%	109.2%	109.1%	111.1%	113.0%
Indebtedness	<40 %	23.6%	18.9%	17.8%	16.8%	15.8%	14.7%	13.7%	12.7%	12.0%	11.3%
Capital replacement ratio	>1.5 x	1.52	1.25	1.26	1.28	1.30	1.32	1.34	1.36	1.38	1.40
Renewal gap ratio	>1.0 x	1.51	1.25	1.26	1.28	1.30	1.32	1.34	1.36	1.38	1.40

NB: Refer to VAGO Risk Matrix above for definitions of High (red), Medium (orange) and Low (green) risk indicator results.

4.2 LGPRF indicators

The table of LGPRF projected performance indicators below is aligned with the measures included in Council's annual budget and reported in the performance statement in Council's annual report. Council's five year historical performance against the VAGO financial indicators and key Council strategic financial indicators, are also reported in Council's annual report.

The tables below highlight Council's projected performance across a range of key financial performance indicators and are based on a set of assumptions. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the Council's objectives, financial strategies and financial management principles.

Table 6 - LGPRF Indicator meanings

Indicator	Meaning
Adjusted underlying result (Adjusted underlying surplus (or deficit)/adjusted underlying revenue)	This measures an entity's ability to generate surplus in its ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure from its net result. A surplus or increasing surplus suggests an improvement in the operating position.
Working capital (Liquidity) (Current assets/current liabilities)	This measures an entity's ability to pay existing liabilities in the next 12 months. A percentage of 100% or more means that an entity has more cash and liquid assets than short-term liabilities. A percentage of less than 100% means that an entity has insufficient cash and liquid assets to pay short-term liabilities.
Unrestricted cash (Unrestricted cash/current liabilities)	This measures availability of cash that is not subject to external restrictions (Council is bound by an Act or contractual agreement restricting the use of cash held) to pay existing liabilities in the next 12 months.

Indicator	Meaning
	<p>The larger the percentage, the stronger capacity Council has to make internal decisions to allocate cash to meet other specific objectives, e.g. internal allocations from Other Reserves (excluding Reserves already subject to external restrictions).</p> <p>A percentage below 100% indicates that Other Reserves are not cash-backed and are insufficient to fund all internal allocations by Council. Results below 100% cannot be sustained in the long term.</p> <p>Unrestricted cash is obtained from the notes to the financial statements and current liabilities is obtained from the balance sheet. Unrestricted cash represents cash and cash equivalents less externally restricted cash, which includes some reserves and liabilities (statutory reserves, trust funds and deposits, conditional grant funds held)</p>
<p>Loans and borrowings (debt) (Interest bearing loans and borrowings/rate revenue)</p>	<p>This measures an entity's ability to repay borrowings.</p> <p>The higher the percentage, the greater the ability for the entity to repay borrowings from its own funds. Loans and borrowings are obtained from the balance sheet and rate revenue is obtained from the comprehensive income statement.</p>
<p>Loans and borrowings payments (debt commitment) (Interest and principal repayments on interest bearing loans and borrowings/rate revenue)</p>	<p>This measures an entity's ability to repay borrowings and interest.</p> <p>The higher the percentage, the greater the ability for the entity to repay borrowing commitments from its own funds. Interest and principal repayments are obtained from the cash flow statement and rate revenue is obtained from the comprehensive income statement.</p>
<p>Indebtedness (Non-current liabilities/own-sourced revenue)</p>	<p>This assesses an entity's ability to pay liabilities beyond 12 months, as and when they fall due, from the funds Council generates.</p> <p>The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions. Non-current liabilities is obtained from the balance sheet.</p>
<p>Asset renewal and upgrade (Asset renewal and upgrade expenditure/depreciation)</p>	<p>This assesses an entity's rate of spending on infrastructure, property, plant and equipment.</p> <p>A percentage below 100% indicates that spending on capital works has not kept pace with consumption of assets. This is a long term indicator, as capital expenditure can differ in the short-term if there are insufficient funds available from operations or borrowings.</p> <p>Asset renewal and upgrade expenditure is obtained from the capital works statement and depreciation is obtained from the comprehensive income statement.</p>
<p>Rates concentration (Rate revenue/adjusted underlying revenue)</p>	<p>This assesses an entity's reliance on rate revenue.</p> <p>A percentage above 50% indicates that Council is generating the majority of its revenue from its own sources. A ratio below 50% indicates Council has a higher dependence on other recurrent sources of revenue other than rates, such as recurrent grant funding.</p> <p>Rate revenue and adjusted underlying revenue are obtained from the comprehensive income statement. Adjusted underlying revenue excludes non-recurrent revenue, such as non-recurrent capital grant funding and contributions.</p>

Table 7 – Projected LGPRF indicators

Local Government Performance Reporting Framework		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Target										
Operating position											
Adjusted underlying result	>5.0 %	-0.3%	3.2%	3.8%	4.4%	4.9%	5.6%	6.3%	6.4%	7.2%	8.0%
Liquidity											
Working capital (current assets as a percentage of current liabilities)	>100 %	145.1%	151.6%	151.9%	153.8%	157.7%	164.1%	173.0%	180.9%	195.1%	210.8%
Unrestricted cash (unrestricted cash compared to current liabilities)	>100 %	110.5%	124.2%	124.4%	126.3%	130.1%	136.3%	145.2%	153.1%	166.8%	182.4%
Obligations											
Loans and borrowings (as a percentage of rate revenue)	<70 %	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Loans and borrowings payments (as a percentage of rate revenue)	<20 %	0.6%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Indebtedness (Non-current liabilities compared to own source revenue)	<70 %	23.6%	18.9%	17.8%	16.8%	15.8%	14.7%	13.7%	12.7%	12.0%	11.3%
Asset renewal and upgrade (compared to depreciation)	>100% %	151.0%	124.7%	126.4%	128.2%	130.0%	131.9%	133.8%	135.7%	137.7%	139.8%
Stability											
Rates concentration (Rates compared to adjusted underlying revenue)	>50 %	61.7%	61.4%	61.3%	61.4%	61.6%	61.9%	62.1%	62.3%	62.6%	62.8%

4.3 Other Council Strategic Financial Indicators

Improvement in long-term liquidity is a key strategic financial indicator for Council. Council needs the ability to maintain sufficient working capital to meet its obligations as they fall due, including the ability to fund Council's intended allocations from Other Reserves, which fund external obligations and Council's internal allocations set aside to fund future Council objectives. As a result, Council also measures its ability to fund Other Reserves from projected cash levels over the long-term, that is, cash compared to other reserves.

Indicator	Meaning
Cash compared to Other Reserves (Cash and cash equivalents/Other Reserves)	A result above 100% indicates that Council's intended future allocations of cash will be cash-backed, and the larger the percentage, the better positioned Council will be to meet cash flow needs for working capital commitments and internal allocations from Other Reserves to meet specific Council objectives. A result less than 100% indicates insufficient cash to fund Council's intended future allocations of cash. Insufficient cash to fund allocations from Other Reserves cannot sustained in the long term as future decisions to allocate funds from Other Reserves to meet Council objectives will inhibit Council's ability to meet working capital commitments. Cash and cash equivalents and other reserves are obtained from the balance sheet.

Table 8 – Other projected indicators

Council Strategic Financial Indicators		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Target										
Cash compared to Other Reserves											
(Cash levels available to fund intended Council allocations (cash compared to Other Reserves)	>100 %	98.4%	99.5%	102.1%	106.1%	112.1%	120.2%	128.4%	138.9%	152.8%	246.7%

5. STRATEGIC FINANCIAL PLANNING

This section describes key strategies and policies that will support the Financial Plan. These will also be reviewed to inform updates to the Financial Plan.

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2022 is \$0.57 million. At the end of the 2022/23 financial year Council will have no outstanding borrowings. The current appetite for Council to borrow funds is relatively low so now new borrowings are projected to be undertaken for the duration of the modelling.

5.1.2 Future Borrowing Requirements

Council has not planned to borrow more funds at this time so no new borrowings are projected to be undertaken for the duration of the modelling.

5.1.3 Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators. Council maintains its loan borrowing within prudent and manageable limits as demonstrated by the following performance indicators.

Table 9 – Projected debt management performance indicators

Debt Performance Indicators										
	Year Ending									
Ratio	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	30-Jun-28	30-Jun-29	30-Jun-30	30-Jun-31
Loans and borrowings (as a percentage of rate revenue)	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Loans and borrowings payments (as a percentage of rate revenue)	0.6%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Indebtedness (Non-current liabilities compared to own-source revenue)	23.6%	18.9%	17.8%	16.8%	15.8%	14.7%	13.7%	12.7%	12.0%	11.3%
Debt Commitment Ratio	0.5%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Note: indebtedness includes liabilities more broadly than Council's loans, eg. future liabilities due to ongoing leases are included in this calculation

5.2 Reserves Strategy

5.2.1 Current Reserves

Carried Forward Projects Reserve

- Purpose – The Carried Forward Projects Reserve recognises the funds allocated and received in prior financial periods that are committed to unfinished projects. This includes grants received in advance for specific projects and funds allocated from prior financial years for projects that are still incomplete at the end of the current financial year.
- Movements – Transfers to the reserve (inflows) for unfinished projects are funded in prior financial periods and not budgeted, but forecast during the financial year. Transfers from the reserve (outflows) are applied and forecast after the budget is adopted to allocate funds from prior financial periods to complete unfinished capital projects on an annual basis.

Port of Apollo Bay Reserve

- Purpose – The Port of Apollo Bay Reserve holds funds bound by an agreement with the Department of Transport concerning the operations of the Port of Apollo Bay and are the value of cash assets owed.
- Movements - Transfers to/from the reserve (inflows/outflows) comprise an annual increase or decrease to the balance of the reserve to adjust the cash assets owed to the Department of Transport, to meet the requirements of the Port of Apollo Bay Management Agreement.

Waste Management Reserve

- Purpose - The Waste Management Reserve is discretionary in nature and set up as a source of funding for the replacement of kerbside bins.
- Movements - Transfers to the reserve (inflows) comprise funds collected from the waste collection service charge. Transfers from the reserve (outflows) are used only in connection with the waste collection service.

Long Service Leave Reserve

- Purpose - The Long Service Leave Reserve ensures that the nominal long service leave balances owing to employees are maintained.
- Movements – Transfers to/from the reserve (inflows/outflows) comprise an annual increase or decrease to the balance of the reserve to adjust the nominal amount owing to employees.

Landfill Rehabilitation (Alvie) Reserve

- Purpose - The Landfill Rehabilitation (Alvie) Reserve is discretionary in nature and holds funds required to restore the Alvie landfill site. The rehabilitation reserve will continue to grow until sufficient funds are available to meet this obligation.

- Movements - Transfers to the reserve (inflows) comprise funds set aside in the annual budget process to fund Council's obligations to restore the Alvie landfill site. Transfers from the reserve (outflows) are applied to budgeted rehabilitation and aftercare works at the landfill site on an annual basis.

Recreational Lands Reserve

- Purpose - The Recreational Lands Reserve holds funds contributed by developers for works associated with developing and improved public open space and recreational facilities within the shire. Funds are contributed in accordance with the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.
- Movements - Transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund budgeted Open Space capital projects on an annual basis.

Colac Livestock Selling Centre Reserve

- Purpose - The Colac Livestock Selling Centre Reserve is discretionary in nature and holds funds for works at the Colac Livestock Selling Centre and all funds are derived from any surplus made from the operations of the Colac Livestock Selling Centre.
- Movements – Transfers to/from the reserve (inflows/outflows) comprise an annual increase or decrease to the balance of the reserve to adjust the funds available for works at the Colac Livestock Selling Centre.

Rehabilitation Reserve

- Purpose - The Rehabilitation Reserve is discretionary in nature and holds funds required to restore the various closed waste disposal sites across the Colac Otway Shire. The rehabilitation reserve will continue to grow until sufficient funds are available to meet this obligation.
- Movements - Transfers to the reserve (inflows) comprise funds set aside in the annual budget process to fund Council's obligations to restore the closed landfill sites. Transfers from the reserve (outflows) are applied to budgeted rehabilitation and aftercare works at the landfill site on an annual basis.

Plant Replacement Reserve

- Purpose – This reserve funds the replacement of Council's plant at the end of their useful lives.
- Movements – Inflows to the reserve accrue out of any plant operating surplus and are mainly sourced from budget savings in plant maintenance and operations. Transfers from the reserve are applied to the changeover of plant on an annual basis.

Tirrengower Drainage Reserve

- Purpose - The Tirrengower Drainage Reserve funds are collected via a special rate and must be expended in accordance with the purpose of the drainage scheme at Tirrengower.

- Movements - Transfers to the reserve (inflows) comprise funds collected from ratepayers contributing under the drainage scheme and deriving benefits from the Tirrengower drainage works. Transfers from the reserve (outflows) are applied to Tirrengower drainage works in connection with the scheme.

Unallocated Surplus Reserve

- Purpose – The Unallocated Surplus Reserve is discretionary in nature and designed to set aside funds to match any unforeseen grant opportunities that arise post the setting of the budget.
- Movements – Transfers to the reserve (inflows) comprise anticipated Council contributions required to match grant funding opportunities identified by Council after the budget has been adopted. Transfers from the reserve (outflows) are applied to meet Council's unbudgeted contributions to specific projects identified by Council, which have resulted in a successful funding application and meet the requirements of the funding agreement.

Strategic Projects Reserve

- Purpose - The Strategic Projects Reserve holds funds set aside by Council for strategic projects and acquisitions of new or expanded assets that are of an intergenerational nature.
- Movements - Transfers to the reserve (inflows) comprise budgeted and unbudgeted funds required to deliver strategic projects and acquisitions identified by Council. Transfers from the reserve (outflows) are applied to fund delivery of budgeted strategic capital projects on an annual basis.

Financial Assistance Grants received in advance Reserve

- Purpose - The Financial Assistance Grants received in advance Reserve holds any Commonwealth Financial Assistance Grant funding received in advance of its intended allocation.
Movements - Transfers to the reserve (inflows) comprise the Financial Assistance Grant allocation received from the Commonwealth in advance for the coming financial year. Transfers from the reserve (outflows) apply the funding allocation received in advance in the previous financial year to fund delivery of budgeted operational and capital works.

Disaster Recovery Reserve

- Purpose - The Disaster Recovery Reserve holds any Commonwealth disaster recovery grant funding received in advance for use in the recovery of disaster events.
Movements - Transfers to the reserve (inflows) comprise Commonwealth disaster recovery grant funding received from the Commonwealth and unspent at balance date. Transfers from the reserve (outflows) apply the funding allocation received in accordance with the terms of the disaster relief funding agreements.

Water Saving Urban Design Reserve

- Purpose - The Water Saving Urban Design Reserve holds funds contributed by developers for works associated with construction of future water quality infrastructure within the shire. Funds are contributed in accordance with the Subdivision Act and transfers are restricted to the purpose of providing future water saving urban design infrastructure.

- Movements - Transfers to the reserve (inflows) comprise contribution income from subdividers. Transfers from the reserve (outflows) are applied to fund budgeted water saving urban design capital projects on an annual basis.

Asset Revaluation Reserve

- Purpose - The Asset Revaluation Reserve is required to comply with legislative financial reporting requirements and accounts for property, plant and equipment revaluation movements to their fair value during the financial year.
- Movements - Transfers to/from the reserve (increments/decrements) comprise revaluation increments (increases) and decrements (decreases to the extent prior increments are included in the reserve for that class of asset) for property, plant and equipment revalued during the financial year.

5.2.2 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

Table 10 – Projected Reserve Usage

Colac Otway Shire Council											
Budgeted Reserves											
For the ten years ending 30 June 2031											
	Budget	Projections				2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2021/22	2022/23	2023/24	2024/25	\$'000						
Reserves											
Carried Forward Projects	-	-	-	-	-	-	-	-	-	-	-
Port of Apollo Bay	389	389	389	389	389	389	389	389	389	389	
Waste Management	1,617	1,617	1,617	1,617	1,617	1,617	1,617	1,617	1,617	1,617	
Long Service Leave reserve	2,652	2,652	2,652	2,652	2,652	2,652	2,652	2,652	2,652	2,652	
Landfill rehabilitation (Alvie)	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	
Recreational lands	992	992	992	992	992	992	992	992	992	992	
Colac livestock selling centre	-	-	-	-	-	-	-	-	-	-	
Rehabilitation reserve	1,048	1,048	1,048	1,048	1,048	1,048	1,048	1,048	1,048	1,048	
Plant replacement	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	
Tirrengower Drainage Scheme	24	24	24	24	24	24	24	24	24	24	
Unallocated Surplus Reserve	-	-	-	-	-	-	-	-	-	-	
Strategic Projects Reserve	602	602	602	602	602	602	602	602	602	602	
Financial Assistance Grants received in advance	3,498	3,498	3,498	3,498	3,498	3,498	3,498	3,498	3,498	3,498	
Disaster Recovery Reserve	-	-	-	-	-	-	-	-	-	-	
Water Saving Urban Design	44	44	44	44	44	44	44	44	44	44	
Asset Revaluation Reserve	208,131	208,131	208,131	208,131	208,131	208,131	208,131	208,131	208,131	208,131	
Total reserves	221,173	221,173	221,173	221,173	221,173	221,173	221,173	221,173	221,173	221,173	

Item: 10.3

G21 and AFL Barwon Towards 2030 Strategy

OFFICER	Nicole Frampton
GENERAL MANAGER	Ian Seuren
DIVISION	Development & Community Services
ATTACHMENTS	<ol style="list-style-type: none"> 1. Attachment 1 - G21 and AFL Barwon Regional Towards 2030 Strategy - FINAL August 2021 - Football Netball Regional Strategy [10.3.1 - 100 pages] 2. Attachment 2 - G21 and AFL Barwon Towards 2030 Strategy - Feedback from public exhibition - Final [10.3.2 - 3 pages] 3. Attachment 3 - G21 and AFL Barwon Towards 2030 Strategy - AFL Barwon Confirmation Letter Public Exhibition Process [10.3.3 - 1 page]
PURPOSE	To seek endorsement of the G21 and AFL Barwon Towards 2030: Strategy.

1. EXECUTIVE SUMMARY

AFL Barwon in partnership with Local Government Authorities (LGAs) within the G21 region via the Sport and Recreation Pillar, commissioned insideEDGE Sport and Leisure Planning to develop the **G21 and AFL Barwon Towards 2030: Strategy** (the Strategy) (refer to Attachment 1). The Strategy builds upon the success of the initial G21 and AFL Barwon Regional Strategy (2015) and updates the key focus areas and actions to continue to guide the future planning and development of club-based football and netball for the next 10 years.

Recommendations within the Strategy set regional level directions, while allowing emerging opportunities to be harnessed at the local level. The strategic recommendations for the Colac Otway Shire are important in ensuring that Council supports the continued growth of club football (AFL) and netball in our catchment and provides opportunities for our community to participate in physical activity and experience associated benefits. Council's role in delivering the strategic recommendations is outlined below and in further detail in the attached Strategy.

Development of the Strategy included select consultation with key stakeholders, and in May 2021, all of the G21 Councils approved a 6-week public exhibition period of the draft Strategy from Monday 31 May 2021 to Sunday 11 July 2021. The public exhibition process sought final feedback from key stakeholders, football and netball leagues, local football and netball clubs, players, administrators and the general public prior to the finalisation of the Strategy. The public exhibition of the draft Strategy

received 174 hits on the G21 Strategy project webpage and a total of 21 submissions from both individuals and clubs. The submissions, attached to this report (Attachment 2), resulted in four minor changes to the document content being approved by the Project Control Group (PCG).

The Strategy development process was collaborative and equitable to all stakeholders, which led to unanimous support for the draft Strategy to go out for public exhibition in May 2021, and PCG endorsement of the final Strategy on 26 August 2021. The G21 Sport and Recreation Pillar endorsed the Strategy and supporting documents (attached) on 30 August 2021. Once each Council has received and endorsed or noted the final Strategy during October 2021, it will be presented to the G21 Board for noting. It is also proposed that the final Strategy will be received by AFL Barwon, AFL Victoria and Netball Victoria.

2. RECOMMENDATION

That Council:

- 1. Receives and notes the outcomes of the consultation process (as Attachment 2).***
- 2. Notes the G21 and AFL Barwon Towards 2030: Strategy includes minor amendments as a result of the consultation process.***
- 3. Endorses the final G21 and AFL Barwon Towards 2030: Strategy (as Attachment 1).***

3. KEY INFORMATION

BACKGROUND

The G21 Sport and Recreation Pillar (Pillar) has a strong history of planning regionally. A number of sport-specific strategies have been undertaken for our region including football (soccer), tennis, hockey, cricket, and the initial 2015 AFL Barwon Regional Strategy (football and netball).

AFL Barwon in partnership with Local Government Authorities (LGAs) within the G21 region via the Pillar, commissioned insideEDGE Sport and Leisure Planning to develop the G21 and AFL Barwon Towards 2030: Strategy (the Strategy). This updated regional Strategy builds on the efforts and achievements realised since the initial G21 and AFL Barwon Regional Strategy developed in 2015, and aims to provide a roadmap to the continued enhancement of facility provision and participation, as well as an updated strategic framework that guides all project partners in collaboration. The Strategy provides AFL Barwon, leagues, clubs, LGAs and other stakeholders the opportunity to align planning, investment and development priorities across the Region for the next 10 years.

The value of football and netball beyond sport cannot be underestimated. The benefits of investing in football and netball extend beyond sports participation to providing economic and social outcomes that positively impact the communities that clubs support. These outcomes include inclusiveness, diversity, female participation and commitment to participant welfare and wellbeing.

The Strategy highlights the initial 2015 Strategy's achievements, and highlights how changes and trends since this time have impacted and influenced community sports and their facilities.

The following key outcomes and initiatives were achieved within each of the six priorities identified in the 2015 Regional Strategy:

- **Priority 1 – Support the capacity building of clubs and their people.**

Key outcomes:

- Ongoing improvements and changes to the AFL Barwon competition structure to address sustainability and competition equalisation.
- Development of five-year club strategic plans in partnership with AFL Barwon and Leisure Networks.
- Annual AFL Barwon Club Health Checks.

- **Priority 2 – Increase the quality and functionality and maximise the carrying capacity of existing facilities.**

Key outcomes:

- \$67M of investment into football and netball facilities including playing surfaces, lights and change rooms across all G21 municipalities through partnerships with LGAs, Victorian and Commonwealth Governments, AFL, AFL Victoria, Netball Victoria, AFL Barwon and local sources.
- Specific to Colac Otway Shire:
 - Birregurra Recreation Reserve Oval Upgrade and Tennis/Netball Courts and Lighting Upgrade. Provide 2 compliant netball courts with training standard lighting.
 - Birregurra Recreation Reserve tennis/netball change rooms and amenities.
 - Warrowie Netball Courts and Lighting Upgrade. Provide 2 compliant netball courts with training standard lighting.
 - Western Reserve Oval Redevelopment and Lighting Upgrade. Provide upgrades to the oval drainage, irrigation and surface, and install match standard lighting to 100 lux.

- **Priority 3 – Plan and develop new facilities in key growth areas across the Region.**

Key outcome specific to Colac Otway Shire:

- Colac Central Reserve – regional level upgrade completion. New pavilion including gender neutral changerooms and amenities for football and umpires; provision of netball changerooms; electronic scoreboard; oval lighting upgrade to match standard (150 lux); and provision of 2 compliant netball courts with match standard lighting (200 lux) and tiered spectator seating.

- **Priority 4 – Capitalise on opportunities to create a Regional Administration Centre.**

Key outcomes:

- Upgrades to the existing AFL Barwon and Geelong Falcons administration facility at Highton Reserve including floodlighting to support talent pathway programs.
- Ongoing upgrades to Kardinia Park (GMHBA Stadium) and linkages with Geelong Football Club and Geelong Falcons to facilitate elite player pathway programs.

- **Priority 5 – Ensure programs and facilities cater for the diversity of participants that are attracted to our game.**

Key outcomes:

- AFL Barwon delivery and support of female football participation and competition to facilitate exponential growth.
 - Establishment of junior and senior female football teams in the Colac Otway Shire region through the Colac Imperials Football Netball Club.
- In partnership with Leisure Networks, delivery of programs including successful FIDA program.

- Leveraging of funding through Sport and Recreation Victoria and other bodies for the implementation of grassroots programs.
- In partnership with Leisure Networks, delivery of the Barwon Game Changer program.
- Considerable improvements made in the provision of gender-neutral player and umpire amenities for both football and netball.
- **Priority 6 – Continue to enhance the relationship between football/netball, government and community partners in planning and provision of facilities.**
Key outcomes:
 - Ongoing AFL Barwon annual government forum to share information and discuss Strategy progress and implementation with key stakeholders and project partners.
 - Participation at the G21 Sport and Recreation Pillar Sports Forum.
 - AFL Barwon, Sport and Recreation Victoria, AFL Victoria, Netball Victoria and LGAs partnering in the planning, funding and delivery of facility upgrades and improvements

The facility condition assessments provided in the initial 2015 Strategy assisted immensely in Council’s and clubs’ securing of significant funding towards the Shire’s facility upgrades achieved above. For example, without Central Reserve being identified as a regional priority for regional facility upgrades and improvements based on the 2014 facility condition audits included in the original Strategy, it’s unlikely that Council would have been able to secure the \$4 million investment from the Federal and State governments to upgrade the facilities to benefit our local clubs as well as host elite competition and attract high level games like TAC Cup and the 2018 and 2020 AFL pre-season matches.

Also supported by the identified need to upgrade facilities across the Shire based on the 2014 facility assessments, other venues across the Shire have been able to leverage from the original 2015 Strategy recommendations to redevelop and/or substantially improve their facilities, including:

- Birregurra Football Netball Club
 - Birregurra Recreation Reserve netball (and tennis) courts redevelopment and lighting upgrade to training standard – Total Project Cost \$367,624 with \$100,000 from the State Government (Sport and Recreation Victoria).
 - Birregurra Recreation Reserve tennis/netball change rooms – Total Project Cost \$255,000 with \$240,000 from the Federal Government.
 - Birregurra Recreation Reserve oval lighting upgrade to training/local level match standard (100 lux) * *Proposed Total Project Cost \$385,000 with \$250,000 from the State Government.*
- Irrewarra Beeac Football Netball Club
 - Warrowie Recreation Reserve netball courts redevelopment and lighting upgrade to training standard – Total Project Cost \$231,573.59 with \$100,000 from the State Government.
 - Warrowie Recreation Reserve oval lighting upgrade to training/local level match standard (100 lux) * *Works part of a multi-site lighting project with \$1,497,420 from the State Government.*
- Colac Imperials Football Netball Club including Female Football
 - Western Reserve Oval redevelopment and lighting upgrade to training standard/local level match standard (100 lux) - Total Project Cost \$877,720 with \$500,000 from the State Government and \$86,250 from AFL Victoria.

- Apollo Bay Football Netball Club
 - Apollo Bay Recreation Reserve oval lighting upgrade to training/local level match standard (100 lux), installation of an electronic scoreboard and upgrade of the club kitchen. Total Project Cost \$487,000 fully funded by the Federal Government.
- Alvie Football Netball Club
 - Alvie Recreation Reserve oval lighting upgrade to training/local level match standard (100 lux) * *Works part of a multi-site lighting project with \$1,497,420 from the State Government.*
- Irrewillipe Football Netball Club
 - Irrewillipe Recreation Reserve oval lighting upgrade to training/local level match standard (100 lux) * *Works part of a multi-site lighting project with \$1,497,420 from the State Government.*
- Otway Football Netball Club
 - Gellibrand Recreation Reserve oval lighting upgrade to training/local level match standard (100 lux) * *Works part of a multi-site lighting project with \$1,497,420 from the State Government.*

* *Denotes project not yet commenced but funding received. Project to commence during 2021/22 financial year.*

Further work is required to upgrade other community sporting football and netball facilities across the Shire, and this has been further highlighted in the Strategy refresh and outlined later in this report.

Several shifting trends over the last five years has driven the need to update the 2015 Strategy. The Towards 2030 Strategy considers the recommendations formed within the initial 2015 Strategy, and reshapes them where required to address the current context. Recommendations within the refreshed Strategy will continue the legacy of the 2015 Strategy, and work to improve the delivery and prosperity of both sports into the future.

The Strategy responds to new trends in participation, facilities and demographics. It also reconsiders and refocuses new emerging areas which will require strategic action. Changes from 2015 include substantial growth in female football, which has seen participation exceed all forecasted expectations.

Other emerging challenges influencing the requirement for the review of the 2015 Strategy, now known as the Towards 2030 Strategy (the Strategy), include:

- Sustained growth in participation is being experienced across club-based football and netball throughout the Region, particularly in female football. *Please note that the participation rates in the report are based on pre-COVID-19 impacts and will need to be monitored following the return to play post COVID-19.*
- Population and participation forecasts, particularly in growth areas, are seeing increased demand and pressure for the delivery of new football and netball facilities.
- Where there are participation increases across both football and netball, this creates greater demand for access to facilities that can cater for increased capacity for training, games and events.
- The provision and improvement of playing surfaces and lighting at existing facilities will create better access, programmability and increase the capacity of venues.
- Socio-economic and diversity in population sees niche areas of the Region experiencing participation stagnation or decline.

- Participation strategies in areas identified as vulnerable are required to ensure club-based football and netball remains viable. In some instances, strategies include creating stronger linkages with schools.
- Continuing to provide gender neutral amenities and increasing the capacity of existing facilities to cater for participation growth and future demand is critical.
- Council's capacity to fund future projects and significant facility upgrades/improvements is limited.
- A collaborative approach to investment and the advocacy for the continuation of key funding programs is crucial to deliver new and redeveloped football and netball facilities.
- 2015 Action Plan implementation status – whilst 86% of strategic actions identified were either in progress or complete, there were a number which had not yet started.
- There is a healthy provision of modern, regional level facilities which have the capacity to host higher level events, finals, competitions and greater spectator numbers over the next 10 years.
- COVID-19 - the pandemic has caused significant disruption to community sport including AFL Victoria, AFL Barwon and Netball Victoria which has seen participation and club operations severely affected for the 2020 season and completion of the 2021 season. This will also result in some challenges around forecasting participation in the coming years.
- A coordinated approach to monitoring the impacts of COVID-19 on local football and netball clubs, and the engagement of players, officials and volunteers during the ongoing cessation of the sports will be critical.

ISSUES

Since the initial 2015 Strategy's inception, the football and netball landscape within the G21 Region has diversified significantly, resulting in new trends and pressures, particularly surrounding participation, facility design, sports development and competition delivery.

At the time of preparing the Strategy, the COVID-19 pandemic, as mentioned above, caused significant disruption to community sport including AFL Victoria, AFL Barwon and Netball Victoria. This saw participation and club operations severely affected for season 2020 and a flow on effect for the 2021 season. This also resulted in some challenges around forecasting participation for 2021. Locally, we have seen this lead to changes in team structures for the Colac and District Football Netball League (CDFNL) for junior football age groups for the 2021 season. Unfortunately, the 2021 season has also been impacted with a reduction in the fixtured home and away matches, and the cancellation of the final's series.

The Strategy has highlighted a range of critical issues that AFL Barwon and G21 LGAs face regarding growth in football and netball participation and the need to prioritise and plan for infrastructure upgrades and new development.

The final Strategy considers a range of regional and local issues specific to the Colac Otway Shire including:

- A collaborative approach to the planning, investment, implementation and activation of football and netball facilities is required to align partner objectives and deliver best possible outcomes.
- Increase the quality, functionality, capacity and sustainability of existing facilities including initiatives around gender neutral change rooms, improved sports lighting and playing surface upgrades to increase the carrying capacity of existing facilities.

- A regional aspiration that 80% of player and umpire change rooms for football and netball clubs are gender neutral, accessible and universal in their design by 2030. To achieve this and capitalise on any new or renewed opportunities for investment, Council will need to allocate the necessary funding to undertake the pre-planning and scoping of projects in anticipation of future funding program announcements.
- All new/redevelopments to player and umpire change rooms must be gender neutral in their design.
- Gender neutral change facilities to be prioritised at Western Reserve to cater for the existing female football teams.
- Based purely on participation projections, it is anticipated that by 2030 access to an additional 1.2 AFL ovals and 1.5 netball courts will be required in the Colac Otway Shire (noting that it's not possible to physically provide 1.2 ovals or 1.5 netball courts). Increasing the capacity and/or capability of existing facilities, including those on education land, should be considered in the first instance rather than the construction of new facilities.

CURRENT STATUS

Following consultation with key stakeholders and the analysis of participation, population and facilities information, a revised strategic framework for the Towards 2030 Strategy has been developed. The six key priorities outlined below will guide the direction of club-based football and netball into the future and will be underpinned by objectives, priorities and actions that will require collaborative implementation across all project partners.

- Priority 1 – Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities.
- Priority 2 – Increase the quality, functionality, capacity and sustainability of existing facilities.
- Priority 3 – Ensure facilities cater for the diversity of participants playing across the G21 Region.
- Priority 4 – Support the capacity building and education of clubs and people.
- Priority 5 – Plan and develop facilities in growth and priority areas across the G21 Region.
- Priority 6 – Identify the location, role and function of regional level facilities and secure a long-term plan for the Regional Administration Centre.

STRATEGY DIRECTIONS FOR COLAC OTWAY SHIRE

As outlined in the Strategy (refer to Attachment 1), strategic directions have been defined for each priority. Whilst many of the strategic directions are the responsibility of others to implement, there is a role for Councils to play in implementing the Strategy's recommendations. The strategic directions which require some responsibility from the Colac Otway Shire Council in order to realise the intended outcomes are outlined in the below table.

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	COUNCIL RESPONSIBILITY (Initiate, Deliver, Support)
1.2	Project partners and the G21 Sport and Recreation Pillar to work collaboratively in advocating for the continuation of existing, and identification of alternate, funding streams to support infrastructure	Immediate	Deliver

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	COUNCIL RESPONSIBILITY (Initiate, Deliver, Support)
	investment, including the Country Football and Netball Program (CFNP).		
1.5	Project partners to educate venue users on the benefits of collaborative planning of sporting facilities and accessing school venues via successful case studies.	Through the G21 Sport & Recreation Pillar quarterly meetings.	Initiate, Deliver
2.1	Utilising facility audit information provided within the Strategy, prioritise collaborative investment with project partners into core facility upgrades where facility gaps are evident.	80% of all player and umpire change facilities to meet gender neutral, accessible and universal design requirements by 2030.	Initiate, Deliver
2.2	A collective, region-based approach with project partners to develop partnerships with schools to advocate for access to facilities where adequate provision is available to meet demand. Consider collaborative investment into school facilities where increased usage outcomes can be demonstrated, and promote and advertise accordingly.	Prior to the resumption of season, identify a collective approach to improve partnerships with schools to assist in meeting demand.	Initiate, Deliver
2.3	Develop all facilities to include lighting to a minimum training level standard – this will help alleviate demand and capacity issues experienced across the Region.	Utilising the facility audit information, upgrade facilities where need and demand necessitate as funding becomes available.	Initiate, Deliver
2.4	AFL Barwon and LGAs to work in partnership in the fixturing of night games to ensure venues that have competition lighting capacity are prioritised. Should existing competition lit facilities not suffice, project partners to collaboratively identify venues which should have lighting provision increased.	Annually through fixturing and scheduling of competition by AFL Barwon.	Initiate, Deliver
2.5	AFL Barwon and LGAs to promote and educate clubs on the use of overflow and alternate non-traditional venues to accommodate training and to reduce the over-use of ovals. Investment into non-aligned venues with required ground surface, lighting and basic amenities to assist and support identified demand.	Utilising AFL Barwon’s club correspondence and educational tools. LGAs to consider facility audit information within this report and identify non-aligned and/or underutilised venues that could be enhanced to support overflow use.	Initiate, Deliver

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	COUNCIL RESPONSIBILITY (Initiate, Deliver, Support)
2.6	AFL Barwon and project partners including LGAs to support, encourage and provide feedback on strategic club-driven infrastructure development plans and encourage the identification of cash and/or in-kind contributions.	Using the club project Development framework in the Appendices of this Strategy Report.	Initiate, Deliver
3.1	All new and redeveloped facilities must meet the requirements in the AFL's Preferred Facility Guidelines including the provision of gender-neutral facilities for football and netball players as well as umpires.	100% of new football and netball player and umpire change room developments must be gender neutral. LGAs to update any local strategies and policies to reflect this position.	Deliver
3.2	In conjunction with facility audit data and female participation information and map on page 48, prioritise gender neutral facility developments that address facility gaps.	Upgrade facilities that have existing female football participation, but which are not gender neutral as priority (Western Reserve Colac).	Initiate, Deliver
3.3	In conjunction with facility audit data, continue to improve the quality of netball player and umpire change facilities in the Region to enhance participant experience and opportunity.	All netball player and umpire change facilities to be considered in good to excellent condition by 2030.	Initiate, Deliver
3.5	Consider modular facilities as an alternate to traditional construction where applicable and to assist in servicing increased demand including where back to back games are played.	Project specific consideration.	Initiate, Deliver
3.6	Include multi-use and flexible design spaces in change rooms and social room developments that can be modified for a range of uses and that will encourage broader community use.	Project specific consideration.	Initiate, Deliver
4.2	LGAs, AFL Barwon and Leisure Networks identify vulnerable areas experiencing participation decline. Develop participation strategies that identify actions for improvement, resource requirements and a focus on school participation and linkages.	Immediate	Deliver
4.4	AFL Barwon and LGAs collaborate in analysing the impacts of COVID-19 on clubs once regular play resumes. This analysis should extend to all five municipalities and	2021	Initiate

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	COUNCIL RESPONSIBILITY (Initiate, Deliver, Support)
	in areas of identified growth, decline and stagnation.		
4.6	LGAs, AFL Barwon and Leisure Networks partner to deliver quarterly (or as agreed) club development seminars either as a Region or per each individual LGA. Seminars to focus on the delivery of information relating to items such as governance, volunteer retention, diversity and inclusion, financial management, infrastructure planning, infrastructure use and participation strategies.	Quarterly Club Development Seminars	Initiate
5.1	LGAs, AFL Barwon and project partners successfully provide access to additional football and netball facilities identified by LGA in the Appendices of the Strategy.	COS: Access to an additional 1.2 ovals and 1.5 netball courts by 2030. <i>Note the regional additional access is: 8 ovals and 14 netball courts by 2025; and 8 ovals and 12 netball courts by 2030 (in addition to those identified to 2025).</i>	Initiate, Deliver
6.1	AFL Barwon and LGAs utilise and program the three identified regional level facilities (e.g.: Colac Central Reserve) to host higher level games and/or events.	Through AFL Barwon fixturing and opportunity for higher level event hosting.	Deliver

Strategic recommendations to be undertaken by other stakeholders but supported by Colac Otway Shire include:

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	COUNCIL RESPONSIBILITY (Initiate, Deliver, Support)
1.1	AFL Barwon to continue to host the annual AFL Barwon Government Forum to monitor and deliver the actions identified within the Strategy and to build stakeholder relationships and collaboration with project partners.	Annually	Support
1.3	AFL Barwon to initiate the development of an annual State of Play report to outline participation trends, facility compliance, new development initiatives and the implementation of the Strategy. The State of Play Report should be shared with project partners either via the Government Forum or via the G21 Sport and Recreation Pillar annually.	Annually	Support
1.4	AFL Barwon in partnership with Clubs initiate and outline the importance of the requirement of club contributions towards facility development, particularly when provision beyond core amenities is being sought.	Via quarterly Club Development Seminars	Support
3.4	AFL Barwon to continue to investigate and implement an approach to flexible fixturing models to support participation growth, equity in access to, and the demand for facilities.	Season by season approach	Support
4.1	Project partners to set up a COVID-19 working group to establish a return-to-play timeline which includes strategies for engagement of participants during competition cessation and the ongoing monitoring of club health from season 2021 onwards.	Immediate	Support
4.3	AFL Victoria, Netball Victoria and AFL Barwon to work collaboratively in clarifying human resource allocation following COVID-19. An assessment and opportunity to further review and support the FDM roles should be explored further.	2020/21	Support
4.7	New Club Champion role implemented to support and target the identified most vulnerable clubs and assist in enhancing club operations, capacity building and compliance.	New Club Champion role implemented	Support
6.2	AFL Barwon and AFL Victoria undertake a feasibility study in collaboration with project partners to identify the ideal location of a future long-term Regional Administration Centre (RAC).	End of 2021	Support
6.3	AFL Barwon and AFL Victoria in consultation with project partners initiate an advocacy document to guide the co-investment into the future identified RAC.	Prior to November 2022	Support

In developing the updated Strategy, facility condition assessments of all club facilities within the G21 and AFL Barwon region were undertaken. These assessments focus on the amenities and infrastructure provided at a club's home reserve for both football and netball. Amenities and infrastructure have a significant influence and impact on a venue being able to facilitate current competition requirements and support growth in participation. Refer to 'Colac Otway Shire's Football and Netball Facility Condition Ratings' on pages 79 and 80 of the Strategy.

Based on strategy recommendations and the facility condition audits, Colac Otway Shire's required facility upgrades (not in priority order) over the next 10 years may include:

VENUE (CLUB)	CURRENT FACILITY CONDITION/PROPOSED UPGRADE/ REDEVELOPMENT	UPGRADE/ REDEVELOPMENT REQUIRED	COST ESTIMATE
Alvie Recreation Reserve (Alvie Football Netball Club)	Football player and umpire change rooms and amenities – not gender neutral.	Provide gender neutral change facilities and amenities for football and umpires.	\$1 million
	Oval Lighting does not meet training standard.	Provide compliant oval lighting to training/local match standard (100 lux).	Works to be completed 2021-2022 following the recent securing of State Government funding.
	Netball courts are not compliant for court run-off and lighting.	Provide 2 x compliant netball courts with compliant lighting to training standard (100 lux).	\$500-\$600,000
Apollo Bay Recreation Reserve (Apollo Bay Football Netball Club)	Poor condition of football player change rooms and amenities.	Provide gender neutral change facilities and amenities for football.	<i>Scope of works and cost estimate will be provided in the development of a reserve master plan.</i>
	Poor condition of netball player and umpire change rooms and amenities.	Provide new gender-neutral change facilities and amenities for netball.	<i>Scope of works and cost estimate will be provided in the development of a reserve master plan.</i>
	Netball courts are not compliant for court run-off and lighting.	Provide 2 x compliant netball courts with compliant lighting to training standard (100 lux).	\$500-\$600,000
Colac Lake Oval	Very poor condition of change rooms and	Upgrade pavilion (in partnership with cricket) to provide new gender-neutral	\$1-\$1.5 million

VENUE (CLUB)	CURRENT FACILITY CONDITION/PROPOSED UPGRADE/ REDEVELOPMENT	UPGRADE/ REDEVELOPMENT REQUIRED	COST ESTIMATE
(Colac and District Football Umpires Association)	amenities – not gender neutral.	change facilities and amenities.	
	Oval Lighting does not meet training standard.	Provide compliant oval lighting to training standard (100 lux).	\$425,000
Birregurra Recreation Reserve (Birregurra Football Netball Club)	Poor condition of main pavilion/social rooms. Very poor condition of football player and umpire change rooms and amenities.	Provide new pavilion incorporating new social rooms, and gender-neutral change facilities and amenities for football and umpires.	\$2-\$2.5 million
	Oval Lighting does not meet training standard.	Provide compliant oval lighting to training/local match standard (100 lux).	Works to be completed 2021-2022 following the recent securing of State Government funding.
Gellibrand Recreation Reserve (Otway Districts Football Netball Club)	Poor to very poor condition of football player and umpire change rooms and amenities.	Provide gender neutral change facilities and amenities for football and umpires.	\$1 million
	Poor condition of oval surface.	Upgrade the oval surface.	\$150,000
	Oval Lighting does not meet training standard.	Provide compliant oval lighting to training/local match standard (100 lux).	Works to be completed 2021-2022 following the recent securing of State Government funding.
Irrewillipe Recreation Reserve (Western Eagles Football Netball Club)	Very poor condition of main pavilion/social rooms. Very poor condition of football player and umpire change rooms and amenities. No netball player and umpire amenities provided onsite.	Provide new pavilion incorporating new social rooms, and gender-neutral change facilities and amenities for football, netball and umpires.	\$1.5-\$2 million

VENUE (CLUB)	CURRENT FACILITY CONDITION/PROPOSED UPGRADE/ REDEVELOPMENT	UPGRADE/ REDEVELOPMENT REQUIRED	COST ESTIMATE
	Oval Lighting does not meet training standard.	Provide compliant oval lighting to training/local match standard (100 lux).	Works to be completed 2021-2022 following the recent securing of State Government funding.
Elliminyt Recreation Reserve (South Colac Football Netball Club)	Moderate condition of main pavilion/social rooms. Moderate condition of football player change rooms and amenities – not gender neutral. Poor condition of umpire change rooms and amenities – not gender neutral.	Provide new pavilion incorporating new social rooms, and gender-neutral change facilities and amenities for football and umpires.	\$3.5-\$4 million
	Oval Lighting does not meet training standard.	Provide compliant oval lighting to training/local match standard (100 lux).	\$530,000
	Netball courts are not compliant for court run-off and lighting.	Provide 2 x compliant netball courts with compliant lighting to training standard (100 lux).	\$600,000
Warrowie Recreation Reserve (Irrewarra Beeac Football Netball Club)	Moderate condition of football player change rooms and amenities – not gender neutral.	Provide gender neutral change facilities and amenities for football.	<i>Scope of works and cost estimate will be provided in the development of a reserve master plan.</i>
	Poor condition of umpire change rooms and amenities – not gender neutral.	Provide new gender-neutral change facilities and amenities for umpires.	<i>Scope of works and cost estimate will be provided in the development of a reserve master plan.</i>
	Poor condition of oval surface.	Upgrade the oval surface.	\$150,000
	Oval Lighting does not meet training standard.	Provide compliant oval lighting to training/local match standard (100 lux).	Works to be completed 2021-2022 following the

VENUE (CLUB)	CURRENT FACILITY CONDITION/PROPOSED UPGRADE/ REDEVELOPMENT	UPGRADE/ REDEVELOPMENT REQUIRED	COST ESTIMATE
			recent securing of State Government funding.
Western Reserve (Colac Imperials Football Netball Club)	Moderate condition of football player change rooms and amenities – not gender neutral. <i>Club hosts the only women's football teams in our shire.</i> Poor condition of umpire change rooms and amenities – not gender neutral.	Provide new gender-neutral change facilities and amenities for football and umpires.	<i>Scope of works and cost estimate will be provided in the development of a reserve master plan.</i>
	Poor condition of netball change rooms and amenities.	Upgrade netball player and umpire change rooms and amenities.	<i>Scope of works and cost estimate will be provided in the development of a reserve master plan.</i>
	Netball courts are not compliant for court run-off and lighting.	Provide 2 x compliant netball courts with compliant lighting to training standard (100 lux).	\$500-\$600,000

Please note: Whilst cost estimates have been included in the above table, given the full scope of works, site investigations and detailed designs have not been completed for the identified projects, prices have been estimated based on recently completed projects, site concerns or industry trends, and include a 20% contingency. Costs cannot be confirmed until the full scope of works has been determined and the necessary site investigations, designs and quotes for construction have been completed.

It is acknowledged that a Council's capacity to upgrade facilities to meet sports specific facility guidelines and standards varies across the G21 region, and that a staged approach, which also considers other competing priorities within available budgets, will be required. The Strategy states that a collaborative approach between government and sport is essential to ensure facility upgrades and renewal are strategically planned to meet the diversifying sports participation needs. This approach extends to the planning, investment, implementation and activation of football and netball facilities in order to align partner objectives and deliver best possible outcomes.

Ageing infrastructure, COVID-19, and competing interests for capital investment are key challenges for LGAs, especially Colac Otway Shire Council. Developing and continuing relationships that encourage multiple investment opportunities and partners, and a strategic approach to facility investment is considered critical to the successful delivery of the Towards 2030 Strategy.

Clubs can no longer expect government to fund all upgrades and improvements. An ongoing key strategic direction first identified in the initial 2015 Strategy reiterates that AFL Barwon (through its partnership with Leisure Networks) supports financial management and governance processes at the club level to ensure club strategic planning includes club investment into future facility upgrades. The aim is to provide clubs with greater financial capacity to contribute to capital investment, particularly where provision of infrastructure is required beyond core amenities.

4. COMMUNITY CONSULTATION & ENGAGEMENT

AFL Barwon and the G21 Sport and Recreation Pillar identified the need to update the 2015 Strategy to ensure current trends and strategic priorities are reflected throughout.

The initial 2015 Strategy undertook significant consultation with AFL Barwon Clubs, affiliated Leagues and other stakeholders. Towards 2030 has considered the initial consultation findings and recommendations in the 2015 Strategy, and re-engaged with selected stakeholders through a Project Control Group (PCG) and Project Reference Group (PRG). Towards 2030 has also been developed through findings and insights gained via the 2019 AFL National Facility Audit, AFL participation data for the Barwon Region and through consultation with G21 LGAs, G21 Sport and Recreation Pillar, Sport & Recreation Victoria, AFL Victoria, Netball Victoria, AFL Barwon, Deakin University, Leisure Networks and the Geelong and District Football League.

Due to the thorough engagement process undertaken in developing the initial 2015 Strategy, the Towards 2030 Strategy included select consultation with key stakeholders throughout its development, and in May 2021 G21 Councils approved a 6-week public exhibition period from Monday 31 May 2021 to Sunday 11 July 2021.

The public exhibition of the draft Strategy received 174 hits on the G21 Strategy webpage and a total of 21 submissions from both individuals and clubs. The submissions (refer to Attachment 2) resulted in four minor changes to the document content being approved by the Project Control Group (PCG). Themes in the submissions related to:

- Strategy data
- Partnerships
- Facilities
- Club development
- Competition development
- Council endorsement
- Infrastructure investment

There were two submissions specific to Colac Otway Shire. These both referenced the poor condition of the Birregurra Recreation Reserve off-field facilities. It should be noted that Council officers have been working with the Birregurra Recreation Reserve Committee of Management (DELWP Committee) and the Birregurra Football Netball Club to progressively upgrade the facilities at the reserve since the development of the Birregurra Recreation Reserve Master Plan in October 2012. The following projects have been completed to improve the reserve's facilities within the last 5 years: power upgrade completed, new toilet block, netball/tennis courts and lighting upgraded, funding secured to upgrade the oval lighting. The Recreation Reserve COM has previously upgraded the oval surface (it is noted that further work may need to be completed, however the lighting upgrade may assist with better managing the oval surface condition), and constructed netball/tennis amenities and change rooms. The next priority project for the reserve is to address the clubrooms and amenities -

preliminary concept designs have been developed in order to commence discussions with external funding bodies. The approximate cost to construct the new pavilion including amenities, changerooms and social facilities is \$2-2.5million.

AFL Barwon has provided support for the process undertaken in the development and public exhibition process of the Towards 2030 Strategy (Attachment 3).

The strategy development process was very collaborative and equitable to all stakeholders, which led to unanimous support for the final draft of the Strategy to go out for public exhibition in May 2021, and PCG endorsement of the final Strategy on 26 August 2021. The G21 Sport & Recreation Pillar endorsed the final Strategy and supporting documents on 30 August 2021.

Once each Council has received and endorsed or noted the Strategy during October 2021, it will then be presented to the G21 Board for noting. It is also proposed that the final Strategy will be received by AFL Barwon, AFL Victoria and Netball Victoria.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 2 - Our Places

1. Assets and infrastructure meet community needs.

Theme 3 - Our Community

1. Increase social connection opportunities and community safety.
2. Connect people through events and activities.
4. Provision of resources to support physical activity by the community.
6. Community planning informs provision of Council services and social infrastructure.

This strategy, as the initial 2015 regional Strategy did, provides Council and local clubs with stronger guidance on the development of football (AFL) and netball facilities within the Colac Otway Shire. It has, and will continue to, provide greater strength to lobby for funds to improve facilities for our community. It also provides stronger guidance for other partners to further develop the capacity of clubs to continue to provide significant social, economic and health benefits to our community.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

The benefits of investing in football and netball extend beyond sports participation to providing economic and social outcomes that positively impact the communities that clubs support. These outcomes include inclusiveness, diversity, female participation and commitment to participant welfare and wellbeing.

The Value of a Community Football Club study undertaken by La Trobe University in 2015 found that for every \$1 spent to run a community football club, there is at least a \$4.40 return in social value.

This “social value” is measured in terms of increased social connectedness, wellbeing and mental health status, employment outcomes, personal development, physical health, civic pride and support of other community groups. The study identified that the reach of a football club is significant and

extends beyond club players and volunteers; “for every 1 player, football clubs reach 10 people in their community.”

The economic impact of football is also well known. An independent economic contribution assessment completed during the 2017 season estimated that AFL Goldfields contributed \$51.6 million to their regional economy. This economic contribution had grown 8.29% since the last assessment in 2012 due to the significant increase in participation. With high participation growth, such estimates are comparable for the G21 Region.

AFL Victoria’s Heartland Strategy estimates that football participation contributes \$3.1 billion per annum across Victoria, with Community Football estimated to account for 45% of the total. This highlights the significant impact the sport has on local communities.

Sport Australia’s “The Value of Community Sport Infrastructure” (2018) estimated that the annual value supported by sport infrastructure in Australia is at least \$16.2 billion. This study also indicates that sport infrastructure is used by over 8 million people annually, and sees a \$6.3 billion economic value contribution, \$4.9 billion health value and \$5.1 billion social value of community sport infrastructure.

The 2019 AFL Barwon Club participation summary for Colac Otway Shire (including Simpson Football Netball Club participation) shows that in 2019 there were 1,676 male and 121 female players participating in football (as shown on page 24 of the Strategy - Attached). This was an increase of 21 participants playing football from the 2018 season and increase of 270 participants from the 2015 season. The football participation data was also analysed considering participants residing in Colac Otway Shire. In 2019 there were a total of 1,534 Colac Otway Shire residents playing football (1,414 male and 120 female); this was an increase of 243 residents from the 2018 season and 554 residents from the 2015 season.

The 2019 AFL Barwon Netball Club participation summary highlights that in 2019 there were a total of 832 netball participants playing in AFL Barwon Netball Clubs (club competition only, not including Association competitions) as shown on page 33 of the Strategy (Attached). Colac Otway Shire shows stable levels of participation growth to 2025 and 2030 relative to population projections (as shown on page 73 of the Strategy). Council sought clarification from Netball Victoria as to why there was a significant increase in netball participation from 2015 to 2019 (increase of 729 registered players) as shown on pages 33 and 73 of the Strategy. Netball Victoria’s explanation for this was due to the transition from the old recording system into MyNetball (an online registration platform). During this period, the registration process moved online and the responsibility for registering was transferred from the association to the individual participant/member. During this period there was also an increase in the number of secondary registrations; this is individuals registering into multiple clubs or associations. There was also an increase in actual members during this period.

There are no environmental or climate change considerations associated with this report.

LEGAL & RISK

There are no legal, statutory or risks associated with this report.

There are some risk issues associated with the current provision of facilities. Identified facility improvements will continue to be prioritised based on risk issues as a key consideration. This would include the quality of oval and court surfaces, lighting for training and/or competition and meeting required sporting facility guidelines/standards to name a few.

FINANCIAL & BUDGETARY

Updating the initial 2015 Strategy and developing the Towards 2030 Strategy has been funded by AFL Victoria, Netball Victoria and private enterprise.

As this is a high-level regional strategy, and as such there are no cost estimates provided with implementing the actions contained in the Strategy.

Council's responsibility in implementing most of the Strategy's recommendations may, for example, require officers to attend meetings; forward information; liaise with key stakeholders including local leagues and clubs; and liaise with AFL Barwon, AFL Victoria and Netball Victoria to deliver club training programs. Funding for implementation of actions noted in the Strategy into the future will be sought through a range of funding opportunities and partnerships, and at the time of implementation will be presented to Council for consideration.

As provided in the table highlighting what facility upgrades may be required over the next 10 years to upgrade unsafe and non-compliant facilities, and meet Council's legislative requirements around Gender Equity, further detailed investigations prior to confirming costs and seeking funding to complete onsite works will be required. These projects should be considered by Council and included in the Long-Term Financial Plan. Funds to improve community sporting infrastructure would be subject to Council budget assessments and/or sourced from State and Federal Government grants.

7. IMPLEMENTATION STRATEGY

All five G21 Councils will receive the final Strategy for endorsement or noting at their respective Council meetings to be held in October 2021. The G21 Board will receive and note the final Strategy after all Councils have received it.

It is also proposed that the final Strategy will be received by AFL Barwon, AFL Victoria and Netball Victoria.

COMMUNICATION

Council's Recreation and Open Space Coordinator will provide correspondence to the G21 Sport and Recreation Pillar informing them of the Colac Otway Shire October 2021 Council Meeting resolution following the meeting.

TIMELINE

Action	Timeframe for completion
Final Strategy to be presented to all five G21 Councils for endorsement or noting.	October 2021
Final Strategy to be presented to the G21 Region Alliance for noting.	November 2021
The final Strategy will also be received by AFL Barwon, AFL Victoria and Netball Victoria.	November 2021

8. OFFICER DIRECT OR INDIRECT INTEREST

Nicole Frampton declared a General Conflict of Interest under the *Local Government Act 2020* in the preparation of this report. Her family are members of the Irrewarra Beeac Football Netball Club. One of her sons plays football and her daughter plays netball for Irrewarra Beeac Football Netball Club.

Her other son is a member of and plays football with the Colac Football Netball Club. One of her sons also umpires for the Colac and District Football Umpires Association.

Ian Seuren declared a General Conflict of Interest under the *Local Government Act 2020* in the preparation of this report. He is the Junior Football Coordinator for the Colac Football Netball Club and his family are club members and participate in both football and netball with the club.

Tamzin McLennan declared a General Conflict of Interest under the *Local Government Act 2020* in the preparation of this report. She and her husband are members of the Alvie Football Netball Club, and her husband is club President and Reserves football coach for the 2021 season.



Geelong West Giants Football Club players

G21 AND AFL BARWON TOWARDS 2030: STRATEGY

AUGUST 2021

SPORT & RECREATION PILLAR





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WELCOME FROM AFL BARWON

As we rebound from COVID-19, one of the most significant crises that AFL Barwon has seen, football and netball clubs will be pivotal in continuing to connect and enhance communities through our great games. Now more than ever is the time to focus on community sport, and to deliver high quality and inclusive infrastructure to enable continued growth in participation.

The COVID-19 pandemic has presented significant challenges to communities and our industry, and AFL Barwon will play a key role in the re-emergence of sport once government restrictions ease. Throughout 2020, AFL Barwon has maintained that its number one priority is the health and safety of players, coaches, umpires, officials, volunteers and the community, and we will continue to ensure this occurs. To support this approach, senior football and netball seasons were cancelled in 2020, and only a small amount of junior football and netball was played. The affect of 2020 on participation is yet to be determined, however we will rely on the recommendations within this Strategy, and the support of our partners, in driving participant retention and attraction once competition resumes. It is imperative that AFL Barwon remains one of Victoria's strongest regions for football and netball participation moving forward.

AFL Barwon is proud to have experienced significant growth over the last five years with over 23,000 club football and netball participants in 2019. Of these participants, over 2,500 were female footballers, which has seen growth of 424% since 2015. To ensure we are well equipped for the dynamic future of the sport, we must ensure that high quality and inclusive facilities are at the top of our agenda.

The *G21 & AFL Barwon Towards 2030: Strategy* builds on the fantastic efforts and achievements realised since the initial 2015 Strategy, and highlights the success we as a Region, have achieved in partnership with our key stakeholders.

It is important to highlight the financial investment of the five G21 Local Government Authorities, as well as the Victorian and Commonwealth Government's, over the past five years who have significantly contributed to the delivery of facilities and the prosperity of football and netball. A combined total infrastructure investment across the G21 Region of \$67 million demonstrates their commitment to both sports, and has driven the need for AFL Barwon to prioritise the update to the Strategy.

The *Towards 2030 Strategy* aims to provide a roadmap to the continued enhancement of facility provision and participation, as well as an updated strategic framework that guides all project partners in collaboration. In addition, the Strategy provides clubs, leagues, LGAs and other stakeholders the opportunity to align planning, investment and development priorities across the Region.

The Strategy also includes forecasts for population and participation, and aims to assist in managing the future facility requirements to facilitate both sports. The Strategy has been designed to assist the provision of safe, accessible, and welcoming facilities that will keep our players and officials engaged over the next decade.

AFL Barwon would like to thank those who contributed to the development of the *Towards 2030 Strategy*, including financial investment made by Buckley's Entertainment Centre, AFL Victoria, and Netball Victoria.

We look forward to working with all stakeholders to bring the Strategy to life and to deliver the facilities needed to ensure the success of our great games into the future.



AFL Barwon

SUMMARY OF KEY FINDINGS

The key findings of the G21 and AFL Barwon Towards 2030: Strategy are:

Sustained growth in participation is being experienced across club-based football and netball throughout the Region, particularly in female football.

There is a healthy provision of modern, regional level facilities which have the capacity to host higher level events, finals, competitions and greater spectator numbers over the next 10 years.

Continuing to provide gender neutral amenities and increasing the capacity of existing facilities to cater for participation growth and future demand is critical.

A coordinated approach to monitoring the impacts of COVID-19 on football and netball clubs and the engagement of players during the cessation of sport is critical.

The provision and improvement of playing surface lighting at existing facilities will create better access, programmability and capacity of venues.

Participation strategies in areas identified as vulnerable are required to ensure club-based football and netball remains viable. This includes creating stronger linkages with schools.

The development of additional football and netball facilities and clubs, particularly in areas of population growth, should reflect population and participation forecasts and provision requirements.

A collaborative approach to investment and the advocacy for the continuation of key funding programs is crucial to deliver new and redeveloped football and netball facilities.



Lorne Football Netball Club – Stribling Reserve



INTRODUCTION

ABOUT THIS DOCUMENT

The G21 and AFL Barwon Towards 2030: Strategy aims to guide the future planning and development of football and netball throughout the G21 Region for the next 10 years. The Strategy highlights the achievements and challenges of the initial 2015 Strategy, and revisits infrastructure and sport development priorities that are relevant to the game in 2020 and beyond.

The G21 Region has a strong history of collaboration between project partners to deliver strategies which address infrastructure and sport development initiatives. The success of the 2015 G21 and AFL Barwon Regional Strategy saw it become the blueprint and catalyst for regional sport planning across Victoria. The initial Strategy, through collaboration and partnership, has seen substantial achievements for football and netball via a coordinated approach to infrastructure and sport development.

The 2015 Strategy investigated the issues and opportunities facing club-based football and netball on a regional scale, utilising the knowledge and resources from each of the five represented LGAs along with AFL Barwon, AFL Victoria, Netball Victoria, Leisure Networks, Deakin University and Sport & Recreation Victoria.

Since 2015, the football and netball landscape has changed considerably, and the Region is presented with several opportunities and challenges regarding the provision of facilities, services, support and delivery of both sports that must be addressed.

Towards 2030 highlights the initial Strategy's achievements and understands how changes and trends since this time have impacted and influenced the sports and their facilities. Towards 2030 outlines how the refreshed Strategy will respond to new trends in participation, facilities and demographics. Towards 2030 also reconsiders and refocuses priorities and identifies any new emerging areas which will require strategic action.

The key themes for 2020 and beyond will focus on changes and diversity in participation, enhanced club development and education along with improved infrastructure and access to football and netball facilities across the network.

PROJECT METHODOLOGY



AFL Barwon is one of 12 designated AFL Victoria Regional Commissions that are responsible for the promotion, growth and sustainability of community football and netball in regional Victoria.

AFL Barwon and the G21 Sport & Recreation Pillar identified the need to update the 2015 Strategy to ensure current trends and strategic priorities are reflected throughout.

The initial 2015 Strategy undertook significant consultation with AFL Barwon Clubs, affiliated Leagues and other stakeholders. Towards 2030 has considered the initial consultation findings, recommendations in the 2015 Strategy, and re-engaged with selected stakeholders through a Project Control Group (PCG) and Project Reference Group (PRG). Towards 2030 has also been developed through findings and insights gained via the 2019 AFL National Facility Audit, AFL participation data for the Barwon Region and through consultation with G21 LGAs, G21 Sport & Recreation Pillar, Sport & Recreation Victoria, AFL Victoria, Netball Victoria, AFL Barwon, Deakin University, Leisure Networks and the Geelong and District Football League.

NATIONAL AFL FACILITIES AUDIT: OCT 2019

- ▶ Audit of all club-based football and netball facilities using the Sports Facility Auditor program

STAGE ONE: JAN 2020

- ▶ Project initiation
- ▶ Project Control Group meeting
- ▶ Project Reference Group meeting

STAGE TWO: MAR - MAY 2020

- ▶ Review of 2015 Strategy
- ▶ Facility and participation analysis
- ▶ Review and update 2015 Strategic Framework

STAGE THREE: AUG - NOV 2020

- ▶ Draft G21 and AFL Barwon Towards 2030: Strategy
- ▶ Project Control Group feedback on Draft
- ▶ Review by AFL Barwon Commission
- ▶ Project Reference Group feedback on Draft

STAGE FOUR: FEB - MAR 2021

- ▶ Draft Strategy – community feedback and public exhibition

STAGE FIVE – APR 2021

- ▶ Final G21 and AFL Barwon Towards 2030: Strategy
- ▶ Endorsement by all five G21 LGAs and the G21 Sport and Recreation Pillar

The Updated Strategy will follow a formal public exhibition process through each of the five LGAs which will allow for broader feedback from the football and netball community. The endorsement of Towards 2030 is recommended by all LGAs to ensure the Strategy's timely implementation.

PROJECT STUDY AREA

The study area for the G21 and AFL Barwon Towards 2030: Strategy covers the five municipalities of City of Greater Geelong, Surf Coast Shire, Golden Plains Shire, Colac Otway Shire and Borough of Queenscliffe.

The Carngham/Linton and Rokewood Football Clubs are located within the G21 Region however are not affiliated with AFL Barwon. Facility audit information for these venues is included within this report as it contributes to the Region's overall provision. Participation information for these clubs however is not included as it is attributed to the AFL Goldfields Region.

Werribee Centrals and Simpson Football Clubs are not located within the G21 Region but are affiliated with AFL Barwon. Therefore, participation figures are included however facility audit information has not been included.



AFL BARWON 2020 QUICK FACTS

- 5 LOCAL GOVERNMENT AUTHORITIES
- 337,000+ RESIDENTS
- 75KM - 160KM SOUTH WEST OF MELBOURNE
- 23,000+ REGISTERED FOOTBALL AND NETBALL PLAYERS IN SEASON 2019
- 4 SENIOR FOOTBALL AND NETBALL LEAGUES
- 3 JUNIOR FOOTBALL LEAGUES
- 2 UMPIRE LEAGUES/ASSOCIATIONS
- 49 CLUBS
- 485 FOOTBALL TEAMS
- 431 NETBALL TEAMS MANAGED BY AFL BARWON



2015 STRATEGY – HIGHLIGHTS AND ACHIEVEMENTS

St Joseph's v St Mary's
Football Club



2015 STRATEGY – HIGHLIGHTS AND ACHIEVEMENTS

The implementation of the 2015 Strategy saw a range of highlights and achievements delivered through collaboration and partnership. The following summary demonstrates how a regional approach to sport planning has resulted in widespread community benefit and participation outcomes.

The initial 2015 Strategy pioneered a new, collective and collaborative framework to guide facility development, investment, partnerships and participation. The sporting landscape has changed considerably since 2015 most notably with the boom in female AFL participation. Whilst the representation of females in sport within G21, particularly within netball, has always been strong, the emergence of female football has resulted in unprecedented growth. Consequently, this has opened a new market for AFL. **From 2015 to 2019, female football in AFL Barwon club competition increased 424% from 474 to 2,482 participants, seeing an increase of 22 female teams from season 2017 to 2019 alone.**

The 2015 Strategy also created better alliances, partnerships and collaboration with a range of stakeholders who have been, and will continue to be, imperative to the Towards 2030 Strategy delivery. The success of the 2015 Strategy has been achieved through the tireless efforts of so many within the Region.

The key strategic priorities identified within the 2015 Strategy delivered a framework resulting in 86% of priority actions being completed or underway. Towards 2030 will consider the reshaping of strategic actions and the subsequent implementation plan to continue the levels of success achieved to date.

A summary of key items and initiatives delivered within the 2015 Strategic Framework is detailed on page 11.

Since the inception of the 2015 Strategy, over \$67M worth of investment into football and netball facilities occurred across the G21 Region via a range of funding partners including Local Government, Victorian and Commonwealth Governments, AFL, AFL Victoria, Netball Victoria, AFL Barwon and football and netball Clubs. This investment has delivered more than 60 infrastructure projects including 23 change room redevelopments, 9 new AFL ovals, 13 sports lighting upgrades, 6 oval redevelopments and 4 new netball courts.

2015 STRATEGY – HIGHLIGHTS AND ACHIEVEMENTS

The following summary highlights the key achievements of the 2015 AFL Barwon Regional Strategy.



OVER 60

FOOTBALL -
NETBALL
PROJECTS
COMPLETED



\$67M

TOTAL COMBINED
INFRASTRUCTURE
INVESTMENT
ACROSS G21



23

CHANGE ROOM
REDEVELOPMENTS



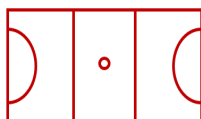
9

NEW AFL OVALS



13

SPORTS
LIGHTING
UPGRADES



4

NEW NETBALL
COURTS



86%

OF 2015
STRATEGIC
ACTIONS
COMPLETED OR
IN PROGRESS



3,773

ADDITIONAL AFL
BARWON CLUB
PARTICIPANTS
FROM 2015 -
2019



424%

INCREASE IN
AFL BARWON
FEMALE
FOOTBALL
PARTICIPATION
FROM 2015-2019



65

FEMALE
FOOTBALL
TEAMS IN 2019



48%

GROWTH IN
JUNIOR AFL
BARWON
PARTICIPATION
FROM 2015-2019



64%

NETBALL
PARTICIPATION
GROWTH FROM
2015-2019

2015 STRATEGIC FRAMEWORK DELIVERY

The following key outcomes and initiatives have been achieved within each of the six priorities identified in the 2015 Strategy.

PRIORITY 1	Support the capacity building of clubs and their people
	<p>Key outcomes:</p> <ul style="list-style-type: none"> ▶ Ongoing improvements and changes to the AFL Barwon competition structure to address sustainability and competition equalisation. ▶ Development of five year club strategic plans in partnership with AFL Barwon and Leisure Networks. ▶ Annual AFL Barwon Club Health Checks.
PRIORITY 2	Increase the quality and functionality and maximise the carrying capacity of existing facilities
	<p>Key outcomes:</p> <ul style="list-style-type: none"> ▶ \$67M of investment into football and netball facilities including playing surfaces, lights and change rooms across all G21 municipalities through partnerships with LGAs, Victorian and Commonwealth Governments, AFL, AFL Victoria, Netball Victoria, AFL Barwon and local sources.
PRIORITY 3	Plan and develop new facilities in key growth areas across the Region
	<p>Key outcomes:</p> <ul style="list-style-type: none"> ▶ Armstrong Creek East Sporting Precinct (Armstrong Creek) – growth area facility completion ▶ Drysdale Sporting Precinct Stage 1 (Drysdale) – growth area facility completion ▶ Deakin University Elite Regional Sporting Precinct (Waurm Ponds) – oval completion ▶ Spring Creek Reserve (Torquay) - regional level upgrade completion ▶ Colac Central Reserve (Colac) - regional level upgrade completion ▶ West Oval (Geelong) - regional level upgrade (currently under construction, due for completion by 2021) ▶ Banyul-Warri Fields (Torquay) – growth area facility completion
PRIORITY 4	Capitalise on opportunities to create a Regional Administration Centre
	<p>Key outcomes:</p> <ul style="list-style-type: none"> ▶ Upgrades to the existing AFL Barwon and Geelong Falcons administration facility at Highton Reserve including floodlighting to support talent pathway programs. ▶ Ongoing upgrades to Kardinia Park (GMHBA Stadium) and linkages with Geelong Football Club and Geelong Falcons to facilitate elite player pathway programs.
PRIORITY 5	Ensure programs and facilities cater for the diversity of participants that are attracted to our game
	<p>Key outcomes:</p> <ul style="list-style-type: none"> ▶ AFL Barwon delivery and support of female football participation and competition to facilitate exponential growth. ▶ In partnership with Leisure Networks, delivery of programs including successful FIDA program. ▶ Leveraging of funding through Sport & Recreation Victoria and other bodies for the implementation of grassroots programs. ▶ In partnership with Leisure Networks, delivery of the Barwon Game Changer program. ▶ Considerable improvements made in the provision of gender neutral player and umpire amenities for both football and netball.
PRIORITY 6	Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities
	<p>Key outcomes:</p> <ul style="list-style-type: none"> ▶ Ongoing AFL Barwon annual government forum to share information and discuss Strategy progress and implementation with key stakeholders and project partners. ▶ Participation at the G21 Sport & Recreation Pillar Sports Forum. ▶ AFL Barwon, Sport & Recreation Victoria, AFL Victoria, Netball Victoria and LGAs partnering in the planning, funding and delivery of facility upgrades and improvements.



WHAT'S CHANGED SINCE 2015

Barwon Heads Football Club players

Since the 2015 Strategy’s inception, the football and netball landscape within the G21 Region has diversified significantly, resulting in new trends and pressures, particularly surrounding participation, facility design, sports development and competition delivery.

Several shifting trends over the last five years has driven the need for G21 & AFL Barwon Towards 2030: Strategy. These changes include substantial growth in female football, which has seen participation soar, exceeding all forecasted expectations.

In response, facility design and the AFL’s *Preferred Facility Guidelines (2019)* has needed to quickly adapt to highlight the necessary provision of facilities that are accessible, welcoming and inclusive for all. This response, which will be further discussed throughout this report, has placed significant pressure on facilities, their providers and investors. The implications of and predictions for future female growth in the G21 Region will continue the demand for places and spaces that meet the requirements of the modern game.

Other emerging challenges influencing the requirement for the refresh of the 2015 Strategy, now known as the Towards 2030 Strategy, include:

- **Population and participation forecasts, particularly within growth areas**, seeing increased demand and pressure for the delivery of new football and netball facilities.
- **The delivery of additional venues such as those at Deakin University** further assisting in the provision of facilities across the network.
- **Participation increases across both football and netball creating greater demand for access to facilities** that can cater for increased capacity for training, games and events.
- **Socio economic and diversity in population which sees niche areas of the Region experiencing participation stagnation or decline.**
- **Fair Go Rates System - rate capping for Local Government Authorities (LGAs), limiting Council’s capacity to fund discretionary projects.**
- **2015 Action Plan implementation status** - whilst 86% of strategic actions identified are either in progress or complete, there are a number which have not yet started.
- **COVID-19** – at the time of preparing this report, the COVID-19 pandemic has caused significant disruption to community sport including AFL Victoria, AFL Barwon and Netball Victoria which has seen participation and club operations severely affected for season 2020. This will also result in some challenges around forecasting participation for 2021.

Towards 2030 will consider how these challenges are impacting and influencing club-based football and netball and recommend the best strategic response and action plan. The Strategic Framework as presented in the initial Strategy will be updated to reflect current priorities and future need. The actions within will aim to outline a more definitive and measurable mechanism for delivery.



Geelong Amateur Football Club player

In June 2020, and in consultation with clubs and community football stakeholders, the AFL Barwon Commission cancelled the 2020 senior and reserve football and netball season as a result of the COVID-19 pandemic. 79% of senior clubs indicated that they did not support the resumption of the 2020 premiership home and away season.

The extent of the impacts and effects of having no competitive play in 2020 are unlikely to be known for some time, however G21 football and netball stakeholders agreed that the cancellation of the season was necessary to sustain the viability of the competition moving forward.



WHAT THE 2030 STRATEGY WILL DELIVER

The G21 and AFL Barwon Towards 2030: Strategy investigates the issues and opportunities facing club-based football and netball in the Region. The Towards 2030 Strategy considers the recommendations formed within the initial 2015 Strategy, and reshapes them where required to address the current context. Recommendations within Towards 2030 will continue the legacy of the 2015 Strategy and work to improve the delivery and prosperity of both sports into the future.

Using the knowledge and resources from each of the five represented LGAs, AFL Victoria, Netball Victoria, AFL Barwon and the leagues associated; Geelong Football Netball League (GFNL), Geelong and District Football Netball League (GDFL), Bellarine Football Netball League (BFNL) and Colac and District Football Netball League (CDFNL), the Strategy will assist project partners in delivering, advocating and attracting funding for community football and netball facilities and activities.

The document will create recommendations based on the insights, trends, issues and opportunities emerging throughout the Strategy’s development. The Strategy will not provide a prioritised list of facility investment requirements, individual club/venue master plans, infrastructure development pricing structures or proposed capital works programs. These will continue to be developed at the discretion of LGAs, in consultation with users, pending analysis of identified facility gaps and venue usage requirements.

Key actions recommended in the Strategy will be subject to each LGAs prioritisation and annual budget process.

KEY DELIVERABLES INCLUDE:

- **Auditing of football and netball facilities** in conjunction with AFL Victoria and Netball Victoria throughout the G21 Region.
- **A participation snapshot of football and netball** in the Region and future participation projections.
- **Identifying opportunities to optimise the use of existing facilities** including non-traditional football venues such as schools.
- **Support the capacity, operation, administration and education of clubs** and their people.
- **Identification of the need and potential provision requirement for new facilities** in identified growth areas.
- **The need to identify a future facility that can facilitate a Regional Administration Centre** and enhance talent pathways.



Barwon Heads Football Club players

CURRENT STRATEGIC CONTEXT

Since the initial 2015 Strategy, changes in strategic context and supporting documentation have emerged that must be considered in the development of the Towards 2030 Strategy. Summaries of these documents are provided below.

AFL VICTORIA'S 'GROWING THE HEARTLAND' FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2017-2022

The initial *Heartland Strategy* was released in 2014. The changing face of football across Australia however led to a review in 2016 to ensure strategic directions evolved to best assist all partners and meet the needs of communities where football is played. These changes were driven through:

- The extraordinary growth of female football which resulted in 100 new female teams in 2016 and 300+ new female teams in Season 2017;
- The need to align the *Heartland Strategy* with strategic priorities in AFL Victoria's Strategic Plan 2017-2022;
- A larger focus being placed by government on areas such as female participation, gender neutral design and access for all abilities;
- Recognising the increased financial pressures being faced by local government through rate capping and reduced funding opportunities;
- Rapid demographic change in some areas of Victoria requiring planning for future communities; and
- The need to explore alternate facility options such as school venues and use of synthetic grounds to ensure participation growth opportunities are capitalised on.

The revised *Heartland Strategy* captures these changes through initiatives such as the inclusion of population and participation projections in growth areas and details the importance of facilities to participation. This will encourage continued stakeholder commitment to ongoing investment and renewal.

New strategic commitments were also established in key areas such as:

- Ongoing facility audits and assessment to understand investment needs;
- Continued promotion of synthetic surfaces to address ground carrying capacity issues;
- Supporting planning processes to prioritise gender neutral change room provision;
- Implementing a venue improvement program for second tier venues to support player pathways and implementation of female football at the elite level;
- Supporting the provision of two oval and two netball venues in greenfield sites;
- Capitalising on school ground access opportunities as they become available and ensuring school venues are fit for purpose; and
- Working with State Government to maximise funding and provide flexibility in funding programs and categories.

AFL PREFERRED FACILITY GUIDELINES (2019)

Developed after the completion of the initial G21 Strategy and revisited in 2019, the *AFL Preferred Facility Guidelines* outline the preferred facility requirements for venues which are utilised for AFL training and competition. The Guidelines are to be used as a key tool during the planning phase of a project to identify the spatial requirements for facilities to support male and female teams, umpires, officials and the broader AFL community. The Guidelines also provide recommendations for the specification of supporting infrastructure such as floodlights and spectator amenities.

NETBALL VICTORIA STATEWIDE FACILITIES STRATEGY 2019-2022 AND NETBALL VICTORIA FACILITIES MANUAL 2017

Developed following the delivery of the initial G21 Strategy, both documents assist in the planning of facilities and the facilitation of netball across the State. Netball Victoria's Facilities Manual contains technical information on netball courts and associated infrastructure. It is Netball Victoria's expectation that all new and redeveloped facilities are constructed to meet the standards outlined within this document.

The G21 Region is noted as having the highest number of participants of any rural or regional area in Victoria within the *Statewide Facilities Strategy*, and the development and future provision of facilities will rely on the guidance of the Facilities Manual to ensure compliance.

ACTIVE VICTORIA: A STRATEGIC FRAMEWORK FOR SPORT AND RECREATION IN VICTORIA 2017-2021

This document aims to provide a consolidated approach to the improvement in participation in sport and recreation from a State-wide perspective.

The vision for participation outcomes in sport within the document are based upon five key areas;

- **More active:** increased proportion of Victorian's regularly participating in sport or active recreation.
- **More diverse and inclusive:** providing opportunities for all to become involved.
- **Robust, flexible, sustainable and affordable:** providing flexible and affordable choices for participants.
- **Collaborative:** well-planned and connected investment that maximises participation and other community benefits.
- **Broad-based and connected:** A system that addresses the different demands, contributors and structure of sport and active recreation and maximises connections across the system.

AFL BARWON STRATEGIC PLAN 2017-2020 (update currently underway)

This document outlines the key objectives to progress AFL Barwon in achieving its vision of 'to grow and prosper community football and netball in the Barwon Region'. The strategic actions to achieve this vision include:

- **Participation** – develop and support pathways to increase player participation rates at all levels of football and netball in order to facilitate growth of the game.
- **Community** – support communities to provide quality management and environments to motivate volunteers, umpires, coaches, teachers, sports trainers and fans for all levels of football and netball.
- **Engagement** – develop stakeholder and community engagement initiatives that support the vision, mission statement and values of AFL Barwon.
- **Development & Welfare** – provide and promote participant development programs, including talent pathways and facilitate welfare outcomes.
- **Facilities** – promote region wide plans to advocate for and collaborate on facility development for leagues, their clubs, umpires and schools.
- **Sustainability** – ensure that AFL Barwon and its affiliates have a responsible, sound and sustainable business model to enable long term growth of community football and netball in the region.
- **People & Culture** – attract, develop and retain quality people and develop a high-performance culture in line with AFL Barwon's key objectives and values.

GROWTH AREA PLANNING

Population projections, particularly for the City of Greater Geelong, are largely due to several growth areas, most notably Armstrong Creek, the Bellarine and Lara West. In addition, the recent announcement of a new growth area the 'Northern and Western Geelong Growth Areas' (NWGGA) will further contribute to population projections for the municipality into the future. Areas identified to see significant population growth will likely be required to provide access to, or new, playing surfaces for sport as demand increases. In the context of the Towards 2030 Strategy, population forecasts and potential future provision requirements for the 2025 and 2030 population will be discussed throughout.

CITY OF GREATER GEELONG'S SOCIAL INFRASTRUCTURE PLAN

The Social Infrastructure Plan guides and prioritises investment into community facilities based on equity and evidence. Five (5) directions for the strategic development of outdoor community sporting facilities are identified in the Plan, including the investment in infrastructure that improves the quality, functionality and carrying capacity of venues and the activation of facilities to increase participation and maximise use.



THE VALUE OF FOOTBALL AND NETBALL BEYOND SPORT

The benefits of investing in football and netball extend beyond sports participation to providing economic and social outcomes that positively impact the communities that clubs support. These outcomes include inclusiveness, diversity, female participation and commitment to participant welfare and wellbeing.

The *Value of a Community Football Club* study undertaken by La Trobe University in 2015 found that for every \$1 spent to run a community football club, there is at least a \$4.40 return in social value.

This “social value” is measured in terms of increased social connectedness, wellbeing and mental health status, employment outcomes, personal development, physical health, civic pride and support of other community groups. The study identified that the reach of a football club is significant and extends beyond club players and volunteers; “for every 1 player, football clubs reach 10 people in their community.”

The economic impact of football is also well known. An independent economic contribution assessment completed during the 2017 season estimated that AFL Goldfields contributed \$51.6 million to their regional economy. This economic contribution had grown 8.29% since the last assessment in 2012 due to the significant increase in participation. With high participation growth, such estimates are comparable for the G21 Region.

AFL Victoria’s *Heartland Strategy* estimates that football participation contributes \$3.1 billion per annum across Victoria, with Community Football estimated to account for 45% of the total. This highlights the significant impact the sport has on local communities.

Sport Australia’s *The Value of Community Sport Infrastructure (2018)* estimated that the annual valued supported by sport infrastructure in Australia is at least \$16.2 billion. This study also indicates that sport infrastructure is used by over 8 million people annually, and sees a \$6.3 billion economic value contribution, \$4.9 billion health value and \$5.1 billion social value of community sport infrastructure.

Each project partner LGA has their own strategic commitment as to why investing in sport and recreation and associated facility improvement is important. The Region’s LGAs have expressed their continued commitment to supporting football and netball in their municipalities. These LGAs provide ongoing investment into sport and recreation infrastructure that addresses facility gaps and provides new development, ensuring opportunities will continue to be offered to their local and regional communities.



Portarlington Recreation Reserve
(Netball Club Rooms)

FACILITY AUDITS

The location, provision and condition of 74 football facilities across the G21 Region were audited by AFL Barwon staff during October 2019. Audits were carried out using the AFL National Sports Facility Auditor tool.

As a sport, the AFL has made a six-year commitment to the AFL National Sports Facility Auditor database and audit program to collect, update and monitor facility provision and their quality and compliance with guidelines. This resource has been made available to AFL Victoria staff and regional commissions to assist in providing empirical evidence to effectively plan and support the delivery of facility improvement and development projects.

The audit program assesses provision and condition and analyses compliance with Australian Standards, *AFL Preferred Facilities Guidelines* and criteria identified during extensive consultation with AFL Barwon and Netball Victoria staff. Audit data is then used to provide a rating for each facility, identifying gaps in provision and standards (condition, size and general provision).

Facility Condition Ratings (see Appendices section of this Report) are a guide to identify strengths and gaps in football and netball facility and amenity provision. They will also support prioritisation of investment into facility renewal and development.

Ratings used to determine the condition of club facilities are outlined in the *Criteria for Rating Facility Infrastructure and Amenities* (see Appendices). Where a club has access to multiple facilities, such as two ovals, the rating is based on the primary facility (the main oval).

When reviewing ratings it is important to note that the audits do not consider “functional issues” and that condition ratings relate to cosmetic and non structural issues only. Lux level readings for playing field lighting are estimates only, as night-time light meter readings were not completed.

Priority weighting has been given to amenities and infrastructure that have the greatest influence and directly impact on football participation, competition requirements and growth. These are:

- Home and away player and umpire change rooms as well as the capability of change rooms to cater for female participants.
- Ground surface condition.
- Court condition.
- Pavilion size and condition.
- Lighting lux levels.

Netball facilities have been included within the audits conducted by AFL Victoria staff and verified by Netball Victoria. Only facilities utilised for club-based netball are included within this Report. Association based Netball facilities are not included.

DATA LIMITATIONS AND IMPLICATIONS

A summary of the study limitations relating to data availability are provided below to ensure a transparent and consistent understanding of the analysis results.



AFL PARTICIPATION DATA

Football participant data is provided by AFL Victoria for seasons 2015 to 2019. Analysis of club participation as well as resident participation (all known participant data) across project partner LGAs has been undertaken. Participation data has been analysed by LGA regardless of league affiliation. Analysis has also been included based on the 5 to 39 age and gender cohorts.

Participation data for Linton, Rokewood and Smythesdale Football Clubs **is not** included within this report as, although part of Golden Plains Shire, all three Club's compete within the AFL Goldfields Region.

Simpson Football Netball Club and Werribee Centrals Football Club participation data **is** included within this report as, although located outside of the G21, both Clubs compete within the AFL Barwon Region.

Participant data is based on registered members and does not include school football participation.

Please note that 2020 participation data has been excluded from this report due to the disruption of the season due to COVID-19. Future participation forecasts within this Report must be considered against any possible participation impacts as a result of the COVID-19 pandemic. At the time of writing this Report, preliminary evidence indicates that football and netball in G21 are set to bounce back in season 2021, however ongoing monitoring will be required. This is a key action of the Towards 2030 Strategy.

NETBALL PARTICIPATION DATA

Netball participation data is provided by AFL Barwon on behalf of all leagues. Netball participation data is for club-based netball and does not include Association netball. All netball participants are affiliated with a football and netball club playing in the G21 Region. Netball resident data (i.e. all known participant data) was not available at the time of writing this Report.

POPULATION DATA

Population and participation penetration analysis has been based on population data grouped by recognised player categories.

Population and demographic information for four of the five G21 LGAs, Colac Otway, Greater Geelong, Golden Plains and Surf Coast, has been sourced via *forecast.id.* and is the current data as of March 2020.

Population information for the Borough Queenscliffe was not available via *forecast.id* and therefore data has been sourced through the Department of Environment, Land, Water and Planning Victoria (DELWP) *Victoria in Future 2016* data release.

Whilst every effort has been made to address potential gaps and limitations in these areas, readers should be mindful of these factors when considering this document and the key focus areas and issues presented.

FACILITY AUDIT DATA

The facility audit data captured within this report was undertaken through AFL's National Facility Audit program in October 2019. Following this, data was reviewed by each LGA through the project's governance structure in October 2020. There are a number of infrastructure projects currently underway which, we completed, will continue to improve the region's number of compliant facilities. Those identified as receiving an upgrade presently, or within the near future, have been noted within the facility audit tables on page 75-83.

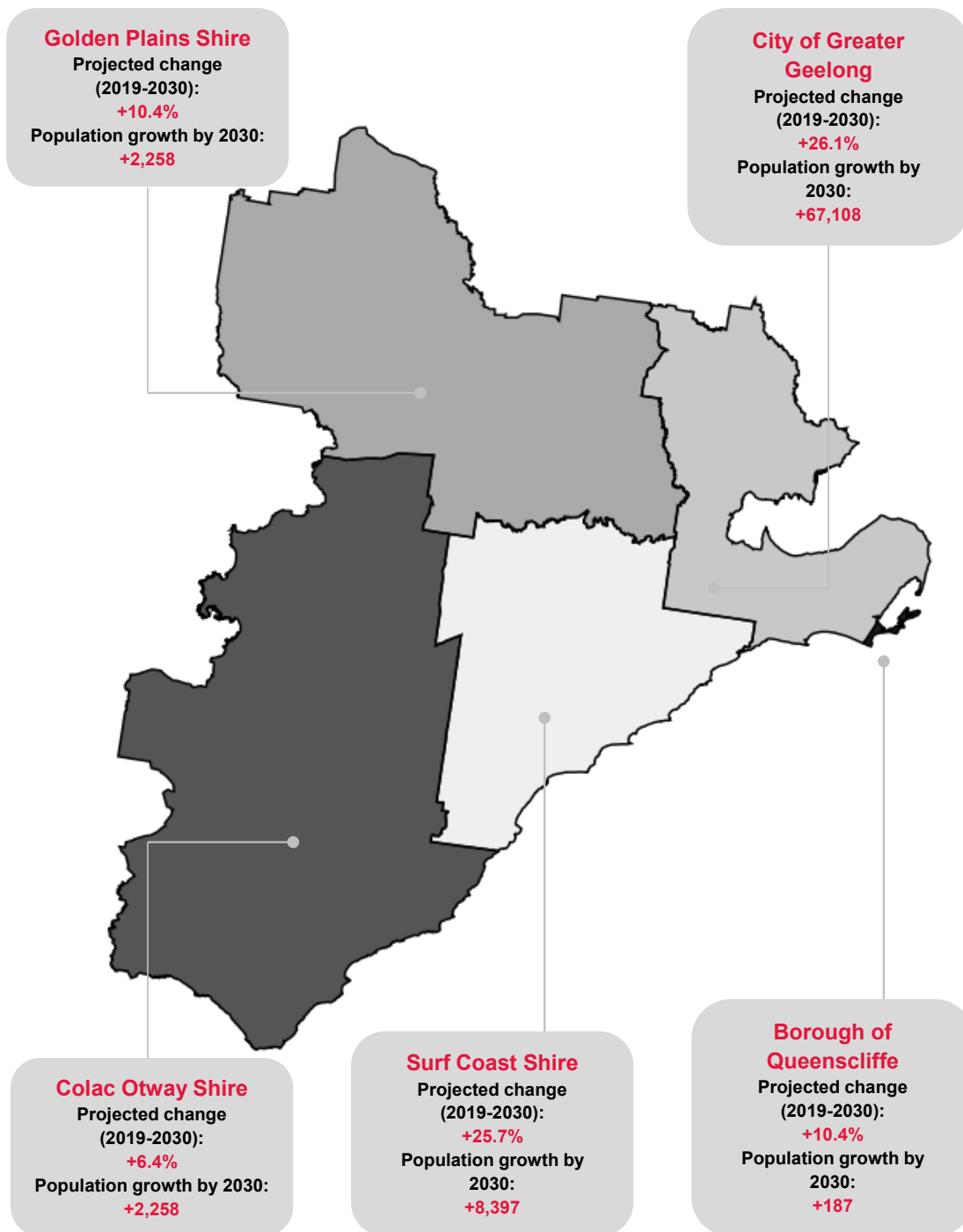


St Mary's Football Club coach and players

G21 POPULATION SUMMARY

LGA	2019	2025	2030	5-19 Y/O CHANGE 2019-2030	20-39 Y/O CHANGE 2019-2030
COLAC OTWAY	21,685	22,846	23,943	+359	+335
GOLDEN PLAINS	23,384	26,356	28,939	+880	+1,282
GREATER GEELONG	257,181	292,855	324,289	+12,779	+18,260
SURF COAST	32,654	37,193	41,051	+1,200	+1,726
QUEENSLIFFE	2,940	3,083	3,127	-26	+102
TOTALS	337,844	382,333	421,349	+15,192	+21,705

- G21 is the fastest growing Region in Victoria, outside of metropolitan Melbourne, with over 337,000 residents in 2019.
- The City of Greater Geelong has the largest population and highest growth of the five LGAs as a result of several residential developments, most notably, within Armstrong Creek and the Bellarine Peninsula.
- The G21 Region offers the best of regional, rural and coastal lifestyles with the Golden Plains Shire and Surf Coast Shire, in particular, expected to see strong population growth to 2030 as many people seek a sea and tree change.
- Colac Otway Shire and the Borough of Queenscliffe are set to experience smaller levels of growth, with an additional 2,258 and 187 people to 2030 respectively.
- The estimated G21 population aged 5–39 (typically the key football and netball market) in 2019, was 149,871. By 2025 the population within this age cohort is forecast to increase by 12.6% to 168,763 individuals. Between 2025 to 2030 this will increase an additional 10.4% to 186,278.
- By LGA, the growth of the 5-39 age cohort to 2025 will be split as follows: Greater Geelong by 16,672 individuals, Golden Plains by 1,128, Surf Coast by 813, Colac Otway by 197 and Queenscliffe by 82.
- The planning areas of Armstrong Creek, Marshall and Charlemont in the City of Greater Geelong are expected to see an additional 10,105 people between 2019 and 2025. Clifton Springs, Curlewis, Drysdale and Bellarine an additional 3,374 people, Barwon Heads, Connewarre, Breamlea, Ocean Grove an additional 3,498 people and Grovedale, Mount Duneed, Waurn Ponds an additional 6,021 people to 2025.
- At completion, the new Northern and Western Geelong Growth Area (Lovely Banks, Batesford, Moorabool and Rural North) will welcome more than 110,000 residents. Population forecasts however suggest that the only relatively small amounts of growth i.e. additional 1,063 people will call this area home by 2030.
- The Appendices section of this Report provides a detailed population forecast by LGA and key football age cohort projections.



Population data and forecasted projections has been sourced from *forecast.id* for Geelong, Surf Coast, Golden Plains and Colac Otway Shires. Vic in Future population data and projections has been utilised for Queenscliffe. Population projections utilised throughout this report are based on available projections from March 2020. It should be noted that population data from these sources is updated on an annual or bi-annual basis and therefore the projections within this report are subject to change.



STATE OF PLAY

St Joseph's Football Netball Club player

2019 G21 AFL PARTICIPATION SNAPSHOT

Participation in AFL in G21 is thriving, with consistent increases over the past five seasons. Female participation in particular has increased significantly and is the fastest growing segment of the game. Demographic forecasts on page 21 and within the Appendices section of this Report indicate that the key football market age cohort (5-39 year old's) will continue to grow and occupy a large portion of the population in most G21 LGAs. This demographic trend indicates that football has adequate opportunity to capitalise and continue positive participation trends.

The following pages provide a summary of participant information and the changes experienced since the initial Strategy's inception. These summaries included separate data sets for both club participants as well as resident participants.

Club participant data

The table on page 25 labelled as 'Figure 01' provides a summary of participants who played at Clubs affiliated with AFL Barwon in the 2019 Season. These participants either reside within or outside of the G21 Region.

Resident participant data

The table on page 25 labelled as 'Figure 02' provides a summary of participants who resided within the G21 Region and participated at Clubs located both within and outside of the G21 Region in the 2019 season.

Participation penetration rates and future participation forecasts are formulated utilising resident participation data alongside population projections.

Understanding the two data sets is important to fully gauge participation trends and to identify, where applicable, residents travelling outside of the Region to participate.

Please note that 2019 participation data has been utilised due to the disruption to the 2020 home and away season due to COVID-19.




16,420 AFL Barwon Club Participants in 2019
(33% increase from 2015)



2,539 AFL Barwon Female Football Participants in 2019
(424% increase from 2015)



504 AFL Barwon Umpires
(33% increase from 2015)



4.9% Penetration Rate
(Players per total population)



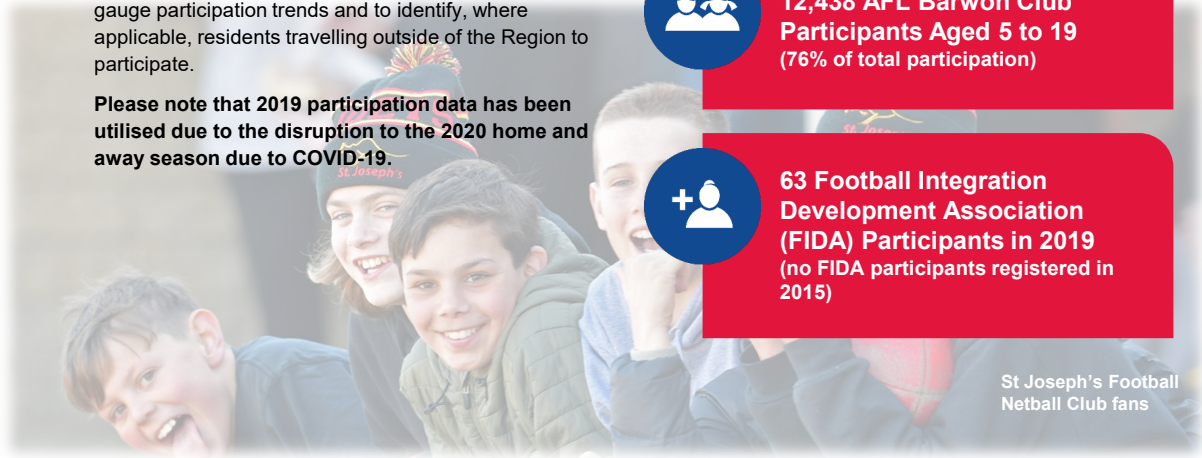
3,239 AFL Barwon Auskick Participants
(3% increase from 2015)



12,438 AFL Barwon Club Participants Aged 5 to 19
(76% of total participation)



63 Football Integration Development Association (FIDA) Participants in 2019
(no FIDA participants registered in 2015)



St Joseph's Football Netball Club fans

FIGURE 01 | AFL BARWON CLUB PARTICIPANTS 2019 BY PLAYER AGE CATEGORY AND LGA

2019 AFL BARWON CLUB PARTICIPATION SUMMARY												
LGA	PARTICIPANT AGE						MALE	FEMALE	TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+						
Colac-Otway*	5	307	414	370	643	58	1,676	121	1,797	+21	+270	+18%
Golden Plains**	31	330	245	83	124	11	710	114	824	+91	+248	+43%
Greater Geelong***	248	3,662	3,150	2,136	2,248	65	9,468	2,041	11,509	+1,058	+3,163	+38%
Surf Coast	29	613	640	315	383	44	1,775	249	2,024	+84	+327	+19%
Queenscliffe	5	55	63	55	86	2	252	14	266	-6	+36	+16%
TOTAL	318	4,967	4,512	2,959	3,484	180	13,881	2,539	16,420	+1,248	+4,044	

Note that VFL and NAB League participants are not included in AFL Barwon club participant data.

*includes Simpson Football Club participation

**participation includes those within AFL Barwon only, does not include Golden Plains Shire participants competing within the AFL Goldfields region.

***includes Werribee Centrals Football Club GDFL participation

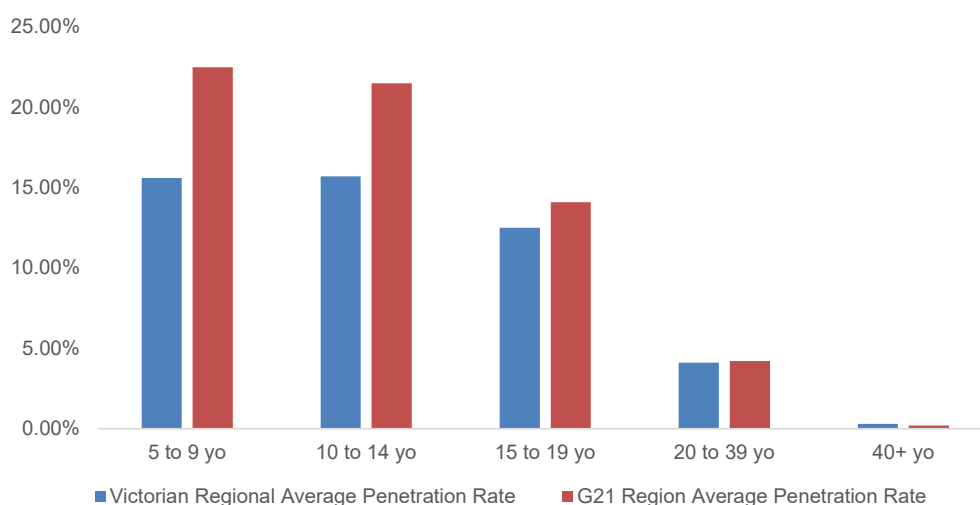
FIGURE 02 | G21 RESIDENT PARTICIPANTS 2019 (LIVE IN G21, PLAY ANYWHERE) BY PLAYER AGE CATEGORY AND LGA

2019 G21 RESIDENT PARTICIPATION SUMMARY												
LGA	PARTICIPANT AGE						MALE	FEMALE	TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+						
Colac-Otway	4	301	387	346	457	39	1,414	120	1,534	+243	+554	+56%
Golden Plains	28	300	303	161	127	16	789	146	935	+66	+386	+70%
Greater Geelong	233	3,527	3,104	2,033	2,591	183	9,783	1,888	11,671	+693	+4,832	+71%
Surf Coast	44	731	635	307	342	52	1,797	314	2,111	+425	+928	+78%
Queenscliffe	4	50	59	47	58	2	187	33	220	+2	+55	+33%
TOTAL	313	4,909	4,488	2,894	3,575	292	13,970	2,501	16,471	+1,429	+6,755	

ALL KNOWN AFL PARTICIPATION ACROSS THE G21 REGION (COMBINED MALE AND FEMALE)

- **In season 2019, there were 16,420 AFL Barwon football participants.** These participants resided either within or outside of the Region.
- In season 2019 there were 16,471 AFL Resident Participants. These participants competed within any competition (AFL Barwon inclusive) and resided within the Region.
- **The close correlation of both AFL Barwon and Resident participant data sets suggests that most people residing in G21 also play within the Region,** and/or there is a balance of people leaving and entering the Region to play. This is a positive sign for the sport and would indicate that the competition is in a healthy position.
- There was an increase of approximately 8% and 9.5% for both Club and Resident participants respectively from season 2018 to 2019. This is in line with Victorian participation growth rates.
- **The highest participation rate is in the 5-9 age cohort with over 30% of total registrations** for both Club and Resident participants.
- The key market for AFL participation is between the ages of 5-39. Within this age cohort, **the G21 Region average penetration rate is 15.3%. This is well above the Victorian regional average of 11.98%.**
- Across all player categories, the **G21 Region's average penetration rate is 12.3% of the total population. It is higher than the Victorian regional average** penetration rate of 9.6%.
- Participation is split as follows across project partner LGAs, with the highest number of participants residing in the Greater Geelong (70%), followed by Surf Coast (12%), Colac Otway (11%), Golden Plains (5%) and Queenscliffe (2%).
- In terms of umpire participation, there has been a **33% increase in total number of AFL Barwon umpires from 2015 to 2019.** The highest increase has been in male umpire participation which has increased from 333 participants in 2015 to 465 in 2019.

FIGURE 03 | COMPARISON OF PENETRATION RATES G21 REGION AND VICTORIAN REGIONAL AVERAGES (BY PLAYER CATEGORY)





Grovedale Football Club players

FEMALE AFL PARTICIPATION TRENDS ACROSS THE G21 REGION

- There were **2,539 registered female AFL Barwon Club participants** playing in season 2019.
- There were 2,501 female football participants residing in the G21 Region in 2019. Given this number correlates to AFL Barwon Club participant data closely, this would indicate **that the majority of female football players residing locally in G21 also play within the Region.**
- There was an increase of 16% female AFL Barwon Club participation from season 2018 to 2019 and 69% from season 2017 to 2018 which saw an additional 351 and 1,014 female participants respectively.
- There was an increase of 13% female G21 resident AFL participation from season 2018 to 2019 and 44% increase from 2017 to 2018. The 2018 to 2019 growth in female participants is lower than the State average of 24%, however higher than the 2017 to 2018 State average of 25%. The lower than average growth from season 2018 to 2019 is likely due to the early boom in female participation in AFL Barwon, which occurred sooner than the majority of Victoria. This also explains the higher than average increase in season 2017 to 2018.
- **The most significant growth in AFL Barwon Club female participants from season 2018 to 2019 was in the 5-9 age cohort (+28%) and 20-39 age cohort (+42%).**
- Four out of five project partner LGAs saw growth in female football participation between seasons 2018 to 2019.
- From seasons 2015 to 2019 the Region has experienced growth of 424% in female AFL Barwon club participation. From only 476 in 2015 to 2,539 (including female Auskick) in 2019. **This is the equivalent of an additional 100 teams requiring access to grounds in the last three football seasons.**
- Greater Geelong experienced a 21% increase in female participation from 2018 and 2019, with an additional 351 participants. Surf Coast experienced a 20% increase with an additional 42 participants.. Golden Plains experienced a 19% increase or an additional 18 players and Colac Otway 2% increase or an additional 2 players. Queenscliffe experienced a 60% decline in female participation from 35 to 14 club participants from 2018 to 2019. The decline in participation in Queenscliffe is due to an already low participation base, and is the result of the municipality not fielding one female side. It is anticipated that a future return of a female team to the area will reinvigorate participation and void any current decline.
- The Region's average for female football penetration is at 0.7% of the Region's female population. **This is above the State metropolitan female penetration average of 0.6%.**
- **Female AFL Barwon Umpire participation has remained fairly stable**, with approximately 40 female umpires in both 2015 and 2019. There are likely opportunities to identify increased female umpire participation to mirror football participant trends.

FIGURE 04 | G21 REGION FEMALE AFL BARWON CLUB PARTICIPANT REGISTRATIONS SEASON 2019 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM 2018 AND 2015

LGA	AGE						TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+				
Colac-Otway*	0	17	34	43	27	0	121	+2	+105	+656%
Golden Plains**	5	64	41	4	-	-	114	+18	+64	+128%
Greater Geelong***	46	524	642	392	412	25	2,041	+351	+1,729	+554%
Surf Coast	3	84	82	33	34	13	249	+42	+157	+171%
Queenscliffe	1	12	-	1	-	-	14	-21	+8	+133%
TOTAL	55	701	799	473	473	38	2,539	+392	+2,063	

Note that VFL and NAB League participants are not included in AFL Barwon club participant data.

*includes Simpson Football Club participation

**participation includes those within AFL Barwon only, does not include Golden Plains Shire participants competing within the AFL Goldfields region.

***includes Werribee Centrals Football Club GDFL participation

FIGURE 05 | G21 REGION FEMALE RESIDENT AFL PARTICIPATION SEASON 2019 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM 2018 AND 2015

LGA	AGE						TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+				
Colac-Otway	0	18	35	41	26	0	120	+12	+117	+3900%
Golden Plains	6	55	55	18	10	2	146	+11	+104	+245%
Greater Geelong	36	497	618	348	360	29	1,888	+218	+1,685	+830%
Surf Coast	11	107	80	42	61	13	314	+44	+272	+648%
Queenscliffe	1	12	4	11	5	0	33	-5	+31	+18%
TOTAL	54	689	792	460	462	44	2,501	+280	+2,209	

FIGURE 06 | G21 REGION MALE AFL BARWON CLUB PARTICIPANT REGISTRATIONS SEASON 2019 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM SEASON 2018 AND 2015

LGA	AGE						TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+				
Colac-Otway*	5	290	380	327	616	58	1,676	+19	+165	+11%
Golden Plains**	26	266	204	79	124	11	710	+76	+184	+35%
Greater Geelong***	202	3,138	2,508	1,744	1,836	40	9,468	+707	+1,434	+18%
Surf Coast	26	529	558	282	349	31	1,775	+42	+170	+11%
Queenscliffe	4	43	63	54	86	2	252	+15	+28	+13%
TOTAL	263	4,266	3,713	2,486	3,011	142	13,881	+859	+1,981	

Note that VFL and NAB League participants are not included in AFL Barwon club participant data.

*includes Simpson Football Club participation

**participation includes those within AFL Barwon only, does not include Golden Plains Shire participants competing within the AFL Goldfields region.

***includes Werribee Centrals Football Club GDFL participation

FIGURE 07 | G21 REGION MALE RESIDENT AFL PARTICIPATION SEASON 2019 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM SEASON 2018 AND 2015

LGA	AGE						TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+				
Colac-Otway	4	283	352	305	431	39	1,414	+231	+427	+43%
Golden Plains	9	245	248	143	117	14	789	+55	+55	+8%
Greater Geelong	197	3,030	2,486	1,685	2,231	154	9,783	+475	+3,147	+47%
Surf Coast	33	624	555	265	281	39	1,797	+111	+614	+52%
Queenscliffe	3	38	55	36	53	2	187	+2	+55	+42%
TOTAL	246	4,220	3,696	2,434	3,113	248	13,970	+874	+4,298	

G21 AFL PARTICIPATION FORECAST

The following provides a high-level summary of the AFL participation forecast within the Region to 2025 and 2030. More detailed analysis by LGA can be found in the Appendices section of this Report.



6.3%

The average AFL participation rate in 2019 in the G21 Region



71%

Of forecasted AFL participation in 2025 will be within the City of Greater Geelong



2,091

Additional AFL participants in the G21 Region in 2025 (84 teams)



13%

Forecasted AFL participation growth from 2019-2025



9.9%

Forecasted AFL participation growth from 2025-2030



3,921

Additional AFL participants in the G21 Region in 2030 (157 teams)

- The potential football market to 2025 and 2030 is developed by analysing population projections against current (2019) individual LGA penetration rates. Population projections are sourced from forecast.id for Colac Otway, Greater Geelong, Golden Plains and Surf Coast. Queenscliffe population data is sourced from the Department of Environment, Land, Water and Planning (DELWP) *Victoria in Future 2016* data release.
- Based on population projections and current participation rates, the 2025 football market in G21 is expected to be 18,511 participants, or an additional 2,091 players. This is the equivalent of an additional 84 teams (assuming 25 players per team).
- The strong participation growth in Greater Geelong will largely be due to population increases in identified growth areas.
- In 2015 the City of Wyndham (via the Werribee Centrals Football Club) contributed 75 registered players to AFL Barwon participation numbers and the Simpson Football Club contributing 96 players for the Corangamite Shire. These figures are included within the participation summaries for both 2015 and 2019.
- Participation increases from 2019 to 2025 range from small amounts of change in Queenscliffe (+13) to +1,596 participants in Greater Geelong. Healthy growth of +281 players is also forecast for the Surf Coast.
- With projected population growth and a high percentage of people within the 5-39 age cohort by 2025, Golden Plains should be expected to experience greater increases in participation.
- Colac Otway demonstrates consistent forecasted participation growth based on population projections.
- The key football market (persons aged between 5-39) is forecast to contribute, on average, 39% of the total G21 population by 2025. Therefore, there is ample opportunity for the forecasted numbers to be achieved, and potentially increased, in some circumstances.



G21 FOOTBALL PROVISION RATIOS

Playing field, participant and population provision ratios provide a general guide to the average number of playing fields required within a specific geographic area. While ratios can be influenced by a range of factors (including planning policies, facility quality, supporting amenities and user activities) they do provide a general comparative guide to provision and usage levels, and highlight potential areas for more detailed investigation.

Population provision ratio - 1 oval : to 5,000 people *



G21 average population per football playing field.

1 Oval : to 3,312 people

Participant to oval ratio for AFL - 1 oval : to 175 players**



G21 average registered participants per football playing field.

1 Oval : to 160 participants

2019 Oval to population ratios by LGA



Colac Otway : 1 : 1,971 people
 Golden Plains 1 : 1,949 people
 Greater Geelong : 1 : 3,897 people
 Surf Coast : 1 : 2,969 people
 Queenscliffe : 1 : 1,470 people

2019 Registered participants per AFL oval by LGA



Colac Otway : 1 : 163 participants
 Golden Plains : 1 : 68 participants
 Greater Geelong : 1 : 174 participants
 Surf Coast : 1 : 184 participants
 Queenscliffe : 1 : 133 participants

*Population ratio of 1 oval : 5,000 population is derived following review of the Parks & Leisure Australia recommended provision ratios for AFL, benchmarking of LGAs and in reference to AFL's Growing the Heartland Strategy. **Participant to oval ratio is the AFL's recommended ratio for participants per oval for community football.

G21 AFL FACILITIES SNAPSHOT

A summary of 2019 facility provision and condition across the G21 Region is provided below. More detailed assessments of individual facilities can be found within the Appendices section of this Report.

SITES	74 SITES	101 PLAYING FIELDS	1:3312 POPULATION PROVISION RATIO	1:160 PARTICIPANT PROVISION RATIO
PLAYING FIELDS	 67% BOUNDARY RUN OFF COMPLIANCE	 84% IRRIGATION	 55% (Good), 34% (Fair), 11% (Poor) CONDITION	 32% LIGHTS 100+ LUX
CHANGE FACILITIES	62 CHANGE FACILITIES	 65% SIZE COMPLIANCE	 50% (Good), 31% (Fair), 19% (Poor) CONDITION	 43% GENDER NEUTRAL
PAVILION / UMPIRE ROOMS	62 PAVILIONS	 >100 M2 (77%), <100 M2 (23%) SOCIAL ROOM SIZE COMPLIANCE	55 UMPIRE FACILITIES	 62% GENDER NEUTRAL UMPIRE FACILITIES

FACILITY HIGHLIGHTS

	Over half of AFL playing fields in G21 (55%) are considered to be in good to excellent condition. Facility audits including ground inspections were undertaken outside of football season.
	Of the 101 ovals in G21, 47 ovals in G21 had lighting levels below 100 lux. 21 ovals had lighting above 100 lux. 33 ovals did not have playing field lighting. Of these 33, 19 venues were not required to have lighting as they are considered a junior or school venue.
	There are 62 change facilities (i.e. home and away change rooms) in G21. This is made up of 133 individual changing rooms. Of these, 43% are considered to be gender neutral, which provide lockable showers and pan toilets.
	There are 62 main pavilions/social rooms in the Region. 77% of social rooms are in excess of 100m2 in size. The minimum size for social spaces in the AFL Preferred Facility Guidelines for local facilities is 100m2.
	There are 55 umpire change facilities across G21 and 59 individual umpire changing rooms. Of these umpire facilities, 59% do not meet minimum size standards. 62% however are suitable for gender neutral use.

2019 G21 NETBALL PARTICIPATION SNAPSHOT

Netball participation data has been provided by AFL Barwon and includes those participating in club-based netball. Please note that Association based netball participation has not been included.

As per Figure 08 on page 34, netball participation has experienced growth from 2015 to 2019. From season 2018 to 2019, Surf Coast experienced the greatest participation increase with an additional 182 players.

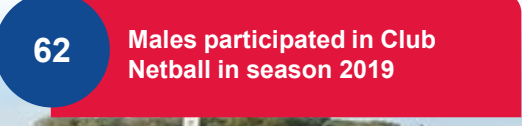
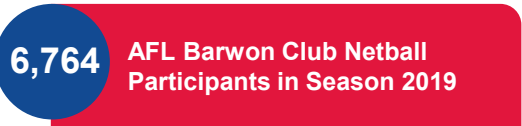
Colac Otway has also experienced significant growth in netball participation, with an additional 729 players since 2015. Whilst Colac Otway's participation from 2018-2019 has stabilised, the growth experienced from 2015 has undoubtedly increased demand for the sport and facilities within the municipality.

Other LGAs experienced small levels of growth between 2018 and 2019, whilst Geelong experienced a decline of 36 players. The overall participation growth in Geelong however is trending positively, with a 48% increase from season 2015-2019. The decline in netball participation from season 2018 in Geelong should be closely monitored moving forward to determine why this is occurring. This includes highlighting any limitations in the collection of participant data, and also identifying if participants have transitioned to other sports, particularly female football.

Netball facilities have been included within the audits conducted by AFL and verified by Netball Victoria. The Kardinia Park netball facility has been included within the audit due to it being used for both association and club based netball.

Please note that 2019 participation data has been utilised due to the disruption to the 2020 home and away season due to COVID-19.

Please note that participation for Golden Plains Shire includes netball participants within AFL Barwon only.



Corio Community Netball Club players

FIGURE 08 | AFL BARWON NETBALL CLUB PARTICIPANTS 2019 BY PLAYER AGE CATEGORY AND LGA

2019 AFL BARWON NETBALL CLUB PARTICIPATION SUMMARY										
LGA	PARTICIPANT AGE					TOTAL	2018 PARTICIPATION	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	5-9	10-14	15-19	20-39	40+					
Colac-Otway	88	241	220	229	54	832	826	+6	+729	+758%
Golden Plains	31	70	43	62	10	216	217	-1	+16	+8%
Greater Geelong	688	1,595	986	1,105	181	4,555	4,591	-36	+1,477	+48%
Surf Coast	185	402	171	183	39	980	798	+182	+643	+415%
Queenscliffe	34	54	32	36	12	168	152	+16	-11	-7.8%
LGA not provided	0	6	3	2	2	13	0	13	-208	N/A
TOTAL	1,026	2,368	1,455	1,617	298	6,764	6,584	+180	+2,646	

G21 NETBALL PARTICIPATION FORECAST

The following provides a high level summary of the participation forecast for Netball within the Region to 2025 and 2030. More detailed analysis by LGA can be found in the Appendices of this Report.



3%

The average Netball participation rate in the G21 Region



7,599

Forecasted Netball participants in G21 in 2025



8,341

Forecasted Netball participants in G21 in 2030



23.5%

Overall netball participation growth 2019-2030



69%

Netball participation in 2030 will be within the City of Greater Geelong



15%

Netball participation in 2030 will be within Surf Coast Shire

- The potential netball market to 2025 and 2030 is developed by analysing population projections against current (2019) individual LGA participation rates. Population projections are sourced from forecast.id for Colac Otway, Greater Geelong, Golden Plains and Surf Coast. Queenscliffe population data is sourced from the Department of Environment, Land, Water and Planning (DELWP) *Victoria in Future 2016* data release.
- Based on population projections and current participation rates, the 2025 netball market in G21 is expected to increase by an additional 848 players to a total of 7,599 participants. An additional 848 players is equivalent to an additional 121 teams at 7 players per team.
- The strongest participation growth in netball to 2025 and 2030 will be within the City of Greater Geelong and Surf Coast Shire.
- Colac Otway Shire show stable levels of participation growth to 2025 and 2030 relative to population projections.
- Golden Plains Shire has relatively small levels of participation growth to 2025 and 2030 in AFL Barwon Club Netball competition. It needs to be noted however that there are additional participants within the Shire competing within the AFL Goldfields region.
- Ideally, with the projected population growth and high percentage of people within the 5-39 age cohort by 2025 and 2030, Golden Plains should be experiencing greater participation growth than projections indicate.
- Queenscliffe indicates that there has been a decline in players from 2015-2019 and therefore growth projections to 2025 and 2030 are limited.
- The key football and netball market (persons aged between 5-39) is forecast to contribute, on average, 39% of the total G21 population by 2025. Therefore, there is ample opportunity for the forecasted numbers to be achieved, and potentially increased, in some circumstances.



G21 NETBALL FACILITIES SNAPSHOT AND PROVISION RATIOS

Benchmark provision ratio for regional and rural netball 1 court : to 60 players*

2019 netball court to player ratios







G21 average netball participant to court ratio.
1 court : to 63 players

2019 Registered players per netball court by LGA



Colac Otway : 1 : 52 players
Greater Geelong : 1 : 70 players
Golden Plains : 1 : 20 players**
Surf Coast : 1 : 70 players
Queenscliffe : 1 : 84 players

SITES	50 SITES	108 COURTS	1:63 COURT : PARTICIPANT PROVISION RATIO
SPECIFICATIONS	71% COURT RUN OFF COMPLIANCE	76% COURT CONDITION	ACRYLIC OTHER ASPHALT COURT SURFACE TYPE
FACILITIES	46 CHANGE FACILITIES	63% CHANGE ROOM CONDITION	100+ LUX 50-99 LUX UNKNOWN COURT LIGHTING

FACILITY HIGHLIGHTS	
	The majority of netball courts in G21 are in good to excellent condition with compliant run offs and line marking as per Netball Victoria's facility guidelines.
	The majority of netball change facilities are in good to excellent condition with 29 of 46 being awarded this rating. 13 netball change rooms were considered in moderate condition and 4 netball change rooms were identified in poor or very poor condition.
	The recommended provision ratio of 1 netball court to 60 players is exceeded within three of five LGAs within the Region. This may indicate that there is an immediate need for access to additional courts within these municipalities. Provision ratios, as previously discussed, must however be considered amongst other determining factors including access, capacity and location of facilities.
	Where lighting is provided and an accurate assessment could be made, audits indicated that 55 netball courts had lighting greater than 100 lux whilst 10 facilities had lighting less than 100 lux. 11 courts did not have lighting.

*Netball court provision ratios for regional and rural areas are per those indicated within the Netball Victoria Statewide Facilities Strategy. The rural and regional provision ratios differ to those outlined for Greater Melbourne. The summary above indicates provision for outdoor, football and netball club competition and does not include Association netball. Any ratio calculation should be accompanied by an assessment which considers other factors including venue capacity, quality of infrastructure, participation and usage.

**Golden Plains Shire provision ratios for netball courts are based on provision across all sites within the municipality.





TOWARDS 2030: STRATEGY

Drysdale Netball Club player



TOWARDS 2030: STRATEGIC FRAMEWORK

Following consultation with key stakeholders and the analysis of participation, population and facilities information, a revised strategic framework for the Towards 2030 Strategy has been identified. The six key priorities below will guide the direction of club-based football and netball into the future and will be underpinned by objectives, priorities and actions that will require collaborative implementation across all project partners.

- ▶ AFL VICTORIA GROWING THE HEARTLAND FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2017-2022
- ▶ NETBALL VICTORIA STATEWIDE FACILITIES STRATEGY 2019-2022
- ▶ AFL BARWON STRATEGIC PLAN 2017-2020 (update underway)

PRIORITY 1 Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities.

PRIORITY 2 Increase the quality, functionality, capacity and sustainability of existing facilities.

PRIORITY 3 Ensure facilities cater for the diversity of participants playing across the G21 Region.

PRIORITY 4 Support the capacity building and education of clubs and people.

PRIORITY 5 Plan and develop facilities in growth and priority areas across the G21 Region.

PRIORITY 6 Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre.

▶ **STRATEGIC DIRECTIONS**
(Defined for each priority on subsequent pages)



Barwon Heads Football Club players

PRIORITY 1

Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities

A collaborative approach to the planning, investment, implementation and activation of football and netball facilities is required to align partner objectives and deliver best possible outcomes.

Rate capping, ageing infrastructure, COVID-19, and competing interests for capital investment are key challenges for LGAs. Developing and continuing relationships that encourage multiple investment opportunities and partners, and a strategic approach to facility investment is considered critical to the successful delivery of the Towards 2030 Strategy.

The G21 and AFL Barwon Towards 2030: Strategy aims to increase participation opportunities, strategic relationships and partnerships with key stakeholders must continue.

LGA's are the major financial sponsor of local sport, and as costs for facility development increase, so does the reliance on external funding partners to ensure successful project delivery.

To reduce overall capital investment requirements, partnerships between all levels of government, as well as clubs, peak sporting bodies and other alternate funding streams must be considered. Collaboration should extend to project partners as well as stakeholders outside of the Strategy's development, including the Department of Education and Training and other state sporting organisation's.

In highlighting the requirement for co-contributions, it is also important that these partners are involved in the planning, delivery and activation of facilities. Collaboration in all phases of facility development will contribute to greater returns on investment and generate positive outcomes for sport and the community post construction.

LGAs are faced with pressure to balance investment across the many facets of the organisation, in a manner that is fair, equitable and based on evidence and need. LGA investment should continue to be supported by State and Federal Government through the provision of additional, and the continuation of existing, funding programs. New funding, or a revised approach to existing models, could consider accepting multiple or bundled funding applications for facility upgrades (e.g. floodlighting), as well as programs that encourage the retention of participants, rather than growth alone. AFL Victoria is currently working with the Victorian Government to review funding programs, and LGAs should be prepared to capitalise on any new or renewed opportunities for investment. This includes undertaking pre-planning and scoping of projects in anticipation of a future funding program announcement. It should be noted that the Victorian Government budget will be known in November 2020, following the endorsement of the draft document. It is recommended that a review of available funding programs following this announcement should be undertaken.

PRIORITY 1

Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities

Measures currently undertaken by AFL Victoria to reduce financial burden on Clubs, including the removal of all affiliation fees over the next three years, as well as salary cap reductions, should assist in creating greater opportunities for clubs to make financial contributions to all phases of infrastructure upgrades. In some instances, and within a number of LGAs, club contributions to projects will be considered critical. Continued support from AFL Victoria through resources identified within its *Growing the Heartland Strategy (2017-2022)*, has seen the implementation of specific funding programs and partnerships in facility development. In 2016, AFL Victoria introduced its Community Club Sustainability Program, which saw the introduction of a player points system and player payment rules. This Program reviewed the impact of player remuneration on clubs, and the burden set on volunteers to continually fundraise to generate income for payments. An industry approach and consultation process saw a more regulated process initiated, including across AFL Barwon, that provided a greater focus on pathways, player development and a more balanced and competitive environment. The implementation of a more sustainable system was identified as critical action 1.1 in the initial *2015 Heartland Strategy* which should now see clubs with greater financial capacity to contribute to capital investment, particularly where provision of infrastructure is required beyond core amenities. A measure of success of this initiative, as well as the Strategy, will be the continued and improved capital contributions made towards infrastructure projects by clubs. In addition, the salary cap reduction will also give clubs greater capacity to respond to ongoing challenges, including financial implications due to COVID-19. Furthermore, reducing salary caps in season 2021 has been adopted by AFL Barwon and its affiliated leagues which will see the following changes undertaken:

Key stakeholder relationships were also highlighted as a key priority in the initial Strategy, and the cohesion between project partners attributed greatly to its success. The continued focus on information sharing and collaboration is identified as a critical priority in the Towards 2030 Strategy.

	GFNL AFL	BFNL AFL	GDFL AFL	CDFNL AFL
2020 salary cap	\$145,000	\$110,000	\$90,000	\$80,000
2021 salary cap	\$100,000	\$80,000	\$70,000	\$60,000
Change 2020-21	<31%	<27%	<22%	<25%
	GFNL NETBALL	BFNL NETBALL	GDFL NETBALL	CDFNL NETBALL
2020 salary cap	\$20,000	\$20,000	N/A	N/A
2021 salary cap	\$17,500	\$17,500	N/A	N/A
Change 2020-21	<25%	<25%	-	-

PRIORITY 1

Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities

HOW WILL PRIORITY 1 BE ACHIEVED?

- **Continuation of the annual AFL Barwon Government Forum** for the purposes of monitoring and implementing the Strategy, information sharing and continuing strong stakeholder relationships.
- **Delivery of an annual State of Play Report** to provide an update to project partners on participation trends, annual facility audit findings and Strategy implementation status. State of Play Reports should be presented to the G21 Sport & Recreation Pillar annually.
- **A five (5) year review of the Strategy** to monitor and evaluate it's performance, status and review strategic pillars and actions.
- **Advocacy via the G21 Sport & Recreation Pillar**, including support from AFL Victoria, AFL Barwon and Netball Victoria, **for the continuation of facility investment programs through the Victorian Government.**
- **Partnerships between sport, government and education** (where applicable) in the planning for facility renewal and new developments.
- **The initiation of financial contributions to capital projects at club level**, with the aim of balancing expenditure on player remuneration and contributions to infrastructure development.
- **Advocacy for the initiation and continuation of local level grant programs** that focus on infrastructure development and capacity building.

HOW WILL SUCCESS BE MEASURED?

- **The successful and timely implementation and monitoring of the G21 AFL Barwon Towards 2030: Strategy.**
- **Strategic investment in facility upgrades** that align with the recommendations within this Strategy.
- **The continuation of the Country Football Netball Program (CFNP)** through the Victorian Government, AFL Victoria and Netball Victoria.
- **Continuation of other eligible infrastructure investment programs** through the Victorian Government that enable greater participation outcomes and partnership opportunities (e.g. Local Sports Infrastructure Fund).
- **Improved relationships between project stakeholders and education providers**, e.g. schools, Department of Education and Training (DET), Victorian School Building Authority (VSBA) and Deakin University to drive collaborative planning, investment and access to facilities.
- **Continuation of local investment programs that target infrastructure upgrades** to improve participation outcomes, facility provision and greater activation of venues.



PRIORITY 2

Increase the quality, functionality, capacity and sustainability of existing facilities

Since 2015, investment into football and netball facilities has occurred in-line with the principles of the initial Strategy; to increase access and the provision of functional, quality facilities that maximise participation opportunities. Increasing the carrying capacity of facilities broadens participation outcomes and the multi-use of venues. Capacity building initiatives such as gender neutral change rooms, sports lighting, playing surface upgrades, access to school facilities and the investigation into alternate playing surfaces contribute to a sustainable game and offer varied opportunities for investment.

AFL Victoria has expressed a desire for existing facilities to meet preferred minimum standards as outlined within the *AFL Preferred Facilities Guidelines (2019)*. Following recent audits of football and netball facilities across the Barwon region, gaps in provision have been identified. Clubs who occupy facilities that are not meeting recommended guidelines, including gender neutral standards, are recognised as being at a greater disadvantage with limited ability to capitalise on participation growth, and reduced opportunities for the activation of venues.

Diversity in participation is a key growth market for both AFL and netball, and in particular female football, as well as all-abilities, multicultural, Indigenous, FIDA, Auskick, NetSetGO and other modified formats of the game. Ensuring that facilities meet guidelines and expectations including the provision of supporting amenities, adequate sports lighting and amenities for match officials and umpires has never been more important.

The provision of sports lighting beyond training standard to facilitate night games at local venues must be considered in consultation with AFL Barwon, LGAs, Clubs and against a cost benefit analysis. As per the *AFL Preferred Facility Guidelines*, the minimum standard competition lighting for local venues is 100 lux with 150 lux preferred to improve spectator viewing and amenity. The fixturing of night games requires a collaborative approach to assist in managing stakeholder expectations and ensure that any investment

into competition standard lighting is commensurate with the recommendations in this Strategy. Consideration must also be given to each LGA's standard provision of sporting infrastructure across its facility network and in reference to any relevant facility hierarchy. A consistent approach to lighting provision within LGA boundaries however should be taken to ensure equity and transparency.

AFL Victoria's Growing the Heartland Strategy (2017-2022) indicates that the provision of good oval lighting goes hand in hand with the right amount of oval provision and is important for all levels of Australian Football. It provides user groups with more opportunity to train and play and assists in ensuring that the use of facilities can be maximised. The installation of higher quality sports lighting assists to grow ground capacity, improve fixturing flexibility and helps to address oval demand. Good quality lighting also extends oval use later into the evening, especially in the winter months, allowing greater programming, flexibility and optimisation of facility use. It is important to balance the many benefits of providing lighting against initial costs and ongoing maintenance and energy costs. A lack of lighting provision can lead to lost opportunities for participation growth as well see ovals being overused and prematurely worn.

PRIORITY 2

Increase the quality, functionality, capacity and sustainability of existing facilities



Anakie v Grovedale Football Club

The AFL's *Growing the Heartland Strategy* suggests that a plan for the spread of well-located competition standard lit grounds (preferably 150+ lux) should be available, with all community leagues having access to at least one competition lit venue.

The Strategy also indicates that for local level facilities, training standard for sports lighting is 50 lux. For regional or state level venues, this increases to 100 lux. Lighting to training standard is considered a key priority and a core component of any club facility. Any new sports lighting infrastructure development, or redevelopment where capacity permits, should include LED technology, which offers 40% reduced energy consumption, reduced maintenance, spill control and immediate brightness (*source: AFL Preferred Facility Guidelines (2019)*). Whilst the initial capital outlay for LED infrastructure is generally higher than traditional metal halide lighting, cost savings throughout the life of LED assets and the reduced environmental impact, far outweigh initial capital costs.

In addition to increasing facility capacity through infrastructure LGAs, AFL Barwon and Clubs should work collaboratively to meet the changing landscape and demand for football and netball.

This will see a more flexible approach to use being required, with Clubs needing to adapt to varied training nights, times and locations to ensure facility usage can be evenly spread throughout the week.

In regards to netball facilities, a number of local venues are single-court facilities, which limits capacity, programmability

and participation outcomes for clubs and leagues. Single court facilities do not align with recommendations in the *Netball Victoria Facilities Manual (2017)* which notes that two courts for local football and netball clubs are required to cater for training and competition activities (where space and demand permits). The provision of lighting of 100 lux for club netball venues is also considered essential within the Manual for both training and competition.

An additional opportunity to support and strengthen capacity is to facilitate greater access to alternate facilities including schools (both those within new growth areas and those set to be redeveloped). Where identified, joint use agreements with education providers can assist in addressing demand. At times, barriers to utilising school facilities exist due to lack of infrastructure including appropriate lighting and change facilities. The Victorian Government recently released a Joint Ministerial Statement on Physical Activity for Children and Young People, which includes a goal to 'Create Active Communities' through participation in after school hours sport, and through broader community access to school facilities. It is recommended that a regional approach to connecting and partnering with the Department of Education and Training is taken to facilitate future use of school venues. School facilities presently utilised for football and netball within the G21 Region are included within the facility audit analysis in this Report. Where school venues have the opportunity to address facility gaps, a collaborative approach to investment is recommended.

PRIORITY 2

Increase the quality, functionality, capacity and sustainability of existing facilities

HOW WILL PRIORITY 2 BE ACHIEVED?

- **Prioritising collaborative investment in facilities which have identified facility gaps in core provision.** This includes facilities which lack adequate gender neutral football and netball player amenities, gender neutral umpire facilities and single court netball facilities.
- **Prioritising investment into sports lighting to training standard commensurate with facility hierarchy,** where lighting does not meet standard and where demand necessitates. Preference to prioritise LED developments over traditional metal halide lighting.
- **Investment in oval upgrades including the conversion to warm season grass surfaces and exploring the use of alternate playing surfaces** such as hybrid and synthetic fields, to improve carrying capacity and to protect against future drought and water restrictions.
- **Increase the use of school facilities and alternate non-traditional venues** to address demand and capacity issues, and undertake a collaborative approach to investment in partnership with the Department of Education and Training.
- **AFL Barwon, Netball Victoria and LGAs to encourage Clubs to consider flexible training and competition venues,** away from their home facility, to help meet demand and over-use of ovals due to high volumes of traffic. This includes the potential use of association netball venues not normally used by club-based netball.
- **LGAs to consider investment into existing underutilised and/or overflow venues,** including the provision of adequate playing surfaces, lighting and basic amenities where demand necessitates.
- **Report annually on the status of football and netball facilities** following annual facility audits and identify the change over time in provision (gaps versus improvements).

HOW WILL SUCCESS BE MEASURED?

- **Increased provision of existing venues meeting recommended guidelines for core amenity provision.**
- **Improved quality of sports lighting infrastructure and the installation of sports lighting (where lighting is not provided) at existing venues** to improve programmability and capacity.
- **The provision of second netball courts at existing venues** where single courts are currently provided and where need, demand and land availability can be clearly demonstrated.
- **Greater access to schools and other non-traditional venues** and a stronger relationship and increased levels of shared investment with the Department of Education and Training (DET).
- **Activation of underutilised facilities through increased facility provision and greater programmability.**
- **Continued annual audits of all AFL Barwon football and netball facilities by region staff.**



St Mary's v Geelong Amateur Football Club

PRIORITY 3

Ensure facilities cater for the diversity of participants playing across the G21 Region

Since 2015, over \$67M worth of collective investment into football and netball facilities in the G21 Region has occurred. This funding has been contributed through budget allocations, grant funding and local contributions. This expenditure has delivered over 60 projects, all focused on improving the quality and capacity of infrastructure. The redevelopment of change facilities has provided amenities that create better environments for the diversity of participants attracted to the game. A sustained focus on prioritising facility upgrades that are inclusive of all people will be imperative over the next 10 years.

Female football has become the fastest growing segment of the game, contributing to 53% of total participation growth from 2015-2019 in the Region. Female football now accounts for 15% of total AFL Barwon Club participation in 2019, with 65 teams participating across all five LGAs. In addition, female AFL umpires contribute approximately 10% of the total umpire contingent in AFL Barwon. As participation increases, there will continue to be a strong requirement for the delivery of gender neutral change facilities to cater for this demand. The consistent growth in female participation since 2015 is creating greater expectations on LGAs, and increasing facility gaps which, on most occasions, require significant investment to address. Although substantial progress has been made to address gender neutral provision, 57% of change rooms and 39% of umpire change rooms do not meet the AFL's Preferred Facility Guidelines for female friendly facilities in the Region.

Female friendly infrastructure grants available through AFL Victoria and Sport & Recreation Victoria provide an opportunity for the Region to target facility upgrades where female participation is current or projected. Collaboration with peak sporting bodies that are considered a co-tenant or complimentary to football and netball provides further opportunity to maximise funding opportunities.

The development of gender neutral amenities, including player and umpire facilities, should reference the *AFL Preferred Facility Guidelines (2019)* and *Sport & Recreation Victoria's Female Friendly Sport Infrastructure Guide* to ensure that facilities meet best practice as well as the objectives of potential funding partners.

Sport & Recreation Victoria's Design for Everyone Guide aims to instil the principles of Universal Design to make the built environment more simplified and inclusive of as many users as possible. Equitable design, for people of all genders, all abilities and of all cultures should be at the forefront of any design process. Flexibility in changing spaces, adaptability of multi purpose areas and accessible and intuitive layouts will improve the form and function of venues and improve user experience.

In relation to netball facilities, facility audit information indicates that 63% of player change rooms are in good to excellent condition, leaving 37% as potentially requiring improvement. As netball is predominantly a female sport and continues to be a great contributor to female participation across the Region, addressing facility gaps should be afforded equal priority. In addition, the availability of modern, gender neutral umpire amenities will also support the prosperity of the game. Opportunities for shared umpire spaces that can cater for both football and netball could be explored further.

PRIORITY 3

Ensure facilities cater for the diversity of participants playing across the G21 Region



Over recent years, the use of modular buildings has become a popular option in facility development, enabling outcomes that can be delivered up to 60% faster and at 15-30% less cost than traditional construction (source: *AFL Preferred Facility Guidelines 2019*). Options to utilise modular change rooms to assist in meeting gender neutral amenity shortages, and where additional change room provision is required, should be considered. The use of modular change facilities can also be useful for larger clubs and/or where back to back games are hosted. The AFL in partnership with Ausco Modular has developed designs for local and regional facilities that can easily be adapted to any venue in a cost-effective manner.

As both female and male participation continues to grow throughout G21, competition structures will need to become more responsive to demand. Flexible training and equal opportunities for all participants to train and play on main grounds through innovative fixturing should be considered. Greater use of facilities with identified capacity and appropriate supporting infrastructure should be at the forefront of scheduling, particularly for venues that offer flexibility and cater for the diversity of participants. Further detailed data regarding individual facility audit provision and compliance against the AFL's *Preferred Facility Guidelines* can be found in the Appendices section of this Report.

PRIORITY 3

Ensure facilities cater for the diversity of participants playing across the G21 Region

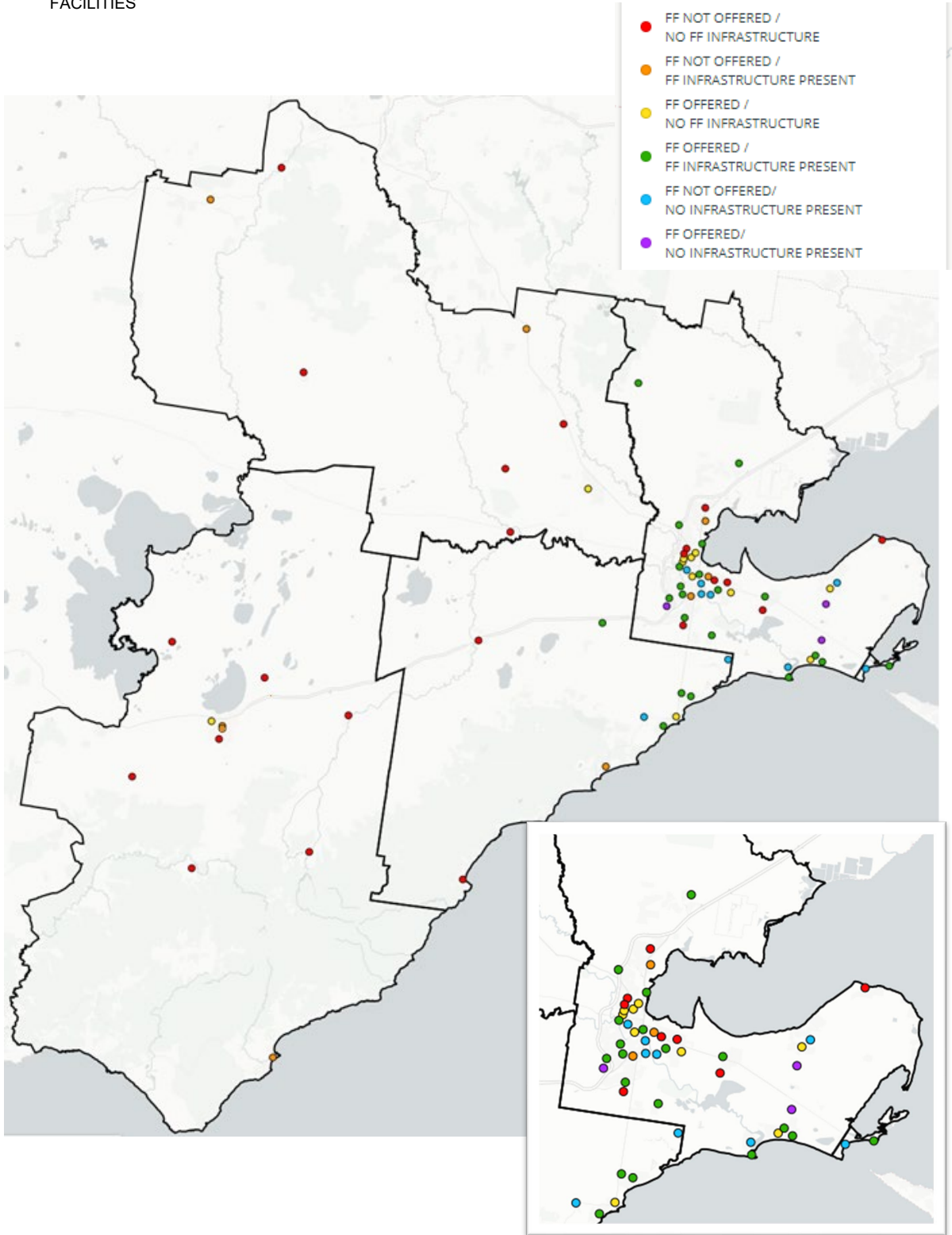
HOW WILL PRIORITY 3 BE ACHIEVED?

- **Every new or redevelopment football and netball facility will provide gender neutral and accessible facilities** that will support participation for people of all gender, ability and from any culture or background.
- **The AFL's Preferred Facility Guidelines (2019) and Netball Victoria Facilities Manual (2017) will be referenced** in the planning phase for all new or redevelopments of facilities.
- **SRV's Design for Everyone Guide and Female Friendly Sport Infrastructure Guide will be referenced** in the planning phase for all new and redevelopment of facilities.
- **Continuation of grant programs that offer facility funding focussed on inclusivity** and enhancing opportunities for females will be key to successful project delivery.
- **Flexible fixturing and competition structures** will evolve to facilitate and accommodate the growing female participation forecast. Fixturing will be delivered from an equitable standpoint, offering females the same opportunity as men to play and train on the main ground and on traditional training nights.
- **Exploring modular facility construction for new and redeveloped facilities** and/or at venues where participation and capacity requires additional change room infrastructure.

HOW WILL SUCCESS BE MEASURED?

- **All venues that are used for female football will cater for gender neutral and accessible use and be flexible in design.** This includes for all participants of the game such as players, umpires, officials, coaches and spectators. Target to complete venues which presently offer female football with no infrastructure present including Bakers Oval, Drysdale Recreation Reserve, Elderslie Reserve, Frier Reserve, Grinter Reserve, Herne Hill Reserve, McCartney Oval, Victoria Park (Bannockburn), West Oval and Western Reserve followed by venues which do not have female participation but also do not have female suitable venues (see map on page 48).
- **All netball change and umpire facility provision will be considered in good to excellent condition by 2030.**
- **The delivery of facilities that have flexible spaces to encourage broader multi-use opportunities** both within and outside of traditional sport.

FIGURE 09 | CURRENT G21 AFL FEMALE FOOTBALL MAP AND FEMALE FRIENDLY (GENDER NEUTRAL) FACILITIES





Belmont Lions and Corio Community Football Club players

PRIORITY 4

Support the capacity building and education of clubs and their people

Community clubs continue to be the lifeblood of regional and rural areas, driven by dedicated volunteers who are integral to the development of the game. The identification of educational opportunities and partnerships that support and build capacity will continue to contribute to the success of clubs both on and off the field.

The value that sport brings to communities extends well beyond the playing field, contributing to social outcomes including community cohesion, reduced feelings of isolation, increased civic pride, greater social capital and improved physical and mental health. In 2013, Street Ryan undertook the 'Review of Football in Country Victoria' study which measured the social impacts derived from regional football and netball and found that clubs provided a crucial community service. Particularly in smaller towns, the study found clubs assisted in keeping children and youth engaged and prevented disenfranchisement from the local community.

The COVID-19 pandemic has significantly disrupted the 2020 football and netball season, with the regular (senior) football and netball competition cancelled until 2021. The impact of the pandemic on local sporting clubs will require close monitoring now and into the future by all project partners.

Whilst AFL Victoria, Netball Victoria, AFL Barwon and LGAs are devising strategies for the reopening of facilities, including health and safety protocols, the future viability and sustainability of some clubs as a result of the disruption may not immediately be evident. Other potential financial impacts on clubs including the likelihood of limited sponsorship and other forms of financial support in future seasons is high, with stable sources of income and revenue streams possibly becoming more difficult to secure.

In addition, there is a risk that participants who will not be playing in competition and/or training in 2020, could be less inclined to return once sport resumes. Strategies regarding the re-engagement of participants and the promotion of the game, including the importance of sport for mental and physical wellbeing, should be considered as a critical priority for project partners moving forward.

To support the future sustainability of clubs ongoing, and to deliver other educational and capacity building opportunities, engagement via the new AFL Victoria Club Champion Program will be a critical resource and support service. Beginning in early 2021, the role of Club Champion will be a resource available to regional football commissions, including AFL Barwon, to provide face to face club support to enhance management and community building capabilities.

The current 'Club Health Check' utilised by AFL Victoria and AFL Barwon will be encompassed into the key responsibilities of the Club Champion role, where clubs that are identified as requiring most support will be prioritised. Additional key aims of the Club Champion will be to develop initiatives to assist in club operations including strategic planning, financial management, volunteer engagement and sponsorship acquisition.

AFL Barwon and Netball Victoria are encouraged to work together to implement club development initiatives, particularly where separate football and netball club governance structures exist, to ensure equal representation and contribution.

PRIORITY 4

Support the capacity building and education of clubs and their people

Prior to the COVID-19 pandemic, a small number of football and netball clubs, mostly located in areas of identified disadvantage and/or where population characteristics are limiting involvement in sport, were experiencing stagnant, fluctuating or declining participation, particularly in junior and female cohorts. Whilst this is in direct contrast to the general trend of increasing participation in G21, further investigation and a strategic, collaborative response should be taken. It is recommended that project partners critically assess the spread of participation in the Region and consider the most appropriate approach to facilitate participation across all locations. Consideration should be given to understanding why disparity in participation occurs and how the equalisation of participation across all clubs and facilities can be addressed. Player pathways from Auskick, NetSetGO, junior through to senior age groups are crucial for player retention and clubs should be supported to enable this to occur. In areas where participation is fluctuating or declining, resources need to be targeted at schools to promote programs and linkages to the local competition.

The initial 2015 Strategy identified that a review of current club and league structures to address and improve sustainability and equalisation should be pursued. Whilst significant progress has been made, revisiting this priority to test that the current structure still reflects the recent evolution of the game and its competition is recommended. Considering the restructure of the competition format at senior level following the salary cap equalisation will be an important next step to ensuring greater sustainability of the game across the Region.

Whilst community and sport development expectations are inherently understood by clubs, they, at times, require further guidance and support to achieve these initiatives. One of the roles of the new AFL Club Champion and Netball Victoria Participation Coordinators is to provide training and education opportunities aimed at building capacity of volunteers. These initiatives however cannot be delivered by these people alone and the importance of continuing to work alongside other project partners including Leisure Networks, Geelong Cats Foundation, LGAs and other peak sporting bodies will continue to be vital.

Due to the current pandemic, there has been a significant reduction in staffing resources across AFL Victoria, Netball Victoria and AFL Barwon in response to the suspension of football and netball at both elite and local levels. Resourcing requirements and the structure of AFL Barwon is expected to be reviewed once play returns.

There is also opportunity to undertake an assessment of the Football Development Manager (FDM) roles to identify where additional resourcing could assist. FDMs are considered key to driving game development however limited resources mean that these core functions, along with other aspirational initiatives, become increasingly difficult to deliver. It is identified that further support in the game development area could assist greatly in the delivery of participation initiatives identified within the Strategy, including for areas experiencing participation stagnation or decline. In addition, the joint and shared planning of club education by FDM's and Participation Coordinators to reduce duplication and create a more efficient and effective training model should be explored.

Any recommendation for development and expansion of the game must include support for officials. This includes umpire recruitment and retention policies, provision of appropriate training facilities and amenities, support for umpire in schools' programs, expanding pathways and encouraging club involvement in developing umpires. AFL Barwon's Umpire Academy's aim to align umpire development programs with Clubs as a way of recruiting, supporting and nourishing umpires through inclusive environments. This initiative should continue to be an integral part of game development for the sport through to 2030, with a greater number of clubs engaged in providing this program. There is also opportunity to engage and recruit a greater number of female AFL umpires. As per page 27 of this report, female umpire participant numbers has remained stable, with approximately 40 female participants in 2015 and 2019. Further attraction and recruitment of female umpires to the game, will support sport's inclusive and diverse profile, and influence more girl's and women to become involved.



AFL Barwon Umpire and East Geelong Football Club player

PRIORITY 4

Support the capacity building and education of clubs and their people

HOW WILL PRIORITY 4 BE ACHIEVED?

- **A collaborative and structured approach** including all project partners, affiliated Leagues and club representatives **to understand the ongoing impacts of the COVID-19 pandemic on community football and netball.**
- All project partners including levels of government and sport to collaborate in **engaging with existing participants during the period of competition cessation.**
- **The development of participation strategies and identifying resources to attract participants in areas experiencing decreased or limited participation.**
- **Greater connection and promotion of football and netball amongst schools** and the development of linkages to clubs that can support involvement in traditional competition and other modified formats of the game.
- **Support for umpire leagues in the development of retention and recruitment policies** and identifying initiatives for clubs to actively promote umpiring to their member base, in particular for female umpires.
- **Strong partnerships with LGAs, AFL Barwon, Netball Victoria and Leisure Networks** in the continuation of club development seminars and initiatives to provide education and learning opportunities on a regular basis.
- **Greater allocation of resources** to AFL Barwon to support participation initiatives and club support.

HOW WILL SUCCESS BE MEASURED?

- **Retention of football and netball participants following the COVID-19 pandemic** into season 2021 and 2022.
- **The delivery of quarterly club development seminars** in partnership with LGAs, Leisure Networks, AFL Barwon and Netball Victoria. These seminars should aim to provide education to clubs that encapsulates information to improve and implement healthy sports environments, infrastructure planning processes and improved club administration.
- **Deliver the Club Champion Program through the appointment of the Club Champion position** to assist in development initiatives including sustainability, governance, financial, volunteerism and administration.
- **Completion of strategies to stimulate participation in areas of decline**, targeting school programs and as a key opportunity to increase participation at club level.
- **Greater involvement and engagement with current and prospective umpires** including increased club engagement with the AFL Barwon Umpire Academy program to encourage participation, recruitment and retention of officials.



PRIORITY 5

Plan and develop facilities in growth and priority areas across the G21 Region

Population growth is predicted for the G21 Region, particularly within the City of Greater Geelong, Surf Coast Shire and Golden Plains Shire to 2030. This will affect future football and netball participation, and place increased demand for the improvement of existing facilities and new venues in greenfield development sites.

Since 2015, an additional 9 AFL Ovals and 4 Netball Courts have been delivered across G21, including:

- 2 Ovals and 2 Netball Courts at Armstrong Creek East Sporting Precinct (Armstrong Creek)
- 1 Oval and 2 Netball Courts at Sovereign Drive (Armstrong Creek)
- 1 Oval at Banyul-Warri Fields (Torquay)
- 2 Ovals at Drysdale Sporting Precinct (Drysdale)
- 1 Oval at Oakdene Estate (Ocean Grove)
- 1 Oval at Bannockburn P-12 College (Bannockburn)
- 1 Oval at Deakin University (Waurn Ponds)

The development of additional facilities has assisted greatly in addressing demand as identified in the initial Strategy. Updated population forecasts for G21 in the Towards 2030 Strategy identify that access to approximately 16 additional AFL Ovals and 26 netball courts across the Region to 2030 is required (using the recommended benchmark population ratio). This forecast is based on demographic changes as well as analysing the projected market for football and netball. A detailed analysis of facility provision forecasts by Region and LGA can be found in the Appendices section of this Report.

AFL's recommended best practice ratio of 1 oval to 7 teams has also been utilised for comparison within the LGA facility forecast (also found in the Appendices section of this Report). This ratio provides another

comparison and benchmark for stakeholders in understanding potential oval access requirements should this ratio be considered.

Facility provision forecasts and ratios used throughout to identify playing surface requirements should not be used as a standalone measure, and consideration regarding the access to existing facilities, their capacity, geographic spread and current usage should be afforded. Consideration to improving playing surfaces and associated infrastructure can also extend the programable hours of a facility and assist in addressing additional demand. A case study outlining the benefits of improved oval playing surfaces can be found in the Appendices section of this Report.

Current ratios for football used throughout this Report indicate that there is generally an adequate number of ovals, aligning to the recommended AFL ratio of 1 oval to 5,000 people across all LGAs.

Netball court provision ratios used throughout this Report indicate that 3 of 5 G21 LGAs are currently exceeding the recommended ratio of 1 court per 60 players for regional and rural areas. Within these LGAs, there may be an immediate requirement for access to, or the provision of, additional facilities to meet demand. The Appendices section of this Report outlines the projected participation growth and court requirements for each LGA to 2030. Again, these forecasts must be considered against current supply, condition, access and usage to existing facilities.

PRIORITY 5

Plan and develop facilities in growth and priority areas across the G21 Region

In addition, the use of existing indoor venues for netball should be considered to support demand. The use of indoor venues for club based netball however is only endorsed by Netball Victoria for training and development programs, not competition.

The regional netball venue at Kardinia Park is currently utilised for both club based netball as well as association netball, and court and facility provision has been considered within the audits in the Appendices section of this Report. Future upgrades to the complex will be considered within the Kardinia Park Master Plan which is currently underway.

Any future facility development recommendations should consider the impacts on existing provision ratios. Where an oversupply of facilities is evident, increasing the capacity of existing facilities or the possible repurposing of underutilised venues should be pursued prior to the development of new venues.

Planning of greenfield sites where LGAs have control over facility provision should consider the projected need of the sport and work to reduce any gaps in infrastructure. As a minimum, LGAs experiencing population growth may consider the installation of at least one synthetic field (as it is the equivalent to three natural turf ovals) combined with options for hybrid turf at other venues to meet increased demand. In addition, synthetic facilities also provide opportunity for use by other sports (e.g. hockey, soccer, cricket). Most oval access requirements to 2030 is centered around the City of Greater Geelong and its growth areas with access to an additional 12 ovals required across six identified planning areas. The Appendices section of this Report provides a detailed forecast of AFL oval projections by planning area for the Greater Geelong municipality.

The planning and development of any new playing fields and venues will need to maximise shared usage for sports outside of football and netball and be flexible enough to meet the changing needs of the community. The delivery of any new local level multi-use facilities should consist of two ovals or surfaced areas which can accommodate full sized AFL ovals, as well as two lit netball courts to maximise viability of the venue. AFL Victoria recommends the development of two oval (or multi oval) venues in new developments to support more sustainable clubs and multi use outcomes. Two oval sites enable a club to grow and spread usage across playing fields and provides better economies of scale in terms of supporting infrastructure. Whilst single oval facilities can be considered important, particularly in LGAs where population forecasts are limited, in areas of growth and heightened demand, multi-oval venues should be given preference. Existing single oval facilities, if adequate demand and suitable infrastructure is

provided, should continue to be considered integral in a facility network for overflow, training and junior football uses.

The success of sport, particularly within new clubs and facilities, relies on well coordinated on and off-field activities. The importance of establishing well run clubs and empowered volunteers will contribute to the outcomes of a venue and create better return on investment. Guiding documents such as the City of Greater Geelong's Armstrong Creek Sports Development Plan outlines a consolidated approach to the initiation of sport including establishing and growing participation, people and partnerships, creating viable clubs and the appropriate resourcing for delivery. Where new facilities are identified between 2020-2030, the creation of sport development documents should be considered to ensure the successful initiation and grassroots facilitation of the game.

Prioritising local infrastructure projects should be measured against the recommendations within this Strategy, LGA strategic planning and capital works budget cycles, external funding availability and the Project Development Framework for Clubs on page 93. The Framework provides an outline of expectations and guidance to ensure that any club driven project is developed in a robust manner and in consultation with project partners. Any proposal will be subject to available funding and the capacity of project partners to prioritise investment.

Finally, project stakeholders will need to continually monitor football and netball participation and plan accordingly. The initiation of the annual State of Play Report, as identified in Priority 1, by AFL Barwon will ensure there is a collective understanding of participation trends across the Region. This will be essential to support the identification of facility investment priorities.

PRIORITY 5

Plan and develop facilities in growth and priority areas across the G21 Region

HOW WILL PRIORITY 5 BE ACHIEVED?

- Utilising participation projections and provision projections progressively provide additional access to 16 AFL ovals and 26 netball courts to 2030 across the Region in line with population and participation projections for both sports.
- G21 LGA's, AFL Barwon and AFL Victoria partner to investigate options for the installation of a synthetic oval for the region and identify a suitable location and potential funding models.
- LGAs to work collaboratively with greenfield developers and AFL Barwon in the identification and provision requirements of football and netball facilities.
- Initiate a region based, collaborative approach to the Victorian School Building Authority (VSBA) regarding new school facilities and their capacity to assist in addressing demand.
- AFL Barwon, Netball Victoria, Leisure Networks and LGAs to work collaboratively on sport development strategies for growth areas and new facilities that will facilitate best participation and facility usage outcomes.

HOW WILL SUCCESS BE MEASURED?

- Access to an additional 8 AFL ovals and 14 netball courts to 2025 along with an additional 2,000 AFL and 850 netball participants across the Region.
- Access to an additional 8 AFL Ovals and 12 netball courts from 2025-2030 along with an additional 1,800 AFL and 740 netball participants across the Region.
- Strong participation, occupation and usage of newly developed facilities through strategies that drive grassroots club development.



St Mary's Football Club player



Colac Imperials Football Club player

PRIORITY 6

Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre

The initial 2015 Strategy identified three regional venues for the Region which, through increased capacity and infrastructure provision, can service higher levels of participation, spectators and events. All three regional venues have since been upgraded or are underway, which will see AFL Barwon well serviced to 2030.

The development of Regional Administration Centre's (RAC) and Hubs for Commissions is a priority within AFL Victoria's Growing the Heartland Strategy. The current home of AFL Barwon at Highton Reserve presents limitations and a long-term plan for a RAC is required. The initial Strategy identified potential venues for a future RAC which should continue to be pursued.

The three identified regional level venues in the initial 2015 Strategy are soon to be delivered, commensurate with regional facility provision. These three venues are:

- Spring Creek Reserve (Torquay)
- Colac Central Reserve (Colac)
- West Oval (Geelong West)

The completion of these upgrades now meets the recommended requirement for regional facility provision over the next 10 years, and aligns with AFL Victoria's *Growing the Heartland Strategy*; that each league requires access to at least one regional venue. All three facilities now provide a higher standard of infrastructure and will host larger numbers of spectators. Regional facilities will be prioritised and scheduled for higher level games and events, particularly those outside of local competition, over other venues. Since 2015, the Elite Sporting Precinct at Deakin University has come to fruition, which includes an MCG-sized oval and floodlighting.

This facility should now be recognised as playing a regional role also in the network of G21 facilities. Further negotiation and partnerships with AFL Barwon, LGAs and Deakin regarding access to this venue for local and regional use should be pursued.

As identified in the 2015 Strategy, oval usage at Simonds Stadium, the only AFL Standard facility in the Region, is generally considered at capacity. This limits community access and heightens the importance of the identified regional venues and their ability to service events and competitions including VFLW, NAB League, Marsh Community Series and AFL Barwon finals.

AFL Barwon currently operate from Highton Reserve, sharing the facility with NAB League team the Geelong Falcons. Highton Reserve is classified as a local level venue and has limited capacity due to it being a single oval facility with seasonal access.

PRIORITY 6

Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre

The development of a long-term plan for an AFL Barwon RAC continues to be a priority in the Towards 2030 Strategy, which would provide a facility that can house AFL Barwon staff, including League administrators, as well as services for growing participation, talent pathways, coaching and other club education. A single location for the administration of football and netball will create efficiencies and collaboration and replace any duplication in effort.

The requirement for a RAC to provide talent pathways is essential and balancing the needs of elite teams and players whilst continuing access for community programs must be considered equally. The significant advantage of the existing relationship and connection with AFL Barwon and the Geelong Falcons is recognised, and the opportunity for the future RAC to incorporate facilities that cater for the many facets of both football as well as netball should be pursued.

The development of a RAC would ideally be at a non-aligned venue with access to multiple playing surfaces for football and netball. As indicated in AFL Victoria's *Growing the Heartland Strategy*, on-site region commission staff could provide added value through assistance with ground management, program delivery and scheduling, increasing shared use and other outcomes which can be challenging in traditional club tenancy models.

It is recommended that a feasibility study be undertaken in conjunction with project partners for the identification of the most suitable location for the RAC moving forward. The feasibility study should highlight the need for a collaborative approach to investment through partners including AFL Victoria, Geelong Falcons and AFL Barwon. Any long-term option for a RAC should also include planning for an improved Centre of Excellence for the Geelong Falcons.



Lara Football Club player

PRIORITY 6

Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre

HOW WILL PRIORITY 6 BE ACHIEVED?

- **Completion of all three regional level facility upgrades and the increased programming of these venues** for higher level events and games.
- **The activation of Deakin University as a regional level venue**, particularly once change room facilities are provided.
- **AFL Barwon to commission a feasibility study, in conjunction with project partners, to investigate and recommend the best long term home for a RAC.**
- **Investment into the preferred identified RAC requires multiple investment partners** including AFL Victoria, AFL Barwon and Geelong Falcons.

HOW WILL SUCCESS BE MEASURED?

- **Through the increased usage of the three identified regional facilities identified and the Deakin University facility.**
- **The completion of a long term feasibility study identifying the future RAC location in the Region.**
- **The development of a RAC that is funded through a collaborative approach a number of responsible project partners.**

STRATEGY IMPLEMENTATION

Through the implementation phases of the Strategy there will be three key roles for stakeholders to play:

INITIATE

Planning the scoping and timing of strategic directions, programs, activities and service provision.

DELIVER

Delivery of strategic directions, activities and services.

SUPPORT

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

Many strategic directions will require further stakeholder consultation. To ensure key actions can be achieved in a timely manner, continued collaboration between sport and government is crucial.

Proposed strategic directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the Region. The level of priority should be used to inform each project partner of the relative importance of a particular action along with the expected delivery timeframe. A description of each priority level is provided below.

It is recommended that a five (5) year review of the Strategy be undertaken to monitor, evaluate and ensure the currency of priorities and actions



North Geelong Football Club player

CRITICAL ACTION

A direction that has a serious impact on ongoing service delivery and without achievement other priorities cannot be progressed or will be severely hindered in their implementation.

HIGH

A direction that has a high level of impact that must be prioritised to ensure the successful delivery, implementation and success of the Strategy.

MEDIUM

A direction that contributes to meeting the overall Strategy objectives.

LOW

A direction that contributes to overall Strategy improvement activities.

ONGOING

A direction that will require ongoing commitment of sport and government stakeholders.

KEY STAKEHOLDER IMPLEMENTATION RESPONSIBILITIES

The G21 and AFL Barwon Towards 2030: Strategy has highlighted a range of critical issues that AFL Barwon and G21 LGA's face regarding growth in football and netball participation and the need to prioritise and plan for infrastructure upgrades and new development. The following project partners will be imperative to the Strategy's delivery. The role of each partner in the Strategy's implementation is summarised below.

AFL BARWON

AFL Barwon will play a lead role in coordinating and supporting the implementation of Strategy recommendations including club development initiatives, as well as supporting infrastructure projects and directing regional staff work plans and priorities.

The most critical roles of AFL Barwon will be in driving a return to play strategy and engagement of participants following the COVID-19 pandemic. This will include monitoring the financial status of clubs from season 2021 and beyond. AFL Barwon will need to work in partnership with stakeholders in supporting strategic planning and financial management processes at club level. In addition, the fixturing of games to accommodate for increased demand, including female participation, to maximise usage of venues and offer alternate facilities where available. For higher level events and competitions, including finals, AFL Barwon should look to maximise use of the Region's identified regional level venues.

AFL Barwon will need to bring the regional football and netball community together, assist in prioritising recommendations and advocate to LGA stakeholders for financial and resource support to deliver key actions. Without AFL Barwon's drive and commitment to these reforms, successful implementation cannot be achieved.

LOCAL GOVERNMENT

The five G21 LGAs have a core responsibility to directly deliver football and netball infrastructure planning, improvement and revitalisation actions, as well as support participation and club development initiatives.

LGAs will need to focus on the implementation of Critical Action Plans, as well as support regional objectives through policy adoption and development and in prioritising and securing partner investment.

Via the G21 Sport and Recreation Pillar and through internal LGA governance structures, LGAs are encouraged to adopt strategy objectives and priorities and utilise them as the basis for future local planning regarding football and netball.

LEISURE NETWORKS

Leisure Networks play a crucial role in providing support, education and capacity building of clubs and their administrators. Their expertise in delivering participation programs and assisting to create welcoming, inclusive, sustainable and healthy sporting environments will be key to achieving several updated Strategy recommendations.

AFL VICTORIA

AFL Victoria will play a support role in action implementation. They will also have an active and direct role in staffing of game development and promotional activities. In addition, AFL Victoria should provide support in sustainability initiatives including player points and salary cap systems that enable regional commissions to implement successfully.

AFL Victoria will promote statewide strategies for regional and local implementation, including club health checks, regional planning, annual facility auditing, professional development and education programs, and advocating for the continuation of the Country Football Netball Funding Program (CFNP) and other relevant funding programs.

NETBALL VICTORIA

Netball Victoria will play a support role in action implementation, but also have an active and direct role in staffing of game development and promotional activities, and supporting regional partners to meet their community, development and infrastructure aspirations. Netball Victoria's commitment to supporting continuation of the CFNP is also essential.

Netball Victoria will have a role assisting grass roots netball growth and development at a local level, supporting competition and club structure review, assisting with grants and facility development and ensuring statewide strategies for netball are implemented. Netball Victoria also plays a crucial role in working with AFL Barwon in the resumption of sport following COVID-19.

CLUBS

Clubs' commitment to delivering and supporting football and netball in a changed environment is critical. Specific to strategy implementation, clubs will need to participate in Club Health Checks, professional development and education programs, openly provide information to other regional stakeholders on strategic planning and financial management and commit to supporting proposed new governance processes and activities, in addition to standard club operational requirements. Critical to infrastructure improvement will be the capacity for clubs to financially plan for and invest in projects. Regional implementation of female football, grassroots programs and modified formats of the game will continue to be core development opportunities for clubs to expand their member base and grow their club.

STATE / FEDERAL GOVERNMENT

Government will play a key support role in the funding of strategic initiatives, and in promoting the benefits of the G21 and AFL Barwon Towards 2030: Strategy throughout other Victorian regions. It will also be responsible for ensuring continued focus is provided on the delivery of strategy actions for greater benefit of the G21 Region. Government will be relied upon to support sport, the game and its facilities return to play through funding and other initiatives.

EDUCATION PROVIDERS

Schools within the Region will have a key role in growing participation through embracing programs offered by AFL Barwon, AFL Victoria, Netball Victoria and umpire leagues. School capabilities to accommodate increased access to school grounds and amenities where there is high usage will also be essential if sport growth initiatives are to be maximised. The Victorian School Building Authority and Department of Education and Training will be beneficial in discussions around the delivery of new school facilities and facilitating access to existing venues, in partnership with sport and LGAs.

Other providers such as Deakin University will be relied upon to facilitate access to existing facilities to assist in building the capacity of the facility network.



Modewarre Netball Club player

STRATEGIC PRIORITY #1 – IMPLEMENTATION PLAN

Continue to enhance the relationship between football / netball, government and community partners in planning and investment of facilities

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
1.1 AFL Barwon to continue to host the annual AFL Barwon Government Forum to monitor and deliver the actions identified within the 2020 Strategy and to build stakeholder relationships and collaboration with project partners.	Critical	Annually	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria, Leisure Networks, Deakin University, Sport & Recreation Victoria, LGAs
1.2 Project partners and the G21 Sport & Recreation Pillar to work collaboratively in advocating for the continuation of existing, and identification of alternate, funding streams to support infrastructure investment, including the Country Football and Netball Program (CFNP).	Critical	Immediate	G21 Sport & Recreation Pillar	G21 Sport & Recreation Pillar, LGAs	AFL Barwon, AFL Victoria, Netball Victoria, Sport & Recreation Victoria
1.3 AFL Barwon to initiate the development of an annual State of Play Report to outline participation trends, facility compliance, new development initiatives and the implementation of the Strategy. The State of Play Report should be shared with project partners either via the Government Forum or via the G21 Sport & Recreation Pillar annually.	Critical	Annually	AFL Barwon	AFL Barwon & Netball Victoria	LGAs, Leisure Networks, G21 Sport & Recreation Pillar, Sport & Recreation Victoria
1.4 AFL Barwon in partnership with Clubs initiate and outline the importance of the requirement of club contributions towards facility development, particularly when provision beyond core amenities is being sought.	High	Via quarterly Club Development Seminars	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria, LGAs, Clubs
1.5 Project partners to educate venue users on the benefits of collaborative planning of sporting facilities and accessing school venues via successful case studies.	High	Through the G21 Sport & Recreation Pillar quarterly meetings	G21 Sport & Recreation Pillar, LGAs	LGAs & AFL Barwon	AFL Victoria, Netball Victoria, Schools
1.6 AFL Victoria to continue capital investment grant programs outside of the Country Football Netball Program (CFNP) that can contribute towards new and redevelopment of facilities.	High	2020 to 2030	AFL Victoria	AFL Victoria	AFL Barwon, Netball Victoria

STRATEGIC DIRECTION #2 – IMPLEMENTATION PLAN

Increase the quality, functionality, capacity and sustainability of existing facilities.

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
2.1 Utilising facility audit information provided within the Strategy, prioritise collaborative investment with project partners into core facility upgrades where facility gaps are evident.	Critical	80% of all player and umpire change facilities to meet gender neutral, accessible and universal design requirements by 2030.	AFL Barwon, LGAs	LGAs, AFL Barwon, AFL Victoria, Netball Victoria	Sport & Recreation Victoria
2.2 A collective, region-based approach with project partners to develop partnerships with schools to advocate for access to facilities where adequate provision is available to meet demand. Consider collaborative investment into school facilities where increased usage outcomes can be demonstrated, and promote and advertise accordingly.	Critical	Prior to the resumption of season, identify a collective approach to improve partnerships with schools to assist in meeting demand.	AFL Barwon, Netball Victoria, LGAs	AFL Barwon, LGAs, Department of Education and Training	AFL Victoria, Netball Victoria, Deakin University
2.3 Develop all facilities to include lighting to a minimum training level standard – this will help to alleviate demand and capacity issues experienced across the Region.	Critical	Utilising the facility audit information in the Appendices of this Report, upgrade facilities where need and demand necessitate as funding becomes available.	AFL Barwon, Netball Victoria, LGAs	AFL Barwon & LGA's	Sport & Recreation Victoria, AFL Victoria
2.4 AFL Barwon and LGAs to work in partnership in the fixturing of night games to ensure venues that have competition lighting capacity are prioritised. Should existing competition lit facilities not suffice, project partners to collaboratively identify venues which should have lighting provision increased.	Medium	Annually through fixturing and scheduling of competition by AFL Barwon.	AFL Barwon, Netball Victoria, LGAs	AFL Barwon & LGA's	Sport & Recreation Victoria, AFL Victoria, Netball Victoria

STRATEGIC DIRECTION #2 – IMPLEMENTATION PLAN

Increase the quality, functionality, capacity and sustainability of existing facilities.

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
<p>2.5 AFL Barwon and LGAs to promote and educate clubs on the use of overflow and alternate non-traditional venues to accommodate training and to reduce the over-use of ovals. Investment into non-aligned venues with required ground surface, lighting and basic amenities to assist and support identified demand.</p>	Medium	<p>Utilising AFL Barwon's club correspondence and educational tools.</p> <p>LGAs to consider facility audit information within this report and identify non-aligned and/or underutilised venues that could be enhanced to support overflow use.</p>	AFL Barwon, LGAs	AFL Barwon, LGAs, Department of Education and Training	AFL Victoria, Netball Victoria, Clubs
<p>2.6 AFL Barwon and project partners including LGAs to support, encourage and provide feedback on strategic club-driven infrastructure development plans and encourage the identification of cash and/or in-kind contributions.</p>	Medium	<p>Using the club project development framework in the Appendices of this Report.</p>	AFL Barwon, LGAs	AFL Barwon, LGAs	AFL Victoria, Netball Victoria, Leisure Networks and Clubs

STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Ensure facilities cater for the diversity of participants playing across the G21 Region.

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
3.1 All new and redeveloped facilities must meet the requirements in the AFL's Preferred Facility Guidelines including the provision of gender neutral facilities for football and netball players as well as umpires.	Critical	100% of new football and netball player and umpire change room developments must be gender neutral. LGAs to update any local strategies and policies to reflect this position.	AFL Barwon	LGAs	Sport & Recreation Victoria, AFL Victoria, Netball Victoria
3.2 In conjunction with facility audit data, female participation information and map on page 48, prioritise gender neutral facility developments that address facility gaps.	Critical	Upgrade facilities that have existing female football participation but which are not gender neutral as priority. These venues include; Bakers Oval, Drysdale Reserve, Elderslie Reserve, Frier Reserve, Grinter Reserve, Herne Hill Reserve, McCartney Oval, Victoria Park, West Oval and Western Reserve	LGAs, AFL Barwon, Netball Victoria, AFL Victoria	LGAs	Sport & Recreation Victoria
3.3 In conjunction with facility audit data, continue to improve the quality of netball player and umpire change facilities in the Region to enhance participant experience and opportunity	Critical	All netball player and umpire change facilities to be considered in good to excellent condition by 2030.	LGAs, AFL Barwon, Netball Victoria, AFL Victoria	LGAs	Sport & Recreation Victoria
3.4 AFL Barwon to continue to investigate and implement an approach to flexible fixturing models to support participation growth, equity in access to and the demand for facilities.	Medium	Season by season approach	AFL Barwon	AFL Barwon	LGAs, Netball Victoria, Clubs

STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Ensure facilities cater for the diversity of participants playing across the G21 Region.

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
3.5 Consider modular facilities as an alternate to traditional construction where applicable and to assist in servicing increased demand including where back to back games are played.	Medium	Project specific consideration	LGAs, AFL Barwon, AFL Victoria	LGAs	Sport & Recreation Victoria
3.6 Include multi-use and flexible design spaces in change rooms and social room developments that can be modified for a range of uses and that will encourage broader community use.	Medium	Project specific consideration	LGAs	LGAs, AFL Barwon Netball Victoria, AFL Victoria	Sport & Recreation Victoria

STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

Support the capacity building and education of clubs and their people

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
4.1 Project partners to set up a COVID-19 working group to establish a return-to-play timeline which includes strategies for engagement of participants during competition cessation and the ongoing monitoring of club health from season 2021 onwards.	Critical	Immediate	AFL Barwon	AFL Barwon, AFL Victoria, Netball Victoria	LGAs, Leisure Networks, Deakin University
4.2 LGAs, AFL Barwon and Leisure Networks, identify vulnerable areas experiencing participation decline. Develop participation strategies that identifies actions for improvement, resource requirements and a focus on school participation and linkages.	Critical	Immediate	AFL Barwon	AFL Barwon, LGAs, Leisure Networks	Netball Victoria, AFL Victoria, Sport & Recreation, Department of Education and Training
4.3 AFL Victoria, Netball Victoria and AFL Barwon to work collaboratively in clarifying human resource allocation following COVID-19. An assessment and opportunity to further review and support the FDM roles should be explored further.	Critical	2020/21	AFL Victoria, AFL Barwon, Netball Victoria	AFL Victoria, AFL Barwon, Netball Victoria	LGAs
4.4 AFL Barwon and LGAs collaborate in analysing the impacts of COVID-19 on clubs once regular play resumes. This analysis should extend to all five municipalities and in areas of identified growth, decline and stagnation.	High	2021	AFL Barwon, LGAs	Netball Victoria, AFL Victoria, Leisure Networks	Sport & Recreation Victoria, Clubs
4.5 AFL Barwon and AFL Victoria to revisit salary and points cap to reduce financial burden on clubs from season 2021.	High	Prior to 2021 season	AFL Victoria, AFL Barwon	AFL Victoria, AFL Barwon	Clubs

STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

Support the capacity building and education of clubs and their people

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
4.6 LGAs, AFL Barwon and Leisure Networks partner to deliver quarterly (or as agreed) club development seminars either as a Region or per each individual LGA. Seminars to focus on the delivery of information relating to items such as governance, volunteer retention, diversity and inclusion, financial management, infrastructure planning, infrastructure use and participation strategies.	High	Quarterly Club Development Seminars	LGAs, AFL Barwon, Leisure Networks	AFL Victoria, Netball Victoria	Sport & Recreation Victoria, Clubs
4.7 New Club Champion role implemented to support and target the identified most vulnerable clubs and assist in enhancing club operations, capacity building and compliance.	High	New Club Champion role implemented.	AFL Victoria, AFL Barwon, Leisure Networks	AFL Barwon, Netball Victoria	LGAs, Clubs
4.8 AFL Barwon to revisit current club and league structure to continue to assist in club sustainability and competition equalisation. This includes critically assessing the spread of participation across the Region and ways to evenly distribute players between clubs.	Medium	Ongoing	AFL Barwon	AFL Victoria, Netball Victoria	Clubs
4.9 Continue to provide linkages and connections with AFL Barwon Umpire Academies which attract, sustain and grow participation, particularly in female umpiring.	Medium	Ongoing	AFL Barwon	AFL Barwon	Clubs

STRATEGIC PRIORITY #5 – IMPLEMENTATION PLAN

Plan and develop facilities in growth and priority areas across the G21 Region.

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
5.1 LGAs, AFL Barwon and project partners successfully provide access to additional football and netball facilities identified by LGA in the Appendices of this Report.	Critical	Access to an additional 8 Ovals and 14 Courts by 2025 Access to an additional 8 Ovals and 12 Courts by 2030 (in addition to those identified to 2025)	LGAs	LGAs, AFL Barwon	AFL Victoria, Netball Victoria, Sport & Recreation Victoria, Victorian Government
5.2 AFL Barwon, Netball Victoria, Leisure Networks and LGAs to develop sport development strategies to identify, develop and support newly established clubs in new facilities, particularly within growth areas.	High	As new facilities are planned and funded	AFL Barwon	Netball Victoria, AFL Victoria, LGAs	Leisure Networks, Clubs
5.3 LGAs, AFL Barwon and project partners to preference the development of multi-oval facilities over single oval facilities in growth areas consistent with the AFL <i>Growing the Heartland Strategy</i> .	Medium	As population and participation projections necessitate	AFL Barwon	AFL Barwon, LGAs, Clubs	AFL Victoria, Netball Victoria

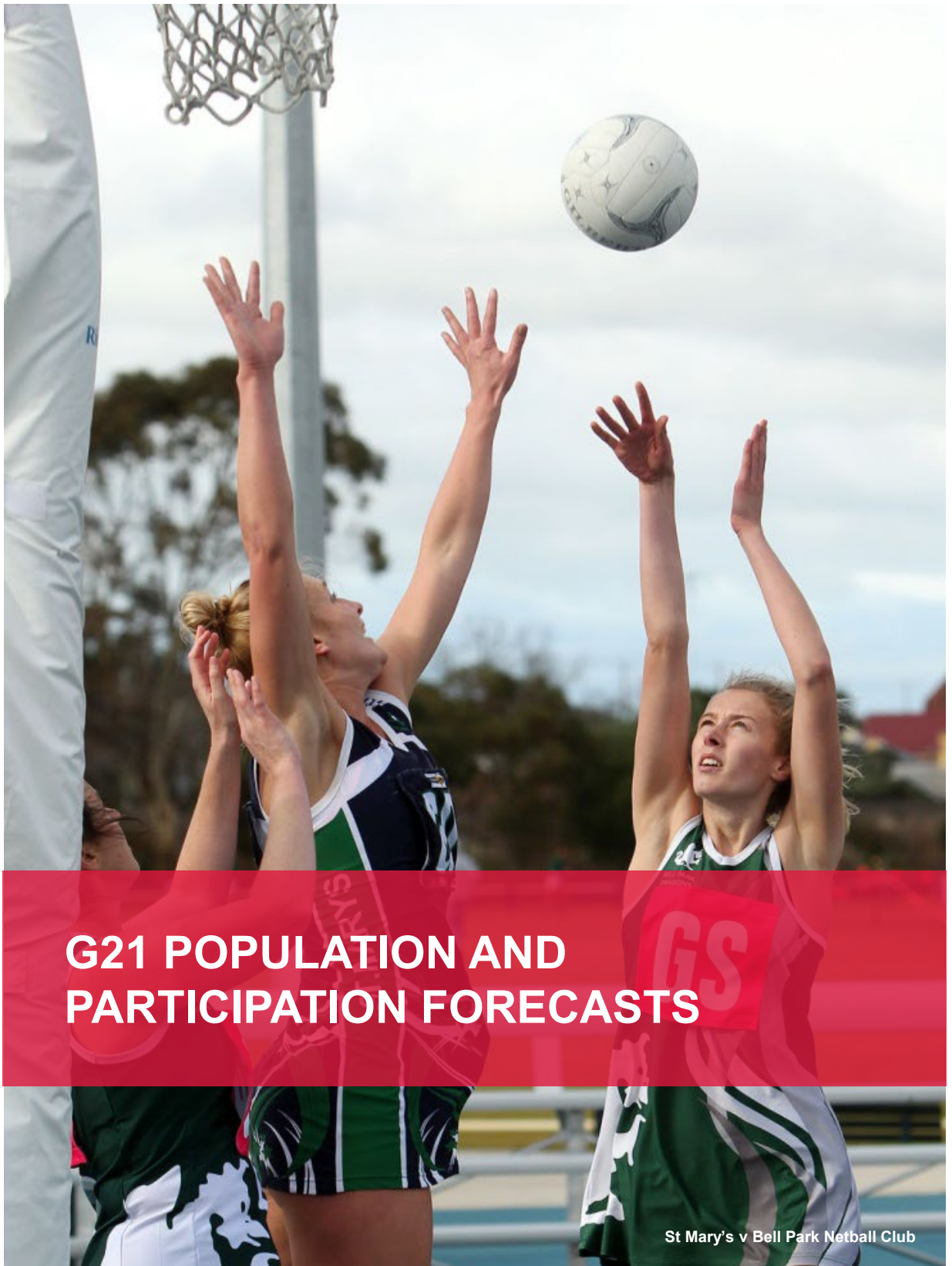
STRATEGIC PRIORITY #6 – IMPLEMENTATION PLAN

Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
6.1 AFL Barwon and LGAs utilise and program the three identified regional level facilities; Spring Creek Reserve, Colac Central Reserve and West Oval to host higher level games and/or events.	Critical	Through AFL Barwon fixturing and opportunity for higher level event hosting	AFL Barwon	AFL Barwon, LGAs, Netball Victoria	Clubs
6.2 AFL Barwon and AFL Victoria undertake a feasibility study in collaboration with project partners to identify the ideal location of a future long-term RAC.	Critical	End of 2021	AFL Barwon, AFL Victoria	AFL Barwon, AFL Victoria	Netball Victoria, LGAs, Geelong Falcons, Deakin University, Sport & Recreation Victoria
6.3 AFL Barwon and AFL Victoria in consultation with project partners initiate an advocacy document to guide the co-investment into the future identified RAC	High	Prior to November 2022	AFL Barwon, AFL Victoria	AFL Barwon, AFL Victoria	Netball Victoria, LGAs, Geelong Falcons, Deakin University, Sport & Recreation Victoria
6.4 AFL Barwon, LGAs and Deakin University to work in collaboration to facilitate access to the oval and facilities at the Waurn Ponds campus to assist in additional provision across the network.	Medium	Prior to 2021 season	AFL Barwon	Deakin University, LGAs	Clubs



Grovedale v Portarlington Netball Club



G21 POPULATION AND PARTICIPATION FORECASTS

St Mary's v Bell Park Netball Club

G21 POPULATION FORECAST

The following population forecast for the G21 Region summarises the expected trends by LGA to 2025 and 2030 respectively. The percentage of male and female population is included along with the anticipated projection for people aged between 5-39 which is considered the key participation market for sport.

LGA	Population			Change in Total Population 2019-2025		% Change Total Population 2025-2030		Overall Change in population 2019-2030	
	2019	2025	2030	# of persons	pop % change	# of persons	pop % change	# of persons	pop % change
Colac-Otway	21,685	22,846	23,943	+1,161	5.4%	+1,097	4.8%	+2,258	10.4%
Golden Plains	23,384	26,356	28,939	+2,972	12.7%	+2,627	9.8%	+5,555	23.7%
Greater Geelong	257,181	292,855	324,289	+35,674	13.9%	+31,434	10.7%	+67,108	26.1%
Surf Coast	32,654	37,193	41,051	+4,539	13.9%	+3,858	10.4%	+8,397	25.7%
Queenscliffe	2,940	3,083	3,127	+143	4.9%	+44	1.4%	+187	6.4%
TOTAL	337,844	382,333	421,349	+44,489	13.1%	+39,060	10.2%	83,505	24.7%

LGA	2019 Population		2025 Population		2030 Population		No. of persons aged between 5-39 in 2025		No. of persons aged between 5-39 in 2030	
	% Male	% Female	% Male	% Female	% Male	% Female	# of persons	% of total pop	# of persons	% of total pop
Colac-Otway	49.8%	50.2%	49.8%	50.2%	49.6%	50.4%	8,821	38.6%	9,177	38.3%
Golden Plains	51.2%	48.8%	51.2%	48.8%	51.1%	48.9%	11,517	43.7%	12,551	43.4%
Greater Geelong	48.8%	51.2%	48.6%	51.4%	48.5%	51.5%	132,706	45%	147,326	45.4%
Surf Coast	50%	50%	49.9%	50.1%	49.8%	50.2%	14,946	40%	16,289	39.6%
Queenscliffe	46.7%	53.3%	47.1%	52.9%	47.1%	52.9%	866	28%	797	25%
TOTAL	49.3%	50.7%	49.32%	50.68%	49.22%	50.78%	168,856	39.06%	186,140	38.34%

Population data and forecasted projections has been sourced from *forecast.id* for Geelong, Surf Coast, Golden Plains and Colac Otway Shires. Vic in Future population data and projections has been utilised for Queenscliffe. Population projections utilised throughout this report are based on available projections from March 2020. It should be noted that population data from these sources is updated on an annual or bi-annual basis and therefore the projections within this report are subject to change.

G21 PARTICIPATION FORECAST BY LGA

The tables below provides participation comparisons using registered winter season football and netball participants between 2015 and 2019 for AFL Barwon (by G21 LGA). Participation projections to 2025 and 2030 are provided by applying the five-year historical rate of change.

FORECASTED ADDITIONAL FOOTBALL PARTICIPANTS 2019-2030

LGA	Population		2019 Participation Rate (club participation / G21 population)	Total registered AFL players		Change in registered players 2015-2019	Rate of Change in Participation 2015-2019 (%)	Estimated Change (+/-) in Registered Players	
	2019	2025		2015	2019			2019-2025	2019-2030
Colac Otway	21,685	22,846	8.29%	1,527	1,797	+270	17.68%	+96	+187
Golden Plains*	23,384	26,356	3.52%	576	824	+248	43.06%	+105	+194
Greater Geelong	257,181	292,855	4.4%	8,365	11,509	+3,163	37.90%	+1,596	+3,003
Surf Coast Shire	32,654	37,193	6.2%	1,697	2,024	+327	19.27%	+281	+520
Queenscliffe	2,940	3,083	9.0%	230	266	+36	15.65%	+13	+17
TOTALS	337,844	382,333		12,395	16,420	+4,044		+2,091	+3,921

FORECASTED ADDITIONAL NETBALL PARTICIPANTS 2019-2030

LGA	Population		2019 Participation Rate (club participation / G21 population)	Total registered netball players		Change in registered players 2015-2019	Rate of Change in Participation 2015-2019 (%)	Estimated Change (+/-) in Registered Players	
	2019	2025		2015	2019			2019-2025	2019-2030
Colac Otway	21,685	22,846	3.84%	103	832	+729	707.77%	+45	+87
Golden Plains*	23,384	26,356	0.92%	200	216	+16	8.00%	+27	+51
Geelong	257,181	292,855	1.77%	3,078	4,555	+1,477	47.99%	+632	+1,189
Surf Coast Shire	32,654	37,193	3.00%	337	980	+643	190.8%	+136	+252
Queenscliffe	2,940	3,083	5.71%	179	168	-11	-6.15%	+8	+11
TOTALS	337,844	382,333		3,897	6,751	+2,854		+848	+1,590

*participation includes those within AFL Barwon only, does not include Golden Plains Shire participants competing within the AFL Goldfields region



G21 LGA FOOTBALL - NETBALL FACILITY CONDITION RATINGS

St Albans Football Netball Club –
St Albans Recreation Reserve

CURRENT FACILITY CONDITION RATINGS

Criteria for Rating Facility Infrastructure and Amenities

Indicates core provision strongly aligns with all requirements
Indicates core provision does not meet or is below requirements
A '-' in the table indicates that there is no facility present

AFL CLUB FACILITIES	
MAIN PAVILION (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
CHANGE ROOMS (out of 10 for each change facility)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
GENDER NEUTRAL/FEMALE FRIENDLY – score for Change Room 1 and Change Room 2	
Yes – Gender Neutral compliance (including pan toilets, cubicle showers and a safe, modern environment)	2
No – Gender Neutral compliance (facility does not meet above standards)	0
UMPIRE FACILITIES (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
GENDER NEUTRAL/FEMALE FRIENDLY – Umpire Facilities	
Yes – Gender Neutral compliance (including pan toilets, cubicle showers and a safe, modern environment)	2
No – Gender Neutral compliance (facility does not meet above standards)	0
AFL PLAYING FIELD	
OVAL SURFACE CONDITION (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still playable)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2

CENTRE WICKET PROFILE	
No pitch or drop in wicket	6
Turf wicket well maintained	5
Synthetic pitch	4
Turf wicket with some coverage and hardness issues	0
IRRIGATION (out of 2)	
Automatic Irrigation	2
Hose / manual watering	1
No irrigation	0
Unable to make accurate assessment	0
OVAL FENCING (out of 2)	
Yes	2
No	0
PLAYING FIELD LIGHTING (out of 15)	
150-300 lux	15
50-99 lux	10
Less than 50 lux	5
Lighting not provided but is required	0
Lighting not provided and not required (i.e. overflow or junior only venue)	0

NETBALL FACILITIES	
NETBALL CHANGE FACILITY (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
OVERALL NETBALL COURT CONDITION (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still playable)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
NETBALL COURT LIGHTING (out of 15)	
100-200 lux	15
50- lux	10
No lighting	0
Unable to provide accurate assessment	0
COURT RUN OFF COMPLIANCE	
Meets minimum requirements	2
Does not meet minimum requirements	0

Facility	Main pavilion / social room out of 10	Change Room 1 (Home) out of 10	Change Room 1 Gender Neutral Yes = 2 No = 0	Change Room 2 (Away) out of 10	Change Room 2 Gender Neutral Yes = 2 No = 0	Umpire Facilities out of 10	Umpire Facilities Gender Neutral Yes = 2 No = 0	Total AFL Club Facilities Score out of 46	Oval Surface Condition out of 10	Centre Wicket Profile out of 6
CITY OF GREATER GEELONG										
Anakie Reserve*	6	10	YES	10	YES	10	YES	42	8	4
Armstrong Creek East	10	10	YES	10	YES	10	YES	46	8	4
Bakers Oval	6	6	NO	-	-	6	NO	18	8	4
Belmont Common	4	-	-	-	-	-	-	4	8	4
Breakwater Reserve	6	-	-	-	-	-	-	6	8	4
Burdoo Reserve*	10	8	NO	8	YES	6	YES	36	8	5
Christian College	-	6	YES	6	NO	-	-	14	6	6
Collendina Reserve***	6	8	YES	8	YES	4	NO	30	6	4
Deakin University	-	-	-	-	-	-	-	0	10	6
Drysdale Primary**	-	-	-	-	-	-	-	0	6	4
Drysdale Reserve	6	4	NO	4	NO	4	NO	18	8	4
Drysdale Sport Precinct*	-	8	YES	8	YES	8	YES	30	8	6
Elderslie Reserve	10	8	NO	8	NO	8	YES	36	8	4
Ervin Reserve	6	6	NO	6	NO	-	-	18	6	4
Estuary Boulevard*	-	6	NO	-	-	-	-	6	6	4
Frier Reserve**	6	6	NO	6	NO	-	-	18	8	5
Grinter Reserve*	6	4	NO	6	NO	2	NO	18	8	5
Hamlyn Park	6	6	NO	6	NO	8	YES	28	8	5
Herne Hill Reserve	10	10	YES	10	YES	10	YES	46	8	4
Highton Reserve	8	6	YES	8	YES	-	-	26	8	5
Howard Harmer	8	6	YES	6	YES	2	YES	28	6	6
Hurst Reserve	6	6	NO	6	NO	-	-	18	4	0
Kardinia Park West	10	6	YES	6	YES	6	YES	34	6	5
Lara Reserve	8	8	YES	2	NO	8	YES	30	8	5
Leopold Memorial	8	10	YES	10	YES	8	NO	40	8	0
McDonald Reserve	8	8	YES	6	NO	8	YES	34	8	5
Myers Reserve	6	8	YES	6	YES	8	YES	34	4	5
Oakdene Estate	-	-	-	-	-	-	-	0	10	6
Ocean Grove Memorial	6	4	NO	4	NO	2	NO	16	6	4
Osborne Park	10	10	YES	10	YES	6	YES	42	8	5
Portarlington Reserve	8	6	NO	4	NO	6	NO	24	8	4
Queens Park	8	10	YES	10	YES	10	YES	44	8	5
Richmond Oval	8	8	YES	8	YES	2	NO	30	8	5
Shell Reserve*	8	2	NO	2	NO	2	NO	14	6	5
Shell Road Reserve	10	10	YES	10	YES	10	YES	46	8	4

*indicates facility redevelopment currently underway

**indicates junior only venue

indicates overflow venue i.e. no tenant club

Facility	Irrigation Automatic = 2 Manual = 1 None = 0	Oval Fencing Yes = 2 No = 0	Playing Field Lighting out of 15	Total AFL Playing Field Score out of 35	Netball Change Facility Score out of 10	Overall Netball Court Condition out of 10	Netball Court Lighting out of 15	Court run off Meets requirement = 2 Does Not Meet = 0	Total Netball Facilities Score out of 37	Overall Facility Score out of 118
CITY OF GREATER GEELONG										
Anakie Reserve*	2	2	10	26	10	8	15	2	35	103
Armstrong Creek East	2	2	15	31	10	10	15	2	37	114
Bakers Oval	2	2	10	26	-	-	-	-	-	44
Belmont Common	0	0	5	17	-	-	-	-	-	21
Breakwater Reserve	2	0	0	14	-	-	-	-	-	20
Burdoo Reserve	2	2	15	32	8	2	0	0	10	78
Christian College	0	0	0	12	-	-	-	-	-	26
Collendina Reserve**	2	2	10	24	-	-	-	-	-	54
Deakin University	2	2	15	35	-	-	-	-	-	35
Drysdale Primary**	0	0	0	10	-	-	-	-	-	10
Drysdale Reserve	2	2	5	21	6	8	15	2	31	70
Drysdale Sport Precinct	2	2	15	33	-	-	-	-	-	63
Elderslie Reserve	2	2	10	26	6	8	-	2	16	78
Ervin Reserve	0	0	0	10	-	-	-	-	-	28
Estuary Boulevard	2	2	0	14	-	-	-	-	-	20
Frier Reserve**	2	2	0	17	-	-	-	-	-	35
Grinter Reserve	2	2	15	32	10	8	15	2	35	85
Hamlyn Park	2	2	15	32	6	8	15	0	29	89
Herne Hill Reserve	2	2	10	26	10	10	15	2	37	109
Highton Reserve	2	2	15	32	-	-	-	-	-	58
Howard Harmer	0	2	10	24	10	10	10	2	32	84
Hurst Reserve	0	2	0	6	-	10	-	0	10	34
Kardinia Park West*	2	2	15	30	4	10	15	2	31	95
Lara Reserve*	2	2	15	32	2	4	5	0	11	73
Leopold Memorial	2	2	10	22	10	10	15	2	37	99
McDonald Reserve	2	2	10	27	10	10	15	2	37	98
Myers Reserve	2	2	10	23	10	6	-	2	18	75
Oakdene Estate	2	2	0	20	-	-	-	-	-	20
Ocean Grove Memorial	2	2	5	19	6	-	-	-	6	41
Osborne Park	2	2	15	32	8	10	-	2	20	94
Portarlington Reserve	2	2	15	31	10	10	-	2	22	67
Queens Park	2	0	15	30	8	8	15	0	31	105
Richmond Oval	2	2	10	27	6	8	15	2	31	88
Shell Reserve*	2	2	10	25	6	6	10	0	22	61
Shell Road Reserve	2	2	15	31	8	10	15	2	35	112

*indicates facility redevelopment currently underway

**indicates junior only venue

indicates overflow venue i.e. no tenant club

Facility	Main pavilion / social room out of 10	Change Room 1 (Home) out of 10	Change Room 1 Gender Neutral Yes = 2 No = 0	Change Room 2 (Away) out of 10	Change Room 2 Gender Neutral Yes = 2 No = 0	Umpire Facilities out of 10	Umpire Facilities Gender Neutral Yes = 2 No = 0	Total AFL Club Facilities Score out of 46	Oval Surface Condition out of 10	Centre Wicket Profile out of 6
CITY OF GREATER GEELONG										
South Barwon Reserve**	-	-	-	-	-	-	-	0	6	4
Sovereign Drive	-	8	NO	-	-	-	-	8	10	4
St Albans Reserve	10	10	YES	10	YES	10	YES	46	10	5
St Joseph's College	-	-	-	-	-	-	-	0	6	4
Thomson Reserve	10	8	NO	8	NO	8	NO	34	8	5
West Oval	10	10	YES	10	YES	10	YES	46	8	5
Windsor Park	6	8	YES	6	YES	8	YES	34	8	4
Winter Reserve	10	10	YES	10	YES	8	YES	44	6	5
SURF COAST SHIRE										
Banyul-Warri Fields	10	10	YES	10	YES	10	YES	46	8	4
Bellbrae Reserve**	-	-	-	-	-	-	-	0	6	4
Bob Pettit Reserve	6	8	YES	8	YES	8	YES	36	4	4
Connewarre Reserve**	-	-	-	-	-	-	-	0	6	0
Eastern Reserve	10	8	NO	6	NO	2	NO	26	8	4
Ellimatta Reserve	10	10	YES	10	YES	10	YES	46	8	4
Mt Moriac Reserve	10	10	YES	8	YES	8	YES	42	6	4
Quay Reserve	8	10	YES	10	YES	10	YES	44	6	4
Spring Creek Reserve	8	6	NO	6	NO	10	YES	32	8	0
Stribling Reserve*	8	8	NO	8	NO	8	YES	34	8	4
COLAC OTWAY SHIRE										
Alvie Reserve	10	6	NO	6	NO	6	NO	28	6	4
Apollo Bay Reserve	6	4	YES	2	YES	6	YES	24	6	4
Birregurra Reserve	4	2	NO	2	NO	4	NO	12	6	4
Central Reserve	10	10	YES	10	YES	10	YES	46	10	6
Colac Lake Oval	6	2	NO	2	NO	-	-	10	8	4
Colac Secondary**	10	8	YES	8	YES	8	YES	40	6	4
Forrest Reserve	2	4	NO	4	NO	6	NO	16	6	4
Gellibrand Reserve	6	4	NO	4	NO	2	NO	16	4	6
Irrewillipe Reserve	2	2	NO	2	NO	2	NO	8	8	4
Elliminyt Reserve	6	6	NO	6	NO	4	NO	22	6	4
Warwowie Reserve	6	6	NO	6	NO	4	NO	22	4	4
Western Reserve	6	6	NO	6	NO	4	NO	22	10	4

*indicates facility redevelopment currently underway or due to commence

**indicates junior only venue

light blue indicates overflow venue i.e. no tenant club

light red indicates umpire training venue

Facility	Irrigation Automatic = 2 Manual = 1 None = 0	Oval Fencing Yes = 2 No = 0	Playing Field Lighting out of 15	Total AFL Playing Field Score out of 35	Netball Change Facility Score out of 10	Overall Netball Court Condition out of 10	Netball Court Lighting out of 15	Court run off Meets requirement = 2 Does Not Meet = 0	Total Netball Facilities Score out of 37	Overall Facility Score out of 118
CITY OF GREATER GEELONG										
South Barwon Common**	0	0	10	20	-	-	-	-	-	20
Sovereign Drive	2	2	10	28	-	4	0	2	6	42
St Albans Reserve	2	2	15	34	8	10	15	2	35	115
St Joseph's College	1	2	0	13	-	-	-	-	-	13
Thomson Reserve	2	2	15	32	8	8	15	0	31	97
West Oval	2	2	15	32	8	8	15	2	33	111
Windsor Park	2	2	15	31	4	6	-	2	12	77
Winter Reserve	2	2	15	30	2	10	15	2	29	103
SURF COAST SHIRE										
Banyul-Warri Fields	1	2	15	30	-	8	15	2	25	101
Bellbrae Reserve**	0	0	0	10	-	-	-	-	0	10
Bob Pettit Reserve	0	2	10	20	-	-	-	-	0	56
Connewarre Reserve**	0	0	0	6	-	-	-	-	-	6
Eastern Reserve	2	2	15	31	10	8	0	2	20	77
Ellimatta Reserve	1	2	15	30	6	6	15	2	29	105
Mt Moriac Reserve	2	2	5	19	10	8	15	2	35	96
Quay Reserve	0	0	15	25	-	-	-	-	-	69
Spring Creek Reserve	2	2	15	27	10	10	15	2	37	96
Stribling Reserve	2	2	15	31	10	10	0	2	22	87
COLAC OTWAY SHIRE										
Alvie Reserve	0	2	5	17	8	6	0	0	14	59
Apollo Bay Reserve	0	2	10	22	4	8	0	0	12	58
Birregurra Reserve	1	2	5	18	8	10	15	2	29	59
Central Reserve	2	2	15	35	10	10	15	2	35	116
Colac Lake Oval	2	2	0	16	-	-	-	-	-	26
Colac Secondary**	0	0	0	10	-	-	-	-	-	50
Forrest Reserve	0	2	5	17	6	10	15	2	33	66
Gellibrand Reserve	0	2	5	17	8	10	15	2	35	68
Irrewillipe Reserve	0	2	5	19	4	10	15	2	35	62
Elliminyt Reserve	1	2	5	18	8	8	10	0	26	66
Warrowie Reserve	1	2	5	16	6	10	15	2	33	71
Western Reserve	2	2	10	28	4	6	10	0	20	70

*indicates facility redevelopment currently underway

**indicates junior only venue

indicates overflow venue i.e. no tenant club

indicates umpire training venue

Facility	Main pavilion / social room out of 10	Change Room 1 (Home) out of 10	Change Room 1 Gender Neutral Yes = 2 No = 0	Change Room 2 (Away) out of 10	Change Room 2 Gender Neutral Yes = 2 No = 0	Umpire Facilities out of 10	Umpire Facilities Gender Neutral Yes = 2 No = 0	Total AFL Club Facilities Score out of 46	Oval Surface Condition out of 10	Centre Wicket Profile out of 6
GOLDEN PLAINS SHIRE										
Don Wallace Reserve	6	4	NO	4	NO	-	-	14	6	4
Inverleigh Reserve*	6	4	NO	4	NO	4	NO	18	10	4
Lethbridge Reserve**	6	6	NO	6	NO	4	NO	22	8	4
Linton Reserve	6	6	YES	6	YES	8	NO	30	8	4
Meredith Reserve	6	8	YES	8	YES	8	YES	36	6	4
Rokewood Reserve	6	4	NO	4	NO	4	NO	18	8	4
Victoria Park	8	8	YES	8	YES	8	YES	38	10	4
Woody Yaloak Reserve	8	6	NO	6	NO	8	YES	30	8	4
BOROUGH OF QUEENSCLIFFE										
Queenscliffe Reserve	10	8	YES	8	NO	10	YES	40	8	4
Royal Park	-	-	-	-	-	-	-	0	8	4

*indicates facility redevelopment currently underway

**indicates junior only venue

Note: The oval at Bannockburn P-12 College (Golden Plains Shire) is not included within facility audit data as it is presently not used for AFL Barwon club competition. The oval has been included in the provision ratios for Golden Plains Shire on page 31.

Facility	Irrigation Automatic = 2 Manual = 1 None = 0	Oval Fencing Yes = 2 No = 0	Playing Field Lighting out of 15	Total AFL Playing Field Score out of 35	Netball Change Facility Score out of 10	Overall Netball Court Condition out of 10	Netball Court Lighting out of 15	Court run off Meets requirement = 2 Does Not Meet = 0	Total Netball Facilities Score out of 37	Overall Facility Score out of 118
GOLDEN PLAINS SHIRE										
Don Wallace Reserve	2	2	5	19	-	-	-	-	-	33
Inverleigh Reserve	2	2	15	33	8	10	15	2	35	86
Lethbridge Reserve	2	2	0	16	-	-	-	-	-	38
Linton Reserve	2	2	15	31	2	8	10	2	22	83
Meredith Reserve	1	2	10	23	-	4	15	0	19	78
Rokewood Reserve	2	2	15	31	8	8	15	2	33	82
Victoria Park	2	2	15	33	8	10	15	2	35	106
Woody Yaloak Reserve	2	2	10	26	-	8	10	0	18	74
BOROUGH OF QUEENSLIFFE										
Queenscliffe Reserve	2	2	10	26	10	10	15	2	37	103
Royal Park	0	2	0	14	-	-	-	-	-	14

*indicates facility redevelopment currently underway

**indicates junior only venue

Note: The oval at Bannockburn P-12 College (Golden Plains Shire) is not included within facility audit data as it is presently not used for AFL Barwon club competition. The oval has been included in the provision ratios for Golden Plains Shire on page 31.



G21 LGA FOOTBALL - NETBALL FACILITY PROVISION FORECASTS

Armstrong Creek Sharks Football Netball Club –
Armstrong Creek East Sporting Precinct

COLAC OTWAY

FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	21,685
2025 population	22,846
2030 population	23,943
2019 AFL Barwon Club Players	1,797
2019 participation rate	8.29%
2025 total projected players	1,893
2030 total projected players	1,984
Additional AFL teams in 2025	4
Additional AFL teams in 2030	4
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	0.2
Additional oval access 2030 by population	0.2
Total additional oval access by population	0.4
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	0.6
Additional oval access by 2030 by additional teams	0.6
Total additional oval access by additional teams	1.2
Current provision ratio of AFL ovals in LGA	1 : 1,971

NETBALL	
2019 Netball Players	832
2019 participation rate	3.84%
2025 total projected players	877
2030 total projected players	919
Additional Netball Players to 2025	45
Additional Netball Players to 2030	42
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	0.8
Additional netball court access 2030 by players	0.7
Total additional netball court access by players	1.5
Current provision of Netball Courts in LGA	1 : 52

GOLDEN PLAINS*

FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	23,384
2025 population	26,356
2030 population	28,939
2019 AFL Barwon Club Players	824
2019 participation rate	3.52%
2025 total projected players	929
2030 total projected players	1,020
Additional AFL teams in 2025	4
Additional AFL teams in 2030	4
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	0.6
Additional oval access 2030 by population	0.5
Total additional oval access by population	1.1
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	0.6
Additional oval access by 2030 by additional teams	0.6
Total additional oval access by additional teams	1.2
Current provision ratio of AFL ovals in LGA	1 : 2,126
NETBALL	
2019 Netball Players	216
2019 participation rate	0.92%
2025 total projected players	243
2030 total projected players	267
Additional Netball Players to 2025	27
Additional Netball Players to 2030	24
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	0.5
Additional netball court access 2030 by players	0.4
Total additional netball court access by players	0.9
Current provision of Netball Courts in LGA	1 : 20 players

*participation projections for Golden Plains Shire is for those competing within the AFL Barwon competition. It does not include forecasts for other AFL regions operating within the municipality including AFL Goldfields

G21 AND AFL BARWON | TOWARDS 2030: STRATEGY

GREATER GEELONG

FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	257,181
2025 population	292,855
2030 population	324,289
2019 AFL Barwon Club Players	11,509
2019 participation rate	4.48%
2025 total projected players	13,105
2030 total projected players	14,512
Additional AFL teams in 2025	65
Additional AFL teams in 2030	56
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	7.1
Additional oval access 2030 by population	6.3
Total additional oval access by population	13.4
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	9.3
Additional oval access by 2030 by additional teams	8
Total additional oval access by additional teams	17.3
Current provision ratio of AFL ovals in LGA	1 : 3,839

NETBALL	
2019 Netball Players	4,555
2019 participation rate	1.77%
2025 total projected players	5,187
2030 total projected players	5,744
Additional Netball Players to 2025	632
Additional Netball Players to 2030	557
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	10
Additional netball court access 2030 by players	9.3
Total additional netball court access by players	19.3
Current provision of Netball Courts in LGA	1 : 70 players

Attachment 10.3.1 Attachment 1 - G21 and AFL Barwon Regional Towards 2030 Strategy - FINAL August 2021 - Football Netball Regional Strategy

LGA	2019 population	2025 population	2030 population	2019 AFL Barwon Club Players	Participation rate (2019)	2025 Projected Players	2030 Projected Players	Additional AFL teams in 2025	Additional AFL teams in 2030	Total additional AFL teams	Recommended Population Provision Ratio	Additional oval access 2025 by population	Additional oval access 2030 by population	Total additional oval access by population	AFL Recommended Oval Player Provision Ratio	Additional Ovals Required 2025 Team	Additional Ovals Required by 2030 Team	Total additional oval access by Team
Colac-Otway	21,685	22,846	23,943	1,797	8.29%	1,893	1,984	4	4	8	1 : 5,000	0.2	0.2	0.4	1 : 7 teams	0.6	0.6	1.2
Golden Plains*	23,384	26,356	28,939	824	3.52%	929	1,020	4	4	8	1 : 5,000	0.6	0.5	1.1	1 : 7 teams	0.6	0.6	1.2
Greater Geelong	257,181	292,855	324,289	11,509	4.48%	13,105	14,512	64	56	120	1 : 5,000	7.1	6.3	13.4	1 : 7 teams	6.4	5.6	17.3
Surf Coast	32,654	37,193	41,051	2,024	6.20%	2,305	2,544	11	10	21	1 : 5,000	0.9	0.8	1.7	1 : 7 teams	1.1	1	3
Queenscliffe	2,940	3,083	3,127	266	9.05%	279	283	1	0	1	1 : 5,000	0.03	0.008	0.04	1 : 7 teams	0.1	0	0.1
TOTAL	337,844	382,333	421,349	16,420		18,511	20,343	84	74	158		8.8	7.8	16.6		8.4	7.4	22.8

LGA	2019 Netball Players	Participation Rate (2019)	2025 Projected Players	2030 Projected Players	Additional Netball Players in 2025	Additional Netball Players in 2030	Total additional Netball Players	Netball Court Provision Ratio	Additional Courts Required by 2025 Players	Additional Courts Required by 2030 Players	Total additional courts by Players
Colac-Otway	832	3.84%	877	919	45	42	87	1 : 60 players	0.8	0.7	1.5
Golden Plains*	216	0.92%	243	267	27	24	51	1 : 60 players	0.5	0.4	0.9
Greater Geelong	4,555	1.77%	5,187	5,744	632	557	1,189	1 : 60 players	10	9.3	19.3
Surf Coast	980	3.00%	1,116	1,232	136	116	252	1 : 60 players	2.2	1.8	4
Queenscliffe	168	5.71%	176	179	8	3	11	1 : 60 players	0.1	0.05	0.15
TOTAL	6,751		7,599	8,341	848	742	1,590		13.6	12.25	25.85

Attachment 10.3.1 Attachment 1 - G21 and AFL Barwon Regional Towards 2030 Strategy - FINAL August 2021 - Football Netball Regional Strategy

Planning Area – City of Greater Geelong	Planning Area #	2019 population	2025 population	2030 population	2019 AFL Players	Penetration Rate (2019)	2025 Projected Players	2030 Projected Players	Additional Players 2025	Additional Players in 2030	Additional Teams in 2025	Additional Teams in 2030
Armstrong Creek, Marshall - Charlemont	1	10973	21078	30234	492	4.48%	945	1356	453	411	18	35
Barwon Heads - Connewarre - Breamlea, Ocean Grove, Rural Bellarine Peninsula	2	24108	27606	29477	1537	6.38%	1760	1879	223	119	9	14
Clifton Springs, Curlewis, Drysdale - Bellarine	3	16120	19494	22599	608	3.77%	735	852	127	117	5	10
Portarlington, St Leonards - Indented Head	4	7877	9031	10062	245	3.11%	281	313	36	32	1	3
Leopold	5	13354	13836	15217	596	4.46%	618	679	22	62	1	3
Newcomb - Moolap, St Albans Park, Thomson - Breakwater, Whittington	6	18088	18960	19395	699	3.86%	733	750	34	17	1	2
Grovedale, Mount Duneed, Waurin Ponds	7	23221	29242	34022	1105	4.76%	1392	1619	287	227	11	21
Belmont, Highton - Wandana Heights - Ceres	8	37776	41168	42231	1848	4.89%	2014	2066	166	52	7	9
East Geelong, Geelong - South Geelong - Drumcondra	9	11778	13009	14122	585	4.97%	646	701	61	55	2	5
Geelong West - Manifold Heights, Newtown	10	20879	21477	22031	1251	5.99%	1287	1320	36	33	1	3
Bell Park, Bell Post Hill, North Geelong - Rippleside	11	15055	15953	18011	381	2.53%	404	456	23	52	1	3
Hamlyn Heights, Herne Hill - Fyansford	12	10713	11871	13219	457	4.27%	506	564	49	58	2	4
Corio, Norlane - North Shore	13	25023	26121	26699	621	2.48%	648	663	27	14	1	2
Lara	14	17550	19122	20552	841	4.79%	916	985	75	69	3	6
Lovely Banks - Batesford - Moorabool, Rural North	15	4665	4888	6422	303	6.50%	317	417	14	100	1	5
Total		257,181	292,855	324,289	11,569	4.5%	13,202	14,620	1,633	1,417	18	35

Attachment 10.3.1 Attachment 1 - G21 and AFL Barwon Regional Towards 2030 Strategy - FINAL August 2021 - Football Netball Regional Strategy

Planning Area – City of Greater Geelong	Planning Area #	Additional ovals 2025 by population*	Additional ovals 2030 by population*	Total additional oval access by population 2019-2030*	Access to additional ovals 2025 by teams**	Access to additional ovals 2030 by teams**	Total additional oval access by teams 2019-2030**
Armstrong Creek, Marshall - Charlemont	1	2.0	1.8	3.8	2.6	2.4	3.5
Barwon Heads - Connewarre - Breamlea, Ocean Grove, Rural Bellarine Peninsula	2	0.7	0.4	1.1	1.3	0.7	1.4
Clifton Springs, Curlewis, Drysdale - Bellarine	3	0.7	0.6	1.3	0.7	0.7	1.0
Portarlington, St Leonards - Indented Head	4	0.2	0.2	0.4	0.1	0.3	0.3
Leopold	5	0.1	0.3	0.4	0.1	0.3	0.3
Newcomb - Moolap, St Albans Park, Thomson - Breakwater, Whittington	6	0.2	0.1	0.3	0.1	0.1	0.2
Grovedale, Mount Duneed, Waurn Ponds	7	1.2	1.0	2.2	1.6	1.4	2.1
Belmont, Highton - Wandana Heights - Ceres	8	0.7	0.2	0.9	1.0	0.3	0.9
East Geelong, Geelong - South Geelong - Drumcondra	9	0.2	0.2	0.5	0.3	0.4	0.5
Geelong West - Manifold Heights, Newtown	10	0.1	0.1	0.2	0.1	0.3	0.3
Bell Park, Bell Post Hill, North Geelong - Ripplside	11	0.2	0.4	0.6	0.1	0.3	0.3
Hamlyn Heights, Herne Hill - Fyansford	12	0.2	0.3	0.5	0.3	0.3	0.4
Corio, Norlane - North Shore	13	0.2	0.1	0.3	0.1	0.1	0.2
Lara	14	0.3	0.3	0.6	0.4	0.4	0.6
Lovely Banks - Batesford - Moorabool, Rural North	15	0.0	0.3	0.4	0.1	0.6	0.5
Total		7.1	6.3	13.4	8.9	8.6	17.5

*using the 1 oval : 5000 population ratio **using the AFL's recommended ratio of 1 oval : 7 teams

SURF COAST

FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	32,654
2025 population	37,193
2030 population	41,051
2019 AFL Barwon Club Players	2,024
2019 participation rate	6.20%
2025 total projected players	2,305
2030 total projected players	2,544
Additional AFL teams in 2025	11
Additional AFL teams in 2030	10
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	0.9
Additional oval access 2030 by population	0.8
Total additional oval access by population	1.7
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	1.6
Additional oval access by 2030 by additional teams	1.4
Total additional oval access by additional teams	3.0
Current provision ratio of AFL ovals in LGA	1 : 2,969

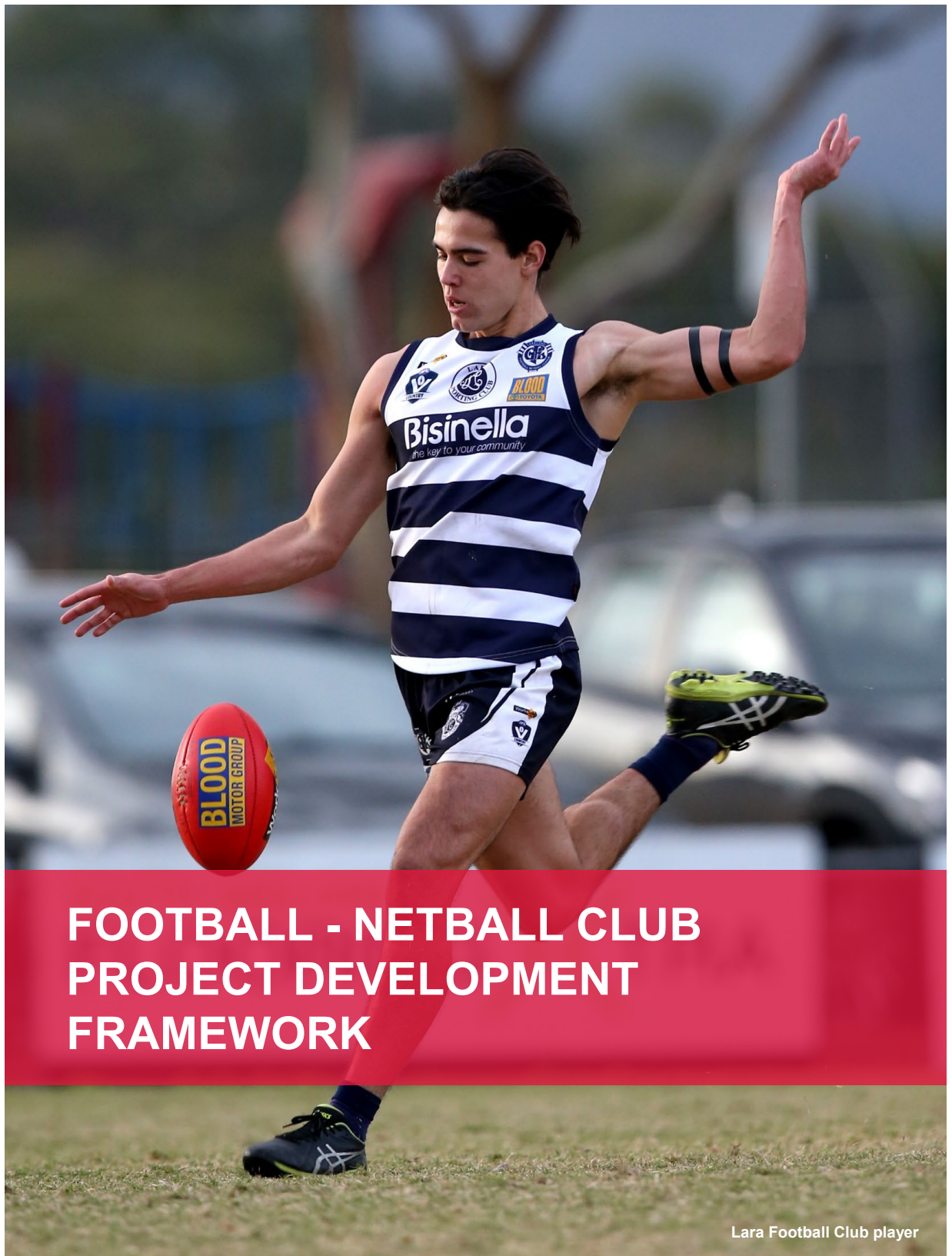
NETBALL	
2019 Netball Players	980
2019 participation rate	3.00%
2025 total projected players	1,116
2030 total projected players	1,232
Additional Netball Players to 2025	136
Additional Netball Players to 2030	116
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	2.2
Additional netball court access 2030 by players	1.8
Total additional netball court access by players	4
Current provision of Netball Courts in LGA	1 : 70 players

QUEENSLIFFE

FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	2,940
2025 population	3,083
2030 population	3,127
2019 AFL Barwon Club Players	266
2019 participation rate	9.05%
2025 total projected players	279
2030 total projected players	283
Additional AFL teams in 2025	1
Additional AFL teams in 2030	0
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	0.03
Additional oval access 2030 by population	0.008
Total additional oval access by population	0.04
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	0.1
Additional oval access by 2030 by additional teams	0
Total additional oval access by additional teams	0.1
Current provision ratio of AFL ovals in LGA	1 : 1,470

NETBALL	
2019 Netball Players	168
2019 participation rate	5.71%
2025 total projected players	176
2030 total projected players	179
Additional Netball Players to 2025	8
Additional Netball Players to 2030	3
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	0.1
Additional netball court access 2030 by players	0.05
Total additional netball court access by players	0.15
Current provision of Netball Courts in LGA	1 : 84 players



Lara Football Club player

PROJECT DEVELOPMENT FRAMEWORK FOR INFRASTRUCTURE PROJECTS (FOR USE BY CLUBS)

COMPONENT / CAPABILITY	YES	NO	N/A	COMMENT
Club has a detailed five year strategic plan				
Club produces and operates to an annual budget				
Club actively participates in annual AFLB Club Health Checks when required and implements Action Plans				
Club has implemented the required policies and procedures as set by AFL Victoria, AFL Barwon, Netball Victoria and LGAs				
Club supports a youth / female football team				
Club supports junior teams				
Club supports Auskick program				
Club supports an access all abilities team (football or netball)				
Club actively participates in AFLB training and club development				
Club is financially up to date with relevant council and AFL Barwon accounts				
Club has position descriptions for key club volunteers				
Club has identified links to local schools				
Proposed infrastructure plans have been developed in conjunction with AFL Barwon, AFL Victoria, Netball Victoria and relevant Local Government Authority?				
Proposed infrastructure plans have been developed utilising the AFL's Preferred Facility Guidelines and/or Netball Victoria's Facilities Manual?				
The delivery of proposed infrastructure project can demonstrate positive impacts on participation and specifically increasing use by junior, female, all-abilities, Culturally and Linguistically Diverse (CALD), Indigenous and other unrepresented groups.				
Club has the ability to financially co-contribute and/or provide in-kind contributions to identified infrastructure upgrade				
A detailed cost estimate of proposed infrastructure plans has been undertaken in conjunction with AFL Barwon, AFL Victoria, Netball Victoria and relevant Local Government Authority?				
Total				



CASE STUDIES

Grovedale and St Albans
Netball Club Players

G21 AND AFL BARWON | TOWARDS 2030: STRATEGY

CASE STUDIES

City of Ballarat (Victoria)



A SUCCESSFUL LONG TERM STRATEGY FOR PLAYING FIELD REDEVELOPMENT THAT HAS RESULTED IN 60% MORE WEEKLY HOURS OF USE



CLUBS
Multiple



CLUB COUNCIL
Ballarat City Council (Victoria)



FACILITY PARTNERS
AFL Victoria
AFL Goldfields
State Government

In 2013 Ballarat City Council identified a number of infrastructure improvements for AFL facilities through the development of a Recreation Strategy.

During this process and through the development of AFL Victoria's Growing the Heartland, Football Facilities Development Strategy 2017-2022 it was identified that there was deficient levels of facilities meeting the current playing standards and needs for football. To address these issues council developed a rolling seven year capital works program to improve the facilities currently provided.

AFL Victoria and AFL Goldfields also undertook detailed audits of all facilities in the City of Ballarat and through that identified which facilities were in most need of upgrade. This process assisted in refining the seven year capital works program for Council and ensured that there was alignment of strategic priorities between Council, AFL Victoria and AFL Goldfields.

The Ballarat City Council, AFL Victoria and AFL Goldfields established that the highest priority in Ballarat was to improve the condition and usability of playing surfaces and lighting to provide for current and future demands. The delivery of safe, high standard playing environments was identified as critical to the growth of local clubs.

Since implementing their ground renewal strategy, grounds in Ballarat are now providing 60% more usage hours for participation and servicing an additional 1,180 football participants.

The commitment from Council is to provide a rolling annual improvement program to ensure that clubs and participants are regularly seeing improvements to the playing conditions of their facilities.

Heath Scotland - former Ballarat Football Netball League Club Coach and AFL player (Collingwood FC and Carlton FC)

"Providing high quality training and playing conditions is more important than some realise to increasing both the standard of competitions and enabling players to reach their full potential. In Ballarat we now have the right conditions to achieve high levels of performance for clubs and players. I've played on a lot of grounds in my career and I can honestly say that these grounds are among the best I have competed on."

EXAMPLE OF PROJECTS DELIVERED SINCE 2013

VENUE	VALUE	PROJECT	CAPACITY GROWTH
Marty Busch Recreation Reserve	\$1.9M	Oval, lighting and power supply upgrades	175% increase in hours used and new events. Winner of AFL Victoria's Best Community Football Facility Project 2017
CE Brown Recreation Reserve	\$1.4M	Oval and lighting upgrades	15% increase in winter bookings
Northern Oval 2	\$1.2M	Oval and lighting upgrades	96% increase in hours used
MARS Stadium	\$2.55M	Oval and lighting upgrades	Increase in major events including AFL matches
City Oval	\$1.9M	Oval, lighting, power and parking upgrades	8% increase in winter hours used

CASE STUDIES

Keith Dunne Oval (Queensland)



STAKEHOLDER COLLABORATION TO DELIVER LED LIGHTING THAT BENEFITS A RANGE OF USERS



CLUBS

Bay Power Amateur Football Club (AFC)



CLUB COUNCIL

Fraser Coast Regional Council (Queensland)



FACILITY PARTNERS

Fraser Coast Regional Council
Bay Power AFC
AFL Queensland
Cricket Queensland
Queensland Government
Federal Government



PROJECT VALUE

\$440,000

Lighting upgrades at Keith Dunne Oval saw a range of stakeholders collaborate to deliver a \$440,000 project to cater for participation growth in football and cricket and support night competition options.

Night-time cricket and football finals will now be regular features at the Oval following the successful installation of LED lighting at the Hervey Bay ground.

Lighting provision at Keith Dunne Oval had been a community concern for well over a decade, with existing lighting provision limiting the ability of football to expand training and competition structures.

The upgrade means that players can safely train after dark, especially in winter, which was also a concern raised by football club users.

The LED lighting now allows the scheduling of night games for both junior and senior competition structures. It also facilitates growth in female participation and capacity to extend training options to new teams and match formats such as AFL 9s.

LED lighting is providing a range of benefits for the club, making it more attractive for new players and giving club sponsors better value for money.

Collaboration on the project was key to meeting investment deliverables with stakeholders including the Federal Government, Queensland State Government, Fraser Coast Regional Council Cricket Queensland, AFL Queensland and Bay Power Australian Football Club, all of which are thrilled with the project outcomes.

The partnership with cricket in the project resulted in the lux level being raised to 350 lux which is also suitable for AFL State League training and possible AFL club preseason camps in the bayside city.

The provision of match standard lights has had a direct benefit for female football locally, allowing scheduling of club matches at the same venue and on the same day as the senior men's teams. This permits all of a club's senior teams to travel and play as one group, with the single dayschedule greatly relieving the load on club volunteers.

The LED lighting also provides longer use times at the venue, enabling the cross over of games with teams from adjoining Leagues, providing variety in playing fixtures and competitive games throughout the season.

The investment will ultimately improve lifestyles and build stronger community links in Hervey Bay, with the upgrade set to increase participation in sport and enhance the sustainability of the football and cricket clubs and their respective leagues.

PARTNERSHIP BENEFITS

- Collaboration between local council, state government, AFL, cricket and the community
- Capacity for the venue to cater for a diverse range of users and sports and support club growth
- Support player attraction and club financial sustainability with reduced electrical costs



ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of several partner organisations and the five local government authorities comprising the G21 Geelong Region Alliance with AFL Barwon acting as Project Manager.

This project has been funded by AFL Barwon in partnership with Buckley's Entertainment Centre.

Input and advice from AFL Victoria, AFL Barwon, Netball Victoria and the G21 regional football and netball communities has also assisted the development of this document.

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G21 & AFL Barwon Towards 2030 Strategy
Public Exhibition Period - Summary of comments on draft Strategy (31 May - 11 July 2021)

NOTE: Feedback resulting in a change to the Strategy is highlighted in green under the 'Action for Strategy' column

Page #	Comments	Feedback from Project Control Group (PCG)	Theme	Action for Strategy
23	All Abilities netball participation numbers included along with FIDA football. A minimum four-teams have participated in the All Abilities netball competition which has been running since at least 2013. Those participants should be recognised and included in the report. Participation data can be provided by Netball Victoria.	Update Strategy with data	Strategy data	Included information around All Abilities netball data to the infographic on page 32
25	AFL umpire participation data listed, but no reference to netball umpire data?	Netball umpire data not readily available	Strategy data	None
50	football umpire programs and recruitment strategies outlined here could and should be extended to netball umpires.	Netball umpire data not readily available	Strategy data	None
40	reference to AFL Victoria advocacy to government and contribution to clubs. Note: Netball Victoria also waived 2020 affiliation fees and implemented a Small Grant program to support their capacity post COVID.	This was only a once off funding program that is not ongoing.	Strategy data	None
43	encourage the inclusion of a reference to requiring a closer alignment to DET when planning, designing and constructing facilities to ensure they comply with the relevant sport's standards and built so the facilities are accessible and appropriate for community sport use. **This should be extended to developer contributions in growth areas.	This is already reflected in the Strategy. DCP planning undertaken by LGAs occurs in collaboration with DET and is recommended to continue to assist with provision	Partnerships	None
45	support the opportunity to explore shared umpire spaces that can cater for both football and netball.	Agreement for this to be included.	Facilities	Updated wording to include shared umpire spaces page 45
49	urge AFL Barwon to work in partnership with Netball Victoria to implement any club development initiatives, especially where separate football and netball club governance structures exist, to ensure netball is awarded an opportunity to contribute to the discussion	Agreement for this to be included.	Club development	Updated wording to include this initiative on page 49
49	club development. Highlight the need to support establishment of new clubs. Need to communicate the consideration of senior competition structures in the long term. By 2030 there will need to be an understanding of where new clubs such as Surf Coast Suns and Armstrong Creek will be playing senior netball and football. In addition to this we welcome the inclusion of sport development documents as referred on p53.	Supporting the establishment of clubs and both games in growth areas is already reflected in Strategy. The specifics will be picked up in AFLB's competition plans.	Competition development	None
51	NOTE: both AFL Victoria and Netball Victoria will be changing registration and competition management platforms in 2021/2022. This presents an opportunity to include reference under this section of the document "utilisation of technology platforms that enable greater efficiencies in club administration duties".	Noted	Club development	None
53	First paragraph - In addition, the use of existing indoor venues for netball should be considered to support demand. The use of indoor venues for club based netball however is only endorsed by Netball Victoria for training and development programs, not competition. This is an AFL Barwon competition decision, not a directive of Netball Victoria.	Noted	Facilities	None
N/A	With 2030 strategy, there is a pathway for kids / teens with FIDA in the region, maybe there can be a strategy for an opportunity and awareness for kids / teens who are vision impaired and blind to play AFL Blind. Happy to discuss this further with you. AFL Blind is growing in Melb, starting to gain in Ballarat, there is an opportunity to this down here with help from Blind Sports Recreation Victoria who can help with this strategy also. Being vision impaired myself I would work with you as I currently from Geelong and would like to help grow the game for people with vision impairment or blind.	Added wording to reflect this initiative amongst others including FIDA football	Competition development	Updated wording
N/A	There needs to be a continuing upgrade of facilities outside of the Geelong area. The change rooms in the CDFNL have hardly been updated over the last 30 years.	Noted. Facility audit tables are updated to reflect current condition of all venues within G21 Region. Ongoing upgrades to infrastructure a priority for the Strategy.	Facilities	None
N/A	Hi, just wondering if you have visited the birregurra recreation reserve and looked at the facilities? The town has grown in recent years and will continue to grow and the football rooms are in urgent need of upgrades. I would love to meet someone on a typical Thursday afternoon/evening to show you the Auskick program through to the senior grades and how desperate we are for better rooms we can all fit in.	Colac Otway Shire has been working with the club and recreation reserve COM to progressively upgrade the facilities at the reserve over the last 5 years - power upgrade completed, netball/tennis courts and lighting upgraded, funding secured to upgrade the oval lighting.	Facilities	None

Page #	Comments	Feedback from Project Control Group (PCG)	Theme	Action for Strategy
N/A	I would like to commend the work gone into the plan and would like to endorse the priority areas and recommendations. From my observations, consideration needs to also be: - promotion relegation for senior football - junior netball grading like junior football - development of the South Barwon reserve to offer younger age groups a multiple game precinct for football much like kardinia park is for netball on a friday night - this may free up and protect club main grounds - development of appropriate facilities at the Deakin Oval for elite pathway programs - awareness of football is not just needing winter oval access. Senior and higher age groups such as u18/19s tend to have a few month off (Sept/Oct/Nov) and then start their pre-season again. This, and the difficulty of cricket pitches on the centre circle (drainage, serious injuries) creates enormous difficulties for shared oval use with cricket. - Lighting would also be a huge benefit at junior grounds to allow a more flexible use of grounds during winter. Non lighted grounds are pretty much useless after 5pm.	South Barwon Reserve not currently used for football. CoGG to consider in future strategic planning of the Reserve. Deakin University AFL facilities already captured in plan Lighting is a priority of the Strategy and audit tables reflect current provision. Access to facilities outside of winter for AFL is recognised within the Strategy and an ongoing priority. Competition equalisation is touched on within the Strategy but also in AFL Barwon's 12 Month "Play On" Plan and future strategic plan.	Facilities/ Competition development	None
N/A	With the growth in the local community I'd like to see new clubs introduced. I have a strategy to start new clubs but to also keep the large amount of under 19s at clubs playing footy for the club they love. Obviously it is hard to start new football clubs, needing to fill 2 senior sides and aswell as netball teams, my suggestion is to start a 3rds competition away for clubs with large numbers to keep people playing along with a way to introduce new teams to build through the 3rds comp until they are established enough to field Football and netball sides. The 3rds comp works well in Melbourne competitions a little less serious form of footy and with enough numbers could work via Grading like the 19s comp. We loose a large number of footballers every year from the 19s who think senior footy is to serious.	Competition equalisation is touched on within the Strategy but also in AFL Barwon's 12 Month "Play On" Plan and future strategic plan.	Competition development	None
N/A	I firmly believe that female football must be made more of a priority especially when it comes to umpiring. Helping clubs for gender neutral facilities (updating of current facilities) and also regarding umpiring changerooms (not just players rooms). AFL Barwon need to work out in relation to female football, to help stop the leaking of players from country clubs into the city clubs. This does not help clubs in the outer regions to develop their female football programs. I'll be honest, I am sick of the big clubs talking and poaching girls from U15 and U18. This has not helped us in relation to building a senior women's team. Maybe zoning or limiting to one team in juniors to assist clubs in developing senior womens football. This may be hard for coastal clubs. Female divisions, this needs to be looked at for U15 and U18 girls. Hard this season with not alot of teams but for U15g I think 3 div would have worked due to the nature of some teams getting beaten convincingly. The same as the U19 male division. We want to keep girls playing and enjoying their experience. For male football, I also believe zoning especially in the U18's. These are the lifeline of clubs going forward. Clubs look at these lads to develop into senior players. I am concern the drop off from U18 through to the Senior Level. I hope the U17's have a great growth spurt in U18's as I dont see many of them playing the year after against fully grown men. The only other way to combat this is to have 3 level senior comp (Seniors, Reserves and Thirds). We want to see as many participants stay within the sport. Hopefully a reserve side comp can be expanded into the senior women's program. Lastly, more investment is needed into umpiring and umpiring standards. For teams that play for points, umpires need to be league appointed and if possible, not from the club they are associated with. Too many times this season, I have seen very biased, border line cheating decisions on the field from AFL Barwon appointed club umpires. If this can not be achieved, then investment into personnel to travel around the leagues to watch and provide feedback is needed. The comps need to be fair and adjudicated in a non biased manner.	Competition equalisation and umpire development is touched on within the Strategy but also in AFL Barwon's 12 Month "Play On" Plan and future strategic plan.	Competition development	None
N/A	It would be great if one of the largest junior clubs in the region got support for new rooms to accomodate the growth, however Geelong Council keep pushing back. We have 250 Auskickers, 80 female players under 12 and 300 male players 13 and below. Terrible facilities that have no female rooms or toilets, which is creating real concerns. What needs to happen to get action? The Federal government has \$580k to invest, yet local council won't invest. As a result State Government won't either. A working group to determine who needs what in Ocean Grive has been 18 months in progress and still no outcome? I see it as an excuse to delay any investment. Oakdene ground is planned for rooms yet no club works out of here? Should that be an option that Cobras look at? To whom it may concern,	Development of the Ocean Grove Sports Infrastructure Plan is currently underway and has identified several key strategies to address the demand for sports development now and into the future. The draft plan is now in development and will be released for public exhibition later in 2021.	Facilities	None
N/A	As one of the impacted participating LGA's, Golden Plains Shire Council have reviewed the Draft Strategy. On behalf of Council and our Management Team I wish to submit the following feedback in hope it contributes to the final Strategy Update and to ensure the recommendations are realistic and achievable for our Council and Community. 1. Council request that the recommendations/goals of the Strategy be aspirational, as opposed to deliverable, within the ten (10) year timeframe. As GPS rely heavily on external funding to deliver many of our projects, we simply cannot commit to delivery within the proposed period. 2. Council believe that the responsibility to develop the capacity of local football and netball clubs ultimately sits with the sporting associations and peak bodies. Whilst Council have a role to play in community development and building the capacity of volunteers, AFL Barwon and the Regional Sports Assembly are better placed to provide direct support to clubs. Council remain committed to supporting the ongoing development and implementation of this Strategy and look forward to seeing the final version.	Golden Plains Shire has advised that will now consider reflecting these points listed within the Council Report associated with the adoption of the Final Strategy rather than changes being required to the Strategy itself.	Council endorsement	None
N/A	We are particularly keen to support Priority 4 as we have a club issue around participation but also believe in the Colac Area there is a broader community issue. We believe a local committee focussed on driving club engagement to support the AFL Vic/AFL Barwon game development strategies will be imperative the the strength of our competition between now and 2030.	Noted support for Priority 4 - AFL B will include further details around strategic support for clubs in their future organisation strategic plan.	Club development	None

Page #	Comments	Feedback from Project Control Group (PCG)	Theme	Action for Strategy
N/A	<p>The term Diversity needs to be broadened - to be inclusive of players in low socio-economic areas as well. For a few years now there is much focus on Female friendly sport/facilities and this is great! However, for sport to survive in the areas deemed less affluent - we need to put some of that same energy into the struggling clubs. We need to develop connections with the new arrivals and introduce them to football and netball - we need to make the facilities in those areas a priority to attract new participants.</p> <p>Every year we see more being afforded to the Clubs that are already thriving, as such Clubs (mainly in the North) must try and source funds, through competitive measures, to do their own minor improvements - in the process, losing players to the bigger and more lush clubs. The bigger clubs then seem more worthy of budget funding - as they have growth in their area/participation - it is a vicious circle.</p> <p>I also want to mention that I was not a fan of the generalisation when suburb status was penned - labelling an area as uneducated / not working (though some truth in it) only serves to make some in the area feel unworthy or angered - and unfortunately, this is where stigma is further fuelled - labelling all from an area under the same umbrella is detrimental and serves no positive purpose. In fact, it becomes a catalyst in struggling clubs futile attempts to lure participants from other regions or areas of G21, as prospective participants do not wish to be affiliated with such poor status in the Community.</p> <p>At the end of the day - we want as many young persons in the G21 region to play sport and be proud of their Club and Facilities - I think a little more 'fair play' should be considered when prioritising projects - plan for the growth areas AND help areas struggling with growth to thrive!</p>	<p>Prioritising investment based on need is underpinned throughout the document as well as within the action plan. Investing where demand and need is demonstrated most is a key recommendation of the Strategy as well as a priority from the previous 2015 iteration.</p>	Infrastructure Investment	None
N/A	<p>I have been involved in local footy for nearly 2 decades in Melbourne league.</p> <p>When I moved to the Bellarine in the late 1990s I took a keen interest in results of local leagues.</p> <p>Over the past 5-8 years I have been increasingly concerned about the huge disparity in results in male GFL, GDFL and BFL. It seems inevitable before the season starts that St Albans, North Shire, Corio, Anakie, Newcomb and Portarlington will not play finals.</p> <p>I know that promotion/relegation was raised several years ago and then dismissed.</p> <p>My suggestion would be to create 4 divisions of 10, 8, 8 and 8 teams with a final five in top division and a final 4 in the others. This would mean 2 extra teams make finals each season.</p> <p>There is little difference in travel time to Winchelsea compared to Portarlington. The relegation 'race' would ensure teams at the lower end of the ladder still have something to play for once they are no longer in the finals picture. Smaller divisions and promotion would enable a closer competition and hopefully reduce the number of blowouts which happen every week.</p> <p>Supporters of teams which struggle to win would finally be playing similar standard teams giving greater chance of winning games and therefore keeping the club sustainable.</p> <p>My background is statistics so would be happy to crunch some numbers if needed.</p>	<p>Competition equalisation is touched on within the Strategy but also in AFL Barwon's 12 Month "Play On" Plan and future strategic plan.</p>	Competition development	None



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27th August 2021

To whom it may concern,

Re: G21 & AFL Barwon Towards 2030: Strategy

I am writing to confirm that AFL Barwon is delighted that the G21 Towards 2030: Strategy is at the finalised stage. AFL Barwon is comfortable with the process that has been undertaken over the past 12 months in preparing the strategy and support with proceeding the strategy to be finalized.

AFL Barwon believe that despite the minimal amount of engagement received back throughout the consultation period, the process followed provided ample opportunities to generate feedback. The feedback that was provided has led to minor adjustments to the draft document or, these points were already addressed as part of the strategy and its priority outcomes.

AFL Barwon also acknowledges that this strategy was a refresh of the previous successful strategy which combined in a total of \$67M in combined infrastructure investment across the G21 regions.

AFL Barwon believes that the strategy has received the sufficient level of support required to proceed finalise the strategy, and we support proceeding forward with this.

We look forward to working with all stakeholders to bring the Strategy to life and to deliver the priority outcomes to ensure the success of our great games into the future.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'S. Atkinson'.

Sean Atkinson
Acting Region General Manager- AFL Barwon

Item: 10.4

Proposed Planning Scheme Amendment - Adjustments to Colac Flood based overlays

OFFICER	Erin Sonego
GENERAL MANAGER	Ian Seuren
DIVISION	Development & Community Services
ATTACHMENTS	<ol style="list-style-type: none">1. Ballarat Clause 44.03 Schedule [10.4.1 - 2 pages]2. Ballarat LFDP Gazetted 2016 [10.4.2 - 9 pages]
PURPOSE	For Council to consider seeking Ministerial authorisation to undertake a planning scheme amendment to resolve issues with the current flood development controls that have emerged since the adoption of planning scheme amendment C90, as they relate to a proposed subdivision at 130-154 Sinclair Street South.

1. EXECUTIVE SUMMARY

Officers are proposing to prepare and exhibit a planning scheme amendment to address an unforeseen circumstance where recent gazettal of Amendment C90 to update flood-based overlays in Colac has inadvertently prevented the issue of a planning permit for a residential subdivision at 130-154 Sinclair Street, Colac. Site specific drainage modelling for the subdivision supports the grant of a permit for the subdivision subject to planned drainage improvements, however the Flood Overlay (FO) introduced over the site under C90 prevents this decision being made.

Council has had discussions with the Corangamite Catchment Management Authority (CCMA) and Department of Environment Land Water & Planning (DELWP) which have identified a pathway to overcoming this constraint. A draft Floodplain Development Plan (FDP) prepared in 2017 for the Deans Creek and Barongarook Creek Flood Study can be finalised and incorporated into the Planning Scheme, allowing the grant of a permit subject to conditions. The CCMA has also indicated the possibility of altering the Flood Overlay to reduce its coverage based on drainage information prepared for the subdivision application which would assist future development of the land, and it is proposed to alter the overlay schedules to exempt future housing development post subdivision where floor levels are above the designated flood level.

Should Council support this amendment approach, officers will be seeking to initiate exhibition prior to Christmas in order to minimise delays for decision making on the planning application for subdivision.

2. RECOMMENDATION

That Council:

1. ***Resolves to seek Ministerial authorisation to prepare and exhibit a planning scheme amendment to:***
 - a. ***Apply revised mapping of the Land Subject to Inundation Overlay and Flood Overlay to 130-154 Sinclair Street and any downstream properties where relevant based on updated Corangamite Catchment Management Authority modelling.***
 - b. ***Introduce a Floodplain Development Plan as an Incorporated Document under the Colac Otway Planning Scheme to enable consideration of subdivision applications under the Flood Overlay in the Barongarook and Deans Creek catchments.***
 - c. ***Amend the schedule to the Flood Overlay and Land Subject to Inundation Overlay to exempt development from planning permits where it is occurring on lots created by a subdivision and a Statement of Compliance has been granted, and where it can be demonstrated that the development floor level will be above the designated flood level.***
2. ***Authorises officers to work with the Corangamite Catchment Management Authority to resolve technical details in the amendment documentation, and to decide the most appropriate format for the controls, prior to lodgement with the Minister for Planning for authorisation.***
3. ***Notes a further report will be presented to Council if amendments arising from point 2 above are significant or impact additional properties.***

3. KEY INFORMATION

Background

Planning Scheme Amendment C90 was initiated in 2017 to implement amended flood overlays in the Planning Scheme in Colac and Elliminyt to reflect the outcomes of the *Deans Creek and Barongarook Creek Flood Study*. The amendment resulted in an increase in the extent of the Floodway Overlay (FO) over a number of properties in Colac West, reflecting more accurate information from the flood study about low lying areas prone to deeper and more faster flowing waters in a 1 in 100 year flood event. It also changed the mapping of the Land Subject to Inundation Overlay (LSIO) which is applied to land at the flood fringes where the depth of flood waters is shallower. The amendment also introduced greater permit exemptions for development in the LSIO Schedule. This amendment was gazetted earlier this year.

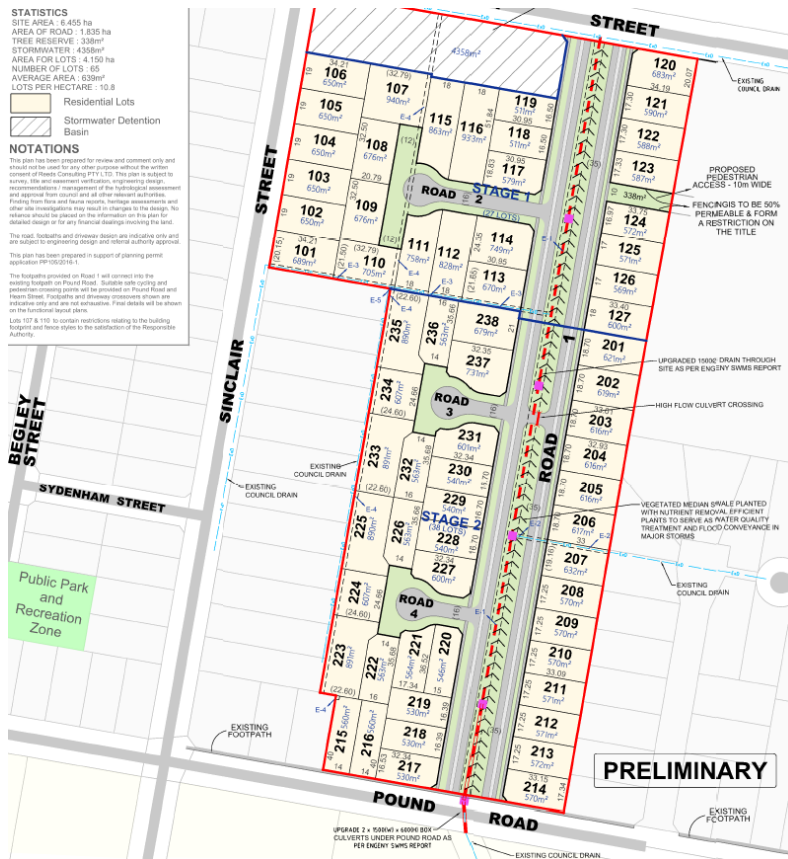
Unintended Consequence of C90

One of the sites most affected by the expanded application of the FO is 130-154 Sinclair Street South. This site prior to the amendment had been affected by a Land Subject to Inundation Overlay (LSIO) only but is now extensively affected by the FO (approx. 79% of the land), with 20% in the LSIO. The image below indicates the site.

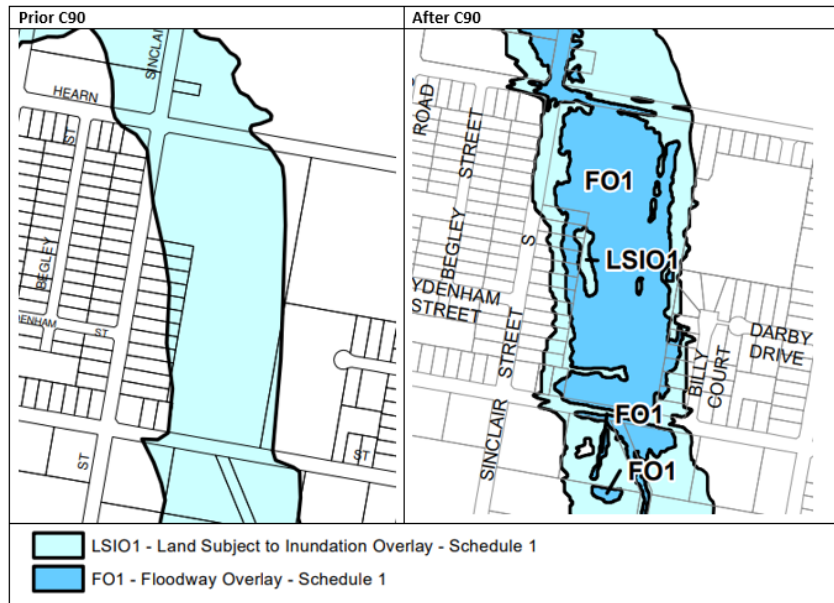


Council currently has a live planning permit application before it that seeks to subdivide the land into 65 residential lots. The subdivision layout includes lots ranging between 511 and 940 square metres, accessed via a 35m central road reserve - significantly wider than the 16m standard. The lanes are divided with a central median developed with a drainage swale, capable of conveying runoff from a 1 in 100 year flood event. In addition, a temporary basin is proposed for the north west corner of the site. Once permanent downstream infrastructure is constructed it is intended that this basin would be decommissioned and developed with lots. As the developer would not be vesting the land in Council, the basin would be privately owned and therefore the developer would be responsible for the ongoing maintenance of the basin for its lifespan. This would be secured through a Section 173 Agreement on the land title.

Below is the most recent plan of subdivision:



The below maps show the extent of the flood overlays before and after the gazettal of C90.



The introduction of the FO over the site via Amendment C90 has had the unforeseen effect of prohibiting the creation of new lots that are wholly affected by the overlay. The proposed subdivision is therefore now prohibited, and a permit is unable to be granted until such time as the controls are amended.

Officers from Council's Planning and Infrastructure Departments have been working closely with the developer and the CCMA over multiple years to resolve flooding issues in the subdivision design and had been intending to issue a decision to support the subdivision subject to detailed conditions, but are now unable to do so. Detailed modelling of drainage and flood impacts on the site produced by the developer's consultants have indicated that with earthworks for the subdivision, together with stormwater treatment, detention and conveyance infrastructure, the proposal would create flood free allotments that would not be impacted adversely by a 1 in one hundred year flood, thereby satisfying the intent of the overlay controls addressing flood risk. Post development, the overlay would not be required to the degree that it currently is.

This constraint on development of land in the Flood Overlay (FO) is not limited to the above property and could have impacts for other sites also. Given the current lack of available residential land in Colac, the impact of not being able to support a 65 lot subdivision is significant. There is therefore a priority to resolve the issue being raised, both for this site and others in the catchment.

Proposed Response

Following discussions with the CCMA, DELWP and the developer, it is proposed to urgently prepare and exhibit a planning scheme amendment that alters the controls as appropriate, to eliminate the prohibition on subdivision permits being issued, and to provide an exemption from planning permit requirements for future new dwellings where the dwelling is within an approved subdivision.

Although further work is required to identify the form the amendment should take, it is expected that it would comprise the following:

- **Revised Flood Overlay mapping for 130-154 Sinclair Street South** and potentially other downstream land, based on different flood modelling assumptions for the site than were used in the generation of the C90 maps and information derived through the subdivision application process. It is possible that the revised mapping would significantly reduce the extent of the FO, however as the modelling has not yet been completed by CCMA, the results are not yet known.
- **Incorporation of a Floodplain Development Plan (FDP)** into the Planning Scheme. The FDP is a comprehensive document that sets out criteria for development within a specific location. It allows for controls to be refined, based on locationally-specific circumstances. A number of other Councils have adopted FDPs into their planning schemes including Ballarat, Moyne and Southern Grampians. The FDP would effectively override the prohibitions imposed by the FO and will deliver the desired outcome in the event that the revised mapping itself does not reduce the FO enough to allow the subdivision to proceed. A draft FDP was prepared at the time of the Flood Study in 2017 but did not form part of Amendment C90. The CCMA is refining this draft with the intention it be introduced with the amendment.
- **Amended overlay schedules** for the FO and LSIO. The amended schedules would exempt new dwellings on lots approved by a future permit for subdivision from the requirement for a planning permit (i.e. in the instance where the land has been developed in accordance with an existing planning permit for subdivision and the earthworks/drainage solutions have created flood free allotments). This will benefit all future land development in urban growth areas of Colac where flood overlays exist over the land, ensuring that where subdivision is considered appropriate, dwellings on lots created do not require planning permits themselves.

Note that the amendment would *not result in any expansion* of the flood overlays. To the contrary, the proposed change in mapping for 130-154 Sinclair Street would result in less coverage of the FO. The FDP would apply to any subdivision of land in Colac and Elliminyt that is affected by the LSIO and FO, allowing greater flexibility for consideration of subdivision, thereby having a beneficial impact.

4. COMMUNITY CONSULTATION & ENGAGEMENT

The amendment, once authorised, will be placed on exhibition for a period of 4 weeks, which is the statutory period for notice of amendments. Notification will comprise the following actions by Council:

- Notice on Council's website and social media; and
- Notices in Colac Herald.

In this instance, given the very large number of properties affected, the need to expedite the amendment, and that the amendment is not increasing controls on any property, it is reasonable that notification requirements can be more limited in this specific situation, and that notified to land owners individually will not be required. However, direct notice of the amendment will be considered as appropriate for any residents affected by a change in overlay through the amendment.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

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

Theme 2 - Our Places

2. Our places are managed for long-term sustainability.

The amendment would be consistent with Clause 13.03-S – Floodplain management – of the Colac Otway Planning Scheme. This clause includes the objectives:

- To assist the protection of:
 - Life, property and community infrastructure from flood hazard, including coastal inundation, riverine and overland flows.
 - The flood storage function of floodplains and waterways.

Strategies to achieve the objectives include:

- Identifying land affected by flooding, including land inundated by the 1 in 100 year flood event or as determined by the floodplain management authority in planning schemes.
- Avoid intensifying the impact of flooding through inappropriately located use and development.
- Plan for the cumulative impacts of use and development on flood behaviour.

Both the amendment and the proposed subdivision are consistent with the objectives and strategies as set out in the floodplain management clause of the planning scheme, as described earlier in the report.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

The proposed amendment will address unforeseen consequences of Amendment C90 that are preventing residential development from occurring in Colac and will therefore result in economic benefit by allowing land to be developed.

LEGAL & RISK

Despite the presence of the FO across the Sinclair Street site, Council is confident that the level of flood risk can be appropriately managed through the development of the land, and that no risk to life or property would result when the dwellings within the development are constructed and occupied. Extensive stormwater management infrastructure is proposed within the development with the purpose of managing the risk, and permit conditions proposed for the subdivision would ensure this is the case.

The amendment will be structured to provide an appropriate response to flood risk. The approach will be consistent with validated methods that are currently in operation in a number of other Councils in Victoria.

FINANCIAL & BUDGETARY

The cost of preparing and running the amendment will be covered by the existing Strategic Planning operational budget.

7. IMPLEMENTATION STRATEGY

Officers are currently working in conjunction with the CCMA to finalise the technical documentation and decide the form of the amendment. If Councillors support the recommendation, officers will finalise the amendment documentation and seek authorisation from the Minister to prepare the amendment. The exhibition period would be the statutory period of 30 days.

COMMUNICATION

Council is currently working with DELWP to determine what options are available for a streamlined exhibition process that avoids the need to notify each landowner individually. In practice, the changes resulting from the amendment will affect relatively few properties, and where they do impact, will have the effect of reducing permit requirements therefore there may be some justification for this approach. This is particularly the case given the broad reach of the amendment in terms of properties affected.

TIMELINE

The timeline will be dependent on a number of external factors that are largely outside the control of Council, e.g. CCMA providing the modelling and the updated FDP; and DELWP authorising the amendment. Officers however will make all efforts to expedite the process.

If there is some delay with delivery of modelling to justify a change to the overlay boundaries, officers may proceed with an amendment that excludes this change in the interest of minimising delay to the balance of the amendment (ie the FDP). It is the FDP which has the greatest facilitative benefit for the subdivision of the Sinclair Street land. The mapping change could proceed at a later time if necessary.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

BALLARAT PLANNING SCHEME

06/07/2017
C178**SCHEDULE 1 TO CLAUSE 44.03 THE FLOODWAY OVERLAY**

Shown on the planning scheme map as FO1.

BURRUMBEET CREEK CATCHMENT**1.0**06/07/2017
C178**Permit requirement**

A permit is not required for the following:

- **Buildings and works on land subject to an existing planning permit, restriction or agreement**
 - If land has been developed in accordance with a planning permit, restriction or Section 173 agreement requiring its ground surface level to be finished at least 300mm above the 100 year ARI flood level; and
 - survey plans confirm that the ground surface level has been constructed in accordance with the requirements of a planning permit, restriction or subdivision; and
 - any buildings and works do not lower the ground surface level or result in a finished floor level for a dwelling that is below 300mm above the 100 year ARI flood level.
- **Replacement buildings**
 - If the footprint of the replacement building(s) is the same or less than the original building(s); and
 - if the floor level of the replacement building is finished at least 300 mm above the 100 year ARI flood level; and
 - if the replacement building is on unenclosed foundations such as stumps or piers with open style cladding below floor level.
- **External alterations to existing buildings**
 - If the original building footprint remains the same.
- **Extensions to existing habitable buildings**
 - If the floor level of the extension is at least 300mm above the 100 year ARI flood level; or
 - if the floor level of the extension is not lower than the existing floor level and the gross floor area of the extension is no greater than 20 sq.m.
- **Repairs and routine maintenance of existing fences**
 - If the fence design and materials remain the same.
- **New or replacement fence**
 - If the fencing complies with Floodplain Management Authority guidelines for fencing in flood prone areas.
- **Earthworks**
 - If the earthworks do not change the rate of flow or the discharge point of water across a property boundary.
- **Other buildings and works**
 - A building which is open on all sides including a pergola, carport, domestic shed, animal enclosure, outbuilding, stockyard or agricultural shed with unenclosed foundations.
 - A verandah or decking area with a floor raised on stumps or piers and with unenclosed foundations.

BALLARAT PLANNING SCHEME

- Road works or works to any other access way (public or private) that:
 - do not change the finished level of the road surface; or
 - are limited to resurfacing of an existing road.
- Bicycle or pedestrian paths where there is no alteration in the natural ground level.
- Repairs and routine maintenance that do not affect the height, length, width or location of a levee or embankment.
- A rainwater tank with a capacity of not more than 4500 litres.
- A shed (including a pump shed) of less than 10sqm gross floor area.
- An in-ground domestic swimming pool or spa, and associated mechanical and safety equipment where:
 - the excavated spoil is removed from within the 100 year ARI floodplain; and
 - the perimeter edging of the pool is finished at natural ground level.

2.006/07/2017
C178**Application requirements**

An application must be accompanied by plans and supporting documents (as appropriate and to the satisfaction of the responsible authority) which includes the information contained in any Local Floodplain Development Plan incorporated at Clause 81 of this scheme including:

- A Flood Risk Report in accordance with Clause 44.03-3 if it does not comply with the Burrumbeet Creek Catchment Local Floodplain Development Plan.

3.006/07/2017
C178**Decision Guidelines – Local Floodplain Development Plan**

In addition to the Decision Guidelines in Clause 44.03-6 and Clause 65, before deciding on an application, the responsible authority must consider any Local Floodplain Development Plan relevant to the subject land and incorporated at Clause 81 of this scheme.

Local floodplain development plans incorporated at Clause 81 include the following:

- Burrumbeet Creek Catchment Local Floodplain Development Plan 2015.

4.006/07/2017
C178**Referral of applications**

An application is not required to be referred to the relevant floodplain management authority pursuant to Section 55 of the Planning and Environment Act 1987 if the applicant satisfies the responsible authority that the provisions relating to referrals under Clause 66 are met.

BURRUMBEET CREEK CATCHMENT
LOCAL FLOODPLAIN DEVELOPMENT PLAN 2015
INCORPORATED DOCUMENT

Incorporated within clause 81 of the Ballarat Planning Scheme

Pursuant to Section 6(2)(j) of the *Planning and Environment Act 1987*

1.0 PURPOSE

This Local Floodplain Development Plan is an Incorporated Document at Clause 81 of the Ballarat Planning Scheme.

The plan establishes criteria for buildings, works and subdivision and provides a performance-based approach to the assessment of applications for all land affected by the Land Subject to Inundation Overlay (LSIO) and Floodway Overlay (FO) upstream of Lake Burrumbeet) in the Ballarat Planning Scheme. The land is included on planning scheme maps 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 16, 17 and 18 affecting urban and rural areas of Invermay, Mt. Rowan, Mitchell Park, Miners Rest, Learmonth, Windermere and Cardigan Village as shown on the attached map.

An application for a planning permit to develop or subdivide land affected by the FO (Clause 44.03) and LSIO (Clause 44.04) of the Ballarat Planning Scheme must demonstrate compliance with the performance criteria established by this Local Floodplain Development Plan.

In addition to the decision guidelines in Clauses 44.03-6, 44.04-6 and Clause 65, Ballarat City Council must also consider the Performance Criteria of this Local Floodplain Development Plan as appropriate.

2.0 GLOSSARY/ABBREVIATIONS

FO	Floodway Overlay (Clause 44.03, Victoria Planning Provisions)
LSIO	Land Subject to Inundation Overlay (Clause 44.04, Victoria Planning Provisions)
Floodplain Management Authority	The floodplain management authority function is assigned in Victoria under the <i>Water Act 1989</i> . The Victorian Planning Provisions Practice note ' <i>Applying for a Planning Permit under the Flood Provisions</i> ' identifies the floodplain management authorities in Victoria.
ARI	Average Recurrence Interval (ARI) - the average or expected value of the period between events of a nominated size. A 100-year ARI event would occur on average, once every 100 years and can also be expressed as Annual Exceedance Probability (AEP).
AEP	Average Exceedance Probability (AEP) - the probability or risk of a flood of a given size occurring or being exceeded in any given year. A 90% AEP flood has a high probability of occurring or being exceeded; it would occur quite often and would be relatively small. A 1% AEP flood has a low probability of occurrence or being exceeded; it would be fairly rare but it would be a relatively large event. A 100-year ARI event is equivalent to a 1% AEP event. A 1% AEP event has a 1% chance of occurring in any year.
Design flood event	A probabilistic or statistical estimate of flood magnitude generally based on some form of probability analysis of flood and/or rainfall data. An ARI or AEP is attributed to the estimate.
NFPL	Nominal Flood Protection Level – The level above the 1% AEP flood level that includes freeboard. For the purposes of this Local Floodplain Development Plan the NFPL is 0.3 metres above the 1% AEP flood level.
VxD	The product of depth (metres) and velocity of flow (metres per second), also referred to as m^2/s , is an indicator of flood hazard. This factor provides for consideration of circumstances where flood depth may be relatively low, but floodwater is hazardous due to the speed of water flow.

3.0 BASIS OF THE PLANNING CONTROLS

3.1 Flood History

No rare or extreme flood event has been recorded in the Burrumbeet Creek catchment. Anecdotal information indicates minor floods have occurred on a number of occasions most notably downstream of Lake Learmonth in 1993 and in Miners Rest sometime during 1997 and 2000.

The most significant floods recorded for this area occurred in September 2010 and January 2011. The January 2011 flood is considered to have been in the order of a 1 in 60 year ARI event and is the largest recorded flood event for the area. (See Note 1)

Prior to this, the September 2010 flood was the largest recorded event and it was preceded by another slightly smaller event in August 2010. The magnitude of the September 2010 event has been estimated to be in the order of a 1 in 15 year ARI event (Note 2).

3.2 Flood impacts

Flood impacts can be significant. The total potential damage cost of a 1 in 100 year ARI event occurring under the climate, catchment and development conditions in 2013 was estimated to be in the order of \$3,000,000. This figure includes potential damage to buildings and roads and indirect costs associated with things such as emergency response, alternative accommodation and business disruption. Large floods pose significant risks to life, health and wellbeing of residents, and emergency service personnel through impacts such as road closures, loss of access/egress for residents, property isolation and damage to buildings and infrastructure.

Significant damage resulted from the January 2011 flood. Around 19 residential properties were flooded with at least 9 dwellings affected by over-floor flooding – mainly in low lying portions of Miners Rest including Albert Streets and Dundas Place. Dwellings in Creek and Hamlin Streets narrowly escaped over-floor flooding. Roads were cut for 12 hours or more in several locations.

The 2013 investigation identified a total of 36 dwellings as subject to over-floor flooding during 100 year ARI floods. The floors of an additional 23 dwellings were identified as above, but within, 100mm of the 100 year ARI flood level (Note 3).

A number of roads in the area are subject to inundation during 10 year ARI and larger floods including the following:

Slatey Creek Road North	Gillies Road	Albert Street
Rose Hill Road	Cummins Road	Howe Street
Frasers Road	Creek Street	Miners Rest Road
Midland Highway	Hamlin Street	Glenanes Road

3.3 Flood information

The extent and likely impacts of flooding have been determined by the 2013 Burrumbeet Creek Flood Investigations Project completed by *Water Technology*. This followed the 2003 Floodplain Management Plan for Lake Burrumbeet and Burrumbeet Creek Catchment completed by *Lawson and Treloar* and earlier studies undertaken across the area in a piecemeal fashion.

The results of the 2013 Burrumbeet Creek Flood Investigations Project are documented in the reports included in Clause 9 of this Plan (Reference Documents).

3.4 Purpose of the overlays

The Ballarat Planning Scheme (BPS) includes a number of planning controls that address issues of flooding.

The planning controls ensure that risks associated with the development and subdivision of floodplain land are recognised and responded to appropriately via the planning permit application process.

The Floodway Overlay (FO) and Land Subject to Inundation Overlay (LSIO) are based on the degree of hazard identified in different parts of the floodplain. They consider factors such as flood depth, velocity, natural storage, flood duration and warning time during the 1% AEP design flood event.

The FO within the Planning scheme denotes floodway land. Floodway is the component of the floodplain required to provide adequate flood conveyance and storage and should remain free from obstruction during major flood events. Floodway land is generally the high hazard portion of the floodplain where deep and fast flowing floodwater can be expected. Placement of buildings and other structures on floodway land substantially increases risk to life and community wellbeing and should therefore be avoided.

The LSIO generally denotes the fringe of the floodplain where flooding is shallower than the FO and slower moving. The level of hazard in this part of the floodplain is lower relative to the FO.

Development (buildings and works) and subdivision on land within the LSIO and, to a lesser extent, the FO and can be considered provided permit applications meet the flood risk minimisation criteria stipulated by this Local Floodplain Development Plan.

4.0 APPLICATION REQUIREMENTS

Unless the Floodplain Management Authority has advised otherwise in writing, every application for a planning permit to construct a building, to carry out works, to amend a permit or to subdivide land under Clause 44.03 (FO), or Clause 44.04 (LSIO) of the Ballarat Planning Scheme must be accompanied by plans and supporting documents (as appropriate and to the satisfaction of the responsible authority) including the following information:

- A Flood Risk Report for land located within the Floodway Overlay if it does not comply with the Burrumbeet Creek Local Floodplain Development Plan 2015.
- The existing use and development of the site.
- The boundaries, dimensions, orientation, and slope of the site.
- Location, layout, size and use of existing buildings and works on the site and on adjoining properties.
- Location, layout, size and use of all proposed development.
- Elevations of all proposed buildings drawn to scale.
- A plan of survey to Australian Height Datum (AHD) showing:
 - existing and proposed ground levels of the site;
 - floor levels of all existing and proposed buildings;
 - the difference in levels between the site and surrounding properties;
 - the levels of adjoining roads, internal driveways and access tracks;
 - the layout of any proposed subdivision, including a plan indicating the location of existing buildings.
- An assessment of whether the proposed development could be located on flood-free land or land with a lesser flood hazard.
- Details of the measures to be used to reduce the susceptibility of the development to flood damage.

- An explanation as to how any proposed fence complies with the *Floodplain Management Guidelines for Fencing in Flood Prone Areas* or evidence demonstrating that the fence will not significantly obstruct flood flows.
- An explanation as to how any proposed earthworks (including cut and fill) complies with the *Floodplain Management Authority Guidelines for Floodplain Cut and Fill* including plans showing ground levels to AHD of all fill and borrow areas, depths of cut and height of fill, and calculations showing the net level for level floodwater storage volume balance.

5.0 REFERRAL REQUIREMENTS

Referral of an application to the relevant Floodplain Management Authority pursuant to Section 55 of the *Planning and Environment Act 1987* is required unless:

- it is accompanied by written approval for the proposal from the Floodplain Management Authority granted no more than three months prior to the application date (quoting the reference; date of the advice; the applicable flood level; and any flood related building design requirements).

Notwithstanding the above, every application that is accompanied by a Flood Risk Report must be referred to the relevant Floodplain Management Authority pursuant to Section 55 of the *Planning and Environment Act 1987*.

6.0 FLOOD RISK REPORT

If an application does not comply with this Local Floodplain Development Plan then:

- the applicant must submit a Flood Risk Report consistent with the requirements set out under clause 44.03-3 of the Ballarat Planning Scheme and any other requirements of the Floodplain Management Authority.

7.0 PERFORMANCE CRITERIA

When deciding on an application for buildings, works or subdivision in the area covered by either the FO or the LSIO, the responsible authority must consider (as appropriate) the following performance criteria.

7.1 Subdivision

Subdivision applications for land that is either partly or wholly within the FO or LSIO should not create new lots wholly within the overlay areas, unless it can be demonstrated that:

- each new lot contains an existing dwelling; or
- there is an adequate building envelope on each lot (which must be formally defined on the plan of subdivision) where the 100 year ARI flood depth is determined to be 300 mm or less; and
- access to the building envelope does not traverse land where the 100 year ARI flood depth is determined to be more than 300 mm; and
- the building envelope and the road access to it should not be subject to flooding where during the 100 year ARI flood, the product of depth and velocity exceeds 0.4 metres squared per second

7.2 New or replacement buildings

Applications for new or replacement buildings including outbuildings and sheds (other than open sided) **must** satisfy the following criteria:

- New or replacement dwellings must have a floor level finished at least 300 mm above the 100 year ARI flood level (the Nominal Flood Protection Level (NFPL)).

- New commercial or industrial buildings must have a floor level finished at least 300 mm above the 100 year ARI flood level (the Nominal Flood Protection Level (NFPL)) unless a lower floor level has been accepted and is the subject of written advice from the Floodplain Management Authority.

Applications for new or replacement buildings including outbuildings and sheds (other than open sided) **should** satisfy the following criteria:

- New buildings should be on the highest available natural ground, unless it can be demonstrated that this is impracticable.
- The access way to the building envelope should not traverse land where the 100 year ARI (or 1% AEP) flood depth is determined to be more than 300 mm; and should not be subject to flooding where during the 100 year ARI flood (or 1% AEP), the product of depth and velocity exceeds 0.4 metres squared per second.
- New or replacement buildings should be constructed to minimise potential for disrupting flood water flow.
- New or replacement dwellings should be constructed on stumps (or piers) and bearers unless the Floodplain Management Authority has advised otherwise in writing.
- New or replacement buildings should be aligned with the longest wall parallel to the direction of flood flow unless it can be demonstrated that this cannot be practically achieved and/or the Floodplain Management Authority has advised in writing that an alternative alignment is acceptable.
- New or replacement buildings should use water resistant building materials from ground level up to the NFPL.
- The ground surface under raised building floors should be sloped or mounded to ensure flood water freely drains away from the sub floor area following recession of a flood.
- Cladding to the subfloor structure of dwellings should have openings or be of an open style (such as spaced timber boards) to allow automatic entry and exit of flood water for all floods up to the 100 year ARI event.
- Outbuildings associated with a new or existing dwelling, including sheds and garages should:
 - be designed to minimise damage caused by flooding to the structure, such as by providing openings (doors or vents) in external walls to allow free entry and draining of flood water, using water resistant building materials and raising electrical fittings above the 100 year ARI flood level.
- Building fill pads should be constructed in accordance with the level for level flood storage and conveyance maintenance principles of the *Floodplain Management Authority Guidelines for Floodplain Cut and Fill*.

7.3 Extensions to existing habitable buildings

Extensions to existing habitable buildings should be constructed on stumps (or piers) and bearers unless it can be demonstrated that this requirement cannot be practically achieved or the Floodplain Management Authority has advised that an alternative construction method is acceptable.

Where practicable, extensions should be aligned with their longest wall parallel to the dominant direction of flood water flow.

7.4 Fences

Fences should be designed and constructed to minimise the likely effects of flooding. Fences should not divert or obstruct floodwater unduly. The potential for fences to trap debris should be minimised.

When assessing an application for a fence on land within the FO or LSIO, the responsible authority must consider (as appropriate);

- whether the proposed fence design is consistent with the *Floodplain Management Authority Guidelines for Fencing in Flood-prone Areas*.

7.5 Earthworks

Earthworks should be designed and constructed to minimise the likely effects of flooding. Earthworks should not:

- reduce the capacity of the floodplain to store and convey floodwater; or
- divert or impede the flow of floodwater.

An application for the construction of earthworks including a dam or an in-ground swimming pool, should:

- ensure that excavated material is removed off site and away from land within the FO or LSIO; and
- ensure that the surface level of land surrounding the dam or pool, including embankments, does not cause a net decrease in flood storage volume.

An application proposing fill on flood prone land should:

- be consistent with the *Floodplain Management Authority Guidelines for Floodplain Cut and Fill*; and
- demonstrate how level-for-level floodplain storage compensation will be achieved; or
- demonstrate that there will be no worsening of flood impacts on neighbouring property via hydraulic modelling approved by the Floodplain Management Authority.

7.6 Bulk Chemical Storage

Vessels, containers or tanks for bulk storage of hazardous chemicals (e.g. fuels, oils, herbicides, insecticides) should be located on land that is outside the FO.

Vessels or containers or tanks for bulk storage of hazardous chemicals (e.g. fuels, oils, herbicides, insecticides) on land within the LSIO should be fixed on a suitably engineered structure and raised a minimum of 1 metre above the 100 year ARI flood level.

7.7 Water Tanks

Water tanks should not obstruct flood water flow or be located so that they may float away and become battering rams or obstructions to flow downstream (e.g. when trapped against bridges or fences).

Multiple on-ground water tanks should not be placed in a continuous line unless the line of tanks is parallel to the direction of flood water flow.

Fill/pads must only be developed within the LSIO and should be restricted as close as practicable to the footprint of on-ground water tanks.

Water tanks within the FO exceeding 4500 litres capacity should be raised on a stump and bearer tank stand to a height of at least 300 mm above the 100 year ARI flood level to prevent floatation and transport downstream.

8.0 DECISION GUIDELINES

BALLARAT CITY COUNCIL – BURRUMBEET CREEK CATCHMENT LOCAL FLOODPLAIN DEVELOPMENT PLAN

When deciding on an application in the area covered by this Local Floodplain Development Plan, the responsible authority must consider (as appropriate) whether:

- the proposal minimises the risk to life, health and wellbeing associated with flooding.
- any development permitted on floodplain land ensures that it:
 - does not increase the risk to existing residents, property and community infrastructure from flooding.
 - maintains to the maximum possible extent the free passage and temporary storage of floodwaters.
 - uses materials and is designed and constructed so that the likelihood of damage by floodwater is minimised.
 - will not cause any significant rise in flood level or flow velocity to the detriment of other land holders or property.
- the construction of new buildings and works can be encouraged on land outside the FO and LSIO.
- the construction of new buildings on land within the FO can be avoided.
- the filling of the floodplain can be avoided unless it can be demonstrated that:
 - the level for level floodplain storage and conveyance compensation can be achieved consistent with the Floodplain Management Authority Guidelines for Floodplain Cut and Fill; or
 - there will be no adverse impacts on neighbouring property as verified by hydraulic modelling approved by the Floodplain Management Authority.
- the construction of private levees can be avoided.
- the subdivision of parcels that could lead to intensification of development on flood prone land can be avoided.
- the subdivision of parcels that could lead to intensification of development on land not prone to flooding but significantly isolated from flood refuge facilities or essential and emergency services by flooding over roads can be avoided.
- the retention of drainage corridors with vegetation buffer areas along waterways can be encouraged so as to minimise erosion of stream banks and verges during large floods and maintain the natural drainage function, stream habitat, wildlife corridor and landscape values.

9.0 REFERENCE DOCUMENTS

Water Technology (2013), Burrumbeet Flood Investigation Reports as follows:

Data Review (July 2013)
Methodology Outline (July 2013)
Flood Warning Report (May 2013)
Hydrology & Hydraulics (October 2013)
Mitigation Options Report (October 2013)
Summary Study Report (December 2013)

Lawson and Treloar (2003), Floodplain Management Plan for Lake Burrumbeet and Burrumbeet Creek Catchment. Report RM2049 Ver. 1.0 / J5350 prepared for Glenelg Hopkins Catchment Management Authority and Ballarat City Council.

Building Code of Australia (2012)– Australian Building Codes Board - Construction of Buildings in Flood Hazard Areas – Information Handbook and Standard.

Floodplain Management Authority Guidelines for Fencing in Flood-prone Areas.

BALLARAT CITY COUNCIL – BURRUMBEET CREEK CATCHMENT LOCAL FLOODPLAIN DEVELOPMENT PLAN

Floodplain Management Authority Guidelines for Floodplain Cut and Fill.

Floodplain Management in Australia – Best Practice Principles and Guidelines, Standing Committee on Agriculture and Resource Management (SCARM), CSIRO 2000.

VPP – Practice Note 11 – Applying for a Planning Permit under the flood provisions.

VPP – Practice Note 12 – Applying the Flood Provisions in Planning Schemes.

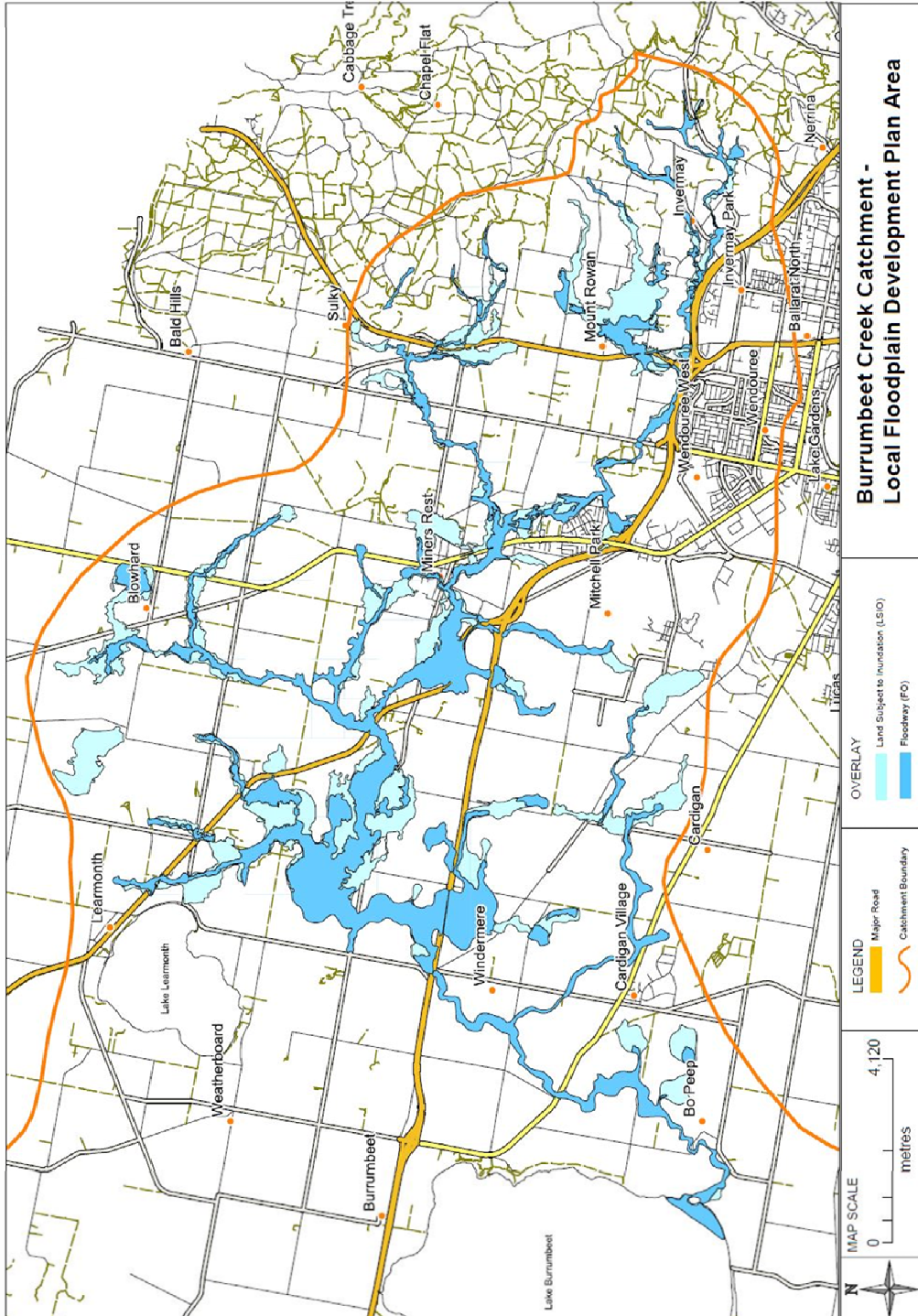
10.0 NOTES

(1) Figure 1-3, Water Technology, Burrumbeet Flood Investigation Summary Study Report, Dec. 2013.

(2) Figure 1-3, Water Technology, Burrumbeet Flood Investigation Summary Study Report, Dec. 2013.

(3) Water Technology, Burrumbeet Flood Investigation Summary Study Report, Dec. 2013.

BALLARAT CITY COUNCIL – BURRUMBEET CREEK CATCHMENT LOCAL FLOODPLAIN DEVELOPMENT PLAN



Item: 10.5

Approval and Certification of In Principle Financial Statements and Performance Statement 2020/21

OFFICER	Amanda Barber
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	<ol style="list-style-type: none"> 1. In Principle Financial Statements 2020 - 2021 [10.5.1 - 44 pages] 2. In Principle Performance Statement 2020 - 2021 [10.5.2 - 15 pages] 3. Final Management Letter COS 2021 - DRAFT [10.5.3 - 13 pages] 4. Closing Report 2020-21 COSC - DRAFT [10.5.4 - 18 pages]
PURPOSE	To approve and certify the 2020/21 Financial & Performance Statements 'In Principle' for submission to the Victorian Auditor-General.

1. EXECUTIVE SUMMARY

This report provides an overview of the 2020/21 Financial Statements (Attachment 1) and 2020/21 Performance Statement (Attachment 2) to facilitate the approval and certification of the two 'in principle' statements in accordance with Section 98 of the *Local Government Act 2020*. The statements, closing report and management letter were reviewed in detail and approved by the Audit and Risk Committee on 8 September 2021, subject to any changes that are recommended or agreed by the auditor prior to final audit clearance by the Victorian Auditor-General's Office (VAGO).

The Audit and Risk Committee determined at its meeting held on 8 September 2021:

That the Audit and Risk Committee recommends that Council:

1. Approves in principle the 2020-21 Financial Statements and Performance Statement for Colac Otway Shire Council, subject to any changes that are recommended or agreed by the Auditor in accordance with Section 98(2) of the *Local Government Act 2020*.
2. Makes provision for the 2020-21 Colac Otway Shire Council Financial Statements and Performance Statement to be referred back to the Audit and Risk Committee for information, if there is any significant change prior to certification; and

- 3 *In accordance with section 98 of the Local Government Act 2020, nominates and authorises Deputy Mayor, Cr Graham Costin and Councillor, Cr Stephen Hart to certify and approve the 2020-21 Financial Statements and Performance Statement in their final form, after any changes recommended or agreed with the Auditor, have been made on behalf of Council.*

The Audit and Risk Committee reviewed the financial statements and performance statement excluding accounting for Council's share of the investment in the Corangamite Regional Library Corporation (CRLC) at 30 June 2021. The CRLC financial statements were not available during the audit due to completion of the wind up of the CRLC Agreement at 30 June 2021, preceding transfer of Council's membership to the Geelong Regional Library Corporation effective from 1 July 2021.

The Acting Minister for Local Government has approved a two-month extension for CRLC member councils to meet the deadline for lodgement of the 2020-2021 Annual Report, including the audited statements, from 30 September 2021 to 30 November 2021.

Council received the audited CRLC financial statements in early October 2021. Council's In Principle 2020/21 Financial Statements, including the required adjustments for Council's share of its investment and wind up of the CRLC Agreement, are now attached for Council consideration and approval in principle.

VAGO has completed a review of the financial statements in their current form, as attached, and provided audit clearance prior to the preparation of this report. Following Council consideration and approval of the financial statements and performance statement 'in principle' at a Council Meeting, the statements can be certified and lodged with VAGO for issue of the audit opinions for inclusion in the 2020/21 Annual Report.

The 2020/21 results show that Council achieved an operating surplus of \$6.4 million for the year and an adjusted underlying result (excluding non-recurrent capital funding and contributions) of \$4.5 million. This result was impacted by a significant reduction in the landfill restoration provision movement by \$3.3 million (recognised as revenue) and a \$580,000 impairment expense for right of use assets. The 2020/21 underlying result would have been \$1.8 million if this provision movement had not been recognised. The result excludes the impact of timing of expenditure associated with operating initiatives carried forward to 2021-22 of \$1.2 million.

Significant carry forward project funding of \$6.72 million to 2021/22 has been set aside in Council's cash reserves, including:

- \$5.51m capital works, funded by \$3.95m grant revenue received in advance
- \$1.21m operating projects and programs, mainly due to the uncertainty of the COVID-19 pandemic

Some critical sustainability indicators have improved in 2020/21 yet the forecast underlying results continue to trend downward. These are explained in more detail in this report.

The draft Management Letter and Closing Report are attached, and include management responses.

The final Management Letter and the Report are issued following VAGO's audit clearance.

2. RECOMMENDATION

That Council:

- 1. Receives the 2020-21 Colac Otway Shire Council Financial Statements and 2020-21 Colac Otway Shire Council Performance Statement and notes the recommendation from the Audit and Risk Committee dated 8 September 2021.**
- 2. Approves in principle the 2020-21 Financial Statements and Performance Statement for Colac Otway Shire Council, subject to any changes that are recommended or agreed by the Auditor in accordance with Section 98(2) of the Local Government Act 2020.**
- 3. Makes provision for the 2020-21 Colac Otway Shire Council Financial Statements and Performance Statement to be referred back to the Audit and Risk Committee for information, if there is any significant change prior to certification.**
- 4. Authorises Mayor Kate Hanson, Deputy Mayor Graham Costin and Councillor Stephen Hart to certify and approve the 2020-21 Financial Statements and Performance Statement on behalf of Council, noting only two Councillors will sign the statements in their final form, including any changes recommended or agreed with the Auditor.**

3. KEY INFORMATION

Council's Financial Statements and Performance Statement for 2020/21 were audited independently by McLaren Hunt as the contract agent on behalf of the Victorian Auditor-General's Office. Representatives of McLaren Hunt commenced the final audit for 2020/21 on Monday, 9 August 2021.

Financial Performance

Council is committed to providing accurate, understandable and fair reporting on our financial performance for 2020/21 and our financial position at the end of the reporting period. The financial report enables an assessment of our ability to deliver current services and maintain existing facilities in the longer-term.

In brief

The 2020/21 results show that some critical indicators have improved yet continue an underlying forecast trend downward. Specifically:

- the adjusted underlying result (excluding non-recurrent capital funding and contributions) increased to \$4.5 million due to a significant reduction in the landfill restoration provision movement by \$3.3 million (recognised as revenue) offset by a \$580,000 impairment expense for right of use assets. This would have been \$1.8m underlying surplus if this provision movement had not been recognised. This result is higher than budgeted due to the timing of expenditure associated with operating initiatives carried forward to 2021-22 of \$1.2 million. (low-risk in 2020/21)
- the working capital ratio has increased slightly to 190% (2019/20 178%). This is positively impacted by grant funding received in advance for capital and operating projects carried forward to 2021/22 totalling \$6.7 million. (low-risk in 2020/21)
- the Internal Financing Ratio has increased from 83.3% in 2019/20 to 165.3% in 2020/21. This is also positively impacted by capital and operating projects carried forward to 2021/22. (low-risk in 2020/21)
- the capital replacement ratio has decreased from 136% in 2019/20 to 121% in 2020/21. The

target is greater than 150% and measures the rate of spending on fixed assets compared with its depreciation. (medium-risk in 2020/21)

- the renewal gap ratio (capital renewal and upgrade compared to depreciation) was 98% in 2020/21 (2019/20: 109%). The target is 100% and measures Council's ability to replace existing assets with the same or better quality assets. (medium risk in 2020/21)

The indicators that continue to improve are:

- the debt (or borrowings) ratio (borrowings compared to rates) has reduced to 2.31% (2019/20: 3.27%). This is due to repayment of loans in 2020/21 of \$286,000. (low-risk in 2020/21)
- the indebtedness ratio (non-current liabilities compared to own-source revenue) has reduced to 16.1% (2019/20: 27.1%). This is due to a significant reduction in the landfill restoration provision by \$3.3 million and repayment of loans and lease liabilities of \$391,000. (low-risk in 2020/21)

An explanation and some commentary on these indicators is discussed further in this report.

Other key results include:

- Net surplus \$6.40m
- Capital works program \$9.93m, of which 94% related to asset renewal projects and \$5.51m was carried forward to 2021/22 (funded by \$3.95m grant revenue received in advance)
- Working capital \$12.93m (including \$3.95m capital grant revenue and \$1.52m operating grant revenue received in advance)
- Cash balance \$21.96m

The \$6.85m income and expenditure favourable variance compared to budget primarily relates to the following:

- \$3.3m other income represents a reduction in the landfill restoration provision movement due to an independent expert assessment of Council's obligations for future restoration of ten closed landfill sites reducing the expected cost of works required;
- \$1.0m unbudgeted successful capital opportunities, including Central Reserve lighting and netball court redevelopment funding of \$514,000;
- \$1.0m reduced operating grants, including:
 - (\$2.62m) City Deal project funding not received for Apollo Bay harbour redevelopment as a result of renegotiating the project delivery and later timing of milestones for grant payments;
 - (\$0.53m) Forrest Mountain Bike Trail revitalisation project funding received in advance and carried forward to 2021/22;
 - \$0.98m additional Working For Victoria funding partly used for redeployment of staff to respond to the COVID-19 pandemic;
 - \$0.28m unbudgeted Elliminyt Recreation Reserve velodrome resurfacing funding carried forward 2021/22;
 - \$0.27m unbudgeted City Deal project funding for infrastructure improvements at Kennett River.
- \$0.62m additional non-monetary contributions (gifted subdivision infrastructure assets);
- \$0.70m additional reimbursements, including Barwon Water reimbursement of water mains relocation for Forest Street bridge widening, Municipal Pandemic Plan implementation and Municipal Emergency Response contractor.

- \$1.89m additional employee benefits, noting:
 - Employee benefits increased by 9.2% compared to 2019/20.
 - The COVID-19 pandemic required the continued closure of Council facilities in 2020/21 and resulted in a decrease in Council user fee revenue and associated expenses. Additional costs from closed facilities were offset in 2020/21 by redeployment of Council staff to activities funded by the Working for Victoria program in response to the pandemic.
 - Additional aged care (OPASS) hours delivered for increased number of home care packages available to clients (funded by additional user fees).
- \$2.54m reduced materials and services expense, noting:
 - Materials and services reduced by 11.3% compared to 2019/20.
 - Reduction in the use of contractors in 2020/21.
 - Operating projects and programs totalling \$1.20m were carried forward to 2021/22 mainly due to the uncertainty of the COVID-19 pandemic.
- \$0.93m reduced depreciation expense due to reassessment of longer useful lives for road infrastructure following preparation of the 2020/21 Budget.
- \$0.58m impairment expense for right of use assets relating to leased two-way radio equipment not able to be recovered from the supplier following voluntary liquidation in 2019.

For more information on the actual variances to budget please refer to the 'In Principle' Financial Statements Note 1 – Performance against budget.

Council ended the financial year with a total cash balance of \$21.96 million. This is an increase of \$5.76 million from the prior year, primarily due to:

- Increasing reserve commitments by \$6.14 million, including increased carry forwards by 4.26 million. This reflects the timing of grant funding received in advance (\$5.47 million) and associated carry forward expenditure.

Operating results

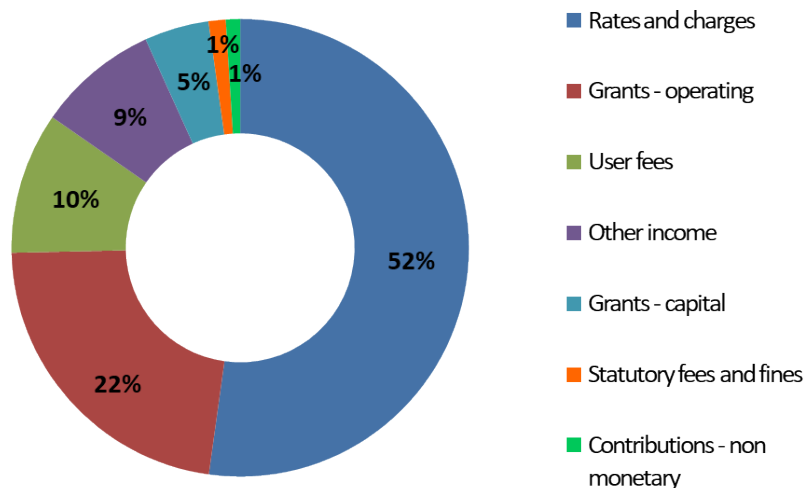
The surplus for the year totalled \$6.40 million, compared to a surplus of \$1.17 million in 2019/20.

Council's major challenge in future years remains ensuring Council is generating sufficient cash to fund infrastructure renewal requirements, whilst ensuring capacity to deliver significant carry forward projects and maintaining service levels. Rate capping and COVID-19 pandemic restrictions will continue to restrict Council's ability to raise revenue, therefore a sustainable Long Term Financial Plan and Revenue and Rating Plan is essential.

Council is undertaking further development of a more robust Long Term Financial Plan and Revenue and Rating Plan in 2021/22 that should assist in meeting these requirements.

Revenue

Total revenue for 2020/21 is \$61.14 million (budgeted \$55.63 million) compared with \$56.75 million for 2019/20. Further detail on our income can be seen in the Comprehensive Income Statement.

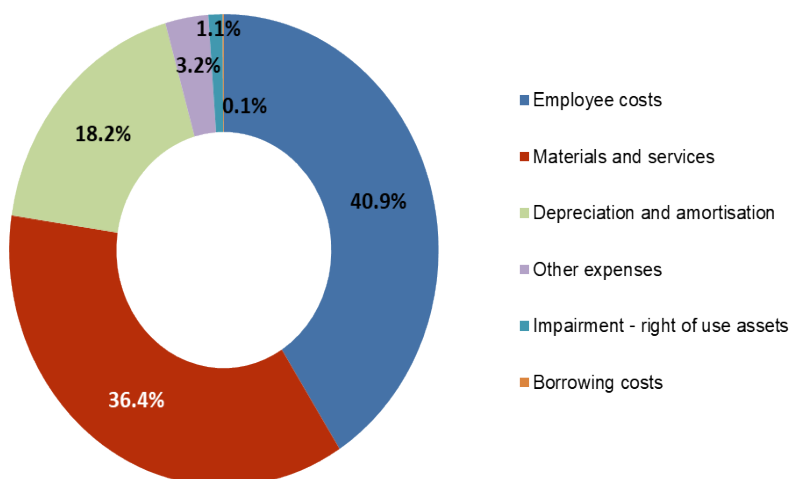


An analysis of Council's revenue sources highlights that 74% of our income is derived from two income categories:

- Rates and charges 52% (2019/20: 55%)
- Operating grants 22% (2019/20: 23%)

Expenditure

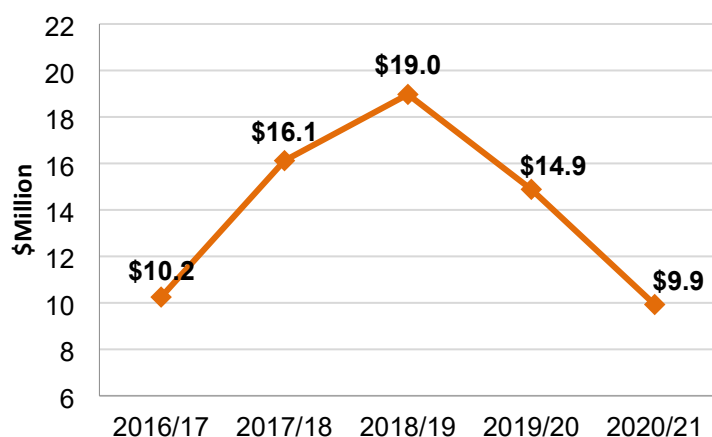
Total expenses for 2020/21 is \$54.74 million (budgeted \$56.08 million), \$0.85 million, or 1.5%, less than the \$55.59 million spent in 2019/20 (detailed in the Comprehensive Income Statement).



An analysis of expenses indicates that 95% were in the following three categories:

- Employee benefits 41%
- Materials and services 36%
- Depreciation and amortisation 18%

Capital Works



In 2020/21 Council's Capital Works activities decreased by \$4.96 million from last year, to a total of \$9.93 million. Renewal of our existing assets accounted for \$9.34 million, new assets accounted for \$297,000 and upgrade to existing assets totalled \$297,000. Investment in capital works is a strategic approach to maintaining or renewing the community's existing assets as they age.

Activities included:

- \$4.1m on road works;
- \$1.7m on drainage and storm water;
- \$1.6m on bridge works.
- \$1.4m on renewal of Council's plant, machinery and equipment;
- \$0.7m on footpaths and cycle ways;
- \$0.2m on buildings; and
- \$0.2m on other infrastructure

Assets

Total assets are valued at \$399.74 million; 99% consisting of:

- Property, plant, equipment and infrastructure (land, buildings, roads, bridges etc.)
- Cash assets (mainly short-term investments)

A \$580,000 impairment expense was recognised in 2020/21 for right of use assets due to leased two-way radio equipment not able to be recovered from the supplier following voluntary liquidation in 2019. The fair value adjustment resulted in the carrying value of leased two-way radio equipment being reduced from \$680,000 to the expected recoverable amount of \$100,000.

Liabilities

Total liabilities were \$21.46 million as at 30 June 2021. Liabilities include loans, lease obligations, amounts owed to suppliers, provisions for landfill rehabilitation and amounts owed to employees for leave entitlements. Liabilities increased by \$0.41 million, in comparison with 2019/20.

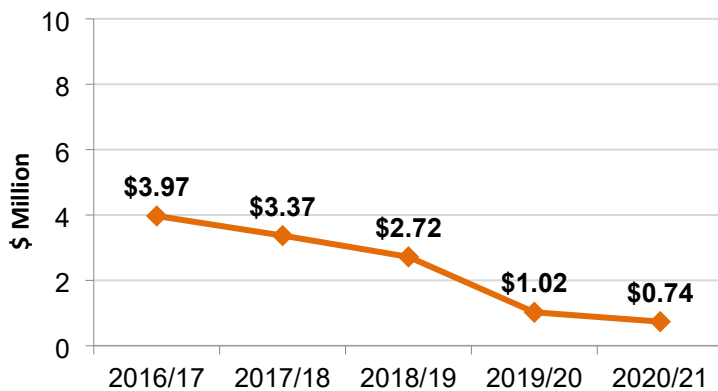
The provision for landfill restoration reduced by \$3.27m to \$5.64 million in 2020/21. A significant reduction in the landfill restoration provision movement by \$3.27 million was recognised in 2020/21. This was due to an independent expert assessment of Council's obligations for future restoration of

ten closed landfill sites reducing the expected cost of works required. Four of the closed sites were found not to pose a risk to health or the environment to warrant immediate rehabilitation.

Council was provided with updated expected cost of works during the financial year for provisioning of adequate funds to address the specific management actions required for rehabilitation and aftercare of all ten closed landfill sites taking into consideration current EPA regulations and any updated risk assessments.

Loan liability

Council's borrowings liability levels reduced from \$1.02 million in 2019/20 to \$0.74 million in 2020/21.

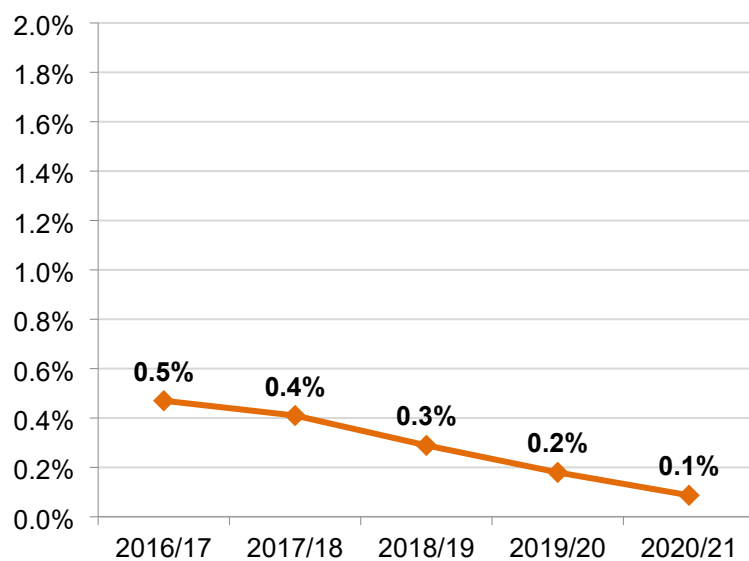


During 2020/21 Council made total loan payments of \$339,000 (\$286,000 repayment and \$53,000 interest). Council's current borrowings are very low.

Financial Indicators

The financial indicators included in this report provide information on performance trends over time.

Debt Servicing Ratio

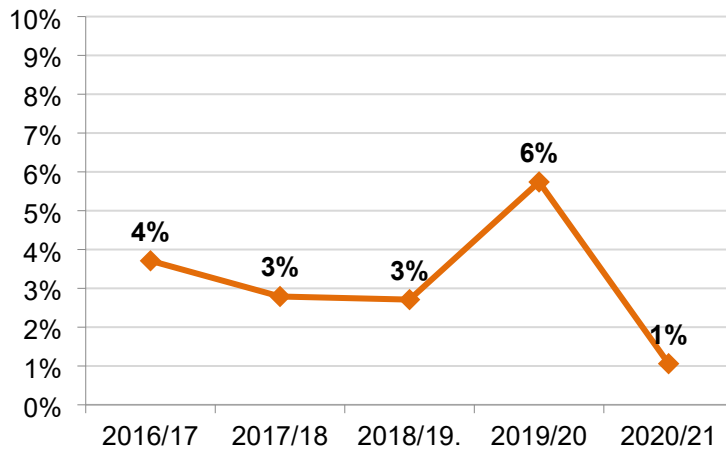


The Debt Servicing Ratio essentially shows how much Council spends on maintaining its outstanding debts compared with how much revenue it earns. These debt-servicing costs refer to the payment of

interest on loan borrowings. The ratio expresses the amount of interest paid as a percentage of our total revenue.

The ratio of 0.1% is very low and indicates that Council is able to service existing debt levels and have further capacity to borrow if required.

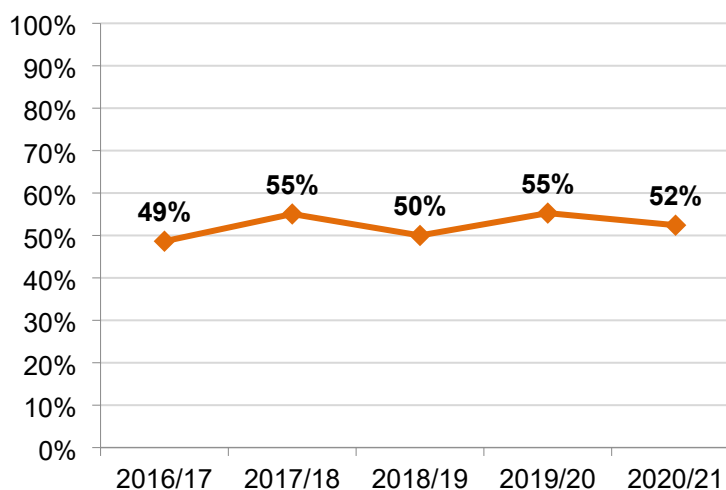
Debt Commitment Ratio



The Debt Commitment Ratio is used to illustrate how much rate revenue is used to fund existing borrowing commitments during the year. This includes the payment of principal and interest relating to loans. The rate at which the ratio either increases or decreases is a reflection of Council's debt redemption strategy. The debt repayment ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.

The Debt Commitment Ratio was higher in 2019/20 due to the increased repayment of loans, including a \$1m bond repayment in November 2019, which was taken under the Local Government Funding Vehicle in 2014.

Revenue Ratio



The Revenue Ratio shows the level of reliance on rate revenue. It is an indication of how much total revenue comes from rates and charges. It is influenced by other revenue sources such as government grants, contributions, special charges, user fees and charges. Rate income is a secure and predictable

source of revenue. A low ratio can warn of undue reliance on other forms of revenue, which may or may not be sustainable, e.g. government grants. The preferred position is for a reliance on rates and other commercial revenue, with a low dependency on government grants.

Financial Sustainability Indicators

Financial sustainability is defined in a number of different ways. A generally accepted definition is whether local governments have sufficient current and prospective financial capacity (inflows) to meet their current and prospective financial requirements (outflows).

To be sustainable, councils need to have some excess capacity at any point in time to be able to manage future financial risks and shocks without having to radically adjust their current revenue or expenditure policies.

The following seven indicators are utilised and published by the Victorian Auditor General annually, to assess the financial viability of councils. The figures for the financial years 2016/17 to 2019/20 are taken from the Victorian Auditor-General's Office (VAGO) report that can be found at:

<https://www.audit.vic.gov.au/report/results-2019-20-audits-local-government>

The 2020/21 figures in the following graphs are officer calculations of the ratios.

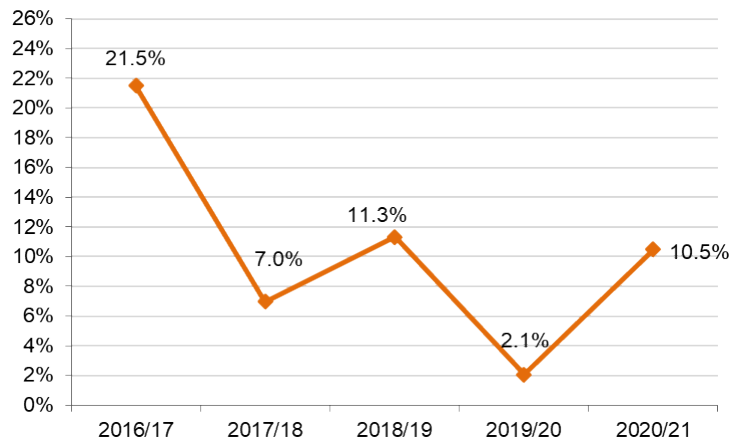
The following table summarises Colac Otway Shire Council's result for 2020/21:

Indicators	Colac Otway Result	Risk Levels		
		High	Medium	Low
Net Result Ratio	10.5%	Less than Negative 10%	Between negative 10% and zero	Greater than zero
Adjusted underlying result	7.6%	Less than 0%	Between 0% and 5%	Greater than 5%
Liquidity Ratio	189.7%	Less than 75%	Between 75% and 100%	Greater than 100%
Indebtedness Ratio	16.1%	Greater than 60%	Between 40% and 60%	Less than 40%
Internal Financing Ratio	165.3%	Less than 75%	Between 75% and 100%	Greater than 100%
Capital Replacement	120.9%	Less than 100%	Between 100% and 150%	Greater than 150%
Renewal Gap	97.6%	Less than 50%	Between 50% and 100%	Greater than 100%

The following information provides a definition for each indicator and the five year trend for each:

Net Result Ratio

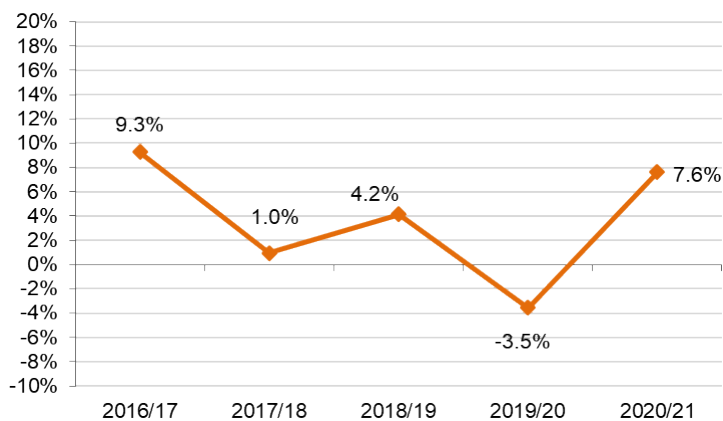
This measures how much of each dollar collected as revenue translates to net result. A positive result indicates a surplus, and the larger the percentage, the stronger the result.



This ratio includes capital grants and grants received in advance that aid in generating a surplus. This can be utilised for new assets or asset renewal. This result places Council within the 'Low' risk category for financial sustainability.

Adjusted Underlying Result

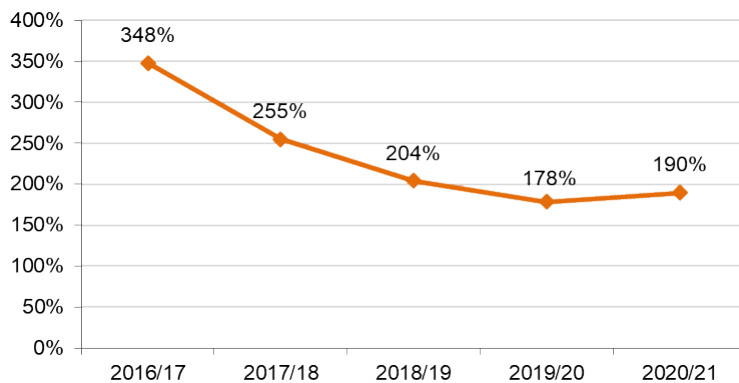
This measures an entity's ability to generate surplus in the ordinary course of business—excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from the net result. A deficit suggests a reduction in the operating position.



The 2020/21 result has improved due to a reduction in the landfill restoration provision movement by \$3.3m (recognised as revenue), which is due to an independent expert assessment of Council's obligations for future restoration of ten closed landfill sites reducing the expected cost of works required. The result has also reduced by \$580,000 due to impairment of right of use assets relating to leased two-way radio equipment not able to be recovered from the supplier following voluntary liquidation. The 2020/21 result would have been 3.24% if this provision movement and impairment had not been recognised.

Working Capital Ratio

This measures an entity's ability to pay existing liabilities in the next 12 months. A ratio greater than 100% means there are more cash and liquid assets than short-term liabilities.

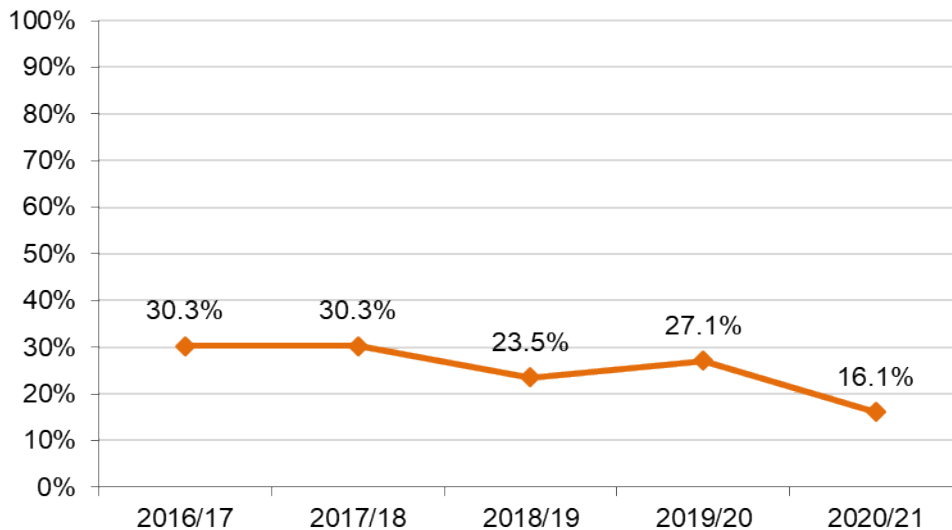


The Working Capital Ratio expresses the level of current assets, such as cash and investments, that Council has available to meet our current liabilities. This includes outstanding creditors and employee entitlements.

The current ratio of 190% is above the low-risk target, but includes \$6.7 million of cash received in advance.

Indebtedness Ratio

This assesses an entity's ability to pay liabilities, as and when they fall due, from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.

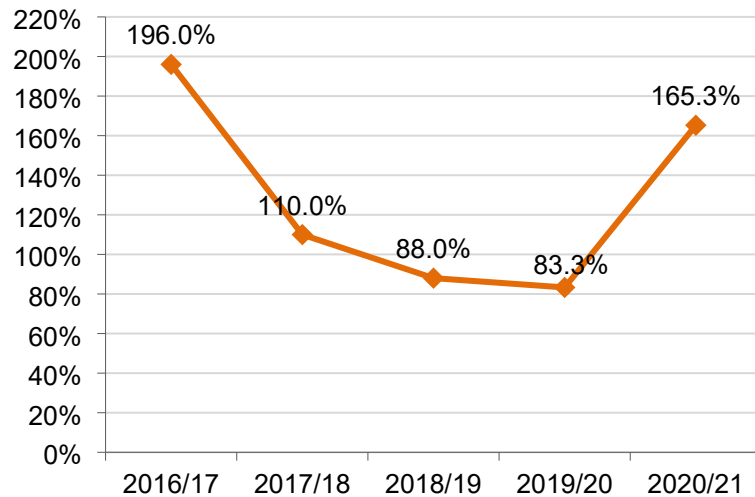


The ratio is comfortably in the low-risk category, indicating that we are generating sufficient funds to cover debt without requiring outside assistance.

This indicator has decreased in 2020/21 due to a significant reduction in the landfill restoration provision by \$3.3 million and repayment of loans and lease liabilities of \$391,000.

Internal Financing Ratio

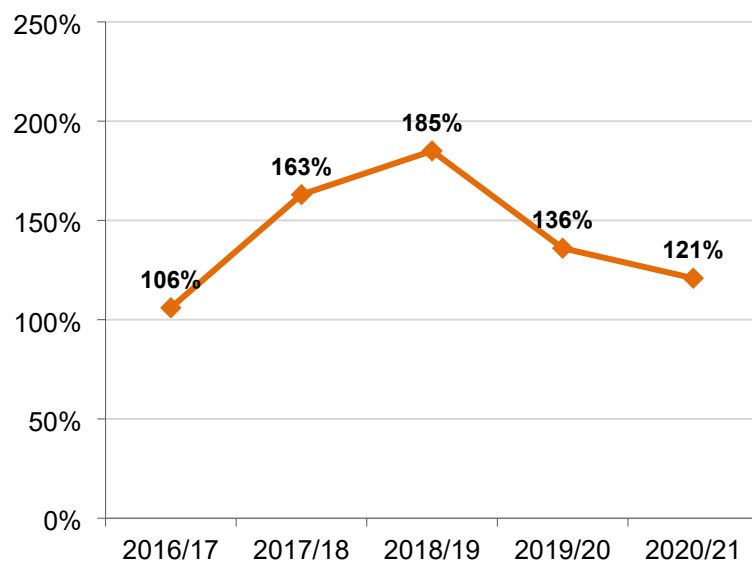
This measures an entity's ability to finance capital works using cash generated by its operating cash flows. The higher the percentage, the greater the ability for the entity to finance capital works from its own funds.



Results indicate that Council's ability to generate sufficient cash from operations to fund the renewal of existing assets has declined over the last three years. This indicator is positively impacted by capital and operating projects carried forward to 2020/21 of \$6.72 million.

Capital Replacement Ratio

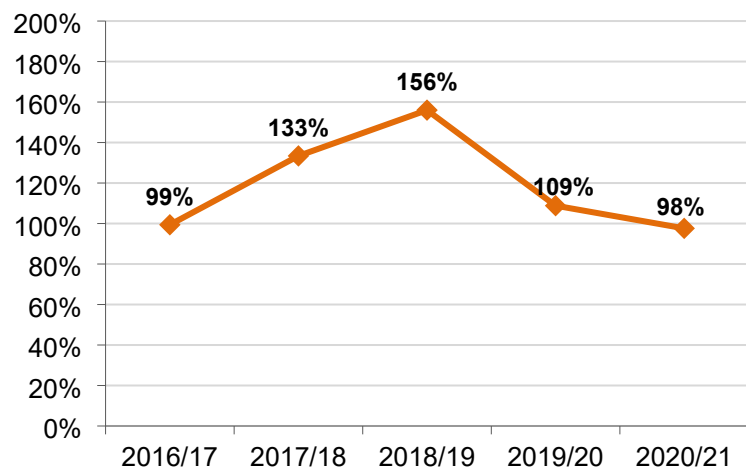
This compares the rate of spending on infrastructure, property, plant and equipment, and intangibles with its depreciation and amortisation. This is a long-term indicator, as capital expenditure can differ in the short term if there are insufficient funds available from operations or borrowings. A ratio less than 100% means the spending on capital works has not kept pace with consumption of assets.



This ratio is about the overall spending on assets, both new and existing. The 2020/21 result is assessed as medium risk and is impacted by the carry forward of capital projects of \$5.41 million to 2021/22.

Renewal Gap Ratio

This compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 100% indicate that spending on existing assets is faster than the depreciation rate.



This ratio is about the renewal and upgrade of our existing assets (i.e. replacing one asset with another of the same or better quality). The 2020/21 result is just outside the low-risk category.

PERFORMANCE STATEMENT

The data and indicators contained in the attached 'In Principle' Performance Statement (Attachment 2) has been carefully collated and reviewed to ensure it is consistent with the Local Government Performance Report Framework Indicator Workbook. Any material variation or commentary has been provided against each indicator.

4. COMMUNITY CONSULTATION & ENGAGEMENT

The preparation of Annual Financial Statements and Performance Statement is a legislative requirement and once the documents have been finalised and approved by Council, they will be made available to the community at Council's Customer Service Centres and via Council's website.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.
3. Organisational development and legislative compliance.
4. Provide value for money services for our community.
5. Communicate regularly with our community and involve them in decision-making.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

This report does not have any environmental, social & cultural or economic impact to the community.

LEGAL & RISK

All legislative and accounting standard requirements are set out in the attached Financial Statements and Performance Statements.

The Audit and Risk Committee reviewed the financial statements and performance statement excluding accounting for Council's share of the investment in the Corangamite Regional Library Corporation (CRLC) at 30 June 2021. The CRLC financial statements were not available during the audit due to completion of the wind up of the CRLC Agreement at 30 June 2021, preceding transfer of Council's membership to the Geelong Regional Library Corporation effective from 1 July 2021.

On 15 September 2021, the Acting Minister for Local Government approved a two-month extension for CRLC member councils to meet the deadline for lodgement of the 2020-2021 Annual Report, including the audited statements, from 30 September 2021 to 30 November 2021.

Council received the audited CRLC financial statements in early October 2021. As a result, Council's In Principle 2020/21 Financial Statements now include the required adjustments for Council's share of its investment and wind up of the CRLC Agreement. This adjustment resulted in a \$44,000 loss in Council's investment share and transfer of the balance of Council's share of the assets and liabilities of \$397,000 to Council at 30 June 2021. This did not represent a significant change to Council's overall financial position and is therefore not proposed to be referred back to the Audit and Risk Committee prior to certification. Council's share of the assets and liabilities of the regional library corporation has been subsequently transferred to the Geelong Regional Library Corporation under the new agreement effective from 1 July 2021.

VAGO has completed a review of the financial statements in their current form, as attached, and provided audit clearance prior to the preparation of this report. Following Council consideration and approval of the financial statements and performance statement 'in principle' at a Council Meeting, the statements can be certified and lodged with VAGO for issue of the audit opinions for inclusion in the 2020/21 Annual Report.

Council must approve the financial statements and performance statement 'in principle', and be certified by two authorised Councillors, prior to lodgement to enable VAGO to issue the audit opinions, in accordance with the provisions of the Local Government Act. VAGO has completed a final review of the financial statements and performance statement in their current form, as attached, enabling Council to approve the financial statements 'in principle' at the Council Meeting scheduled on 27 October 2021.

FINANCIAL & BUDGETARY

The financial report clearly sets out how Colac Otway Shire utilises valuable ratepayer funds to ensure the Council achieves best value.

7. IMPLEMENTATION STRATEGY

The financial statements and performance statement have been compiled and audited independently by McLaren Hunt as the contract agent on behalf of the Victorian Auditor-General's Office and reviewed by the Audit and Risk Committee prior to consideration and approval by Council 'in principle' in an open Council meeting. The statements are approved by Council and certified following audit clearance, at which time the Victorian Auditor-General will issue the audit opinion for inclusion of the financial statements and performance statement in the 2020-2021 Annual Report for submission to the Minister for Local Government.

COMMUNICATION

Following inclusion of the audit opinion and statements in the Annual Report in October, the Minister will be provided with a copy of the Annual Report, including the audited statements. The 2020-2021 Annual Report is scheduled to be considered at a Council Meeting in November 2021, followed by publication on Council's website.

TIMELINE

Following approval and certification of the 'in principle' Financial Statements and 'in Principle' Performance Statement, the Statements are certified and submitted to the Victorian Auditor-General's Office for issue of the audit opinion then forwarded to the Minister for Local Government in the 2020-2021 Annual Report prior to the amended deadline on 30 November 2021.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

**Colac Otway Shire Council
ANNUAL FINANCIAL REPORT**

For the Year Ended 30 June 2021

**Colac Otway Shire Council
Financial Report
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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Amanda Barber CPA
Principal Accounting Officer

TBC
Colac

In our opinion the accompanying financial statements present fairly the financial transactions of Colac Otway Shire Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

Cr Stephen Hart
Councillor

TBC
Colac

Cr Graham Costin
Councillor

TBC
Colac

Anne Howard
Chief Executive

TBC
Colac

*Colac Otway Shire Council
2020/2021 Financial Report*

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Colac Otway Shire Council
2020/2021 Financial Report

Comprehensive Income Statement For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	31,914	31,366
Statutory fees and fines	3.2	740	807
User fees	3.3	6,120	5,269
Grants - operating	3.4	13,732	13,174
Grants - capital	3.4	2,789	3,902
Contributions - monetary	3.5	254	195
Contributions - non monetary	3.5	617	728
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	183	(44)
Share of net profits (or loss) of associates and joint ventures	6.2	(44)	51
Other income	3.7	4,839	1,303
Total income		61,144	56,752
Expenses			
Employee costs	4.1	22,410	20,727
Materials and services	4.2	19,936	22,458
Depreciation and amortisation	4.3	9,868	10,944
Amortisation - right of use assets	4.4	119	95
Impairment - right of use assets	4.9	580	-
Bad and doubtful debts	4.5	34	15
Borrowing costs	4.6	53	102
Finance costs - leases	4.7	35	35
Other expenses	4.8	1,706	1,209
Total expenses		54,741	55,585
Surplus/(deficit) for the year		6,403	1,167
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	16,453	32,113
Total comprehensive result		22,856	33,280

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet
As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	21,958	16,198
Trade and other receivables	5.1	4,009	3,360
Inventories	5.2	155	215
Non-current assets classified as held for sale	6.1	715	-
Other assets	5.2	496	486
Total current assets		27,333	20,259
Non-current assets			
Property, infrastructure, plant and equipment	6.2	372,238	355,731
Investments in associates, joint arrangements and subsidiaries	6.3	-	441
Right-of-use assets	5.8	165	863
Total non-current assets		372,403	357,035
Total assets		399,736	377,294
Liabilities			
Current liabilities			
Trade and other payables	5.3	8,438	5,622
Trust funds and deposits	5.3	741	985
Interest-bearing liabilities	5.4	142	286
Provisions	5.5	4,975	4,357
Lease liabilities	5.8	110	105
Total current liabilities		14,406	11,355
Non-current liabilities			
Interest-bearing liabilities	5.4	596	738
Provisions	5.5	5,792	9,005
Lease liabilities	5.8	663	773
Total non-current liabilities		7,051	10,516
Total liabilities		21,457	21,871
Net assets		378,279	355,423
Equity			
Accumulated surplus		130,794	130,529
Reserves	9.1	247,485	224,894
Total Equity		378,279	355,423

The above balance sheet should be read in conjunction with the accompanying notes.

**Statement of Changes in Equity
For the Year Ended 30 June 2021**

	Note	Accumulated		Revaluation	Other
		Total	Surplus	Reserve	Reserves
2021		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		355,423	130,529	208,131	16,763
Surplus/(deficit) for the year		6,403	6,403	-	-
Net asset revaluation increment/(decrement)	6.2	16,453	-	16,453	-
Transfers to other reserves	9.1	-	(18,474)	-	18,474
Transfers from other reserves	9.1	-	12,336	-	(12,336)
Balance at end of the financial year		378,279	130,794	224,584	22,901

	Note	Accumulated		Revaluation	Other
		Total	Surplus	Reserve	Reserves
2020		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		323,297	124,652	176,018	22,627
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers		(1,154)	(1,154)		
Adjusted Opening balance	6.2	322,143	123,498	176,018	22,627
Surplus/(deficit) for the year		1,167	1,167	-	-
Net asset revaluation increment/(decrement)	6.2	32,113	-	32,113	-
Transfers to other reserves	9.1	-	(13,597)	-	13,597
Transfers from other reserves	9.1	-	19,461	-	(19,461)
Balance at end of the financial year		355,423	130,529	208,131	16,763

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows
For the Year Ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		32,017	30,712
Statutory fees and fines		740	807
User fees		5,115	5,981
Grants - operating		13,527	13,438
Grants - capital		6,454	4,546
Contributions - monetary		254	195
Interest received		29	272
Trust funds and deposits taken/(paid)		(244)	183
Other receipts		1,388	1,003
Net GST refund/(payment)		63	1,718
Employee costs		(22,385)	(20,340)
Materials and services		(21,159)	(25,270)
Other payments		-	(1,209)
Net cash provided by/(used in) operating activities		15,799	12,036
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(9,907)	(14,682)
Proceeds from sale of property, infrastructure, plant and equipment	3.6	347	233
Payments for investments		(6,000)	(27,000)
Proceeds from sale of investments		6,000	27,000
Net cash provided by/(used in) investing activities		(9,560)	(14,449)
Cash flows from financing activities			
Finance costs		(53)	(102)
Repayment of borrowings		(286)	(1,697)
Interest paid - lease liability		(35)	(35)
Repayment of lease liabilities		(105)	16
Net cash provided by/(used in) financing activities		(479)	(1,819)
Net increase (decrease) in cash and cash equivalents		5,760	(4,326)
Cash and cash equivalents at the beginning of the financial year		16,198	20,524
Cash and cash equivalents at the end of the financial year		21,958	16,198
Restrictions on cash assets	5.1		
Financing arrangements	5.6		

The above statement of cash flows should be read in conjunction with the accompanying notes.

**Statement of Capital Works
For the Year Ended 30 June 2021**

	Note	2021 \$'000	2020 \$'000
Property			
Land		-	22
Total land		<u>-</u>	<u>22</u>
Buildings		224	1,082
Total buildings		<u>224</u>	<u>1,082</u>
Total property		<u>224</u>	<u>1,104</u>
Plant and equipment			
Plant, machinery and equipment		1,171	2,176
Fixtures, fittings and furniture		96	599
Computers and telecommunications		123	147
Total plant and equipment		<u>1,390</u>	<u>2,921</u>
Infrastructure			
Roads		4,094	4,464
Bridges		1,587	548
Footpaths and cycleways		648	478
Drainage		1,743	2,860
Other infrastructure		243	2,510
Total infrastructure		<u>8,316</u>	<u>10,859</u>
Total capital works expenditure	6.2	<u>9,929</u>	<u>14,885</u>
Represented by:			
New asset expenditure		297	2,977
Asset renewal expenditure		9,335	11,164
Asset upgrade expenditure		297	744
Total capital works expenditure		<u>9,929</u>	<u>14,885</u>

The above statement of capital works should be read in conjunction with the accompanying notes.

OVERVIEW**Introduction**

The Colac Otway Shire Council was established by an Order of the Governor in Council on 23 September 1994 and is a body corporate. The Council's main office is located at 2-6 Rae Street Colac Victoria 3250.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Significant accounting policies**(a) Basis of accounting**

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation (except where transitional requirements of AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

(b) Impact of Covid-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

- Additional revenue – Grants received from State Government for Working for Victoria, Outdoor Dining, and Local Roads and Community Infrastructure Programme (LRCI).
- Revenue reductions – User Fees & Charges generated from leisure and performing arts centres reduced due to closures during lockdown.
- Revenue foregone – Non-charging of interest on rates, waived street furniture permits, and reduction of leases on community facilities.
- Additional costs – Additional cleaning expenses and increased provisions for doubtful debts and bad debts expenditure.

(c) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

(d) Abbreviation

The letter 'k' has been used to represent thousands ('000's) and the letter 'm' has been used to represent millions ('000,000's).

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 22 July 2020. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	31,902	31,914	12	0	
Statutory fees and charges	598	740	142	24	1
User fees and charges	5,818	6,120	302	5	2
Grants - Operating	14,720	13,732	(988)	(7)	3
Grants - Capital	1,800	2,789	989	55	4
Contributions - monetary	19	254	235	1,237	5
Contributions - non-monetary	-	617	617	100	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	232	183	(49)	(21)	7
Share of net profits/(losses) of associates and joint ventures	30	(44)	(74)	(247)	
Other income	515	4,839	4,324	840	8
Total income	55,634	61,144	5,510		
Expenses					
Employee costs	20,520	22,410	(1,890)	(9)	9
Materials and services	22,480	19,936	2,544	11	10
Bad and doubtful debts	2	34	(32)	(1,600)	11
Depreciation and amortisation	10,800	9,868	932	9	12
Fair value adjustments for right of use assets	-	580	(580)	100	13
Amortisation - right of use assets	115	119	(4)	(3)	
Borrowing costs	53	53	-	-	
Finance costs - leases	49	35	14	29	14
Other expenses	2,063	1,706	357	17	15
Total expenses	56,082	54,741	1,341		
Surplus/(deficit) for the year	(448)	6,403	6,851	(1,529)	

Note 1 Performance against budget

1.1 Income and expenditure (cont'd)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and charges	A higher than expected amount of fees were recovered from the Planning service of council. These fees relate to planning applications.
2	User fees and charges	An increase in the number of Home Care Packages available to clients in 2020/21 contributed increased Home Care Package user fees above budget by \$0.80m, which is partly offset by increase cost of services. This increase is offset by reduced user fees for closed facilities in response to the COVID-19 pandemic lockdowns relating to Bluewater Leisure Centre, Great Ocean Road Visitor Centre and COPACC.
3	Grants - Operating	\$1.0m reduced operating grants including: (\$2.62m) City Deal project funding not received for Apollo Bay harbour redevelopment as a result of rescopeing of the project and late timing of milestones for grant payments; \$0.98, additional Working For Victoria funding partly used for redeployment of staff to respond to the COVID-19 pandemic
4	Grants - Capital	There were a number of Capital Grant opportunities that council were successful in applying for these include: Local Roads and Community Infrastructure (LRCI) Program Rounds 1 and 2 which were released after the budget was completed.
5	Contributions - monetary	There are a number of Contributions relating to project work which were received from groups. These projects relate to works commenced in the 2019-20 and were unbudgeted in the 2020-21 year.
6	Contributions - non-monetary	These are developer contributions relating to Gifted Subdivision Infrastructure not budgeted for.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	The favourable variance relates to the market being better than expected in relation to the disposal of Plant and Equipment. The main factor for this is the lack of new plant available due to shipping restrictions as a result of COVID-19.
8	Other income	This relates to the movement in the provision relating to the Landfill. The reduction in the provision is shown as income in the Comprehensive Income Statement. The value of this movement is \$3.382m.

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Notes to the Financial Report
For the Year Ended 30 June 2021

Note 1 Performance against budget

1.1 Income and expenditure (cont'd)

(i) Explanation of material variations

Variance Ref	Item	Explanation
9	Employee benefits	The unfavourable variance relates to a number of items. There were a number of funded initiatives which council received funding for. These programmes include Working for Victoria and additional Home Care Packages. There was also a reduction in the amounts of leave taken throughout the year. This is shown in the movement within the employee provisions.
10	Materials and services	The favourable variance relates to the reduction in the use of contractors along with a number of operating projects that were delayed due the uncertainty of COVID-19. There are a number of projects that will be carried over into the 2021-22 year. There has also been the conscious effort to reduce the number of contractors and replace them with permanent staff.
11	Bad and doubtful debts	These are related to the impacts of COVID-19 across the shire plus a set of building fees removed.
12	Depreciation and Amortisation	As a result of councils review of useful lives and depreciation there has been a conscious decision to adjust these to reflect the actual consumption of councils infrastructure assets.
13	Fair value adjustments for right of use assets	This is the Impairment of councils right of use assets which directly relates to the lease of the 2 way radios.
14	Finance costs - leases	In the original budget there was a provision for a new lease. This new lease was not undertaken by council.
15	Other expenses	This favourable variance relates to a number of projects which have not been undertaken in the 2020-21 year. The implementation of these will continue into the 2021-22 financial year.

Note 1 Performance against budget
1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Property					
Land	-	-	-	-	
Buildings	356	224	(132)	(37)	1
Total property	356	224	(132)	(37)	
Plant and equipment					
Plant, machinery and equipment	2,425	1,171	(1,254)	(52)	2
Fixtures, fittings and furniture	-	96	96	100	3
Computers and telecommunications	21	123	102	486	4
Total plant and equipment	2,446	1,390	(1,056)	(43)	
Infrastructure					
Roads	5,082	4,094	(988)	(19)	5
Bridges	620	1,587	967	156	6
Footpaths and cycleways	413	648	235	57	7
Drainage	340	1,743	1,403	413	8
Other infrastructure	914	243	(671)	(73)	9
Total infrastructure	7,369	8,316	947		
Total capital works expenditure	10,171	9,929	(242)		
Represented by:					
New asset expenditure	507	297	(210)		
Asset renewal expenditure	9,504	9,335	(169)		
Asset upgrade expenditure	160	297	137		
Total capital works expenditure	10,171	9,929	(242)		

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings	Due to the effects of COVID-19 there have been a number of projects that have been delayed. These projects are expected to commence during the 2021-22 year.
2	Plant, machinery and equipment	Due to shipping constraints associated with COVID-19 there are a number of items which are on order and due for delivery in the 2021-22 year.
3	Fixtures, fittings and furniture	This relates to carry over works from the 2019-20 year. Which includes works from councils playground programme.
4	Computers and telecommunications	The additional works are associated with carry over projects from the 2019-20 year. These relate to works on councils network infrastructure.
5	Roads	Due to the effects of COVID-19 there have been a number of projects that have been delayed. The remainder of these projects are expected to be completed in the 2021-22 year subject to State Government Restrictions.
6	Bridges	This relates to the completion of the Forest Street Bridge reconstruction. This project was carried forward from the 2019-20 year,
7	Footpaths and cycleways	The original footpath programme was completed as scheduled. There was additional funding received with the Federal Governments LRCI programme. These additional works relate to this programme.
8	Drainage	The original drainage programme was completed as scheduled. Overall there is an overspend which is related to works that were not completed in the 2019-20 year and carried forward along with items budgeted within other asset classes.
9	Other Infrastructure	There are a number of projects that were not completed within the 2020-21 year which have been carried forward. There are also items which have been budgeted for within the other infrastructure area but are costed against other asset classes.

Note 2 Analysis of Council**2.1 Analysis of Council results by program**

Council delivers its functions and activities through the following programs.

(a) Chief Executive

Chief Executive provides efficient, effective and proactive support services to include the Mayor and Councillors. Chief Executive provides effective governance oversight of the organisation. Service areas include governance, enterprise risk and legal services.

Corporate Services

Corporate Services Management provides efficient, effective and proactive support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes finance services, digital information and technology, property and procurement, strategy and program delivery and program integration and development. Human resource management provides support to the organisation and ensures councils customer focus includes communication and community engagement processes.

Development and Community Services

Development and Community Services Management provides high quality community focused programs, service delivery and communication to residents. Development and Community Services Management is comprised of community care, connected communities, family services, health communities and is responsible for arts and culture. The planning services area includes the assessment of town development, health, planning strategy and urban growth. Economic Development supports local festivals and events and advocates on behalf of the community for major events, tourism, cultural opportunities, leisure management and arts and culture.

Environment and Infrastructure Services

Environment and Infrastructure Services Management is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. These assets include capital works engineering services, waste, parks and gardens, emergency management and municipal resources. Environment and Infrastructure Services Management is responsible for Port of Apollo Bay, local laws and services and operations of council assets.

(b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Chief Executive	11	1,768	(1,757)	-	1,492
Corporate Services Management	45,781	20,203	25,579	8,454	5,623
Development and Community Services Management	8,843	14,357	(5,515)	3,093	13,906
Environment and Infrastructure Services Management	6,510	18,413	(11,904)	4,974	378,715
	61,144	54,741	6,403	16,521	399,736
	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Chief Executive	6	1,569	(1,563)	-	1,485
Corporate Services Management	41,313	19,841	21,472	11,248	27,159
Development and Community Services Management	6,786	13,025	(6,239)	2,537	13,735
Infrastructure and Leisure Services Management	8,646	21,150	(12,503)	3,291	334,917
	56,751	55,585	1,167	17,076	377,295

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Note 3 Funding for the delivery of our services	2021	2020
3.1 Rates and charges	\$'000	\$'000

Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is its value of the land plus buildings and other improvements.

The valuation base used to calculate general rates for 2020/21 was \$7,096 million (2019/20 \$6,619 million).

General rates residential	16,779	16,223
General rates farm / rural	5,754	5,666
General rates commercial / industrial	3,204	3,215
Municipal charge	2,843	2,787
Garbage charge	3,089	3,196
Interest on rates and charges	-	81
Special rates and charges	22	22
Revenue in lieu of rates	223	176
Total rates and charges	31,914	31,366

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation will be first applied in the rating year commencing 1 July 2021.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Town planning fees	417	329
Health regulations	72	225
Building permits	118	90
Infringements and costs	88	84
Engineering fees	8	45
Land information certificates	36	33
Freedom of information	1	1
Total statutory fees and fines	740	807

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Aged services fees	3,957	2,183
Leisure centre fees	598	1,096
Colac livestock selling centre fees	432	462
Parking, animal control and local laws fees	217	238
Visitor information centre fees	105	230
Colac Otway performing arts & cultural centre fees	77	212
Waste disposal fees	238	215
Council properties fees and rental	175	213
Other fees and charges	147	187
Apollo bay harbour fees	112	111
Child care childrens programs	59	82
Town planning and building services fees	3	40
Total user fees	6,120	5,269

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.

Note 3 Funding for the delivery of our services	2021	2020
3.4 Funding from other levels of government	\$'000	\$'000
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	11,258	9,799
State funded grants	5,263	7,277
Total grants received	16,521	17,076
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grant - untied base grant	4,648	3,926
Financial Assistance Grant - local roads	2,689	2,726
Family and community services	288	538
Diesel rebate scheme	-	97
Aged and disability services	93	78
Public Health	2	2
<i>Recurrent - State Government</i>		
Aged and disability services	1,089	1,254
Port management	878	861
Maternal and child health	398	397
Recreation and culture	114	216
Family and community services	147	91
School crossing supervisors	41	68
Fire Service Property Levy	-	47
Public Health	40	18
Environment and protection services	32	12
Total recurrent operating grants	10,459	10,333
<i>Non-recurrent - Commonwealth Government</i>		
Environment and protection services	-	200
City Deal	1,041	90
Family and community services	93	-
Recreation and culture	300	54
<i>Non-recurrent - State Government</i>		
Port Management	-	1,943
Recreation and culture	35	109
Family and community services	199	107
Corporate Services*	983	-
Environment	269	106
Roads	24	100
Project Delivery	34	-
Strategic Planning	94	51
Civic Precinct	-	40
Disaster Recovery - Bushfire	-	26
Economic Development	201	15
Total non-recurrent operating grants	3,273	2,841
Total operating grants	13,732	13,174
*Relates to the Working for Victoria program funding for resources to respond to the COVID-19 pandemic.		
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	1,624	1,703
Recreation and culture	-	50
Total recurrent capital grants	1,624	1,753
<i>Non-recurrent - Commonwealth Government</i>		
Roads	97	334
Recreation and culture	383	-
<i>Non-recurrent - State Government</i>		
Roads	312	1,001
Recreation and culture	249	750
Port management	124	-
Family and community services	-	64
Total non-recurrent capital grants	1,165	2,149
Total capital grants	2,789	3,902

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Notes to the Financial Report
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Note 3 Funding for the delivery of our services	2021	2020
3.4 Funding from other levels of government (cont'd)	\$'000	\$'000
(c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	1,690	2,682
Received during the financial year and remained unspent at balance date	5,470	1,690
Received in prior years and spent during the financial year	(1,690)	(2,682)
Balance at year end	<u>5,470</u>	<u>1,690</u>

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

3.5 Contributions

Monetary	254	195
Non-monetary	617	728
Total contributions	<u>871</u>	<u>923</u>

Contributions of non monetary assets were received in relation to the following asset classes.

Drainage	41	381
Roads	495	290
Footpath	81	57
Total non-monetary contributions	<u>617</u>	<u>728</u>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	347	233
Written down value of assets disposed	(164)	(277)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	<u>183</u>	<u>(44)</u>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Other income	545	968
Reimbursements	881	181
Interest	27	150
Rates Legal Costs Recovered	2	3
Scheme Interest Received	2	2
Landfill rehabilitation provision movement (Note 5.5)	3,382	-
Total other income	<u>4,839</u>	<u>1,303</u>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Colac Otway Shire Council
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Notes to the Financial Report
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Note 4 The cost of delivering services	2021	2020
4.1 (a) Employee costs	\$'000	\$'000
Wages and salaries	16,401	15,027
Employee leave	2,297	2,115
Superannuation	1,900	1,739
Casual staff	674	832
Sick leave	602	524
WorkCover	330	247
Fringe benefits tax	97	148
Other employee benefits	109	93
Total employee costs	22,410	20,727

Refer to note 1.1 for further information relating to employee costs.

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	86	94
	<u>86</u>	<u>94</u>
Employer contributions payable at reporting date.	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,063	1,017
Employer contributions - other funds	751	628
	<u>1,814</u>	<u>1,646</u>
Employer contributions payable at reporting date.	237	145

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Contract Payments	8,288	11,375
Materials	4,280	4,296
Subscriptions and memberships	1,894	2,007
Expensed Capital Works		
Consultants	1,577	1,048
Utilities	941	977
Agency staff	1,643	918
Plant and equipment maintenance	286	533
Insurances	610	508
Legal costs	153	496
Training costs	252	261
Other	10	38
Hire costs	1	2
Permits	1	-
Total materials and services	19,936	22,458

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Note 4 The cost of delivering services	2021	2020
4.3 Depreciation and amortisation	\$'000	\$'000
Infrastructure	6,768	7,932
Plant and equipment	1,525	1,310
Property	1,574	1,702
Total depreciation and amortisation	9,868	10,944

Refer to note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Right of use assets

Plant and Equipment	119	95
Total Amortisation - Right of use assets	119	95

Refer to note 5.8 for further information relating to amortisation - right of use assets.

4.5 Bad and doubtful debts

Other debtors	34	15
Total bad and doubtful debts	34	15

Movement in provisions for doubtful debts

Balance at the beginning of the year	57	44
New provisions recognised during the year	76	37
Amounts already provided for and written off as uncollectible	(50)	(2)
Amounts provided for but recovered during the year	-	(22)
Balance at end of year	83	57

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.6 Borrowing costs

Interest - Borrowings	53	102
Total borrowing costs	53	102

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance Costs - Leases

Interest - Lease Liabilities	35	35
Total finance costs	35	35

Refer to note 5.8 for further information relating to finance costs - leases.

4.8 Other expenses

Community grants and donations	696	474
Councillors' allowances	258	262
Other	593	267
Rates and charges written off	32	65
Fire services levy	59	61
Auditors remuneration	46	45
Animal registration levy	20	22
Royalties and commissions	2	13
Total other expenses	1,706	1,209

4.9 Impairment - Right to use assets

Impairment - right of use assets	580	-
Total finance costs	580	-

Refer to note 5.8 for further information relating to impairment - right of use assets.

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Notes to the Financial Report
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Note 5 Our financial position	2021	2020
5.1 Financial assets	\$'000	\$'000
(a) Cash and cash equivalents		
Cash on hand	5	5
Cash at bank	6,995	1,146
Term deposits	14,958	15,047
Total cash and cash equivalents	21,958	16,198
Total financial assets	21,958	16,198

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits	741	985
- Statutory reserves	1,086	936
- Conditional grants unspent (Excludes Port of Apollo Bay)	5,360	1,580
- Port of Apollo Bay reserve cash held	555	565
- Disaster recovery reserve	6	6
Total restricted funds	7,748	4,072
Total unrestricted cash and cash equivalents	14,210	12,126

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Other reserve funds allocated for specific future purposes .	14,536	12,793
- Carried forward works committed	6,717	2,466
Total funds subject to intended allocations	21,253	15,259

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Colac Otway Shire Council
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Notes to the Financial Report
For the Year Ended 30 June 2021

Note 5 Our financial position	2021	2020
5.1 Financial assets (cont'd)	\$'000	\$'000
(b) Trade and other receivables		
Current		
Statutory receivables		
Rates Debtor	2,233	2,336
Government operating grants	463	143
Net GST receivable	119	182
Special rate assessment	42	42
Parking infringement debtor	69	60
Other infringements	129	124
Provision for doubtful debts - infringements	(14)	(14)
Other debtors	1,037	530
Provision for doubtful debts - other debtors	(69)	(43)
Total current trade and other receivables	<u>4,009</u>	<u>3,360</u>
Total trade and other receivables	<u>4,009</u>	<u>3,360</u>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(c) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	521	379
Past due by up to 30 days	2	12
Past due between 31 and 180 days	10	43
Past due between 181 and 365 days	7	28
Past due by more than 1 year	163	24
Total trade and other receivables	<u>703</u>	<u>487</u>

(d) Ageing of individually impaired Receivables

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	-
Past due between 181 and 365 days	-	-
Past due by more than 1 year	69	43
Total trade & other receivables	<u>69</u>	<u>43</u>

Note 5 Our financial position

5.2 Non-financial assets	2021	2020
(a) Inventories	\$'000	\$'000
Inventories held for distribution	22	53
Inventories held for sale	132	162
Total inventories	155	215

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	496	134
Accrued income	-	352
Total other assets	496	486

5.3 Payables

(a) Trade and other payables

Trade payables	2,418	2,327
Accrued expenses	542	822
Unearned Income	5,477	2,473
Total trade and other payables	8,438	5,622

Unearned income

Grants received in advance - operating	1,516	1,401
Grants received in advance - capital	3,954	289
Other	8	783
Total unearned income	5,477	2,473

(b) Trust funds and deposits

Refundable deposits	453	409
Fire services levy	113	349
Retention amounts	175	228
Total trust funds and deposits	741	985

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

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Notes to the Financial Report
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Note 5 Our financial position

5.4 Interest-bearing liabilities	2021 \$'000	2020 \$'000
Current		
Borrowings - secured	142	286
	<u>142</u>	<u>286</u>
Non-current		
Borrowings - secured	596	738
	<u>596</u>	<u>738</u>
Total	<u>738</u>	<u>1,024</u>

Borrowings are secured by council rates and charges

(a) The maturity profile for Council's borrowings is:

Not later than one year	142	286
Later than one year and not later than five years	596	738
Later than five years	-	-
	<u>738</u>	<u>1,024</u>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions

	Employee \$ '000	Landfill restoration \$ '000	Total \$ '000
2021			
Balance at beginning of the financial year	4,459	8,903	13,362
Change in provisions	1,703	(3,270)	(1,567)
Amounts used	(1,276)	(112)	(1,388)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	243	117	360
Balance at the end of the financial year	<u>5,129</u>	<u>5,638</u>	<u>10,767</u>
2020			
Balance at beginning of the financial year	4,240	9,265	13,505
Change in provisions	1,391	-	1,391
Amounts used	(1,415)	(201)	(1,616)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	243	(161)	82
Balance at the end of the financial year	<u>4,459</u>	<u>8,903</u>	<u>13,362</u>
	2021	2020	
	\$'000	\$'000	
(a) Employee provisions			
Current provisions expected to be wholly settled within 12 months			
Annual leave	1,242	1,167	
Long service leave	280	202	
Time in lieu	110	99	
	<u>1,632</u>	<u>1,468</u>	
Current provisions expected to be wholly settled after 12 months			
Annual leave	536	243	
Long service leave	2,556	2,399	
	<u>3,092</u>	<u>2,642</u>	
Total current employee provisions	<u>4,724</u>	<u>4,110</u>	
Non-current			
Long service leave	405	349	
Total non-current employee provisions	<u>405</u>	<u>349</u>	
Aggregate carrying amount of employee provisions:			
Current	4,724	4,110	
Non-current	405	349	
Total aggregate carrying amount of employee provisions	<u>5,129</u>	<u>4,459</u>	

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Note 5 Our financial position

5.5 Provisions (cont'd)

(a) Employee provisions

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:

- discount rate	0.2%	0.2%
- index rate	1.75%	1.75%

	2021	2020
	\$'000	\$'000
(b) Landfill restoration		
Current	251	247
Non-current	5,387	8,656
	<u>5,638</u>	<u>8,903</u>

Council is obligated to restore various landfill sites to a particular standard. The forecast life of the sites are based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

EHS Support Pty Ltd, an independent expert, completed risk assessments of a number of closed Council landfills in 2020 and 2021. Four of the closed sites were found not to pose a risk to health or the environment to warrant immediate rehabilitation. Council subsequently engaged EHS Support Pty Ltd to provide Council with updated expected cost of works during the financial year for provisioning of adequate funds to address the specific management actions required for rehabilitation and aftercare of all ten sites taking into consideration current EPA regulations and any updated risk assessments. Significant reductions in the expected cost of works resulted for two closed landfill sites, including removal of \$2.48 million rehabilitation works no longer required at Barwon Downs (\$1.66 million) and Birregurra (\$0.82 million) and removal of expected costs for aftercare of closed sites of \$1.82 million. A further significant increase in expected cost of works resulted for Alvie, including an increase in rehabilitation works by \$0.81 million to \$2.30 million due mainly to meet EPA regulations applicable to an operating Green Waste and Transfer Station/Resource Recovery facility at this site.

Key assumptions:

- discount rate	0.18%	0.58%
- index rate	2.00%	1.50%

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

Business Card Facility (balance cleared monthly)	50	50
Total facilities	<u>50</u>	<u>50</u>
Used facilities	-	-
Unused facilities	<u>50</u>	<u>50</u>

Note 5 Our financial position**5.7 Commitments**

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Operating					
Garbage collection	3,000	3,150	6,330	-	12,480
Consultancies	195	216	-	-	411
Information Technology	84	77	108	-	269
Total	3,279	3,443	6,438	-	13,160
Capital					
Civil Works	2,788	2,248	-	-	5,036
Total	2,788	2,248	-	-	5,036
2020					
Operating					
Garbage collection	565	-	-	-	565
Consultancies	252	-	-	-	252
Street Lighting	933	-	-	-	933
Information Technology	41	41	24	-	105
Total	1,791	41	24	-	1,856
Capital					
Civil Works	1,617	1,350	-	-	2,967
Plant and Equipment	250	250	-	-	500
Total	1,867	1,600	-	-	3,467

5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

Note 5 Our financial position**5.8 Leases (cont'd)**

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Right-of-Use Assets	Plant and Equipment	Total
	\$'000	\$'000
Balance at 1 July 2019	869	869
Additions	89	89
Amortisation charge	(95)	(95)
Balance at 30 June 2020	863	863
Balance at 1 July 2020	863	863
Fair value adjustments	(580)	(580)
Amortisation charge	(118)	(118)
Balance at 30 June 2021	165	165

Council applied AASB 136 *Impairment of Assets* to remeasure the fair value of right of use assets at the reporting date. The recoverable amount is the higher of its fair value less costs to sell and its value in use.

The fair value adjustment resulted in the carrying value of leased two way radio equipment being reduced by \$579,642 from \$679,642 to the expected recoverable amount of \$100,000.

Lease Liabilities	2021	2020
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash	894	1,034
Less than one year	140	140
One to five years	490	521
More than five years	264	373
Total undiscounted lease liabilities as at 30 June:	894	1,034

Lease liabilities included in the Balance Sheet at 30 June:

Current	110	105
Non-current	663	773
Total lease liabilities	773	879

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:	2021	2020
	\$'000	\$'000
Short-term leases	35	81
Total	35	81

Note 6 Assets we manage**6.1 Non-Current assets classified as held for sale**

	2021	2020
	\$'000	\$'000
Cost of land acquisition	439	-
Library Book Stock from wind up of Corangamite Regional Library Corporation	276	-
Total Non-current assets classified as held for sale	715	-

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Note 6 Assets we manage

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	At Fair Value 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	68,849	161	-	2,718	(1,574)	(17)	-	(439)	69,698
Plant and equipment	7,423	1,294	-	-	(1,525)	(168)	-	184	7,207
Infrastructure	271,076	7,638	617	13,735	(6,768)	-	-	6,362	292,659
Work in progress	8,383	837	-	-	-	-	-	(6,546)	2,674
	355,731	9,929	617	16,453	(9,868)	(185)	-	(439)	372,238

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	16	62	-	-	78
Plant and equipment	210	232	-	(184)	258
Infrastructure	8,157	543	-	(6,362)	2,338
Total	8,383	837	-	(6,546)	2,674

(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Land under roads \$'000	Total Land & Land Improvements \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2020	3,383	21,784	224	25,391	73,273	16,532	89,805	16	115,212
Accumulated depreciation at 1 July 2020	-	-	-	-	(39,307)	(7,040)	(46,347)	-	(46,347)
	3,383	21,784	224	25,391	33,966	9,492	43,458	16	68,865
Movements in fair value									
Additions	-	-	-	-	139	22	161	62	223
Revaluation	372	2,346	-	2,718	-	-	-	-	2,718
Disposal	-	(17)	-	(17)	-	-	-	-	(17)
Transfers	-	(439)	-	(439)	-	-	-	-	(439)
	372	1,890	-	2,262	139	22	161	62	2,485
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(1,338)	(236)	(1,574)	-	(1,574)
	-	-	-	-	(1,338)	(236)	(1,574)	-	(1,574)
At fair value 30 June 2021	3,756	23,674	224	27,653	73,412	16,554	89,966	78	117,697
Accumulated depreciation at 30 June 2021	-	-	-	-	(40,645)	(7,276)	(47,921)	-	(47,921)
	3,756	23,674	224	27,653	32,767	9,278	42,045	78	69,777

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecomms \$'000	Work in Progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2020	11,175	10,570	1,350	210	23,305
Accumulated depreciation at 1 July 2020	(6,156)	(8,226)	(1,290)	-	(15,672)
	5,019	2,343	61	210	7,633
Movements in fair value					
Additions	1,171	-	123	232	1,525
Disposal	(653)	-	-	-	(653)
Transfers	-	-	184	(184)	-
	518	-	307	48	872
Movements in accumulated depreciation					
Depreciation and amortisation	(1,154)	(325)	(46)	-	(1,525)
Accumulated depreciation of disposals	485	-	-	-	485
	(669)	(325)	(46)	-	(1,040)
At fair value 30 June 2021	11,692	10,570	1,657	258	24,177
Accumulated depreciation at 30 June 2021	(6,825)	(8,551)	(1,336)	-	(16,713)
	4,867	2,018	321	258	7,465

(c) Infrastructure

	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Other Infrastructure \$'000	Work In Progress \$'000	Total Infrastructure \$'000
At fair value 1 July 2020	268,669	17,884	28,501	35,604	9,821	8,157	368,634
Accumulated depreciation at 1 July 2020	(64,375)	(4,148)	(9,074)	(9,054)	(2,752)	-	(89,403)
	204,294	13,735	19,427	26,549	7,070	8,157	279,231
Movements in fair value							
Additions	3,799	1,503	406	1,687	243	543	8,181
Contributions	495	-	81	41	-	-	617
Revaluation	-	36,044	-	-	-	-	36,044
Transfers	-	74	-	6,085	203	(6,362)	-
	4,294	37,621	487	7,813	446	(5,819)	44,842
Movements in accumulated depreciation							
Depreciation and amortisation	(4,598)	(404)	(472)	(384)	(911)	-	(6,768)
Revaluation	-	(22,309)	-	-	-	-	(22,309)
	(4,598)	(22,713)	(472)	(384)	(911)	-	(29,078)
At fair value 30 June 2021	272,963	55,505	28,987	43,417	10,267	2,338	413,477
Accumulated depreciation at 30 June 2021	(68,972)	(26,862)	(9,545)	(9,438)	(3,663)	-	(118,480)
	203,991	28,643	19,442	33,979	6,604	2,338	294,997

Note 6 Assets we manage

6.2 Property, infrastructure, plant and equipment (cont'd)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit \$'000
<i>Asset recognition thresholds and depreciation periods</i>		
Land		
land	-	-
land under roads	-	-
land improvements	-	5
Buildings		
heritage buildings	90 - 180 years	5
buildings	10 - 120 years	5
shelters	10 - 90 years	5
building improvements	10 - 180 years	5
leasehold improvements	10 - 180 years	5
Plant and Equipment		
Furniture		
art work	0 - 100 years	4
indoor furniture	5 - 30 years	4
playground equipment	10 - 40 years	4
Plant		
heritage plant and equipment	-	10
fixed plant, machinery and equipment	3 - 50 years	10
fleet (vehicles)	3 - 30 years	10
major plant	3 - 50 years	10
minor plant	3 - 10 years	4
Equipment		
appliances	3 - 60 years	4
fixed equipment / fixtures and fittings	5 - 55 years	4
computers and telecommunications	3 - 21 years	4
leased plant and equipment	-	4
Infrastructure		
Roads		
road and tarmac formation and earthworks	-	10
road and tarmac pavements	10 - 100 years	10
road and tarmac seals	10 - 80 years	10
road and tarmac kerb, channel and minor culverts	45 - 80 years	2.5
footpaths and cycleways	15 - 50 years	2.5
Bridges		
bridges deck	10 - 90 years	10
bridges substructure	10 - 90 years	10
bridges major culverts	50 - 90 years	10
Drainage		
open drainage network	10 - 100 years	10
pit and pipe network	40 - 100 years	10
water retention structures	80 - 100 years	10
Other Infrastructure		
gardens and landscaping	5 - 25 years	10
playing surfaces	10 - 70 years	10
retaining structures	10 - 45 years	10
off street car parks	25 - 100 years	10
aerodromes	25 - 100 years	10
Intangible assets		
software	5 years	4

Note 6 Assets we manage**6.2 Property, infrastructure, plant and equipment (cont'd)****Land under roads**

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land and buildings were undertaken 2017-2018 by a qualified independent valuer Mr Les Speed – Certified Practising Valuer – API Member No. 623379 of Preston Paterson Rowe. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

As a part of councils assesment of the fair value of its assets there has been an indexation applied to the valuation of the Land category. The indexation is based on the Victorian Valuer Generals offices indices which for the past 3 years have increased by 11%. This index has been applied to Land - Specialised and Land - Non Specialised. The value of land under roads and land held for resale have been excluded.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level 2	Level 3	Revaluation Date
Land	-	23,674	-	30/06/2021
Specialised land	-	-	3,607	30/06/2021
Buildings	-	9,278	32,767	30/06/2018
Total	-	32,952	36,375	

Note 6 Assets we manage**6.2 Property, infrastructure, plant and equipment (cont'd)****Valuation of infrastructure**

Valuation of infrastructure assets has been determined in accordance with an internal valuation undertaken by Robert Uebergang (B.Eng).

An index and condition based revaluation was conducted in the current year.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level 2	Level 3	Revaluation Date
Roads	-	-	203,991	30/06/2020
Bridges	-	-	28,643	30/06/2021
Footpaths and cycleways	-	-	19,442	30/06/2020
Drainage	-	-	33,979	30/06/2020
Other infrastructure	-	-	6,604	N/A
Total	-	-	292,659	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$270 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$200 to \$2,250 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 40 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2021	2020
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	224	224
Parks and reserves	3,756	3,405
Total specialised land	3,980	3,629

Note 6 Assets we manage	2021	2020
6.3. Investments in associates, joint arrangements and subsidiaries	\$'000	\$'000

(a) Investments in associates

Investments in associates accounted for by the equity method are:

- Corangamite Regional Library Corporation
- Colac Community Library and Learning Centre

Corangamite Regional Library Corporation*Background*

The Corangamite Regional Library Corporation is a corporation owned by four (4) councils: Colac Otway Shire, Corangamite Shire, Moyne Shire and Warrnambool City. Colac Otway Shire has a 29.54% equity interest. (2019/2020 24.04%.)

At the 30th June 2021 the Corangamite Regional Library Corporation has been wound up and disbanded on agreement of the four member councils, the result of this is shown below.

Fair value of Council's investment in Corangamite Regional Library Corporation

-	-
---	---

Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus/(deficit) at start of year	426	375
Reported surplus/(deficit) for year	(44)	51
Transfers (to) from reserves	-	
Loss transferred on wind up of corporation	(382)	0
Council's share of accumulated surplus/(deficit) at end of year	<u>0</u>	<u>426</u>

Council's share of reserves

Council's share of reserves at start of year	15	15
Transfers (to) from reserves	(15)	-
Council's share of reserves at end of year (based on population)	<u>0</u>	<u>15</u>

Movement in carrying value of specific investment

Carrying value of investment at start of year	441	390
Share of surplus/(deficit) for year	(44)	51
Share of asset revaluation	(15)	
Share of loss on wind up of corporation	(382)	
Carrying value of investment at end of year	<u>(0)</u>	<u>441</u>

Significant restrictions

The associate is not required to repay dividends, loans or advances to Council.

(b) Investments in joint ventures**Colac Community Library and Learning Centre***Background*

The Colac Community Library and Learning Centre is a joint venture between the Colac Otway Shire and Victorian Department of Education and Early Childhood Development and the Colac Secondary College, which results in Colac Otway Shire legally owning 50% of the assets.

The venture's purpose is to construct and operate a joint use library facility.

Council's commitment to the venture is limited to providing a contribution to the construction and fitout costs. Council's share is 50% of costs.

Council accounts for its interests in the joint venture by applying the proportionate consolidation method and by combining Council's share of each of the assets, liabilities, incomes and expenses of the jointly controlled entity with similar items line by line in council's financial statements.

Council's share of accumulated surplus/(deficit)

Council is not entitled to a share of any accumulated surplus or deficit.

Council's share of reserves

Council is not entitled to a share of any reserves

Movement in carrying value of specific investment

Carrying value of investment at start of year	2,800	2,840
Depreciation	(40)	(40)
Carrying value of investment at end of year	<u>2,760</u>	<u>2,800</u>

Council's share of expenditure commitments

Council is not exposed to any further expenditure commitments.

Council's share of contingent liabilities and contingent assets

There are no known contingencies outstanding as at 30 June 2021.

Significant restrictions

The joint venture is not required to repay dividends, loans or advances to Council.

	2021	2020
	No.	No.
Note 7 People and relationships		
7.1 Council and key management remuneration		
(a) Related Parties		
<i>Parent entity</i>		
Colac Otway Shire Council is the parent entity.		
<i>Subsidiaries and Associates</i>		
Interests in subsidiaries and associates are detailed in Note 6.3.		
(b) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Councillor Kate Hanson (01/07/20 to 24/10/20 & Mayor 24/10/20 to 30/06/21)		
Councillor Chris Potter (01/07/20 to 30/06/21)		
Councillor Stephen Hart (01/07/20 to 30/06/21)		
Councillor Joe McCracken (01/07/20 to 30/06/21)		
Councillor Graham Costin (24/10/20 to 30/06/21)		
Councillor Margaret White (24/10/20 to 30/06/21)		
Councillor Jamie Bell (24/10/20 to 30/06/21)		
Councillor Jason Schram (Mayor 01/07/20 to 24/10/20)		
Councillor Brian Crook (01/07/20 to 24/10/20)		
Councillor Chris Smith (01/07/20 to 24/10/20)		
Chief Executive Officer and other Key Management Personnel		
Chief Executive		
General Manager Corporate Services		
General Manager Environment and Infrastructure Services		
General Manager Development & Community Services		
Total Number of Councillors	10	7
Total of Chief Executive Officer and other Key Management Personnel	4	4
Total Number of Key Management Personnel	<u>14</u>	<u>11</u>
(c) Remuneration of Key Management Personnel	2021	2020
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,047	1,027
Long-term benefits	19	19
Post employment benefits	111	72
Total	<u>1,177</u>	<u>1,118</u>
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$10,000 - \$19,999	4	-
\$20,000 - \$29,999	3	4
\$30,000 - \$39,999	2	2
\$60,000 - \$69,999	1	-
\$80,000 - \$89,999	-	1
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	-	2
\$210,000 - \$219,999	1	-
\$220,000 - \$229,999	2	-
\$230,000 - \$239,999	-	1
\$250,000 - \$259,999	1	-
	<u>14</u>	<u>11</u>
(d) Senior Officer Remuneration		
A Senior Officer is an officer of Council, other than Key Management Personnel, who:		
a) has management responsibilities and reports directly to the Chief Executive; or		
b) whose total annual remuneration exceeds \$151,000		
The number of Senior Officers are shown below in their relevant income bands:		
	2021	2020
	No.	No.
Income Range:		
\$70,000 - \$79,999	1	-
\$80,000 - \$89,999	1	-
\$150,000 - \$159,999	4	3
\$160,000 - \$169,999	2	-
\$170,000 - \$179,999	1	1
\$180,000 - \$189,999	1	1
\$190,000 - \$199,999	1	-
	<u>11</u>	<u>5</u>
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	1,702	831

Note 7 People and relationships	2021	2020
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7.2 Related party disclosure	\$'000	\$'000
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(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

Employee benefit	52	46
Materials & Services	-	35
Other Expenses	-	6

The following is the aggregate amount of transactions with **Investments in associates**.

Payments made to Corangamite Regional Library Corporation	846	727
Payments received from Corangamite Regional Library	11	1

All transactions Council enter into with related parties are undertaken on commercial terms, within Council Policy.

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties.

Accounts Receivable	-	-
Accounts Payable	-	2

(c) Loans to/from related parties

There are no loans in existence at balance date that have been made, guaranteed or secured by the council to any related parties.

(d) Commitments to/from related parties

There are no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party.

Note 8 Managing uncertainties**8.1 Contingent assets and liabilities****(a) Contingent liabilities****Superannuation**

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 9.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Financial Assurances

Council is obligated under Section 194 (2A) and 21 of the Environment Protection Act 1970 to provide financial assurance for any remedial action, rehabilitation and site aftercare costs in relation to the Alvie tip site. The purpose of this provision is to ensure that Council does not impose any undue burden on Council's ratepayers to address any of these costs during the operation or after the closure of its operating landfill sites. The amount of the financial assurance provided to the Environment Protection Authority (EPA) is \$322,500.

(b) Guarantees for loans to other entities

Council has no guarantees in place for loans to other entities.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

Note 8 Managing uncertainties**8.3 Financial instruments****(a) Objectives and policies**

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

Note 8 Managing uncertainties**8.3 Financial instruments (cont'd)****(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.25% and -0.25% in market interest rates (AUD) from year-end rates of 0.81%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement*Fair value hierarchy*

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Note 8 Managing uncertainties**8.4 Fair value measurement (cont'd)***Revaluation*

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

8.5 Events occurring after balance date

No other matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters**9.1 Reserves**

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2021			
Property			
Land	16,529	2,718	19,247
Buildings	8,570	-	8,570
	25,099	2,718	27,817
Plant and Equipment			
Fixed plant, furniture and equipment	293	-	293
	293	-	293
Infrastructure			
Roads	140,676	-	140,676
Bridges	7,914	13,735	21,649
Footpaths and cycleways	7,697	-	7,697
Kerb and channelling	11,619	-	11,619
Drainage	14,833	-	14,833
	182,739	13,735	196,475
Total asset revaluation reserves	208,131	16,453	224,585
2020			
Property			
Land	16,529	-	16,529
Buildings	8,570	-	8,570
	25,099	-	25,099
Plant and Equipment			
Fixed plant, furniture and equipment	293	-	293
	293	-	293
Infrastructure			
Roads	109,441	31,235	140,676
Bridges	7,914	-	7,914
Footpaths and cycleways	7,311	386	7,697
Kerb and channelling	11,619	-	11,619
Drainage	14,341	492	14,833
	150,626	32,113	182,739
Total asset revaluation reserves	176,019	32,113	208,131

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 9 Other matters

9.1 Reserves (cont'd)

(b) Other reserves

2021

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Carried Forward Projects	2,465	4,252	-	6,717
Port of Apollo Bay	565	1,339	(1,349)	555
Waste Management	2,307	3,089	(2,864)	2,532
Long Service Leave	2,652	3,175	(2,886)	2,941
Landfill rehabilitation (Alvie)	980	57	-	1,037
Recreational lands	892	150	-	1,042
Colac livestock selling centre	-	432	(554)	(122)
Rehabilitation	932	143	(35)	1,040
Plant replacement	1,856	1,766	(1,187)	2,435
Tirrengower Drainage Scheme	24	22	(23)	23
Unallocated Surplus	-	163	-	163
Water Saving Urban Design	44	-	-	44
Strategic Projects	602	80	-	682
Financial Assistance Grants received in advance	3,438	3,805	(3,438)	3,805
Disaster Recovery	6	-	-	6
Total Other reserves	16,763	18,473	(12,336)	22,900

2020

Carried Forward Projects	3,372	2,466	(3,373)	2,465
Port of Apollo Bay	2,022	1,499	(2,956)	565
Waste Management	2,004	3,199	(2,896)	2,307
Long Service Leave	2,572	332	(252)	2,652
Landfill rehabilitation (Alvie)	923	57	-	980
Recreational lands	768	124	-	892
Colac livestock selling centre	26	462	(488)	-
Rehabilitation	789	143	-	932
Plant replacement	2,441	1,591	(2,176)	1,856
Tirrengower Drainage Scheme	11	22	(9)	24
Local Government Financial Vehicle	-	-	-	-
Sinking Funds	1,000	-	(1,000)	-
Water Saving Urban Design	-	44	-	44
Contingent Liability	500	-	(500)	-
Strategic Projects	382	220	-	602
Financial Assistance Grants received in advance	3,662	3,438	(3,662)	3,438
Disaster Recovery	2,155	-	(2,149)	6
Total Other reserves	22,627	13,597	(19,461)	16,763

Note 9 Other matters**9.1 Reserves (cont'd)****Purposes for Reserves****Carried forward projects reserve**

This reserve is to recognise the funds allocated and received in prior financial periods that are committed to unfinished projects. This includes grants received in advance for specific projects and funds allocated from prior financial years for projects that are still incomplete at the end of the current financial year.

Port of Apollo Bay reserve

These funds are bound by an agreement with the Department of Transport concerning the operations of the Port of Apollo Bay and are the value of cash assets owed.

Waste Management reserve

This reserve was set up as a source of funding the replacement of kerbside bins. All funds in this reserve are collected from the waste collection service charge and are to be used only in connection with the waste collection service.

Long service leave reserve

The purpose of this reserve is to ensure that the nominal long service leave balances owing to employees are maintained.

Landfill rehabilitation (Alvie) reserve

This reserve relates to the funds required to restore the Alvie Tip. The rehabilitation reserve will continue to grow until the Tip closes, at which time, the funds will be utilised to meet this obligation.

Recreational lands reserve

Statutory reserve to be used for the development of recreational reserves and public open space.

Colac livestock selling centre reserve

This reserve is for the purpose of funding works at the Colac Livestock Selling Centre and all funds are derived from any surplus made from the operations of the Colac Livestock Selling Centre.

Rehabilitation reserve

This reserve is to fund the rehabilitation of the various waste disposal sites across the Colac Otway Shire.

Plant replacement reserve

This reserve is to fund the replacement of council's plant at the end of their useful lives. Inflows to the reserve accrue out of any plant operating surplus with the funds then being used for the changeover of plant.

Tirrengower Drainage Scheme reserve

These funds are collected via a special rate and must be expended against the purpose of the drainage scheme at Tirrengower.

Local Government Financing Vehicle Sinking Fund

This reserve has been established to set aside monies to fund the repayment of the Local government Financing Vehicle (LGFV) bonds as the bonds come due for payment.

Unallocated Surplus reserve

The purpose of this reserve is to set aside funds to match any unforeseen grant opportunities that arise post the setting of the budget.

Water Saving Urban Design reserve

Statutory reserve to be used for the construction of Future Water Quality Infrastructure.

Strategic Projects Reserve

The purpose of this reserve is for strategic projects and acquisitions of new or expanded assets that are of an intergenerational nature.

Financial Assistance Grants received in advance

The purpose of this reserve is to set aside any Commonwealth Financial Assistance Grant funding received in advance of its intended allocation.

Disaster Recovery reserve

The purpose of this reserve is to set aside funds received in advance for use in the recovery of Disaster events. The reserve may only be used in accordance with the terms of the disaster relief funding agreements.

Note 9 Other matters	2021	2020
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	\$'000	\$'000
Surplus/(deficit) for the year	6,403	1,261
Revenue adjustment - impact of AASB 15 Revenue from Contracts with Customers	-	(1,153)
Landfill rehabilitation present value movement	(3,382)	-
Fair value adjustments for right of use assets	580	-
Depreciation/amortisation	9,987	10,944
Finance costs	88	137
Share of result of associate	44	(51)
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(183)	44
Wind up of Corangamite Regional Library Corporation	119	-
Contributions - non monetary assets	(617)	(728)
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(649)	(55)
(Increase)/decrease in prepayments	(362)	104
(Increase)/decrease in accrued income	352	(160)
(Decrease)/increase in trade and other payables	2,933	1,722
(Increase)/decrease in inventories	60	(67)
(Increase)/decrease in trust funds & deposits	(244)	183
(Decrease)/increase in provisions	670	(145)
Net cash provided by/(used in) operating activities	15,799	12,036

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan. There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Colac Otway Shire Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

The vested benefit index (VBI) of the Defined Benefit category of which Colac Otway Shire Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter
Price inflation (CPI)	2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefits category.

Vision Super has advised that the VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI

Net investment returns	4.8% pa
Salary inflation	2.75% pa
Price inflation (CPI)	2.25% pa.

The VBI issued as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Note 9 Other matters

9.3 Superannuation (cont'd)

Employer Contributions**Regular Contributions**

On the basis of the results of the 2020 full actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate will increase in line with any increases in the SG contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding Calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Colac Otway Shire is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Colac Otway Shire Council is a contributing employer:

	2020 (Triennial) \$'000	2019 (Interim) \$'000
A VBI surplus	100,000	151,300
A total service liability surplus	200,000	233,400
A discounted accrued benefits surplus	217,800	256,700

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2021 VBI during August 2021.

The 2020 interim actuarial investigation

A interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021. Council was notified of the 30 June 2021 VBI during August 2021.

Note 10 Change in accounting policy

Council has adopted AASB 1059 Service Concession Arrangements: Grantors, AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, and AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework, from 1 July 2020. These standards have not resulted in adjustments to the amounts recognised in the financial statements.

a) AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 Service Concession Arrangements: Grantors applies to a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective in a public-to-private service concession arrangement.

Council did not operate any service concession arrangements on adoption of AASB 1059 Service Concession Arrangements: Grantors.

AASB 1059 Service Concession Arrangements: Grantors has not resulted in adjustments to the amounts recognised in the financial statements.

b) AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material refines the definition of 'material' in *AASB 101 Presentation of Financial Statements*. The amendments clarify the definition of 'material' and its application by improving the wording and aligning the definition across AASB Standards and other publications.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material has not resulted in adjustments to the amounts recognised or disclosed in the financial statements.

c) AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework makes amendments to the Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting by the AASB.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework has not resulted in adjustments to the amounts recognised or disclosed in the financial statements.

It is not expected that these standards will have any significant impact on Council.

Performance Statement

For the year ended 30 June 2021

Description of Municipality

Colac Otway Shire is situated about 160 kilometres south-west of the Melbourne CBD and approximately an hour's drive to the large regional cities of Geelong to the east, Ballarat to the north and Warrnambool to the west. Colac Otway Shire has a unique and precious natural environment containing some of the most picturesque scenery in the State. A large proportion is Forest Park and National Park but it also includes beaches, rugged coastline, rainforests, waterfalls, volcanic lakes and craters.

Our resident population is estimated at 21,662 as at 30 June 2020. The forecast through to 2041 is for growth of 23.39%, this significant increase is expected in part due to the completion of the dual highway to Geelong. The duplication opens up the region, making commuting an attractive option for both the local population and for those seeking a lifestyle change. With the attraction of affordable housing and great lifestyle, we are ideally located for those looking for a rural idyll within a comfortable commuting distance to major centres.

The five major industry sectors are (number of people)

- Manufacturing – 1,440
- Healthcare & Social Assistance – 1,341
- Agriculture, Forestry & Fishing – 1,284
- Retail Trade – 936
- Tourism – 876

In combination, these five industries employed 56.5% of the employed resident population. Colac Otway Shire Council provides 49 high quality services and facilities across a wide range of areas from, community services, environmental management, customer services, health and wellbeing, family and children's services, open spaces, waste management, tourism, parks and gardens; to business development, planning for appropriate development and ensuring accountability for Council's budget.

Sustainability Capacity Indicators - For the year ended 30 June 2021

<i>Indicator / measure</i> [formula]	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Population Expenses per head of municipal population [Total expenses / Municipal population]	\$2,341.46	\$2,539.11	\$2,577.70	\$2,527.05	
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$12,203.77	\$13,558.14	\$15,319.07	\$15,917.69	
Population density per length of road [Municipal population / Kilometres of local roads]	13.22	13.20	13.28	13.34	
Own-source revenue Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,677.98	\$1,777.87	\$1,797.15	\$2,019.76	
Recurrent grants Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$617.03	\$596.29	\$560.47	\$557.80	
Disadvantage Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	3.00	3.00	3.00	3.00	
Workforce turnover Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	17.9%	17.3%	11.2%	12.0%	

Definitions

“adjusted underlying revenue” means total income other than –

- (a) Non-recurrent grants used to fund capital expenditure; and
- (b) Non- monetary asset contributions; and
- (c) Contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

“population” means the resident population estimated by council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under control of council (including government grants)

“relative socio-economic disadvantage” in relation to a municipality, means the relative social-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website

“unrestricted cash” means all cash and cash equivalents other than restricted cash

Service Performance Indicators - For the year ended 30 June 2021

Service Performance Indicators <i>Service/indicator/measure</i>	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Aquatic Facilities Utilisation AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	5.01	4.60	5.17	1.68	Bluewater Leisure Centre was closed for a total of 121 days due to COVID-19 restrictions in Victoria in the 2020/21 financial year. Additionally, when the centre reopened on multiple occasions, visitation to the centre was often limited due to COVID-19 restrictions. Further, Bluewater changed point of sale & membership software providers in October of 2020, data was not captured on casual or multipass visits to the centre from 1 July 2020 to 27 October 2020 (noting the centre was only open 20 days in July during this period due to COVID-19 closures).
Animal Management Health and safety AM7 Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	100%	100%	
Food Safety Health and safety FS4 Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	94.74%	97.50%	90.00%	Result remains high despite a lower result than previous year.
Governance Satisfaction G5 Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	49	52	50	58	The increase in this measure compared to the 2019/20 result may be attributed to Council's response to the COVID-19 pandemic and public optimism towards the newly elected Council.

Service Performance Indicators <i>Service/indicator/measure</i>	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Libraries Participation LB4 Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	16.04%	14.99%	15.45%	No Data	Unable to remove non-active borrowers from figures, advice from KYC is to remove figures and change to No Data.
Maternal and Child Health (MCH) Participation MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	70.85%	74.44%	55.23%	75.83%	Data cleansing has assisted in cleaning up old histories and bringing data back to previous years participation rates. We have also worked on our overdue KAS reporting which allowed us to contact and re-engage with some families.
Participation MC5 Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	66.67%	58.33%	55.26%	72.00%	Small numbers but the Maternal Child Health service has been participating in a new program to increase participation rates for Aboriginal children in early years services and emphasis on more active engagement.
Roads Satisfaction R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	39	42	44	53	Rolling resealing program implemented 2019/20 and 100% Road Management Plan inspections completed, 85% rectified within timeframes.
Statutory Planning Decision making SP4 Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100.00%	0.00%	50.00%	0.00%	No Council decisions were set aside by VCAT.

Service Performance Indicators Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
Waste Collection Waste diversion WC5 Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	47.79%	52.06%	60.38%	57.53%	

Definitions

"**Aboriginal child**" means a child who is an Aboriginal person

"**Aboriginal person**" has the same meaning as in the *Aboriginal Heritage Act 2006*

"**active library member**" means a member of a library who has borrowed a book from the library

"**annual report**" means an annual report prepared by a council under sections 131, 132 and 133 of the *Local Government Act 1989*

"**class 1 food premises**" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"**class 2 food premises**" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"**critical non-compliance outcome notification**" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"**food premises**" has the same meaning as in the *Food Act 1984*

"**local road**" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"**major non-compliance outcome notification**" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"**MCH**" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"**population**" means the resident population estimated by council

"**target population**" has the same meaning as in the Agreement entered into for the purposes of the *Home Community Care Act 1985* of the Commonwealth

"**WorkSafe reportable aquatic facility safety incident**" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*

Financial Performance Indicators

For the year ended 30 June 2021

Dimension/ <i>indicator/measure</i>	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Material Variations and Comments
					2022	2023	2024	2025	
Efficiency Expenditure level E2 Expenses per property assessment [Total expenses / Number of property assessments]	\$3,279.64	\$3,546.50	\$3,609.44	\$3,500.51	\$3,395.64	\$3,363.63	\$3,414.90	\$3,483.71	
Revenue level E4 Average rate per property assessment [Total rate revenue (general rates and municipal charges) / Number of property assessments]	New in 2020	New in 2020	\$1,811.10	\$1,827.60	\$1,865.52	\$1,868.42	\$1,879.88	\$1,891.32	
Liquidity Working capital L1 Current assets compared to current liabilities [Current assets / Current liabilities] x100	254.66%	204.46%	178.40%	189.73%	145.12%	118.30%	77.93%	31.29%	Working capital is forecast to continually decrease over the coming years as increases in revenue are not sufficient to cover the increases in operating costs associated with delivering the current level of services. Council is reviewing its Revenue and Rating Plan and Long Term Financial Plan to address this concern.

Dimension/ <i>indicator/measure</i>	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Material Variations and Comments
					2022	2023	2024	2025	
Unrestricted cash L2 Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	9.42%	119.98%	104.93%	93.11%	97.96%	80.76%	40.65%	4.55%	This indicator has continued to reduce and is forecast to reduce further, primarily due to increases in revenue not being sufficient to cover the increases in operating costs associated with delivering the current level of services. The 2020/21 result has been impacted by increased expenditure/reduced revenue resulting from the COVID-19 pandemic and average rate increases below the rate cap (2019/20: 0.5% compared to 2.5% rate cap; 2020/21: 0.5% compared to 2.5% rate cap), which is insufficient to meet increasing costs. Council is reviewing its Revenue and Rating Plan and Long Term Financial Plan to address this concern.
Obligations Loans and borrowings O2 Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	11.36%	8.92%	3.27%	2.31%	1.82%	0.00%	0.00%	0.00%	This indicator improved significantly in 2019/20 due to a \$1m bond repayment, which was taken under the Local Government Funding Vehicle in 2014. No new debt is forecast.
O3 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.79%	2.71%	5.74%	1.06%	0.55%	1.90%	0.00%	0.00%	This indicator improved significantly in 2019/20 due to a \$1m bond repayment, which was taken under the Local Government Funding Vehicle in 2014. No new debt is forecast.

Dimension/ <i>indicator/measure</i>	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Material Variations and Comments
					2022	2023	2024	2025	
Indebtedness O4 Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	30.33%	23.52%	27.14%	16.12%	23.56%	22.47%	21.26%	20.06%	Non-current liabilities reduced by \$3.5m in 2020/21 due to an independent expert assessment of Council's obligations for future restoration of ten closed landfill sites reducing the expected cost of works required by \$3.3m, which was recognised as revenue in 2020/21.
Asset renewal and upgrade O5 Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	108.81%	97.61%	150.99%	147.79%	149.87%	151.98%	This indicator significantly reduced in 2020/21 due to a reduced capital works program and a one-off reduction in renewal projects. This reduction in renewal expenditure has been reallocated to support the community in the recovery from the COVID-19 pandemic.

Dimension/ <i>indicator/measure</i>	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Material Variations and Comments
					2022	2023	2024	2025	
Operating position Adjusted underlying result OP1 Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	0.97%	4.15%	-3.55%	7.60%	-2.10%	0.91%	0.35%	-0.62%	This indicator has improved in 2020/21 but is forecast to be in deficit by 2021-22, primarily due to increases in revenue not being sufficient to cover the increases in operating costs associated with delivering the current level of services. The 2020/21 result has improved by a reduction in the landfill restoration provision movement by \$3.3m and recognised as revenue, which is due to an independent expert assessment of Council's obligations for future restoration of ten closed landfill sites reducing the expected cost of works required. The result has also reduced by \$580,000 due to impairment of right of use assets relating to leased two-way radio equipment not able to be recovered from the supplier following voluntary liquidation. The 2020/21 result would have been 3.24% if this provision movement and impairment had not been recognised. Council is reviewing its Revenue and Rating Plan and Long Term Financial Plan to address this concern.

Dimension/ <i>indicator/measure</i>	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Material Variations and Comments
					2022	2023	2024	2025	
Stability Rates concentration S1 Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	58.51%	53.55%	58.39%	53.83%	62.97%	61.88%	61.72%	61.53%	This indicator has decreased due to a significant increase in adjusted underlying revenue in 2020/21. The 2020/21 figure includes a landfill restoration provision movement of \$3.2m and recognised in adjusted underlying revenue.
Rates effort S2 Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.51%	0.46%	0.47%	0.44%	0.41%	0.42%	0.42%	0.43%	This indicator is forecast to continue to decrease as property values are expected to increase at a greater rate than rate revenue, which has been increasing below the rate cap (2019/20: 0.5% compared to 2.5% rate cap; 2020/21: 0.5% compared to 2.5% rate cap).

Retired indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020			Comments
Animal Management Health and safety AM4 Animal management prosecutions [Number of successful animal management prosecutions]	6	4	Retired in 2020	Retired in 2020		This measure was replaced by AM7 from 1 July 2019.
Efficiency Revenue level E1 Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,664.15	\$1,788.98	Retired in 2020	Retired in 2020		This measure was replaced by E4 from 1 July 2019.
Obligations Asset renewal O1 Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	115.56%	125.63%	Retired in 2020	Retired in 2020		This measure was replaced by O5 in 1 July 2019.

Definitions

"adjusted underlying revenue" means total income other than—

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"population" means the resident population estimated by council

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash

Other Information

For the year ended 30 June 2021

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the *Local Government Act 2020*).

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 22 July 2020 and which forms part of the Council Plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting Council.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the *Local Government Act 2020*).

Amanda Barber CPA

Principal Accounting Officer

Dated: **TBC**

Colac

In our opinion, the accompanying performance statement of the Colac Otway Shire Council for the year ended 30 June 2021 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the *Local Government Act 2020*).

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

Cr Stephen Hart

Councillor

Dated: **TBC**

Colac

Cr Graham Costin

Councillor

Dated: **TBC**

Anne Howard

Chief Executive Officer

Dated: **TBC**

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Final Management Letter

2020-2021 Financial report and Performance Statement of Colac Otway Shire Council

| Victorian Auditor-General's Report

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Background

I attach for your information the final management letter for the year ending 30 June 2021. The final management letter provides a summary of audit findings from the interim phase of our audit. This report will be discussed at the Audit and Risk Committee meeting on 08 September 2021.

Acknowledgement

I also take this opportunity to thank your executive team and staff for the time they made available to us during the final phase of our audit.

Yours sincerely

C.J. Kol
Partner
McLaren Hunt Audit and Assurance
VAGO Audit Service Provider

Warrnambool, 3 September 2021.

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2020-2021 Financial report and Performance Statement of Colac Otway Shire Council | Victorian Auditor-General's Report

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Introduction

We have completed the final phase of the 30 June 2021 audit and there are no new issues to bring to your attention. This report includes the status of prior period findings. As part of our reporting, we include our assessment on the significance of the findings. The criteria we consider in this assessment is included in **Appendix A**. Findings can fall into the following categories:

- internal control findings
- financial reporting and performance statement reporting findings
- business improvement opportunities and other findings.

Internal control findings

As part of our audit, we assess the design and implementation of internal controls relevant to financial reporting and performance statement reporting. If we intend to rely on these controls, we test how effectively they are operating.

Any weaknesses in internal control identified during our audit is communicated to you through our management letters.

Financial reporting and performance statement reporting findings

As part of our audit, we may identify weaknesses in management's approach to financial reporting and performance statement reporting resulting in potential material misstatement. This includes, but is not limited to, non-compliance with the Australian Accounting Standards and other reporting frameworks.

Reporting and tracking internal control and financial reporting findings

As part of this communication we include:

- our assessment as to the significance of the finding
- recommended actions
- management comments and expected implementation dates.

We have discussed all findings with management. The nature and rating of the finding determines our expectations in relation to management acceptance and our monitoring of the implementation of remedial actions.

1 | Colac Otway Shire Council -Final Management Letter 2021

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Scope of our audit

We did not carry out a comprehensive audit of all processes and systems of internal control you maintain or seek to uncover all deficiencies, breaches and irregularities in those systems and processes. Inherent limitations in any process and system of internal control may mean that errors or irregularities might not be detected.

As explained in the audit strategy presented to the Audit and Risk Committee on 10 February 2021, the objective of the audit is for the Auditor-General to express an opinion on the financial report and performance statement. Although the audit considers internal controls relevant to preparing the financial report and performance statement, this is done in order to design audit procedures that are appropriate in the circumstances and not for the purpose of expressing an opinion on the effectiveness of those controls. Our planned approach, including level of reliance on internal controls, was communicated in our audit strategy.

Reports to Parliament

The Auditor-General may include items listed in this letter in a report to Parliament. We will send you a draft of the relevant material included in this report and ask for your comments before the report is tabled in Parliament. High rated findings may be specifically identified and reported in the Parliamentary reports.

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Summary of audit findings

The table below summarises all 'open' (current and prior year) management letter issues, and prior period issues resolved in the current period. Open items include all findings that are 'unresolved', 'partially resolved' or 'substantially resolved' as at the date of this letter.

Finding first raised (month / year)	Reference	Findings	Rating	Classification of deficiency		Area	Resolved (R) / unresolved (U)	Management acceptance	Agreed implementation date
				Internal control	Financial / performance reporting				
Open issues (current and prior period)									
August 2021	2020.1	Review of debtors reconciliation	Low	X	-	Debtors	U	Yes	31 December 2021
August 2021	2021.2	Bank reconciliation	Moderate	X	-	Bank	U	Yes	31 December 2021
August 2021	2021.3	Bank signatories	Low	X	-	Bank	U	Yes	31 December 2021
September 2020	2020.1	Contribution to Colac College Library	Low	-	X	Infrastructure, property, plant & equipment	U	Yes	30 June 2022
September 2020	2020.2	Bank Reconciliation	Moderate	-	X	Cash	U	Yes	31 December 2021
September 2020/ August 2021	2020.3	Year end outstanding rates listing	Low	X	-	Debtors reconciliation	U	Yes	31 October 2021
September 2017	2017.1	Footpaths valuation method	Moderate	-	X	Infrastructure, property, plant & equipment	Partially resolved	Yes	30 April 2018
September 2015	2015.1	Trust bonds and deposits	Low	X	-	Governance	U	Yes	31 March 2017

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Finding first raised (month / year)	Reference	Findings	Rating	Classification of deficiency		Area	Resolved (R) / unresolved (U)	Management acceptance	Agreed implementation date
				Internal control	Financial / performance reporting				
Prior period issues resolved during the period									
June 2017	2017.4	Review of Council policies	Low	X	-	Governance	R	Yes	31 March 2018

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Detailed audit findings

Ref	Description of finding and implication	VAGO recommendation on new findings and update on open items	Response from management
2021.1	<p>Review of debtors reconciliation</p> <p>A review of the sundry debtors reconciliation revealed that they were not always signed as evidence of review.</p>	<p>Recommendation</p> <p>Audit suggests that key reconciliations should be reviewed as evidenced as reviewed by a suitably qualified officer, including the sundry debtors reconciliation.</p>	<p>Recommendation: Accepted</p> <p>Responsible officer: Toni Uphill – Acting Finance Coordinator</p> <p>Implementation date: 31 December 2021</p> <p>Management comment</p> <p>The Finance team have identified a report enabling the production of a detailed listing to support the sundry debtors as part of the monthly accounts receivable reconciliation. This report will be incorporated into the ongoing monthly reconciliation process. The responsible officer will sign the reconciliation as evidence of the review and escalate any issues that are not able to be resolved to their supervisor. Estimated completion date 31 December 2021.</p>
2021.2	<p>Bank reconciliation</p> <p>The 30 June bank reconciliation contained an imbalance of \$14,803.42.</p>	<p>Recommendation</p> <p>Where the bank reconciliation contains an imbalance, it should be investigated and cleared on a timely basis.</p>	<p>Recommendation: Accepted</p> <p>Responsible officer: Toni Uphill – Acting Finance Coordinator</p> <p>Implementation date: 31 December 2021</p> <p>Management comment</p> <p>The Authority system occasionally incurs reporting and processing errors, which impact the bank reconciliation report. It is hoped Civica rectify this issue shortly, but in the interim officers will monitor this imbalance. Estimated completion date 31 December 2021. Where there is an ongoing imbalance that is not resolved at month end it must be acknowledged (signed off) by the Manager Financial Services and highlighted to the General Manager Corporate Services.</p>

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Ref	Description of finding and implication	VAGO recommendation on new findings and update on open items	Response from management
2021.3	<p>Bank signatories</p> <p>A review of the CBA bank authorisers contained several employee who no longer are employed by the Colac Otway Shire.</p>	<p>Recommendation</p> <p>Employees that no longer work at the COS should be removed as signatories to bank accounts. A termination checklist could be developed to ensure that all access is removed from employees who finish employment at the COS.</p>	<p>Recommendation: Accepted</p> <p>Responsible officer: Toni Uphill – Acting Finance Coordinator</p> <p>Implementation date: 31 December 2021</p> <p>Management comment</p> <p>A checklist will be implemented to ensure terminated staff are removed from bank authorisation lists immediately their employment ceases with COS. Estimated completion date 31 December 2021.</p>
2020.1	<p>Contribution to Colac College Library</p> <p>The Colac Otway Shire made a contribution to the construction of the Colac College Library back in 2009/10. The contribution to this asset was capitalised into the Colac Otway Shire Asset Register and subsequently depreciated. We also note that a subsequent revaluation of this asset was booked.</p> <p>A review of the Colac College Library agreement states that the Colac Otway Shire has been granted a licence to use the facility for a period of 50 years. The asset is currently being amortised over an 80 year period.</p>	<p>Recommendation</p> <p>The Council should conduct a review of this asset and establish is they have any control over this asset and if it should be recorded in the Colac Otway Shire Asset Register. This could be conducted as part of the 2020/21 revaluation of the Colac Otway Shire land and building revaluation.</p> <p>2020–21 Final audit comment:</p> <p>To be reviewed when Council has formed a view on its position.</p>	<p>Recommendation: Accepted</p> <p>Responsible officer: Toni Uphill – Acting Finance Coordinator</p> <p>Implementation date: 30 June 2022</p> <p>Management comment</p> <p>This asset will be reviewed to establish:</p> <ol style="list-style-type: none"> 1. whether Council have control over this asset and whether it should be recorded in the Colac Otway Shire Asset Register; and if so 2. determine the period in which this asset should be amortised. <p>This review will be conducted as part of the 2020/21 revaluation of the Colac Otway Shire land and building.</p> <p>2020–21 Interim management comment:</p> <p>This review will be conducted as part of the 2021/22 revaluation. This revaluation was originally scheduled for 2020/21, but has been postponed by 12 months to reflect the revised revaluation schedule in the Accounting for Assets policy.</p> <p>2020–21 Final management comment:</p> <p>This review will be conducted as part of the 2021/22 revaluation. The revised revaluation schedule will be in line with the Assets strategy.</p>
2020.2	<p>Bank Reconciliation</p> <p>A review of the general account bank reconciliation that was printed off the “Authority” system was a five page reconciliation that was confusing to follow, and required manual adjustments to reconcile to the general ledger.</p>	<p>Recommendation</p> <p>The Finance team should conduct a review of the bank reconciliation report that is extracted from the system, and either simplify the report or conduct a manual reconciliation.</p> <p>2020–21 Final audit comment:</p>	<p>Recommendation: Accepted</p> <p>Responsible officer: Toni Uphill – Acting Finance Coordinator</p> <p>Implementation date: 30 June 2021 – change to 31 December 2021</p> <p>Management comment</p> <p>The Authority system occasionally incurs reporting and processing errors, which impact the bank reconciliation report. It is hoped Civica rectify this issue shortly, but in the interim officers will create and implement a</p>

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Ref	Description of finding and implication	VAGO recommendation on new findings and update on open items	Response from management
			<p>manual reconciliation process to simplify the bank reconciliation reporting. A completion date of 30 June 2021 is expected.</p> <p>2020–21 Interim management comment: A manual reconciliation process will be created to simplify the bank reconciliation reporting.</p> <p>2020–21 Final management comment: Refer 2021.2 – The management team will create a process to simplify the bank reconciliation and also monitor the variance. Estimated completion date 31 December 2021.</p>
2020.3	<p>Year-end rates listing</p> <p>Whilst conducting a review of the year end rates debtors, we note that we could not obtain a detailed listing of outstanding rates debtors.</p>	<p>Recommendation</p> <p>The Finance team should investigate if there is the ability for the system to produce a detailed rates listing to support the outstanding balance as part of the monthly rates reconciliation.</p> <p>2020-21 year end audit comment:</p> <p>This was resolved at Interim however at year end a Rates reconciliation could not be provided. The Assessment listing was only printed on 11 July 2021 and the reconciliation provided did not balance back to the 30 June 2021 GL balance, although not material variance, the issue has been reopened as unresolved.</p>	<p>Recommendation: Accepted</p> <p>Responsible officer: Paul Carmichael – Revenue Coordinator</p> <p>Implementation date: 30 Sept 2020 – change to 31 October 2021</p> <p>Management comment:</p> <p>The Finance team have identified a report enabling the production of a detailed rates listing to support the outstanding balance as part of the monthly rates reconciliation. This report will be incorporated into the ongoing monthly reconciliation process. A completion date of 30 September 2020 is expected.</p> <p>2020-21 Final management comment:</p> <p>Due to staff turnover and loss of corporate knowledge, the management team will ensure the end of month report is performed on a regular basis. Estimated completion date 31 October 2021.</p>
2017.1	<p>Footpaths Valuation Method</p> <p>In the review of the valuation rates used for the footpath revaluation, we identified that the rate per square metre of concrete used included an element for removal costs. Infrastructure costing rates used should be on a “Greenfield” basis and not include costs associated with removal, destruction or disposal of an asset.</p>	<p>Recommendation</p> <p>We recommend that rates used for the revaluation of infrastructure be on a “Greenfield” basis and that Council’s Asset Revaluation Policy be amended to include the basis in which infrastructure assets are valued.</p>	<p>Recommendation Yes</p> <p>Responsible officer: Coordinator Financial Accounting updated to Jason Clissold and Jeremy Rudd</p> <p>Implementation date: 30 April 2018</p> <p>Policy will be updated accordingly before next year’s revaluation process.</p> <p>Management update</p>

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Ref	Description of finding and implication	VAGO recommendation on new findings and update on open items	Response from management
	<p>The rate used by Council for the purpose of the revaluation was \$100.20 per square metre using rates from the Rawlinsons Construction Cost Guide 2017, however, on review we identified that Council is currently paying an average of \$92.80 per square meter based on current contractor rates.</p> <p>We have also identified Council's Asset Revaluation Policy does not include specifics on the basis in which Infrastructure assets are valued.</p> <p>Using Council's revaluation upload spread sheet, we were able to estimate that the difference between the rate used for the revaluation and the average contractor rate for a square metre of concrete has potentially resulted in a net overstatement of \$1m in the valuation of footpaths as at 30 June 2017. The corresponding side to this is an overstatement in the Asset Revaluation Reserve in the equity section of the balance sheet. However, we do note that this is below our balance sheet materiality level so no adjustment is required.</p>	<p>2019–20 year end audit comment: To be reviewed at year end 2021.</p> <p>2020–21 Interim audit comment:</p>	<p>There is no asset revaluation procedures document just a generalised policy document, we are currently exploring updating the policy document with a specific reference to greenfield basis of valuation.</p> <p>Management update Interim 2019 Council officers will utilise 'Greenfield' values in relation to infrastructure valuations methodology in the future. Council Policy 16.7 - Asset Valuation and Revaluation is due for review in Sept 2019 and will be updated to include this.</p> <p>2019–20 year end management comment: Policy 16.7 - Asset Valuation and Revaluation has not yet been reviewed. It is now expected that a revised policy will be presented to the May 2021 Audit Committee meeting. This policy will be updated to utilise 'Greenfield' values in relation to infrastructure valuations methodology. This methodology was applied to the 2019/20 revaluation, so the policy needs to be updated to reflect this and other considerations.</p> <p>2020–21 Interim management comment: A revised 'Asset Accounting' policy will be presented to the May 2021 Audit and risk Committee meeting. The valuation/revaluation section of this policy requires Council to use the Greenfields method to calculate the fair value of assets during the revaluation process.</p> <p>2020–21 Final management comment: Completed - This item has been addressed as a part of council's recently adopted 'Asset Accounting Policy' at the July's council meeting. It defines that all asset categories are to be valued on a Greenfield Basis. Council also constructs a valuation methodology document which outlines how each asset class is revalued.</p>
2015.1	<p>Trust bonds and deposits</p> <p>Trust funds and deposits held by the Council amount to under \$300,000. A net of about \$40,000 has been added since last year.</p> <p>Since last year not a lot of action has occurred in terms of reviewing old outstanding bonds. We are informed that the Finance officers have communicated with planning and have contacted</p>	<p>Recommendation</p> <p>Management should continue the review of the old deposits and funds in the ledgers with a view to clearing those that no longer remain as an obligation of the council.</p> <p>2020–21 year end audit comment:</p>	<p>Recommendation accepted: Yes</p> <p>Responsible officer: Daniel Fogarty, Manager financial Services updated to Nick Howard – Finance Coordinator</p> <p>Implementation date: 31 March 2017</p> <p>Management comment: The review process is continuing. This is a detailed and at times very resource consuming process due to the number of diverse records which need to be accessed and cross-checked (i.e. planning permits, building</p>

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Ref	Description of finding and implication	VAGO recommendation on new findings and update on open items	Response from management
	<p>some of the bond holders. The review process is still incomplete.</p> <p>Liabilities may appear to exist and / or continue to accrue to the council which may overstate their obligations.</p>		<p>permits, health records, etc.). There is also some time required to trace deposit holders. It is hoped to have as much of this process completed as possible by the end of the 2015-16 financial year.</p> <p>Management update</p> <p>As part of the 2017/18 end of year process, a full review and reconciliation of trust funds and deposits will be undertaken. Following this review, a register will be created to capture details regarding amounts outstanding for greater than 1 year. This will ensure we comply with our obligations under the Unclaimed Money Act 2008.</p> <p>Management update Interim 2019</p> <p>Council Finance officers continue to work with other areas of the organisation in an attempt to identify all the amounts being held in trust. This item remains outstanding. A revised completion date of 30 June 2020 is expected.</p> <p>2019–20 year end management comment:</p> <p>This item remains outstanding. This list has been reviewed, although clearing deposits that no longer remain an obligation of the council will be an arduous process.</p> <p>Current processes have been revised and documented to ensure they are robust in tracking the collection and return of such funds. A completion date of 30 June 2021 is expected.</p> <p>2020–21 Interim management comment:</p> <p>This list has been reviewed, although clearing deposits that no longer remain an obligation of the council will be an arduous process. Current processes have been revised and documented to ensure they are robust in tracking the collection and return of such funds. A completion date of 30 June 2022 is expected.</p> <p>2020–21 Final management comment:</p> <p>Estimated completion date of 30 June 2022 is expected.</p>

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APPENDIX A

Rating definitions and actions

Rating	Description of rating	Management action required
High	<ul style="list-style-type: none"> → A material misstatement in the financial report has occurred or is likely to occur. It could result in a modified audit opinion if the entity does not take urgent action. → A control weakness could cause, or is causing, a major disruption to the entity's ability to achieve process objectives and comply with relevant legislation. 	<ul style="list-style-type: none"> → Executive management must correct the misstatement in the financial report or take urgent action to avoid a modified audit opinion. → Management must immediately create a detailed action plan that the entity will implement within one month.
Moderate	<ul style="list-style-type: none"> → A non-material misstatement, which has the potential to become material, has occurred, or is likely to occur, in the financial report. → A control weakness could have, or is having, a moderately adverse effect on the entity's ability to achieve process objectives and comply with relevant legislation. 	<ul style="list-style-type: none"> → Management must immediately create a detailed action plan that the entity will implement within three to six months.
Low	<ul style="list-style-type: none"> → A misstatement (not expected to be material) is likely to occur in the financial report. → A minor control weakness, with minimal but reportable impact, is affecting the entity's ability to achieve process objectives and comply with relevant legislation. 	<ul style="list-style-type: none"> → Management must immediately create a detailed action plan that the entity will implement within 12 months.

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Colac Otway Shire Council

Closing Report

For the financial year ending 30 June 2021

Presented to the Audit and Risk Committee on 8 September 2021

| Victorian Auditor-General's Report

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Background

I enclose for your information the closing report for the year ended 30 June 2021. The closing report provides a summary of results of our audit. This report will be discussed at the Audit and Risk Committee meeting on 8 September 2021.

Acknowledgement

I also take this opportunity to thank your executive team and staff for the time they made available to us during our audit.

Yours sincerely

C.J. Kol

Partner

McLaren Hunt Audit and Assurance

VAGO Audit Service Provider

Warrnambool

3 September 2021

For the financial year ending 30 June 2021 | Victorian Auditor-General's Report

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Introduction

Purpose of the closing report

- Our closing report summarises the results of our audit and communicates significant findings from the final audit phase.
- Please read this document in conjunction with our Audit Strategy Memorandum issued on 15 March 2021.

Scope and purpose of the audit

- The *Audit Act 1994* requires the Auditor-General to form an opinion on your financial report and performance statement and provide a copy of the audit report to you.
- Copies of the report are also provided to the Minister for Local Government, and where applicable (i.e. when modified or when the A-G directs) to the Assistant Treasurer who is the minister responsible for administering Part 7 of the *Financial Management Act 1994*.

The Auditor-General

The Auditor-General is:

- an independent officer of the Victorian Parliament
- appointed under legislation to examine, on behalf of parliament and taxpayers, the management of resources within the public sector
- not subject to the control or direction of either parliament or the government.



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Audit completion status

We have completed our audit of the financial report and performance statement. We performed our audit in accordance with the *Audit Act 1994* and the terms of our engagement letter. We can provide reasonable assurance that the financial report and performance statement presented fairly under the *Local Government Act 1989*.

Expected audit opinion

Based on our audit, we expect to conclude that the financial report and performance statement are presented fairly.
We expect to issue unmodified audit opinions.

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Areas of audit focus

Our audit focused on the financial report balances / disclosures / areas that we rated as higher risk for material misstatement in your financial report and performance statement.

Our procedures enabled us to conclude, with reasonable assurance, whether the risks resulted in a material misstatement. The outcome of our procedures is summarised in this section.

Risk of material misstatement	Our audit response	Results of our key procedures
<p>1. Valuation of property, plant and equipment</p> <p>Infrastructure, property, plant and equipment represents a significant part of Council's total assets (\$335.7 million in the 2019-20 financial year), with the majority of these assets carried at fair value. Determining the fair value of these assets is a highly complex process that relies on numerous assumptions underpinning the valuation methodology, the engagement of valuation experts and management judgement.</p> <p>Bridges and major culvert assets are scheduled for full revaluation in 2020-21, while remaining assets will be subject to fair value assessment in 2020-21.</p> <p>The financial report may include a material misstatement if the valuation is not performed in line with a suitable methodology, by unqualified experts or is based on inappropriate assumptions and judgements.</p> <p>Valuations may be inaccurate due to the judgement and complexities associated with applying AASB 13 <i>Fair Value Measurement</i>. Disclosures may be incorrect or insufficient.</p>	<p>We have:</p> <ul style="list-style-type: none"> reviewed the nature and extent of management's oversight and review of the fair value measurement by valuation experts reviewed the valuer's report to evaluate the appropriateness of the methodology adopted, assumptions and estimates used and the overall reasonableness of the valuation assessed the valuer's competence, skills and experience to conduct an appropriate valuation reviewed any indexation calculations prepared by management reviewed management's impairment assessments 	<p>Land and bridges were revalued during the year resulting in an increase of \$2.7m in land assets and of \$ 13.7m bridges.</p> <p>Changes in fair value for other classes of asset have been considered by management, and assumptions reviewed by audit, with no material differences identified.</p>
<p>2. Impact of COVID-19</p> <p>All levels of Government including local government are taking significant measures in response to the global pandemic caused by</p>	<p>We have:</p> <ul style="list-style-type: none"> reviewed the impact of COVID-19 on your financial reporting (e.g. changes to revenue 	<p>We are satisfied the disclosures maintained in the financial report regarding COVID and the</p>

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COVID-19. There is ongoing uncertainty with rapid and evolving responses to this pandemic including changing the way entities operate and, in some cases, closing operations, facilities and services to prioritise the health and safety of communities.

During times of significant uncertainty:

- staff morale, wellbeing and decision making may be affected
- key resources may be limited or redeployed to areas of critical need, and
- internal controls may not operate as intended.

Expected financial report impacts include:

- COVID-19 impact on account balances that involve significant management accounting estimates, judgements and assumptions
- accounting and presentation of rates revenue adjustments (e.g. % waiver on levied rates).
- accounting for grant income expected to be received during 2020-21 by the sector in response to COVID-19

streams, demand on specific services, impacts on your workforce and associated cost implications, valuation of assets, additional provisioning requirements and cash flows)

- assessed the impact of COVID-19 on your control environment (due to work from home arrangements, changes to financial delegations' limits etc.,)
- audited the specific disclosures highlighting the impact of COVID-19 and ensured compliance with model LG financial report template for 2020-21.
- scheduled the best timing for audit work to accommodate any additional pressure your organisation may be under in response to the pandemic.

maintenance of the internal control environment during this period.

3. Changes to Those Charged with governance ('TCWG') due to Local Government Council elections during 2020-21

Changes in key personnel / Those charged with Governance can have cascade effect throughout the organisation in terms of strategic direction, organisational and governance structure and changes to the internal control environment. Accordingly, there is an increased risk that:

- undetected errors will occur
- quality assurance is foregone
- key controls may not operate as intended leading to material misstatement in the financial report

We have:

- made enquiries of management on impact of any changes
- reviewed minutes and management reports for large or unusual transactions
- monitored and assessed any subsequent events for disclosure requirements
- issued a new engagement / arrangement letter to confirm the terms of engagement
- monitored developments regarding the strategic direction, organisational structure and assessed the impact of changes on the internal control environment
- gained an understanding of the qualifications and

We are satisfied with the maintenance of the internal control environment during this period.

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	<p>experience of key personnel and assessed capability from a corporate governance perspective</p> <ul style="list-style-type: none"> considered impact of changes on internal controls, as applicable, to determine whether they have operated effectively across the period reviewed the KMP remuneration disclosures within the financial report to determine accuracy of details regarding start or end date and level of remuneration disclosed. 	
<p>4. The performance statement may not be prepared in accordance with applicable legislative requirements</p> <p>There is a potential risk that:</p> <ul style="list-style-type: none"> systems in place at the Council may not accurately capture the data required to support service performance outcomes incomplete and/or inaccurate data due to inadequate systems may result in material misstatement of the performance statement a lack of quality assurance over the preparation of performance statement may also result in significant errors or omissions. 	<p>We have:</p> <ul style="list-style-type: none"> reviewed the systems in place to capture the financial and non-financial data determined the reliability and soundness of the available records for compiling that indicator checked the calculations of reported figures assessed the reasonableness of explanations included in the report of significant variations confirmed that the performance statement complies with legislative requirements. Impacted of any changes to systems, processes and internal controls due to COVID-19 (e.g. review process changes due to WFH arrangements) Reviewed additional disclosure requirements to present impact of COVID-19 in the performance statement. 	<p>Performance report has been prepared in accordance with the Performance Reporting Framework. Calculations have been agreed to required source documentation.</p>

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Audit findings—financial report

Materiality assessment

Misstatements are considered material if they individually or collectively could influence economic decisions of users of the financial statements. Users could be influenced by either the amount (quantity) or the nature (quality) of the matter.

Final materiality for the financial report has been set at:

Overall materiality - 3% of 2020 infrastructure balance \$356 Million - \$ 10.7 million.

Specific materiality- 2% of 2020 Rates and Charges and User fees revenue \$36 million - \$ 0.730million.

In our view:

- total uncorrected errors above this amount for account balances or disclosures would mislead the users of the financial report.
 - risk that there may be material error the financial report increases with the level of accumulated uncorrected error below this threshold.
-

Adjusted audit differences

The effect of adjusted audit differences on the financial report is an increase of \$505k in the net result, and a decrease of \$505k in net assets. We identified adjustments related to: Inventory, Impairment of right of use assets and Home Care Package receivables.

We also found material differences in the disclosures supporting the financial report, which management adjusted.

Appendix B presents the adjusted audit differences.

Unadjusted immaterial differences

Our audit procedures did not identify any unadjusted differences

Appendix C presents the unadjusted immaterial differences.

Control environment

The Australian Auditing Standards require us to write to those charged with governance about any significant deficiencies we identified during the audit.

As part of our audit process, we consider, but do not assess or provide an opinion on, the effectiveness of your internal control framework. If we identify any significant weaknesses in internal control during our audit, we communicate them to you in our management letters.

These have been included in the attached final management letter.

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Audit findings—performance statement

Materiality assessment

Misstatements are considered material if they individually or collectively could influence economic decisions of users of the performance statement. Users could be influenced by either the amount (quantity) or the nature (quality) of the matter.

We set materiality for each indicator reported in a performance statement after we consider the qualitative and quantitative factors that influence each indicator. We cannot set an overall materiality level for the performance statement due to its nature.

Adjusted differences

We identified no audit differences in the performance statement.

Unadjusted immaterial differences

We identified no unadjusted immaterial differences in the performance statement.

Control environment

The Australian Auditing Standards require us to write to those charged with governance about any significant deficiencies we identified during the audit.

As part of our audit process, we consider, but do not assess or provide an opinion on, the effectiveness of your internal control framework. If we identify any significant weaknesses in internal control during our audit, we communicate them to you in our management letters.

These have been included in the attached final management letter.

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Other audit findings

Fraud, irregularities or regulatory non-compliance

When performing our risk assessments and conducting our audit procedures, we consider the risk of material misstatement in the financial report and performance statement that may be due to fraud. We are not responsible for preventing or detecting fraud.

Our audit procedures did not identify any specific financial report and performance statement areas of fraud risk or regulatory non-compliance.

Waste, probity & financial prudence

Our procedures are not specifically designed to detect matters of waste, probity and financial prudence but we may detect these matters.

Our audit procedures did not identify any material issues concerning waste, probity or lack of financial prudence.

Accounting policies

Your entity's material accounting policies, material transactions and/or events that occurred during the financial year are in accordance with the Australian accounting standards.

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Reports to Parliament

Results of the 2020-21 Audits: Local Government

Colac Otway Shire Council will be included in the *Results of the 2020-21 Audits: Local Government*, scheduled for tabling in November 2021. The report will analyse the financial sustainability, performance and position of the sector. It will inform parliament about the strengths and weaknesses in the control environments of entities within the sector and make recommendations for improvement.

For 2020-21, we focused on the impact of the COVID-19 pandemic and implementation of the new accounting standards on the sector.

We will release an interactive dashboard to accompany the Parliamentary report. This will enable users to visualise:

- sector results over the last five years
- trends and composition analyses for specific entities
- compare results between entities over time.

We may make comment on Colac Otway Shire Council in the body of the report. If this is the case, we will provide you with relevant extracts of the report for your response.

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VAGO links and resources



VAGO's website

VAGO's role

Annual work plan

Strategic plan

Our reports

Audits in progress

Privacy policy

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APPENDIX A

Outstanding audit matters

The following items are outstanding at the date of this report and need to be resolved before we can issue our audit reports.

Item	Action required	Responsibility
Subsequent events update	Provide details of significant transactions and events up to date of signing. Audit will assess for any impact on the financial report	Management and audit
Financial report and performance statement certification	To be signed on adoption of the accounts by the Board	Management
Management representation letter	To be signed on same date as the certification of the financial report	Management

After we issue our audit report, we are required to undertake the following procedures. We will report any issues we find to your accountable officer for appropriate remedial action.

Item	Our procedure
Annual report	We will review your annual report to confirm that it includes the correct version of the signed financial report, performance report and auditor's report. We will also check that all information in the annual report is materially consistent with the financial report. We request your provision of an electronic copy of the printers' proof of the annual report.
Website publication of annual report	We will review your annual report on your website to confirm that it includes the correct versions of the signed financial report, performance report and auditor's report. We request your notification to us of your publication of your annual report on your website.

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APPENDIX B

Adjusted audit differences

Adjusted dollar differences

Financial report component(s)	Adjusted \$	Basis for the adjustment
Impairment loss	DR 579,642	Take up impairment loss on right of use asset two way radios
Right of use asset	CR 769,364	
Accumulated amortisation	DR 189,722	
Home Care Package debtor	DR 261,996	Take up of Home Care Package receivable at 30 June 2021
Aged care service fee income	CR 261,996	

Adjusted differences of disclosures in your financial report and indicators in your performance statement

Financial report disclosure / performance statement indicator	Adjustment	Basis for the adjustment
Nil		

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APPENDIX C

Unadjusted audit differences

Unadjusted dollar differences

Financial report component(s)	Adjusted \$	Basis for the difference and the reason/s for not adjusting
Nil		

Unadjusted differences of disclosures in your financial report and indicators in your performance statement

Financial report disclosure / performance statement indicator	Recommended disclosure	Basis of our recommendation
Nil		

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APPENDIX D

Management representation letter

As part of gathering audit evidence, we obtain formal management representations about your entity's financial report and performance statement. We look at the completeness, preparation, and presentation of the information in the report and statement.

We do not rely solely on the management representations, except when they are the only evidence reasonably available.

A draft version of the management representation letter is provided as a separate attachment.

When forming our audit opinion, we did not rely solely on management representations.

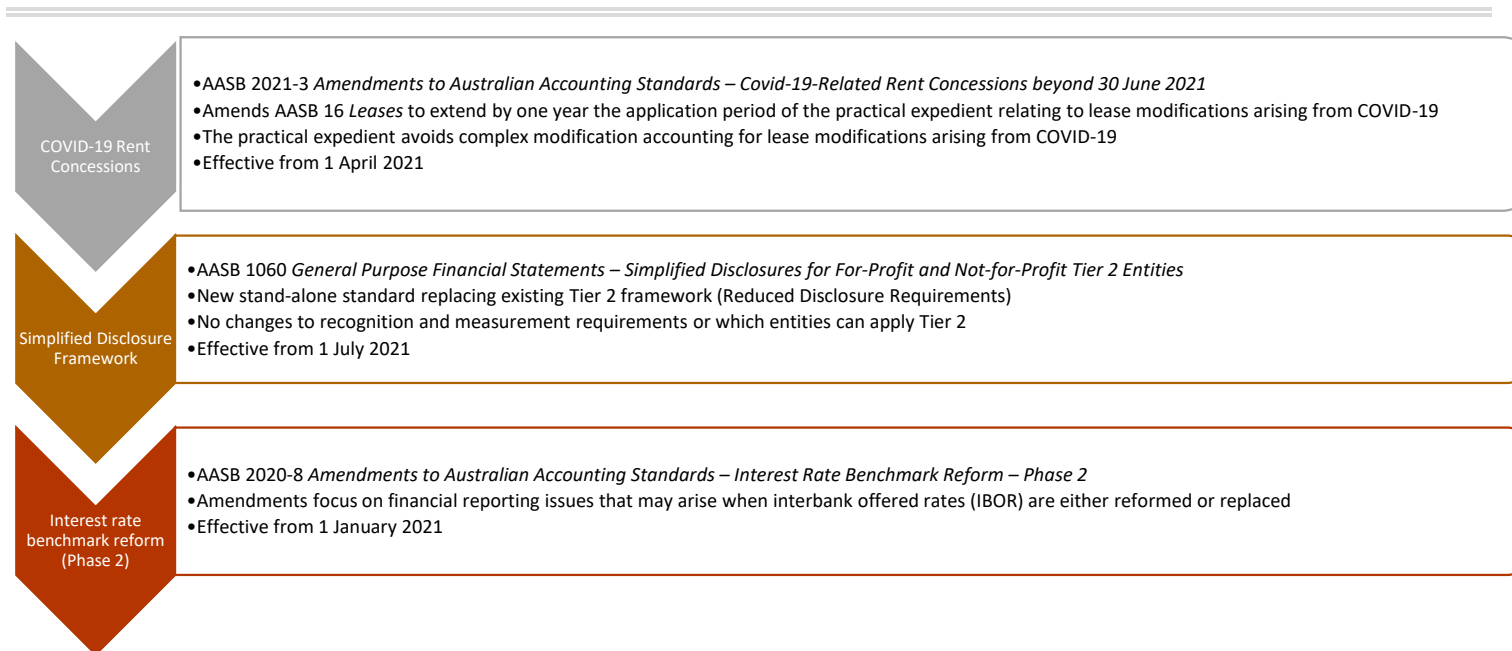
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APPENDIX E

New Accounting Standards

Changes to accounting standards that will come into effect in the public sector during 2021–22 are provided below. Whilst of less significance than prior period agencies, should assess their impact and as appropriate, plan for these changes.



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Item: 10.6

Draft Public Toilet Strategy (for consultation)

OFFICER	Madeleine Bisits
GENERAL MANAGER	Tony McGann
DIVISION	Environment & Infrastructure
ATTACHMENTS	1. Draft Public Toilet Strategy For Consultation v 13 [10.6.1 - 76 pages]
PURPOSE	To present the Draft Public Toilet Strategy 2021 for public consultation.

1. EXECUTIVE SUMMARY

A draft of Colac Otway Shire's first Public Toilet Strategy (the Strategy) has been prepared and is proposed to be presented for public and stakeholder feedback (Refer Attachment 1).

The Strategy provides a framework for decision-making regarding the provision, management, and maintenance of public toilet facilities in Colac Otway Shire. The Strategy also includes recommendations for asset rationalisation, addressing key gaps in the network and provides a framework to determine provision and management responsibilities between Council and other parties.

The Strategy sets the foundation of a future policy position, with the stated purpose: *'to focus Council investment in public toilet facilities across the Shire that provide a demonstrated community benefit, including the local economy, to prioritise safety and accessibility for all users, and to advocate for and support the provision of facilities at key tourist destinations.'*

The key components of this strategy are:

- An analysis of relevant context and background information;
- A review of the existing network, based on an audit of facilities and benchmarking across industry standards;
- Strategic Purpose, Principles, Service Levels, and Use Typologies to provide a framework for decision making; and
- A prioritised Action Plan to guide investment over the coming 10 years.

The recommendations of the Strategy are primarily focussed on Council-owned and managed facilities, with consideration given to the broader network and opportunities for partnerships.

The Strategy has been informed by and developed with input from key agency stakeholders, DELWP, Parks Victoria, and the Great Ocean Road Coast and Parks Authority (GORA). It is proposed to undertake further targeted stakeholder engagement with relevant agencies and place the document on public exhibition for a period of 6 weeks.

2. RECOMMENDATION

That Council:

- 1. Endorses the Draft Public Toilet Strategy (as Attachment 1) for the purpose of public consultation.**
- 2. Determines that the public consultation period shall be no less than six-weeks from public notice.**
- 3. Provides an opportunity for any person wishing to speak to their written submission at a meeting of the Submissions Committee to be determined.**
- 4. Considers submissions prior to adoption of the final Public Toilet Strategy at a future Council meeting.**

3. KEY INFORMATION

Background

On 24 October 2018, Council committed to develop a strategy for its public toilet network. The Resolution stated:

- 1. That Colac Otway Shire develop a public conveniences (toilet) strategy to address current insufficiencies and future needs, subject to the mid-year budget review.**

Such strategy should consider:

- 1.1 Condition report of current assets**
- 1.2 Assessment of current use and future demand**
- 1.3 Consideration of locations and placement of conveniences**
- 1.4 Innovative design and technology and environmental issues**
- 1.5 Cost recovery**
- 1.6 Public convenience requirements within the municipality on publicly owned land.**

- 2. At the time of the budget review that current basic information is presented to Council.**

A preliminary document was prepared outlining draft principles for the strategy and consultation was undertaken with DELWP, Parks Victoria, and the then Otway Coast Committee.

An audit of each toilet was undertaken and a consultant was engaged to prepare a detailed analysis, background paper and strategy.

Key findings from the Background Review Report

For the purpose of the Strategy a 'public toilet' is defined as 'a facility containing one or more rooms/cubicles with one or more toilets or urinals, which is available for use by the public without restriction during hours of operation'.

According to this definition there are currently 89 public toilet facilities in the Shire, with 43 that are Council-owned. They are primarily concentrated along roadways and in the urbanised areas of Colac-Elliminyt and Apollo Bay. Hinterland public toilet facilities are generally located at campgrounds, trailheads, and other recreation facilities managed by Parks Victoria, DELWP, and GORA.

Most Council facilities are in poor to fair overall condition and have low levels of compliance with AS1428 DDA Disability Access requirements. Internal fit outs are inconsistent and aging, making it difficult to maintain high standards of cleanliness and hygiene. Siting and design do not generally adhere to CPTED (Crime Prevention Through Environmental Design) principles, with some facilities located in areas of minimal surveillance, with poorly lit internal areas and are subject to vandalism. Colac Otway Shire currently has no 'all gender' facilities or a Changing Places (accessible adult change) facility.

Overall provision is good within urban and regional areas in terms of the distribution of facilities, with very few gaps and some areas of oversupply.

Colac Otway Shire has a unique set of circumstances that influence the provision and management of public toilets, for example:

- regional and international tourism drives high levels of visitation in some areas. This means higher than average operational and renewal costs for some sites,
- low levels of use by specific users in remote locations eg: community halls.

Key recommendations in the strategy

Decision Making-framework

With consideration of the unique influences described above, the Strategy incorporates a customised decision-making framework to use when planning, managing and advocating for the provision of public toilets.

The three main components of this framework are:

1. Use Typology
2. Service Levels
3. Six strategic decision-making principles

USE TYPOLOGY

Five use typologies were developed according to location and dominant user group, being:

1. **Campground:** facilities located in park/reserve campgrounds.
2. **Community Facilities:** facilities that are not restricted to certain hours or user groups and primarily serve the residential community of Colac Otway Shire.
3. **Community Facilities – Limited Use:** facilities typically co-located (often internally) with other social, commercial, and/or recreational facilities and primarily service user groups of these spaces, but are accessible to the general public during the hours that the facility is in use. May be managed by a Community Asset Committee (CAC).
4. **Visitor Amenities - Regional:** facilities typically located at, or on route to, highly trafficked tourism destinations, which primarily serve regional or international visitors to, or passing through, the Shire.
5. **Visitor Amenities - Local:** facilities located at Council owned or managed key destinations (such as the Old Beechy Rail Trail) and retail precincts, which primarily serve visitors coming to spend time within Colac Otway Shire.

This classification system is used throughout the strategy to guide levels of provision, management responsibilities and models of management.

SERVICE LEVELS

The Strategy recommends 4 levels of service, determined by factors such as demand, context, and use typology. They are:

- Basic
- Standard
- Standard Plus
- Premium

These service levels guide fixtures and fittings, design, size and other features. For example: a facility that has low levels of use in a remote location would typically be a 'Basic' facility which is 2-3 cubicles, with basic fit out and features, and modular design. A 'Premium' facility has high levels of use in a high profile or significant location and will include high levels of accessibility such as a Changing Places Facility or family room and a customised design.

STRATEGIC DECISION-MAKING PRINCIPLES

The network was assessed against each of the six principles with key findings and directions summarised below.

Principle 1: Adequate Provision

Public toilets are to be provided at key activity nodes with provision aligning to existing and anticipated demand, associated infrastructure, and the target user group(s). Provision will seek to maximise the utility of the existing network by identifying opportunities for refurbishment, expansion, consolidation, or alternative operational models of current facilities before recommending new facility locations.

Each toilet type was mapped to identify levels of provision and distribution gaps or areas of oversupply.

Levels of provision and distribution of facilities is determined by:

- **Use Typology** – making sure facilities are provided in association with types of use such as regional level playspaces.
- **Mode of access** – the catchment a facility services and whether it is walkable. In urban centres, walkable catchments were applied to key destinations.
- **Demand and length of stay.** The Strategy recommends that public toilets should only be provided outside urbanised areas to service community facilities that generate sufficient demand, locations that support economic return, at key visitor sites that serve regional or local tourism, or at locations where long stays are encouraged, such as regional playspaces.

The Strategy recommends that public toilet facilities in the Shire should therefore be distributed to service:

- Key destinations, tourist activity nodes and campgrounds in urbanised centres with facilities within 400 – 800 metres (walking distance) of the key destination. Within shopping precincts, a public toilet should be provided within the area to service a 400 metre walkable catchment.
- Open space reserves, including key recreational linear links, with facilities that attract higher levels of visitation and longer stays. In higher-order open spaces that contain a playspace,

public toilet facilities should be located within 150 metres of the playspace. For linear links, toilets should be provided to support recreational usage and encourage use of the link for active transport.

- Community facilities, such as halls and sporting reserves, that service a broad catchment based on demonstrated high levels of demand and visitation, supported by data collection.

Using this framework, the Strategy identified priority actions for addressing gaps and areas of oversupply, for example:

- 1. Relocation:** a new facility is recommended at Western Bay Park to address a gap in provision at the western end of the Lake Colac Foreshore. At such time as a new facility is operational, it is recommended that the Ross Point facility be considered for decommissioning to address public safety concerns, accessibility and support the use of the Lake foreshore.
- 2. Consolidation:** investigate the opportunity to consolidate toilet facilities at Lavers Hill, in consultation with the community.
- 3. Further demand assessment - to determine need/role (if any) and management responsibilities in the public toilet network.**

Facilities identified in areas of oversupply or that warrant further investigation include: Hesse Street Comfort Station, Pascoe Street permanent toilets, Yeo Hall and Tennis Court Toilets, Loves Creek - Kawarren.

In Colac, most key destinations are within 800 metres of a public toilet and the Colac Commercial Centre is well provided for with public toilets within 400 metres of all areas except the western end. Facilities could be provided in the west, however privately operated toilets are currently available to patrons at that end of the precinct. At present, the eastern end has an over-provision of facilities.

Overall, Apollo Bay is well-serviced in terms of the distribution of public toilets, with a facility available within 400 metres of major destinations. The Foreshore has an over-provision, particularly with two facilities located at and adjacent to the Apollo Bay Visitor Information Centre. The condition of the facilities varies and many do not meet current standards. The capacity of these facilities is also not well understood and requires further analysis to identify demand and required service levels.

Outside Colac and Apollo Bay (not including community facilities, public open spaces or regional destinations), locations where a public toilet supports local tourism or the local economy and are currently well provided for, include: Forrest, Birregurra, Gellibrand, Beac and Lavers Hill.

Provision of public toilets in association with open space destinations is informed by the Public Open Space Strategy (POSS). A review of the strategy highlighted that the standards outlined in the POSS may not always provide the full picture of demand and usage to inform public toilet provision. It is recommended that any subsequent review or update of the POSS reconsiders toilet provision in the context of the recommendations of the Public Toilet Strategy.

Principle 2 - Maximum Economic Benefit

Public toilets that primarily cater to the tourist market will be designed and managed in a manner that drives economic return to the local community and sited in locations that exhibit the highest levels of tourist visitation. Council will consider alternative operational models and opportunities for public-private partnerships through collaboration with other public authorities.

Based on this principle, the Strategy recommends that Council should:

- be responsible for the provision and ongoing costs of public toilets classified as **Community Facilities** and **Visitor Amenities - Local**, where sited on Council owned land.

- for other toilets, contribute to provision and ongoing costs where there is a demonstrated 'community benefit'. A set of criteria are provided in the strategy for determining community benefit.

Where facilities are classified as **Visitor – Regional** it is recommended that they be provided by other agencies such as GORA, DELWP or DoT, due to the primary demand being due to high volumes of regional/ international visitors or through traffic, without a direct benefit to Colac Otway Shire.

For example; in Cressy, public toilets are located close to a playground, but it is a small playground designed to service the local community within walking distance and does not support longer stays. The toilets are currently used as a rest stop by visitors passing through, but are unlikely to provide benefit to the local economy of Cressy and would not meet the criteria to be considered as **Visitor Amenities - Local**. Other toilets are located within 15 minutes' drive at Beeac, which meet this criterion. There is anecdotal evidence, however, that the Cressy toilets do generate quite high demand. These facilities should be further investigated to determine their community benefit.

Exceptions to the Use Typology as it relates to economic benefit are Memorial Square Toilets and Pascoe Street Toilets. Both facilities potentially provide both a local and regional benefit. For these facilities, a shared contribution to provision and/or management is recommended through a shared services agreement.

In some instances, a Shared Service Agreement (SSA) with the appropriate Community Asset Committee (CAC) or user group is recommended where toilets are classified as **Community Facility – Limited Use**.

Another recommendation for cost minimisation is through design and appropriate service level provision. For example: ensuring consistency in facility fit out for ease of maintenance and focussing investment in facilities relevant to levels of demand, economic return and community benefit.

Principle 3 - Environmentally Responsible

Public toilet design, siting and management will reflect organisational environmental objectives and consider impacts associated with the development or continuation of services at sensitive sites.

Under this principle, guidance is given to achieving sustainability targets and responding to site sensitivities, for example:

- At environmentally sensitive sites, where enviro-toilets are not feasible/appropriate, new or upgraded facilities should not supply power or water from the main system and their design should prioritise the incorporation of ESD principles.
- Enviro-toilets are the preferred model for environmentally-sensitive sites where Basic or Standard toilet facilities are required.
- Due to the environmental sensitivity of some sites, toilets are not recommended, even if there is a demand from tourism. In these instances, visitors will be encouraged to stop at designated destinations nearby as part of their trip.

Principle 4 - Quality and Safe Design

The safety of the community will be prioritised with facilities designed and sited to align with CPTED (Crime Prevention through Environmental Design) principles. New and refurbished facilities will be inviting, well designed and appropriate for their setting.

Some guidance provided under this principle includes:

- New and upgraded facilities must incorporate CPTED principles.
- Install CCTV as a last resort option, at locations experiencing more serious ongoing issues with safety. Where issues are ongoing, consider re-siting or decommissioning the toilet at the end of its asset life.
- Ensure opening hours prioritise and consider user safety.
- Internal configuration and components (fixtures and fittings) of new facilities must comply with the service level guidelines.

Principle 5 - Equitable Access

Public toilets will be designed and redeveloped to consider equity and accessibility for all users.

Council will achieve DDA (Disability Discrimination Act) compliance in all new and upgraded facilities.

Under this principle the Strategy sets out requirements for facilities to:

- Provide all gender cubicles.
- Consider principles of Universal Design to promote accessibility at all levels, regardless of age, ability, culture, socio-economic status or gender identity. For example: on this basis, user pay systems are not supported as they may discriminate on the grounds of affordability.
- Ensure compliance with Disability Access (DDA) legislation.
- Determine opening hours in accordance with intended use and safety considerations.
- Incorporate wayfinding and other signage.

Recommendation is also made for provision (by Council or by others) of a Changing Places Facility at: Memorial Square, and Apollo Bay.

Principle 6 - Well Maintained and Hygienic

Public toilets will be maintained at a level that ensures Council's public toilet infrastructure and condition meet user expectations as well as public health and hygiene standards. Smart technology and other methods may be employed to monitor usage patterns and inform operational responses.

Under this principle, guidance is provided regarding:

- Standards and practices of maintenance.
- Prioritisation of the installation of touch free fixtures and fittings for new facilities and upgrades to existing facilities where possible.
- Renewal/ decommissioning: The condition audit identified a number of toilets considered to be in "poor" condition overall. It is recommended that these facilities are further investigated to determine their role within the public toilet network by undertaking an assessment under the Strategy framework. Where a facility is determined to no longer have a role, it should be considered for decommissioning at the end of its lifespan. Where there is demand and need for a facility, its upgrade should be a priority for Council.

High Priority Actions

Generally, the trigger for replacement, upgrade, decommissioning or consolidation is facility condition and prioritisation and is influenced by demand and usage. The condition of public toilets is assessed every 3-4 years as part of cyclical building condition audits. The next audit is scheduled to occur during the current financial year.

Based on the last condition assessments and facility audit undertaken for the development of this strategy in 2020, the following toilets have been identified as high priorities for short-term action:

- Yeo Tennis Court Clubrooms – consider the future of the facilities in the context of the broader recreation and social infrastructure assessment currently underway.
- Paradise Reserve – review the management model and undertake a demand assessment to determine an appropriate service level and scope of future investment.
- Irrewillipe Recreation Reserve – investigate a Limited Use arrangement as part of a broader recreation facility redevelopment.
- Lake Colac Foreshore Public Toilets – determine best location and service levels for future improvements, considering current and future demand generated by the precinct, future major playspace development and other improvements identified in the Lake Colac Foreshore Masterplan.
- Forrest Caravan Park Toilets – investigate relocation and construction of a shared use facility in accordance with the recommendations in the Forrest Common Masterplan 2019.
- Barongarook Hall – consider the future of these facilities in the context of the broader recreation and social infrastructure assessment currently underway. Undertake a demand assessment to inform future improvements, if warranted. Transfer maintenance responsibility for the facility to Council in the short-term, in recognition that the facility services a broader user group.

Another high priority for further investigation is Pascoe Street temporary toilets. Based on the distribution gap analysis, it appears that these toilets are surplus to need, due to the proximity of public toilet facilities along the foreshore with a similar typology (i.e. Visitor Amenities – Regional). These toilets however, support not just the attraction of the foreshore itself but an element of local visitation, which is likely to provide an economic benefit to the Apollo Bay Commercial Area. Given the dual purpose of the toilets, further investigation should be undertaken to determine the need to construct permanent toilets in this location.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Early on in the development of the Strategy, representatives from Otway Coast Committee, Parks Victoria, and DELWP were invited to provide key considerations and input to the early draft of the principles. Since that time, the Strategy has evolved and more detailed work and analysis has been undertaken.

The current Draft Strategy contains recommendations that have implications for other agency partnerships and alternative management models. More recently the draft Strategy was discussed with GORA to ensure that the principles and key recommendations aligned to the proposed management actions of the authority. Targeted stakeholder engagement with GORA, Parks Victoria, DoT, DELWP, Community Asset Committees, and key facility user groups is proposed during the upcoming consultation period to ensure the intent and implications of the Strategy are well understood and to discuss feedback. Consultation will be undertaken via one-on-one online meetings with individual groups/ agencies. Agencies will be invited in writing to provide a formal response, followed by the online meeting.

In addition to these sessions, the Strategy will be made available on Council’s website with feedback invited to be submitted via online form or by post/email. Queries will be able to be submitted by email. The website link and consultation period will be advertised via social media, radio and local papers (Birre Mail, Apollo Bay Mail and Colac Herald). Each submitter will receive acknowledgement and confirmation of receipt of their submission.

The consultation period is proposed to run for six weeks. Results will be summarised and presented to Council at a following Briefing session with recommended changes to the Strategy and an accompanying Policy statement, before the final version is presented for adoption.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

1. Plan infrastructure, assets and land use with a long-term vision for economic growth.
2. Support a thriving economy and industries.

Theme 2 - Our Places

1. Assets and infrastructure meet community needs.
3. Towns and places are welcoming and attractive.
5. Delivery of our capital works program.

Theme 3 - Our Community

1. Increase social connection opportunities and community safety.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Public toilets provide an essential piece of community infrastructure which contribute to the enjoyment and amenity of a place. If designed correctly, they cater to all people: residents, workers, visitors, and those experiencing homelessness. They can support increased use of open space, and increased participation in local social, economic and physical activity.

Public toilets also play an important role in tourism. Research has shown that toilets are one of the most important aspects of a holiday experience, particularly for road trips. Regardless of the destination, the need for public toilets is present for all travellers, and the provision of safe, clean and accessible toilets can greatly contribute to positive perceptions of an area among visitors, and even attract new ones.

LEGAL & RISK

Council has a number of public toilets that are reaching the end of their asset life in the short-term (next 3 years). The criticality of these timeframes will be confirmed by upcoming building condition audits (prior to Christmas 2021). The Public Toilet Strategy provides guidance on how to determine the future development or decommissioning of these facilities and this work should be undertaken over the coming 2 years to ensure the Buildings Asset Management Plan and future capital works program accurately reflects the funding commitment required to meet the renewal requirements. If renewal objectives are not met within a reasonable timeframe there is a risk of disruption to service continuity and reputational risk arising from negative public perception of Council's asset management and service delivery.

FINANCIAL & BUDGETARY

The cost of the implementation of the Strategy has not been estimated as part of this project. Each action will be subject to further scoping and cost estimating prior to submission for funding, either internally or externally.

The Strategy identifies a number of opportunities for rationalisation of assets, a clear service hierarchy and more efficient models of management that aim to reduce capital and operational costs in the future.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

Refer Community Consultation proposal at section 4.

TIMELINE

Action	Timeframe
OCM - Draft Strategy for Consultation	27 October 2021
Commencement of consultation period inc. targeted stakeholder sessions	Wednesday 3 November
Conclusion of consultation period	15 December
Assessment of feedback, updates to Strategy and Briefing report	Dec - January
Briefing	January
Final Strategy and Policy for Adoption	February OCM

When the Final Strategy is presented to Council for adoption, an accompanying Policy document will be prepared that encapsulates Council's formal position with regards to provision, investment, management and maintenance.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

DRAFT

Colac Otway Shire Public Toilet Strategy **DRAFT**

October 2021



Colac Otway
SHIRE

DRAFT

This document has been prepared by Colac Otway Shire Council with support from Ethos Urban.

VERSION NO.	DATE OF ISSUE	REVISION BY	APPROVED BY
13.0	21/10/2021	M. Bisits	M. Bisits

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Terms Used

Terms used

Australian Standard
(AS 1428)

Definition

AS 1428 specifies that new buildings must be capable of providing access to people with disabilities. Particular attention is focused on continuous accessible paths of travel for wheelchair users, access for people with ambulatory disabilities and access for people with sensory disabilities.

Building Code of
Australia (BCA)

A uniform set of technical provisions to be incorporated into the design and construction of buildings and other structures within Australia.

Changing Places
Toilet

Public toilet facilities that cater for people with severe or profound disabilities. These facilities incorporate full sized change tables tracking hoist systems, large circulation spaces and a centrally placed toilet with room for carers.

Crime Prevention
Through
Environmental Design
(CPTED)

An approach to the prevention of crime focusing on the relationship between physical environments and those who use them.

Disability
Discrimination Act
(DDA)

The Disability Discrimination Act 1992 makes discrimination against an individual because of their disability unlawful. This applies to a number of areas of public life including employment, education and the access of public places.

Ecologically
Sustainable Design
(ESD)

An integrated and holistic approach to design that aims to reduce negative environmental impacts and improve the health of building occupants. Principles of ESD include the promotion of renewable energy, reducing water use, inclusion of environmentally friendly building materials and optimising operational practices.

Public Toilet

A facility containing one or more rooms/cubicles with one or more toilets or urinals which is available for use by the public without restriction during hours of operation. The facility may be mechanised or automated and consist of stand-alone, service-hosted and privately provided facilities.

Stand Alone

A free-standing toilet building

Co-Located

A public toilet that is externally accessible and attached to, or within, an existing building structure such as a sport pavilion or a library.

Unisex Facility

A facility that is accessible to both males and females.

All Gender Facility

Terminology used to describe a facility that is accessible to all people regardless of gender, preferred over 'unisex' by the LGBTIQ community as it recognises that some members of the community do not identify as either male or female.

Ambulant Facility

A facility that is accessible to those with ambulant disabilities (e.g. sensory loss, arthritis, use of a walking frame) who are not confined to a wheelchair. Ambulant facilities do not provide the required additional space needed for wheelchair access.

Accessible Facility

A facility designed to provide space to accommodate wheelchair access and assistance when transferring from wheelchair to toilet, with features such as lower mirrors and washbasins and grab rails. These are also sometimes referred to as Disabled Facilities.

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Chapter 1

INTRODUCTION

Figure 1: Otways Mountains

1.1 Overview

The Project

Public toilets are vital community assets that contribute to the health and well-being of residents, workers and visitors to Colac Otway Shire (the Shire). Often unacknowledged, public toilets support the vitality, use, and accessibility of public places and spaces.

Colac Otway Shire Council (Council) has commissioned the preparation of this Public Toilet Strategy to guide decision-making regarding the provision, management, and maintenance of public toilet facilities in Colac Otway Shire. The project objectives are to:

- Establish a clear policy position on public toilets, supported by a Strategy that details a Purpose and Principles to guide decision-making for public toilets in Colac Otway Shire;
- Identify principles and decision-making tools to assist Council in determining projects on the basis of identified need; and
- Produce an action plan which provides a prioritised program of actions and works to implement the Strategy.

The Draft Public Toilet Strategy will be exhibited and will incorporate stakeholder and community feedback prior to being finalised and adopted by Council. The timeline is depicted below.

This Report

The Colac Otway Shire Public Toilet Strategy (the Strategy) sets out a strategic framework to guide the provision and management of Council owned public toilets across the municipality. The Strategy includes recommendations for addressing key gaps in the network and provides a framework to determine provision and management responsibilities.

The Strategy builds upon the Colac Otway Shire Public Toilet Strategy Background Review Report (the Background Report), prepared by Ethos Urban in December 2020. The Background Report identified key issues and challenges associated with public toilets in the Shire as well as best practices and trends in toilet provision and management. The Strategy contains further analysis and recommendations to guide Council decision-making for public toilets.

Core elements of the Strategy are:

- An analysis of relevant context and background information;
- A review of the existing network, based on an audit of facilities and benchmarking across industry standards;
- Strategic Purpose and Principles, Service Levels, Use Typologies;
- Recommendations for Council investment and management responsibilities; and
- A prioritised Action Plan to guide investment over the coming 10 years.

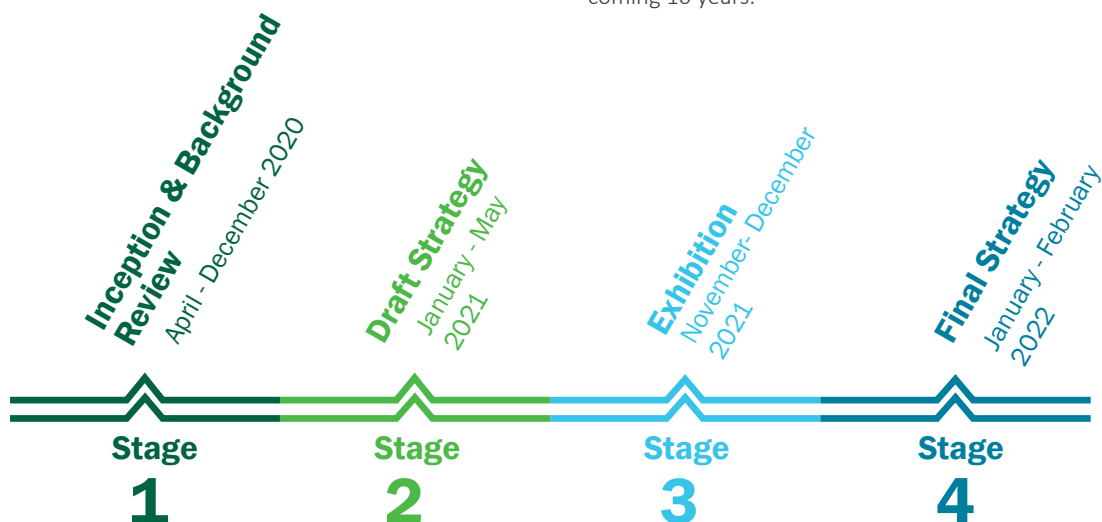


Figure 2: Project timeline

1.2 Public Toilets in Context

What is a Public Toilet?

For the purposes of this Strategy, a public toilet is defined as:

A facility containing one or more rooms/cubicles with one or more toilets or urinals which is available for use by the public without restriction during hours of operation. The facility may be mechanised or automated and consist of stand-alone, service-hosted and privately provided facilities.

The Role of Public Toilets

Community Infrastructure

Introduced in the late nineteenth century as a response to public health concerns and to make cities more sanitary, public toilets provide an essential piece of community infrastructure which contribute to the enjoyment and amenity of a place. Public toilets should cater to residents, workers, visitors, and those experiencing homelessness. They can support increased use of open space, and increased participation in local social, economic, and recreational activities.

The provision and governance of public toilets can be complex. While there is no statutory or legislative requirement for Councils to provide public toilet facilities, Colac Otway Shire Council is committed to creating healthy, safe places that enhance wellbeing and to providing assets and services that meet community needs.¹

Tourism

Public toilets also play an important role in tourism. Research has shown that toilets are one of the most important aspects of a holiday experience, particularly for road trips. Regardless of the destination, the need for public toilets is present for all travellers, and the provision of safe, clean, and accessible toilets can greatly contribute to positive perceptions of an area among visitors, and even attract new ones.

While public toilets in areas that receive a high volume of visitors can pose challenges and costs to local authorities, facilities that are well-designed, well-maintained, and well-located tend to have a 'flow-on effect' for the local economy. That is, tourists will stop to use a toilet, but also purchase food, supplies, or souvenirs, or fill up on petrol.²

¹ Colac Otway Shire Municipal Public Health and Webbing Plan 2017-2021
² My Travel Research (2019)

The strong presence of road-based tourism in the Shire adds a layer of complexity to toilet provision, maintenance, and management that this Strategy addresses.

Why Plan for Public Toilets?

Historically, Colac Otway Shire Council has not had a strategy to guide planning and prioritisation of public toilet provision and management often resulting in ad-hoc outcomes. As facility user needs and preferences evolve, and visitor numbers continue to grow, it is important that Council has a clear framework to guide decision making.

It is also important that upgrades and installations of new facilities respond to community needs. Issues around the accessibility, design and safety of public toilets can result in the marginalisation of some user groups and exclude others from using public toilets, which may then foster negative perceptions about existing facilities.

There are opportunities to improve the process of strategic planning for new facilities, the standard of existing toilets and improve the efficiency of the network throughout the Shire.

The Colac Otway Shire Public Toilet Strategy provides a rational and strategic planning framework to guide future upgrades and installation of new facilities over the next ten years. This will also ensure that investment is appropriately prioritised within available budgets.



Figure 3: Forrest Caravan Park Public Toilets

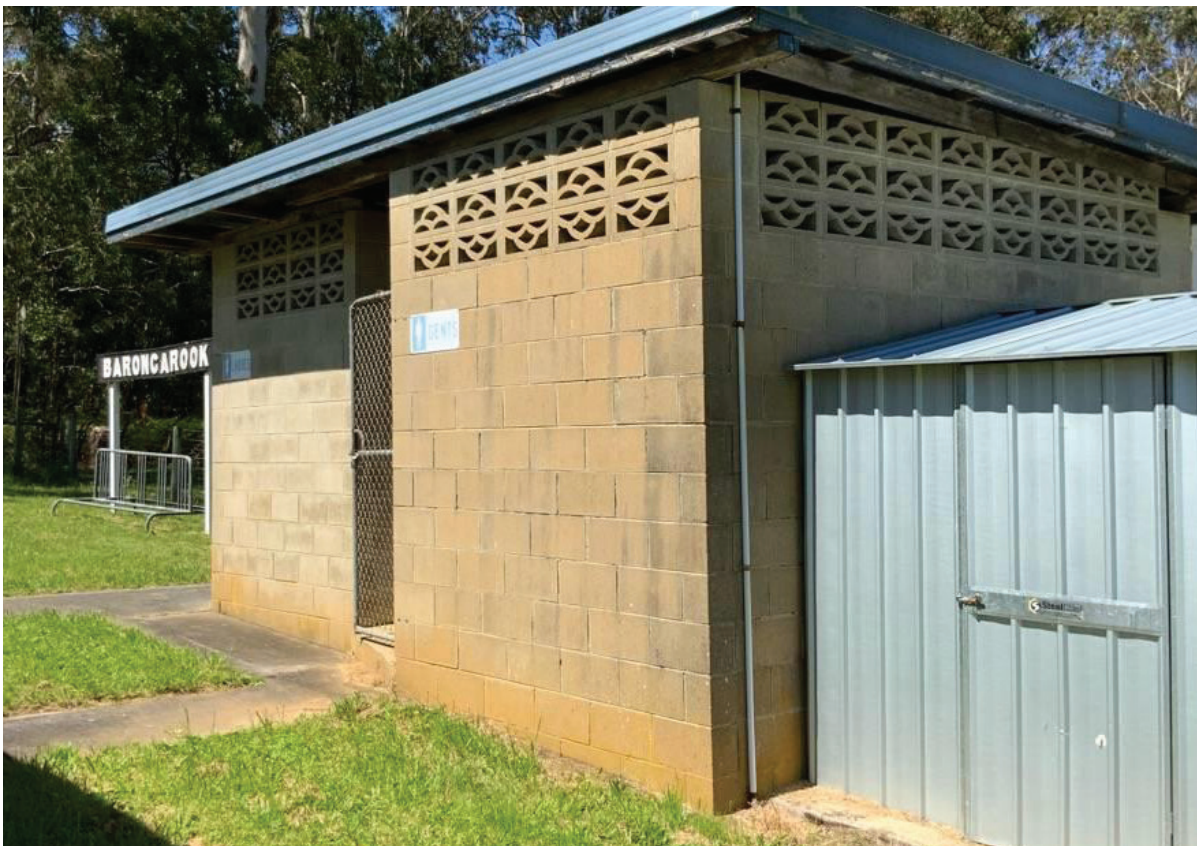


Figure 4: Barongarook Public Hall Toilets

1.3 Limitations of the Strategy

Public Toilets and COVID-19

It is important to acknowledge that this Strategy has been developed in the midst of an evolving global pandemic event. While the extent of impacts from COVID-19 and its associated restrictions are not yet fully known, it is likely that public toilet facilities will face a number of new challenges as a result.

Government agencies, including local Councils, continue to adapt and investigate ways to respond to these emerging challenges to protect the public and help stop the spread. Accordingly, the Strategy will also include a high-level consideration of potential interim and permanent impacts to the provision, design, and operation of public toilets.

Audit of Facilities

An audit of the existing Council-owned public toilet facilities was conducted to inform the preparation of this Strategy. The audit included both desktop analysis and site visits to collect data on each facility against a range of variables. This Strategy uses the findings from the audit to assess the existing public toilet network against its Purpose and Principles.

While the audit provides an evidence-based foundation for the recommendations of the Strategy, it is important that its findings are supplemented by more fine-grained, technical assessments on a site-by-site basis where new toilets are to be provided or existing toilets upgraded. This may include an assessment of issues and opportunities for the following:

- Identify appropriate service levels;
- DDA accessibility;
- Signage;
- The condition and fitness-for-purpose of internal components;
- Crime Prevention through Environmental Design (CPTED); and
- Integration with local heritage / character.



Figure 5: Forrest Caravan Park Disabled Toilets

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Chapter 2

STRATEGIC CONTEXT



Figure 6: Beauchamp Falls

2.1 Shire Profile

Colac Otway Shire

Colac Otway Shire is located 160 kilometres west of Melbourne in a natural environment which includes State Forests and National Parks.

Extending along its entire coastline is the Great Ocean Road that stretches from Torquay in the north to Warrnambool in the west, a region that attracts significant tourist traffic. It is also within commuting distance of Geelong, which is experiencing significant job and population growth.

The Traditional Owners of the region are the Gulidjan and Gadubanud peoples.

Population

The Shire is currently home to **22,068** people, with just over half residing in the inland urban area of Colac-Elliminyt. Apollo Bay is the second-largest urban centre with a population of approximately 1,800.

The population of Colac Otway Shire is forecast to reach **26,756** by 2041, representing an increase of 25.26%, at an average annual rate of 0.9%. This represents fairly modest anticipated growth relative to the metropolitan areas of Geelong and Melbourne.¹

During the summer and at other peak times (e.g. Easter and school holidays), the population of the Shire's coastal townships swells significantly. The percentage of unoccupied private dwellings (i.e. holiday homes and investment properties) in these towns is very high, filling up during peak periods with holiday makers, and placing increased demand on local infrastructure including public toilets, change facilities along the foreshore and end of trip facilities for walkers/cyclists.

¹ Forecast .id (2021)

Visitation & Tourism

The Shire enjoys a unique position between Melbourne and some of Australia's most visited tourist attractions. The 240-kilometre journey along Great Ocean Road is perhaps the country's most well-known road trip. The Great Ocean Road attracts more than 7 million visitors each year, and by 2026/2027 this figure is anticipated to surpass 10 million². The peak period for visitation is October to April, while between May and September activity slows down.

According to Great Ocean Road Regional Tourism, the most common Great Ocean Road trip route is along the Great Ocean Road from the metropolitan area, and returning along the inland Princes Highway, which passes through the Colac township.

Estimates of visitation and forecast growth at a sub-regional level, within the Great Ocean Road region, have been made for the financial years 2019 and 2030. The estimates show that, while the Otway region ranks lower on a regional basis for domestic day trips (ranked sixth out of seven), it ranks more highly in terms of domestic overnight visits and it is the highest ranked sub-region for international overnight trips³. These figures show significant increases in the compound annual growth rate anticipated to 2030. These figures do not account for any impacts associated with the COVID-19 pandemic. Revised forecasts were not available at the time of this report, but it is expected that high levels of visitation will resume as travel restrictions continue to ease.

² Great Ocean Road Regional Tourism (2019)
³ Deloitte Access Economics, Deloitte Touche Tohmatsu 2020



Figure 7: Apollo Bay

Along the Great Ocean Road, the key tourist sites within Colac Otway Shire include:

- Apollo Bay;
- Kennett River;
- Great Otway National Park and Lighthouse; and
- Great Ocean Road smaller coastal townships.

Tourism is the fifth-largest industry in Colac Otway Shire, generating \$171 million in gross regional product for the municipality in the year ending June 2019.⁴

Regional and Local Tourism

While the high volume of tourist traffic generates significant expenditure and employment opportunities in the Shire, it also places significant pressure on infrastructure such as public toilets. In some cases toilet facilities have limited capacity to cope with increasing demand. In other situations, toilets are not located at sites where there is an opportunity to leverage visitor spending to support the local economy, even though the visitation is likely to support the economy of the Great Ocean Road region more widely.

As noted above, there are different types of visitors to the Colac Otway region including domestic day trip visitors, domestic overnight visitors and international visitors. Among these groups, visitation can also be considered in terms of visitors coming to the Shire, whose objective is to spend time within Colac Otway as a destination as opposed to visitors who may be passing through as part of a wider touring experience along the Great Ocean Road. With regards to the latter group it is recognised that public toilet facilities can have an impact on visitor flows and dwell times. Consideration should be given to locating public toilets so as to secure the maximum local economic benefit where possible, however given the nature of many of the Shire's natural attractions (e.g. coastal foreshores and National Parks) there will be a need for amenities outside activity nodes, where visitation is very high and where extended stays are encouraged or expected.

⁴ Great Ocean Road Regional Tourism (2019)

In planning for adequate toilet provision in popular tourist areas it is also important to consider what level of demand can be accommodated and would be appropriate given the site context and visitor flows. In creating sustainable transport systems this has sometimes been referred to as the "design event". Many of the most popular tourist destinations in Colac Otway Shire experience peak visitation during the summer months, often extending on weekends until after the Easter holiday period. There was some evidence prior to the COVID-19 pandemic that off peak tourism was steadily increasing, partly as a result of increased international visitors coming to the Great Ocean Road region. Peaks are also experienced at certain times during the day, particularly in certain areas correlating with coach arrival times from Melbourne. It will be necessary to ensure a balanced approach in accommodating peak periods while being mindful not to over invest and create infrastructure that sits idle for long periods with high ongoing maintenance costs. Adequate provision is considered in more detail in Chapter 3.4.

2.2 Legislative and Policy Framework

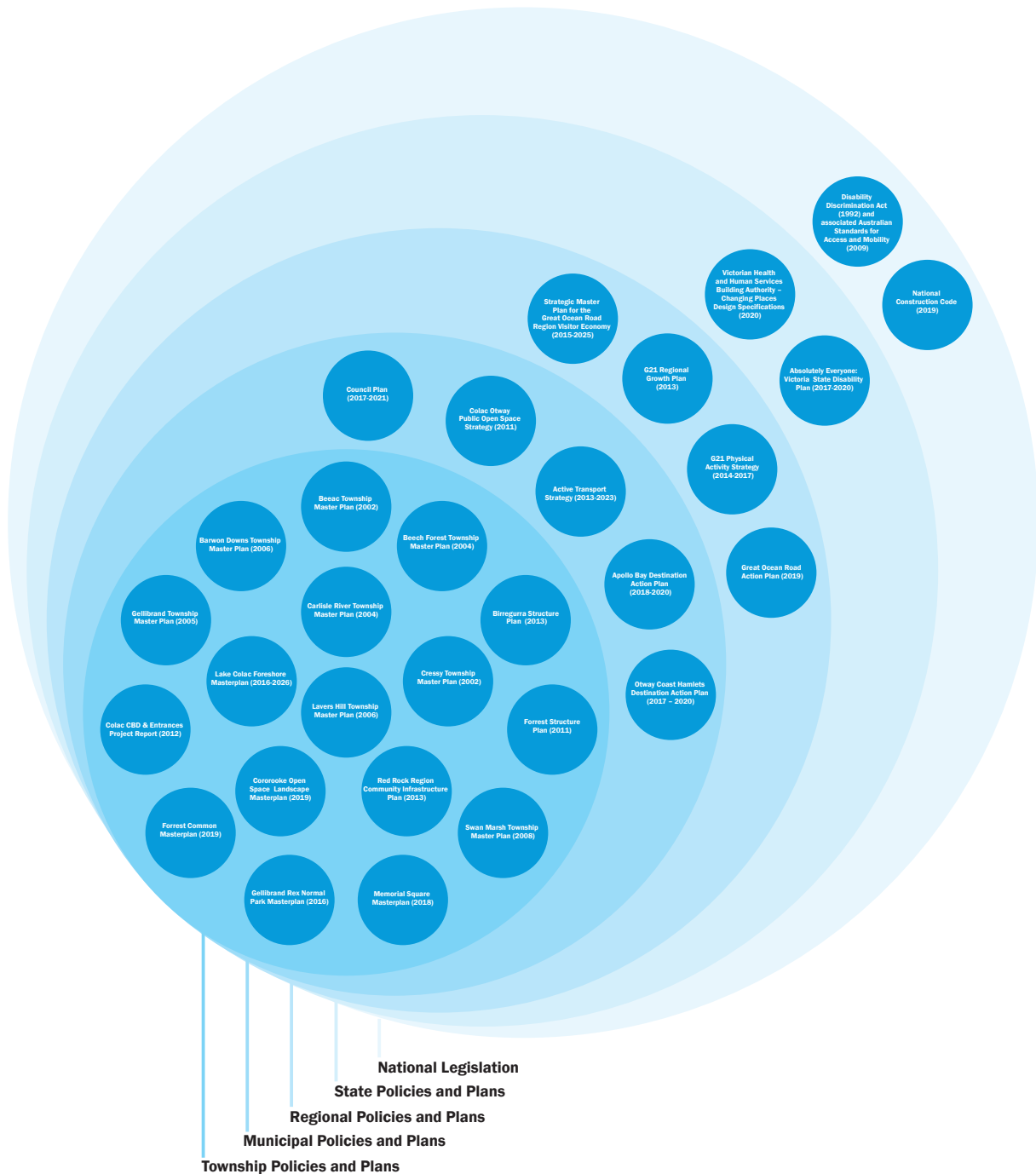


Figure 8: Legislative and Policy Framework for the Public Toilet Strategy

Key Policy Implications

A detailed review of the legislative and policy framework was undertaken for the Background Review, which identified the following key messages relevant to public toilets:

- Under the Disability Discrimination Act (DDA), new public buildings must be accessible to people with a disability.
- The Building Code of Australia (BCA) requires that new buildings comply with AS1428, which includes a suite of guidelines for the design of circulation spaces, at-grade access, design fixtures and fittings (including height and spacing), floor surfaces, and lighting. Facilities which meet these standards are commonly referred to as DDA-compliant.
- However, some people with more profound disability and high support needs are unable to use standard accessible toilets. Changing Places toilets provide a higher standard of access, with an adult change table, hoist system, greater circulation spaces, and automatic door included.
- Following updates to the National Construction Code in 2019, an accessible adult change facility (based on the Changing Places model) is now required at major public buildings with large occupancies, including:
 - › Large shopping centres
 - › Sporting venues
 - › Museums, theatres, and art galleries
 - › Airports
- The Victorian Changing Places Design Specifications (2020) provides a guide for providers in building these facilities.
- Colac Otway Shire emphasise the importance of accessible public spaces and buildings in the Access, Equity and Inclusion Plan (2015-2025) and the Municipal Public Health and Wellbeing Plan (2017-2021), and several of the township or site-specific masterplans identify opportunities to upgrade facilities to be DDA-compliant.
- The Shire's Council Plan (2017-2021) and Municipal Public Health and Wellbeing Plan (2017-2021) also advocate for public spaces and buildings that are safe, healthy, and attractive and identify the need to improve public toilets and amenities across the Shire.
- The Strategic Master Plan for the Great Ocean Road Region Visitor Economy (2015-2025) recognises that population growth and visitation to the Great Ocean Road will increase pressure on infrastructure

to meet demand, particularly car parking and toilets. Supporting the quality of toilet blocks along the Great Ocean Road is also prioritised in local policy under the Council Plan (2017-2021).

- Community feedback summarised in the Colac Otway Shire Public Open Space Strategy (2011) identifies public toilets as supporting infrastructure necessary to enable open spaces to better cater to users.
- Improvements to toilets is identified as a key action for growing Colac's visitor economy according to the Colac Destination Action Plan (2020-2025).
- According to Council's Open Space Strategy (2011) open space and associated facilities should be located and designed to maximise passive surveillance and protect and enhance the environment.
- The Open Space Strategy (2011) sets out a hierarchy of open spaces that classifies open spaces in the municipality based on typology and catchment area. The hierarchy also specifies which open spaces should have certain facilities, including public toilets.

A comprehensive review of relevant legislation and policy is provided at Appendix B.



Figure 9: Birregurra Public Toilets

2.3 Existing Network Summary

Network Snapshot

The summary of the existing network is based on the audit of Council facilities undertaken as part of the preparation of the Strategy, and supplemented by information from the other managing authorities in the region.

A more detailed analysis of the network against the principles of the Strategy is provided at Chapter 3, and a summary audit provided at Appendix A.

There are currently 89 public toilet facilities in the Shire, primarily concentrated along roadways and in the urbanised areas of Colac-Elliminyt and Apollo Bay. Hinterland public toilet facilities are generally located at campgrounds, trailheads, and other recreation facilities. There are 28 public toilets located in the vicinity of the Great Ocean Road and along the coast within Colac Otway Shire, 9 of which are within the Apollo Bay township. Just over two thirds of these are managed by State Government agencies, with Council managing the remainder (including two in Apollo Bay, two in the Apollo Bay Harbour precinct and one at Paradise Reserve). All toilet facilities in the public network are depicted in Figure 10-12.

Colac Otway Shire Council is the primary provider of facilities in the municipality, with 43 public toilets that are Council-owned.

There are also other government agencies which provide and manage toilets on public lands, including Parks Victoria, Department of Environment, Land, Water and Planning (DELWP), and the Great Ocean Road Coast and Parks Authority (GORA; previously the Otway Coast Committee). Toilets managed by GORA are located at sites along the Great Ocean Road, particularly in Apollo Bay, while DELWP and Parks Victoria toilets are concentrated in parklands and recreation reserves.

Privately owned businesses operate and provide some toilet facilities for use by the public in a variety of locations, such as at restaurants and in shopping centres. Although these facilities are often available for general public use, they are usually provided to service the needs of staff and paying customers.

The Building Regulations 2018 and the Building Code of Australia regulate the provision of toilets in private business settings. These toilets have typically not been included in the scope of this project as they cannot be influenced by Council or other managing authorities in the region as part of the public network. However, two privately-owned toilets have been identified for inclusion in this analysis due to their location within shopping centres in Colac and therefore their role in providing service to the community and visitors of the Shire's primary urban centre.

A small number of Council-owned toilets have also been excluded from the scope of the Strategy. These are facilities which are located within facilities that service members of a certain group, and are therefore not available to the general public.

One Council-owned facility (Carlisle Recreation Reserve - internal) is included in the map and overall audit summary list at Appendix A, but excluded from the analysis of Council facilities as it is not currently operational.

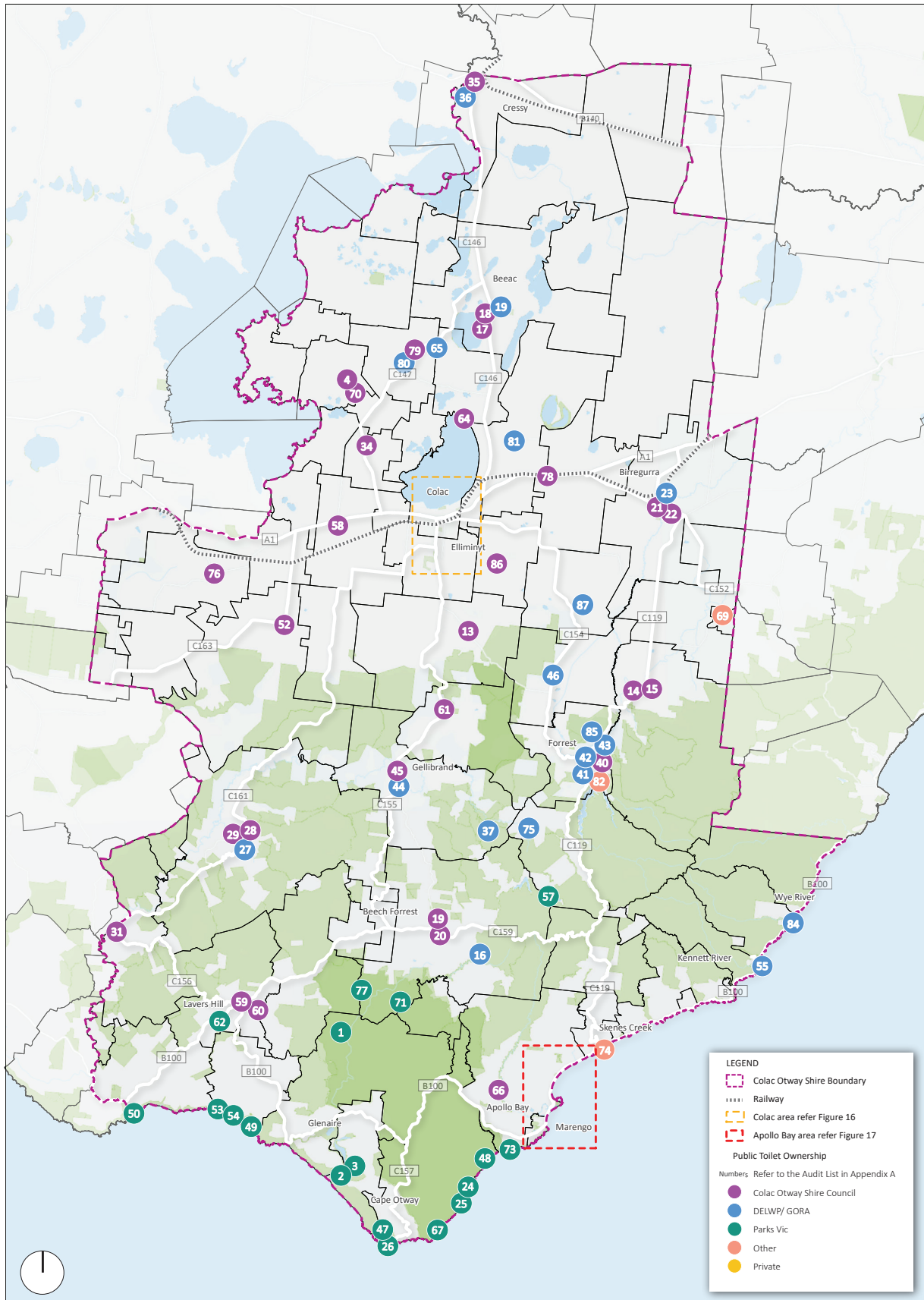


Figure 10: Colac Otway Shire existing public toilet network

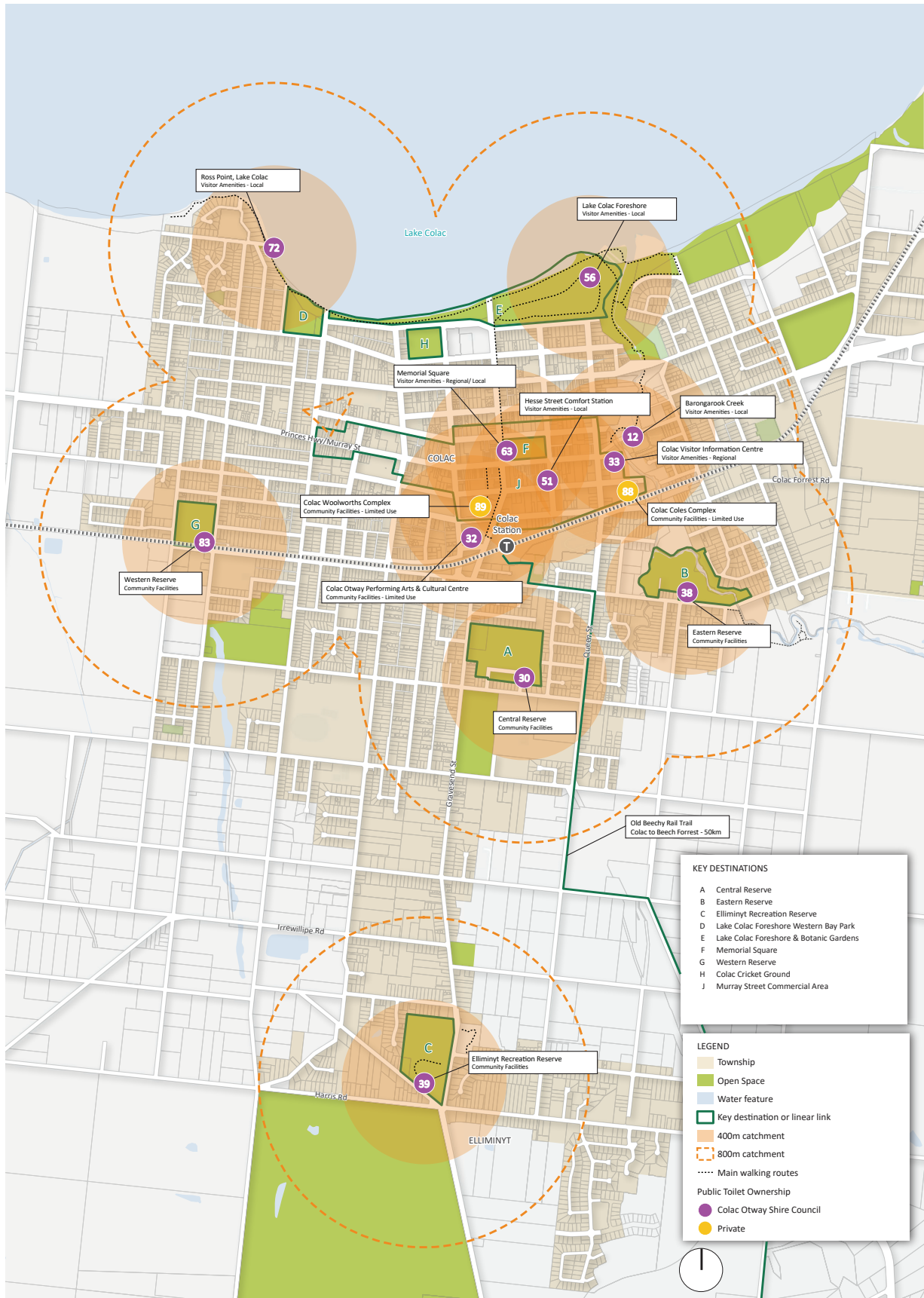


Figure 11: Colac existing public toilet network

Colac Otway Shire Council



Figure 12: Apollo Bay existing public toilet network

DRAFT

Chapter 3

STRATEGIC FRAMEWORK



Figure 13: Gellibrand Public Toilets

3.1 Purpose



The purpose of the Public Toilet Strategy is to:

- focus Council investment in public toilet facilities across the Colac Otway Shire that provide a demonstrated community benefit, including the local economy;
- prioritise safety and accessibility for all users; and
- advocate for, and support the provision of, public toilet facilities at key tourist destinations, to meet the needs of regional and international visitation.

3.2 Use Typologies

All facilities within the public toilet network have been classified by their use typology, which is determined by facility location and dominant user group.

It is acknowledged that many facilities will be used by a number of different user groups. However, classification of toilets by a dominant typology enables analysis of fitness-for-purpose of each facility as well as identification of appropriate management responsibilities (detailed in Chapter 3.4.2), and other aspects of provision.

A description of each Use Typology category is outlined below. Criteria are also provided to assist with determining the use typology of facilities on an ongoing basis (as they may evolve) and for new facilities.

Campground

Facilities located in park/reserve campgrounds for campers.

- Typically standalone
- Primarily usage- regional visitors
- Open 24 hours
- Typically owned and managed by a non-Council authority
- Usage typically restricted to users of the campground

Community Facilities

Facilities that are not restricted to certain hours or user groups and are primarily for the community of Colac Otway Shire

- Co-located or standalone
- Primarily serve local residents
- Located in or near commercial centres, reserves, other community facilities
- Owned and managed by Council
- Open 24 hours
- Usage not restricted to members of certain groups (e.g. sports clubs)
- Promoted to the general public through signage / online listings

Community Facilities - Limited Use

Facilities co-located (often internally) with other social, commercial, and/or recreational facilities that are primarily for user groups of these spaces, but are accessible to the general public during the hours that the facility is in use.

- Typically co-located
- Located in or near reserves and other community facilities
- Primarily service a small catchment of local residents
- Typically owned by Council or DELWP but managed by a Community Asset Committee / Committee of Management
- Usage and opening hours restricted to particular user groups and/or the managing authority
- Not promoted to the general public through signage / online listings

Visitor Amenities - Regional

Facilities typically located at, or on route to, highly trafficked tourism destinations that primarily serve regional visitors to, or passing through, the Shire.

- Co-located or standalone
- Primarily used by visitors
- Located adjacent to a visitor attraction
- Typically owned and managed by a non-Council authority

Visitor Amenities - Local

Facilities located at Council owned or managed key destinations (such as the Old Beechy Rail Trail) and retail precincts, that primarily serve visitors coming to spend time within Colac Otway Shire.

- Typically standalone
- Often located along roadways
- Used by a mix of residents and visitors
- Typically owned and managed by Council

The breakdown of use typologies across Council toilets is depicted in Figure 14. Refer to the Audit Summary at Appendix A for individual toilet classifications.

Figure 14 identifies Community Facilities as the most common typology for Council owned public toilets. The second largest typology is Visitor Amenities – Local.

A limited number of toilets have currently been classified with two typologies. These toilets include Memorial Square in Colac and Pascoe Street in Apollo Bay, which have been categorised as Visitor Amenities- Regional and Local. The Barongarook Public Hall toilets have also been given a dual classification of both Visitor Amenities- Local and Community Facilities, in recognition of their use by both the Hall users and recreational walkers using the Old Beechy Rail Trail. This has implications for management and service standards and is discussed further in Chapter 3.4.2.

Typology

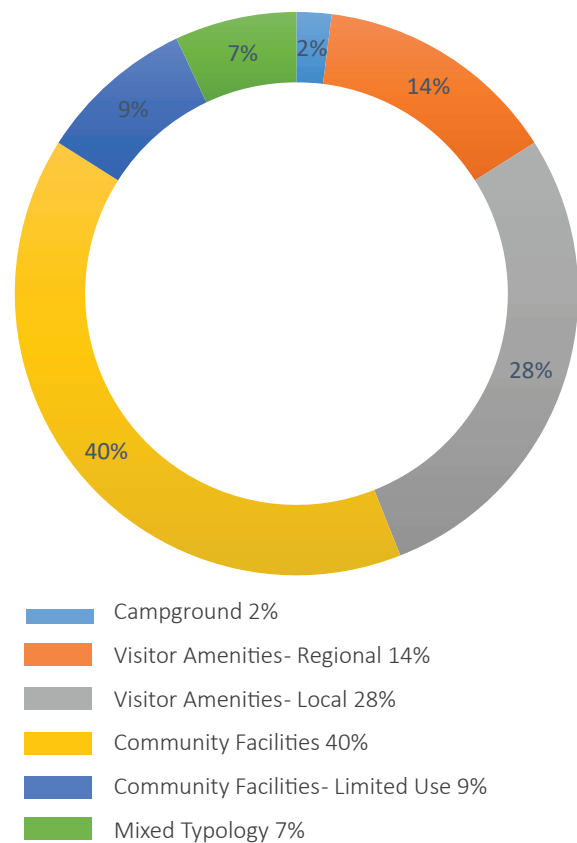


Figure 14: Use typology of Council-owned facilities

3.3 Service Levels

Service Hierarchy

Toilets are also typically classified by their level of service. The Service Hierarchy sets out four different levels of service provision based on different toilet configurations and use typologies.

The purpose of this hierarchy is to guide the level of provision (approximate quantity and configuration of cubicles) for new and upgraded facilities in specific locations. Service levels are determined by use typology and catchment, and also correspond with the opening hours and cleaning frequency of a facility. However, the exact size of a facility is also dependent on demand and therefore a more detailed assessment of demand and forecast usage should be undertaken at the design stage of facility provision.

The Service Hierarchy is shown in Table 1.

A breakdown of the current service levels of most of the existing Council- owned toilets in the network is provided at Figure 15, which demonstrates that most Council facilities are Standard or Standard Plus. No Premium facilities are currently provided by Council. Relevant data was unavailable for 3 toilets to determine their service level.

The service hierarchy recognises that Visitor Amenities facilities typically receive the highest volume of users, often by large groups from tourist coaches, and should therefore likely be provided as Standard Plus or Premium facilities. This may however depend on the context and capacity of an individual site, including the sensitivity of the natural environment, whether reticulated power and water are available, climate change considerations and the proximity of alternative public toilet facilities.

Campground and Community Facilities- Limited Use toilets typically service select user groups (not large catchments) and are therefore most likely Basic facilities.

The service level of Community Facilities is dependent on the catchment of their location or co-located facility, but are most likely Basic, Standard, or Standard Plus facilities.

Designs have already commenced for the Memorial Square public toilets to accommodate unmet demand at this location and this will become the first Premium facility delivered by Council based on a demand assessment, which demonstrated levels of use commensurate with a Premium facility.

Proposed service levels have not been identified for all facilities as they must be determined based on data collection and demand assessment at each facility as well as other factors such as Use Typology.

Service Level

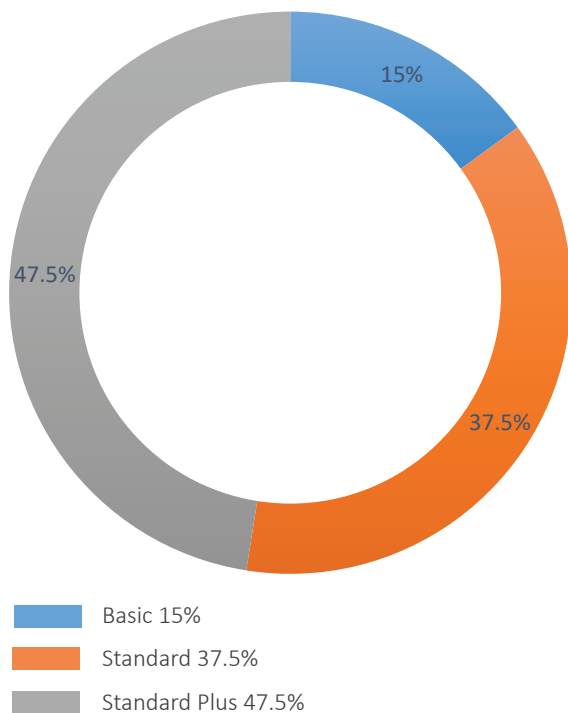


Figure 15: Current Service Level of Council-owned facilities

Table 1: Service Hierarchy

LEVEL OF SERVICE	DAILY AVERAGE VISITATION - CURRENT & FORECAST	CONFIGURATION	MIN. CUBICLES	USE TYPOLOGY	LOCATIONS/ CATCHMENTS	CLEANING FREQUENCY
Basic	Less than 100 people per day	Individual cubicle(s) comprising at minimum: <ul style="list-style-type: none"> • One all gender cubicle 	2	Community Facilities Community Facilities- Limited Use Campground Visitor Amenities - Regional in environmentally sensitive locations	Township / District open spaces Local activity/ commercial areas Other moderate use locations	1x- 5x / week
Standard	101-500 people per day	Individual cubicles comprising at least: <ul style="list-style-type: none"> •One all gender, disabled cubicle •One male and two female cubicles (or two all gender cubicles) 	3-4	Community Facilities Visitor Amenities - Regional in environmentally sensitive locations	Township / District or Regional open spaces Local activity/ commercial areas Other moderate-medium use locations	x2 / week- 1x / day
Standard Plus	501-1,000 people per day	Individual cubicles comprising at least: <ul style="list-style-type: none"> •Two all gender, disabled cubicles •One male and one female cubicle (or two all gender cubicles) OR <ul style="list-style-type: none"> •Toilet block comprising: <ul style="list-style-type: none"> •One all gender, disabled toilet •Split gender cubicles 	4+	Community Facilities Visitor Amenities - Local	Township / District or Regional open spaces Colac or Apollo Bay activity/ commercial areas Key visitor sites Other medium-use locations	5x / week- 2x / day
Premium	1,000+ people per day	Individual cubicles comprising: <ul style="list-style-type: none"> •One all gender, disabled toilet •One all gender/ ambulant/ family friendly toilet •At least one male and one female cubicle (or two all gender cubicles) •May include a changing places facility OR <ul style="list-style-type: none"> •Toilet block comprising: <ul style="list-style-type: none"> •One all gender, disabled toilet •Split gender cubicles •May include a changing places facility 	5-8+	Visitor Amenities - Local Visitor Amenities- Regional	Regional or State open spaces Colac or Apollo Bay activity/ commercial areas Key visitor sites Other high-use locations	5x / day +

Table 1 provides a guide for levels of service. The significance of a location and sensitivity of context will also influence the service level ultimately selected.

Examples of Basic Toilets



1. Lois Twohig Reserve, Greater Dandenong

Examples of Standard Toilets



2. St Leonards Beach, Greater Geelong

3. Nambucca, NSW

4. Torquay, Surf Coast

Examples of Standard Plus Toilets



5. Springvale Reserve, Greater Dandenong
6. Middle Brighton, Bayside

Examples of Premium Toilets



7. Sydney, NSW
8. Dandenong Park, Greater Dandenong
9. Walla Mulla Park, NSW



Fixtures and Fittings

Standard suites of design and siting principles and fixtures and fittings have been developed to guide the provision and design of new toilets having regard to the Principles explored in Chapter 3.4. In addition to the standard suite, a number of site-specific features have been listed. These features should be installed in premium public toilets, or in locations where there is a demonstrated community need. The suite should be used as a guide only.

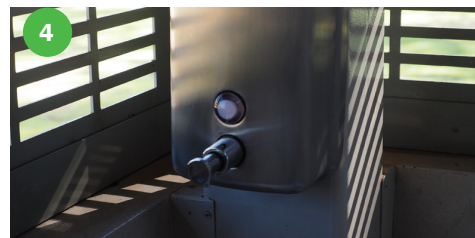
Preferred Fixtures and Fittings are shown in Table 2.

Table 2: Preferred List of Fixtures and Fittings

LEVEL OF SERVICE	INTERNAL FEATURES TOILET CUBILE	INTERNAL FEATURES AMENITIES	EXTERNAL FEATURES
Standard list of materials, fixtures and fittings	<ul style="list-style-type: none"> • Touch free fixtures & fittings • Stainless steel toilet • Toilet Seat • Dual flush • Concealed cistern and pipes • Paper sheets • Sanitary napkin disposal 	<ul style="list-style-type: none"> • Touch free fixtures & fittings • Stainless steel hand basin • Tempered water tap • Baby Change table • Internal lighting (if open at night) • Non-slip surfaces 	<ul style="list-style-type: none"> • Signage showing opening hours, gender configuration, basic contact information • At grade pathway access • Weather protection • At-grade pathway and access • Low level, drought resistant planting • Artificial lighting
Optional materials, fixtures and fittings for Premium/high use locations or other site-specific toilets*	<ul style="list-style-type: none"> • Touch free fixtures & fittings • Jumbo rolls • Urinal 	<ul style="list-style-type: none"> • Electric hand dryer • Sharps disposal • Mirror • Rubbish bins 	<ul style="list-style-type: none"> • Automatic locking doors • Communal hand wash basins • Screening • Public art
Disabled and ambulant toilets	In accordance with AS1428	In accordance with AS1428	In accordance with AS1428
Changing Places Facilities	In accordance with Changing Places guidelines	In accordance with Changing Places guidelines	In accordance with Changing Places guidelines

Notes *The use of specific fixtures and fittings should be considered on a site-specific basis. For example, in high use locations where accommodating the maximum number of people is a priority, fixtures such as urinals and jumbo rolls should be considered, while at environmentally-sensitive sites, some fixtures may not be appropriate.

Examples of Standard Fitting & Fixtures:



1. Appropriate wayfinding
2. At grade pathway access
3. Touch free fittings
4. Vandal proof soap dispenser

Examples of Fitting & Fixtures for Premium and Standard Plus Facilities:



5. Vandal proof electric hand dryer
6. Urinals with mirror
7. Communal hand wash basins

3.4 Principles

PRINCIPLE	DESCRIPTION
Adequate Provision	<p>Public toilets are to be provided at key activity nodes with provision aligning to existing and anticipated demand, associated infrastructure, and the target user group(s).</p> <p>Provision will seek to maximise the utility of the existing network by identifying opportunities for refurbishment, expansion, consolidation, or alternative operational models of current facilities before recommending new facility locations.</p>
Maximum Economic Benefit	<p>Public toilets that primarily cater to the tourist market will be designed and managed in a manner that drives economic return to the local community and sited in locations that exhibit the highest levels of tourist visitation.</p> <p>Council will consider alternative operational models and opportunities for public-private partnerships through collaboration with other public authorities</p>
Environmentally Responsible	<p>Public toilet design, siting and management will reflect organisational environmental objectives and consider impacts associated with the development or continuation of services at sensitive sites.</p>
Quality and Safe Design	<p>The safety of the community will be prioritised with facilities designed and sited to align with CPTED (Crime Prevention through Environmental Design) principles.</p> <p>New and refurbished facilities will be inviting, well designed and appropriate for their setting.</p>
Equitable Access	<p>Public toilets will be designed and redeveloped to consider equity and accessibility for all users.</p> <p>Council will achieve DDA compliance in all new and upgraded facilities.</p>
Well Maintained and Hygienic	<p>Public toilets will be maintained at a level that ensures Council's public toilet infrastructure and condition meet user expectations as well as public health and hygiene standards. Smart technology and other methods may be employed to monitor usage patterns and inform operational responses.</p>

3.4.1 Adequate Provision

Municipal public toilet strategies often make recommendations for the location and distribution of toilets based on walkable catchments from key nodes of activity, particularly open spaces and commercial centres. This approach was developed by the Heart Foundation (Healthy by Design) and is generally used as a best practice approach to locating key facilities and services.

A review of other municipal public toilets strategies across Victoria found that typical recommended catchments include:

- a 5-minute walk (400 metres) from major public open spaces and activity centres;
- a 10-minute walk (800 metres) from most residential areas; and
- a 1-2-minute walk (150 metres) from higher order play spaces.

However, rural and regional towns and settlements tend to have much lower housing and population densities than metropolitan settings, meaning fewer people spread over a wider spatial area, often on large allotments. It is not generally feasible to provide toilets within 800 metres of rural residential areas.

The Shire's rural/regional setting and significant tourist visitation create other locational needs for public toilets. Determining an appropriate level of distribution must also take into account the need to provide facilities in smaller townships where visitors are being encouraged to stop and spend time to support the local economy, at heavily trafficked regional attractions, and at public campgrounds.

Public toilet facilities in the Shire should therefore be distributed to service:

- Key destinations, tourist activity nodes and campgrounds (refer to pages 30-34 for more discussion on key destinations). In urbanised centres, facilities should be within 400 – 800 metres of the key destination. Within shopping precincts a public toilet should be provided within the area to service a 400m walkable catchment.
- Open space reserves, including key recreational linear links, with facilities that attract higher levels of visitation and longer stays. In higher-order open spaces that contain a playspace, public toilet facilities should be located within 150 metres of the playspace. For linear links, toilets should be provided to support recreational usage and encourage use of the link for active transport.
- Community facilities, such as halls and sporting reserves, that serve a broad population catchment based on demonstrated high levels of demand and visitation, supported by data collection.

It is important to note that this section considers spatial distribution needs having regard to toilet typologies and has not considered which agency (e.g. Council, State Government, Community Asset Committee) should be responsible for the provision or ongoing maintenance and operation of a facility. This issue is considered at Chapter 3.4.2.

Further, it is emphasised that this chapter focuses on adequate provision in terms of the location of a facility rather than the size of the facility (i.e. number of cubicles). The exact size of a facility should be determined partly via the Service Hierarchy (refer Chapter 3.3) as well as demand. A more detailed assessment of demand and forecast usage should be undertaken at the design stage of facility provision.

Colac

Figure 16 depicts the distribution of facilities across the urbanised area of Colac (including Elliminyt). The map identifies key destinations from which walkable access (400-800m, but preferred maximum of 400m) to a public toilet should be provided.

Key destinations for Colac include major sporting reserves, Lake Colac Foreshore, Memorial Square, the Barongarook Creek Shared Trail and the Colac Commercial Centre. These are outlined on Figure 16. It is also worth noting, that the Colac 2050 Growth Plan (2019) identifies an additional key open space corridor along Deans Creek which may need to be included as part of a future review of the Public Toilet Strategy.

Most key destinations are within 800 metres of a public toilet and the Colac shopping centre and commercial district is well provided for. The analysis shows that public toilet facilities could be provided at the western end of the Colac Commercial Centre, however it is noted that privately operated toilets are currently available to patrons at that end of the precinct. At present, public toilet facilities are concentrated at the eastern end of Murray Street where, on a location basis alone, there may appear to be an over-provision of facilities. Taking into account the differing typologies and primary users of the toilets in this area however, many facilities serve different and necessary functions (e.g. Memorial Square – regional and local visitation, Colac Otway Performing Arts and Cultural Centre – community facilities with limited use, private supermarket complex toilets – for customers).

The Hesse Street Comfort Station is currently in an area of over-provision, as Memorial Square toilets also service this area. It is recommended that the Hesse Street Comfort Station is further investigated to better understand usage and demand and whether it has a role within the public toilet network.

A further gap in network distribution is identified along the western portion of the Lake Colac foreshore. Redevelopment of the foreshore as per the Lake Colac Foreshore Masterplan (2016) presents an opportunity to develop public toilets at Western Bay Park. This would improve the distribution of facilities in this precinct.

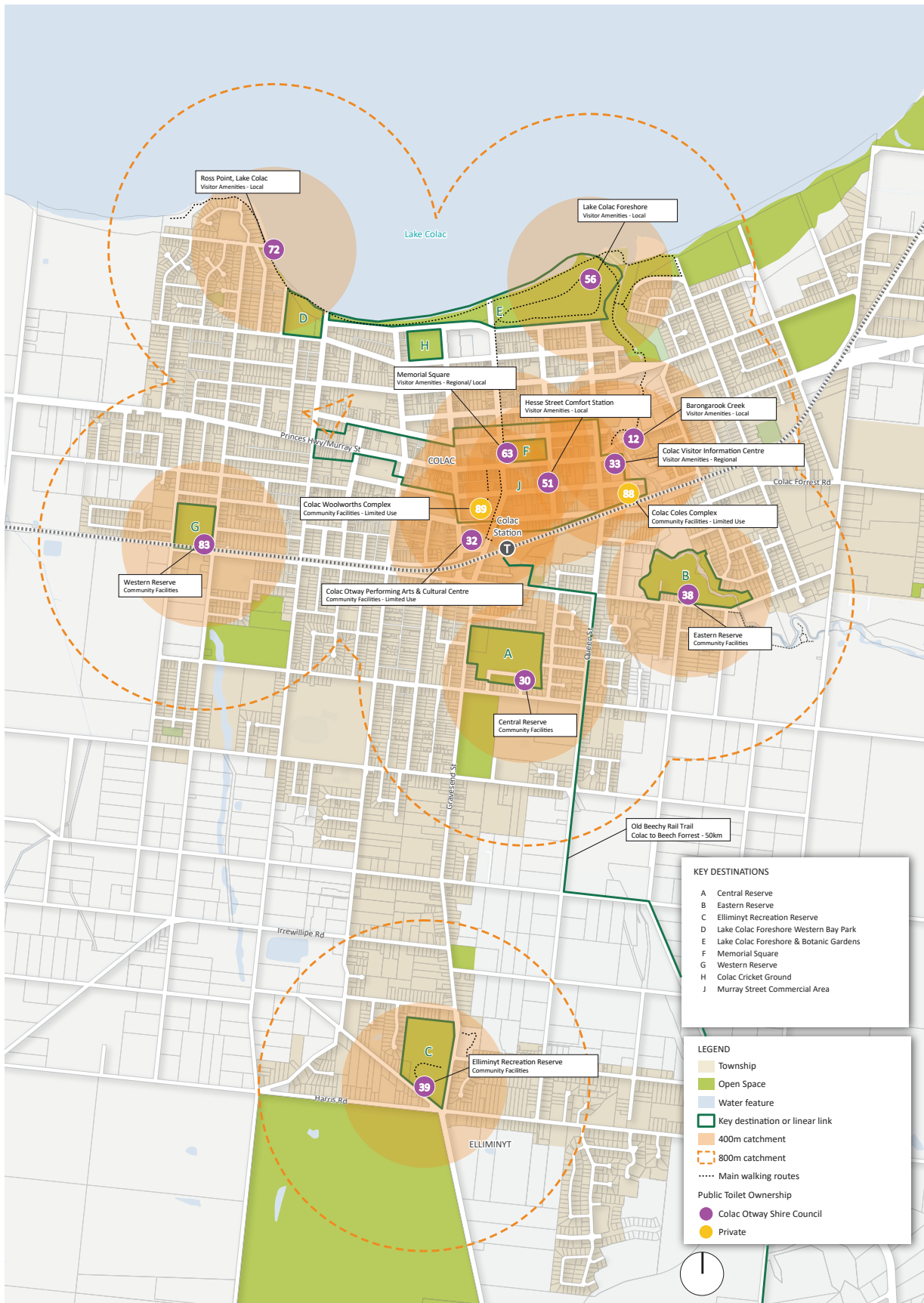


Figure 16: Spatial distribution of toilets in Colac and Elliminyt

Apollo Bay

Apollo Bay is the second largest town in Colac Otway Shire with a small permanent population, but as a holiday destination the population swells significantly to over 15,000 people during peak periods. In addition to longer stay visitors, Apollo Bay attracts large numbers of day visitors and is noted as a stopping point for tourist coaches during the middle of the day.

Apollo Bay also services the broader region with supermarkets, restaurants, cafes, retail shops and other business services providing essential needs for nearby towns and settlements.

These characteristics place considerable pressure on township infrastructure, and in particular public toilet facilities. Concerns have been raised in recent years about the location, quantity and quality of public toilets in Apollo Bay and in particular around whether they are located to coordinate with coach parking areas.

Figure 17 depicts the distribution of facilities across the urbanised area of Apollo Bay. Overall, Apollo Bay is well-served by a distribution of public toilet facilities; all identified destinations are within 800m of a public toilet.

While the map shows a good distribution of public toilet facilities in Apollo Bay in terms of key destinations (being the foreshore, commercial precinct and Harbour) it doesn't indicate whether the size of the facilities is adequate to meet demand or conveniently located to where coaches tend to park and drop off visitors.

At present there are two sets of amenities near the Visitor Information Centre (VIC), a small facility at the VIC and managed by Council and a larger facility on the ocean side of the VIC managed by the GORA. There are current plans to redevelop the nearby Apollo Bay Surf Life Saving Club, to the south of the existing VIC. This presents an opportunity to consolidate amenities provision in this location, noting they would all be within 400m of each other. The size of the facility at the Surf Life Saving Club would need to be informed by a demand analysis.

Council, in partnership with GORA, are also currently preparing a Community Infrastructure Plan which includes this section of the Apollo Bay foreshore. As part of this Plan, opportunities have been identified for a coach/bus drop off point just to the north of the VIC along the Great Ocean Road. It would be appropriate therefore to retain at least one amenities block at the VIC to service these visitors, with the potential Surf Club public toilets servicing the foreshore area further to the south.

The Pascoe Street commercial area in Apollo Bay is currently serviced by temporary facilities. These toilets were installed in recent years to primarily service visitors based on public health concerns presenting through the use of the area as a drop off point for tourist coaches.

The Pascoe Street toilets are proximate to toilets along the foreshore. These toilets however, support not just the attraction of the foreshore itself but an element of local visitation likely to provide an economic benefit to the Apollo Bay Commercial Area and for this reason have been assigned a dual typology (Visitor Regional and Local). It is noted that the Community Infrastructure Plan has identified an alternative location as a coach drop off point, but it is also understood that the adopted Colac Otway Shire Tourism Parking and Traffic Strategy recommends re-routing large vehicles along Pascoe Street over the Great Ocean Road. This is likely to have the effect of retaining this area as a popular stopping point. The facility is well located in terms of available car parking nearby and there is through access nearby to the Great Ocean Road retail shops and foreshore beyond. It is recommended that further investigation into constructing permanent toilets at this location be undertaken, giving due consideration to the size of the facility based on a demand analysis and responsibility for provision and maintenance of the facility having regard to the criteria outlined in Chapter 3.4.2.

There are temporary portable public toilets located at the Apollo Bay Harbour precinct, one set at Mothers Beach and the other at Point Bunbury. Council has recently adopted a Harbour Development Plan for this precinct which provides for new public amenities facilities at both locations. Design for the Mothers Beach toilets, which will form part of a new Port Depot building, are currently underway.



Figure 17: Spatial distribution of toilets in Apollo Bay

Other Key Destinations and Tourist Activity Nodes

Colac Otway Shire has a diverse offering of visitor attractions. These include sites of natural significance sometimes in remote settings, coastal holiday towns and camping spots and inland experiences such as Red Rock lookout, the Old Beechy Rail Trail and mountain bike trails through the Otways. As noted in Chapter 2.1, tourism is a key industry for Colac Otway and generates significant spend in the local economy. Providing high quality public toilets at convenient locations enhances visitor experience and encourages return visitation. Public toilets should be provided in smaller townships or hinterland areas to service community facilities that generate sufficient demand, or at key visitor sites which serve regional or local tourism.

There are no national or state guidelines to help determine the required level of visitation to a site that might generate the need for a public toilet, or standard distances between public toilets that might be reasonable for car or bus based visitation. Generally, it is not economically feasible to provide public toilets at all locations where visitors might stop and thus identification of key destinations has been undertaken for the Colac Otway Shire (outside the urban areas of Colac and Apollo Bay) to help guide toilet provision at tourist locations.

Regional:

- Great Otway National Park: toilets provided at visitor sites within the park, typically co-located with parking, camping, and/or trailhead facilities
- Cape Otway Light Station
- Kennett River: a popular tourist attraction on the Great Ocean Road to see koalas and birds
- Great Ocean Road smaller townships

Local:

- Old Beechy Rail Trail (Colac-Ferguson): facilities currently provided at Barongarook Hall, Colac Performing Arts & Cultural Centre, Kawarren, Gellibrand, and Beech Forest
- Forrest: receives significant mountainbike tourism and visitors to the nearby Otway Forest Park and Great Otway National Park.
- Birregurra: popular retail precinct for the community and tourists

- Lavers Hill: highest point on the Great Ocean Road, located inland, popular tourist spot with small commercial precinct
- Any other small retail or commercial precinct which services both the local community and tourists focusing on local Colac Otway Shire attractions.

Most of these locations currently contain a public toilet, however some smaller coastal townships are not currently serviced by a facility. Consideration should be given to toilet provision where visitation is high and extended stays are anticipated, e.g. popular swimming beaches with picnic facilities, strategic points along recreational walking trails.

Located at the highest point on the Great Ocean Road, and noted for its scenic beauty, Lavers Hill is a popular stopping point for visitors offering access to many of the Otways attractions in various directions. Lavers Hill currently hosts two separate facilities operating as public toilets. One is located on the roadside more central to the retail precinct and is an ageing building in fair condition, and one adjacent to the Lavers Hill Public Hall (offering a disabled facility). From an ongoing maintenance and management perspective it would be appropriate to investigate the opportunity to consolidate public toilet facilities in Lavers Hill and upgrade a set of amenities to cater to all users. As part of this investigation, Council should collect data and consult with the local community to understand patterns of use and demand for facilities in order to determine facility requirements (e.g. number of cubicles and levels of service) and the most appropriate location/s.

Open Space

The Colac Otway Public Open Space Strategy (POSS) provides a set of standards for the provision of infrastructure within open spaces, including public toilet facilities. It provides guidance as to when public toilets should or should not be provided for various types of public open space (neighbourhood, township, regional or State). These standards are outlined in Table 3.

It is important to note that these standards are a guide only and the provision of public toilets at open spaces should respond to the unique needs of each site, which may differ significantly according to the use and function of the space. The POSS was prepared in 2011 and the use and function of some spaces may have changed over time. The POSS does not explain the reasoning behind the recommended standards for toilet provision and consideration of new facilities should have regard to demand and the broader network provision as outlined in this chapter.

For example, it is noted that the standards recommend providing public toilets at all sports reserves, regardless of size and catchment. Many smaller sporting reserves across the Shire may comprise limited facilities, such as a small number of tennis courts, that primarily cater to the sports club(s) that utilises the space. In these circumstances there may be a requirement for limited use facilities to service the needs of reserves users only but no demand for facilities that are available to the general public.

The POSS does not recommend toilet provision along linear open space corridors of neighbourhood or district level. Where these linear corridors contain popular recreational walking trails or active transport routes it may well be appropriate to provide public toilets, for example at Barongarook Creek. This Strategy recommends providing toilets along linear links with higher visitation levels to support recreational usage and to encourage active transport modes of travel.

The POSS does not specifically address toilet provision at parks with playground facilities. Open spaces that contain higher-order playground facilities should locate public toilet facilities within 150 metres of the playground in order to best support the needs of families with young children, as they are unable to walk longer distances to access facilities.

Table 4 identifies Council owned open space reserves containing public toilet facilities in the Shire which are inconsistent with the standards shown in Table 3. It outlines additional considerations relevant to provision that may provide justification for facilities even though provision may not be in accordance with the POSS standards. Table 4 also includes Council owned reserves where the provision or upgrade of public toilets is not inconsistent with the standards but where specific recommendations have been made about toilet provision in the POSS.

There are six toilets listed in Table 4 which according to the POSS 'must not have' public toilets. However it is evident from an analysis of these facilities that there are other characteristics of these sites (such as local tourism or camping) which may generate the need for public toilets.

The toilets at Cressy may need further investigation. They are located close to a playground, but it is a small playground designed to service the local community rather than visitors. The toilets are currently used as a rest stop by visitors passing through, but are unlikely to provide benefit to the local economy of Cressy and would not meet the criteria to be considered as Visitor Amenities - Local. Other toilets are located a 15 minute drive away at Beeac which meet this criteria. There is anecdotal evidence however that the toilets do generate quite high demand. These facilities should be further investigated to determine their community benefit.

It is clear from Table 4 that the standards outlined in the POSS may not always provide the full picture. It is recommended that any subsequent review or update to the POSS should reconsider toilet provision in the context of the recommendations of the Public Toilet Strategy.

An analysis of the Shire's public toilet network has also identified some open space reserves which may require further investigation in regard to toilet provision.

The Carlisle River Recreation Reserve site currently accommodates two toilet facilities. Only the facility external to the clubhouse is currently operational, while the facility internal to the clubhouse is in need of refurbishment. The location services a small catchment. There is a small playground at the Reserve. Generally, this type of Reserve would only provide one set of facilities to service sports clubs and other specific user groups of the Reserve. Two sets of toilets is considered an over provision. The preferred location for toilets would be internal to the clubhouse. It may be more cost effective in this case however to refurbish the external toilets and there may be other reasons why they are required for wider community use and may provide a demonstrated community benefit. Council should further investigate the type of toilet required for the Reserve, and the costs associated with a future upgrade and operation of facilities, in consultation with the community with a view to decommissioning one set of toilets.

Council currently provides a public toilet facility at Loves Creek Reserve in Kawarren. However, there is community demand to refurbish an existing toilet facility at the nearby Recreation Reserve managed by DELWP. A facility at this location would result in improved walkable access from the playground, tennis courts, and other community facilities and would no longer necessitate the existing Council facility. A facility at the reserve would also provide closer access for users of the Old Beechy Rail Trail than the location of the existing toilets.

Table 3: Standards for public toilet provision in open spaces, Public Open Space Strategy (2011)

Category of Open Space	Neighbourhood	Township / District	Regional	State
Parkland	xx	✓	✓✓	N/A
Formal Gardens	N/A	✓	✓	N/A
Linear Open Space and Corridor	xx	xx	✓	N/A
Sports Reserve	✓	✓	✓✓	N/A
Natural Areas	x	✓	✓	✓

✓ = might have ✓✓ = must have x = should not have xx = must not have N/A = not applicable

Table 4: Public Toilet Recommendations - Public Open Space Strategy (POSS)

OPEN SPACE RESERVE	POSS STANDARD* OR RECOMMENDATION	CLASSIFICATION IN THE PUBLIC TOILET STRATEGY & OTHER CONSIDERATIONS
Apollo Bay Harbour (Mothers Beach and Point Bunbury)	Upgrade the public toilets and provide changing facilities.	<ul style="list-style-type: none"> Classified as Visitor Amenities – Regional. Portable toilets have been installed. New toilets planned at both Mothers Beach and Point Bunbury as part of the implementation of the Harbour Development Plan.
Barongarook Creek, Colac	Township – linear xx	<ul style="list-style-type: none"> Classified as Visitor Amenities. Toilets located along a linear recreation walking trail. The park has undergone a recent upgrade with additional community facilities. The toilets service the Barongarook Creek Trail users and also have a high level of visitor demand being located close to the Princes Highway.
Beeac	Neighbourhood – parkland xx However, the POSS also contains a recommendation to renovate and upgrade the public toilets	<ul style="list-style-type: none"> Classified as Visitor Amenities. The combination of shops, playground, Windmill Park and lake warrant retaining these toilets as they have a wider community benefit and support the local economy. The toilets have undergone a small upgrade in recent years in line with the Beeac Township Master Plan.
Beech Forest – John Gardiner Reserve	Neighbourhood – parkland xx	<ul style="list-style-type: none"> Classified as Visitor Amenities. The combination of shops, playground, Windmill Park and lake warrant retaining these toilets as they have a wider community benefit and support the local economy. The toilets have undergone a small upgrade in recent years in line with the Beeac Township Master Plan.
Cressy	Neighbourhood – parkland xx	<ul style="list-style-type: none"> Classified as Community Facilities. The toilets are located close to a small playground designed to service the local community rather than visitors. They are currently used as a rest stop for through traffic but there is no demonstrated benefit for the local economy from these visitors.
Irrewillipe Recreation Reserve and Public Hall	POSS recommends improving facilities at the Reserve.	<ul style="list-style-type: none"> Classified as Community Facilities – Limited Use. Improving facilities at this Reserve is a high priority for Council. They are required to service Reserve and Hall users but not the general public.
Meredith Park	Neighbourhood – parkland xx	<ul style="list-style-type: none"> Classified as Campground. Public toilets at this site support its use as a free camp site.
Red Rock	Playground area is Neighbourhood – parkland xx Lookout is State – natural area ✓	<ul style="list-style-type: none"> Prepare an overall plan for the different components of the Reserve, i.e. the picnic area component, the upper car park and lookout, to provide coordinated facilities for visitors. This plan could include the upgrading of the interpretive displays and the rationalising and upgrading of key visitor facilities. Classified as Visitor Amenities- Local. Public toilets at this site are located close to the playground and support the lookout which is an Aboriginal Cultural Heritage Site.

✓ = might have ✓✓ = must have x = should not have xx = must not have N/A = not applicable

* Refer to Table 3 for more explanation of POSS standards.

Community Facilities

As noted **previously**, provision of public toilets at community facilities, such as public halls and sporting reserves, will generally only be **provided** where they are considered a higher order facility servicing a large catchment. At smaller facilities, toilets may still be provided but they will be "limited use" toilets available to specific user groups during their use of a facility and not open to the general public.

As part of the analysis of existing public toilets in the Shire, a number of toilets have been identified which currently service the general public but perhaps should more appropriately only serve specific users of a particular facility due to their small catchment size.

The typology classification of toilets at the following locations should be considered for conversion to Community Facilities- Limited Use:

- Larpent Public Hall
- Swan Marsh Public Hall
- Warrion Public Hall

A Limited Use arrangement as part of a broader recreation facility redevelopment could also be considered for the Irrewillipe Recreation Reserve. There is potential to decommission the existing toilets following the provision of a new facility at the Reserve.

Events & Private Facilities

The use of portable toilets is common practice for large events, and legislative and planning requirements require approval of an event management plan prior the commencement of any large event.

Large events typically generate a significant temporary spike in demand in a concentrated area, and should therefore not rely on the existing permanent network for service. This responsibility to provide adequate toilets (and cover associated costs) lies with the event organiser/ host. Similarly, it is not the role of Council to contribute funds towards any component of toilets required for private commercial use or other government agencies.

3.4.2 Maximum Economic Benefit

Responsibility for Public Toilet Provision

Responsibility for managing all aspects of the public realm within the Shire is shared between a number of different authorities.

According to the Local Government Act 2020, the role of Councils in Victoria is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community. Provision of community facilities and amenities such as public toilets in specific locations supports this aim. Similarly other agencies, such as Parks Victoria, GORA, and DELWP, provide and manage public toilets in locations where there is a visitor demand and longer dwell times.

In Colac Otway Shire, the high volumes of tourist visitation present a unique challenge for the provision and maintenance of public assets, including toilets. Understanding the extent of these responsibilities and the capacity to meet the demand within available resources is a challenge shared by all managing agencies.

Colac Otway Shire Council recognises the important economic contribution of visitors to the municipality and understands that public toilet provision plays an important role in attracting visitors and visitor experience. Council provides toilets at a number of visitor locations and is under increasing pressure as visitor numbers increase for additional toilets, upgrade of ageing facilities and more regular servicing. This role is placing significant stress on Council resources. For this reason, it will be important for Council to carefully consider investment allocation towards provision and management of new and upgraded facilities.

Council responsibility

Council should take full responsibility for the provision, ongoing maintenance and operational costs of toilets classified as Community Facilities.

For Visitor Amenities the Council contribution may differ depending on the context, noting that regional (including international) visitation provides benefits to the wider region and in some locations there may not be an opportunity to leverage economic benefits for the local community.

It is recommended that Council should contribute to provision, maintenance and ongoing costs of a facility where there is a demonstrated community benefit, which may include a benefit to the local economy.

Criteria for determining Council investment

The following criteria should be used to determine the extent of Council investment in a public toilet facility. The extent of Council contributions will be dependent on the level of community benefit demonstrated at any given facility.

Higher levels of investment should be considered where:

1. the facility primarily services the local community and/or visitors whose key destination is within the Colac Otway Shire and where dwell times will encourage spending and investment in a local area. The level of investment will be equal to the level of local demand eg: the cost of a facility sized only to meet local demand.

Lower levels of investment or no investment should be considered where:

1. the facility will primarily service through traffic or visitors to the wider region (beyond Colac Otway Shire), and the percentage of regional and international tourists is substantially higher than local visitation.
2. there is limited demonstrated economic benefit to the local community e.g. patron numbers that would be attracted to local business, and level of anticipated spend from construction phase through to operational phase.
3. there is a negative impact to local amenity, cultural or environmental values.

Investment in Visitor Amenities - Regional

It is recognised that facilities which primarily service regional (and international) visitors and are not expected to generate community and local economic benefit, still play an important role in the wider public toilet network and overall amenity in the Shire.

Although Council's level of investment may be limited in these scenarios, it would be appropriate for Council to advocate for, and support provision of these facilities, including possibly leading funding applications and help to connect project partners.

Private-Public and Cross-Agency Partnerships

Shared Service Agreements

At Council-owned sites that demonstrate community benefit but also service a high level of demand from regional visitors and local businesses, Council will consider the need for a Shared Service Agreement (SSA) with another managing authority or Community Asset Committee (CAC).

Community Facilities- Limited Use toilets that are managed by CACs may also be appropriate for SSAs where they demonstrate a wider community benefit but where usage is restricted to limited hours. CACs are typically responsible for cleaning facilities in these circumstances and could therefore benefit from SSA that provide support from Council.

Sites that could be considered for SSA include:

- Apollo Bay Visitor Information Centre
- Alvie Recreation Reserve
- Barongarook Public Hall
- Kawarren Reserve (at the DELWP-owned Recreation Reserve, should a facility be provided here in future)
- Memorial Square
- Yeo Public Hall and Tennis Courts

Council's Public Open Space Strategy includes guidelines for developing stewardship agreements in situations where an asset may service a number of stakeholders. These guidelines could also form the basis for SSAs. The guidelines are:

- The responsibility for developing and maintaining the land and facilities should be clearly defined and documented.
- The risks arising from the agreed arrangements should be defined and documented.
- All facilities and structures provided should be fit for purpose and maintained to a high standard.
- Signage should be provided indicating the role of Council (if appropriate) and the role of the partner organisation.
- Periodic inspections should be undertaken of the facility to ensure that the commitments of all parties are being met.

Private Facilities

Private toilet facilities supplement the public toilet network and can help to reduce demand on public facilities at busy locations. Shopping centres and many local businesses such as cafés and restaurants are required to provide toilets to service customers. The Building Regulations 2018 and the Building Code of Australia regulate the provision of toilets in private business settings. While private toilet facilities do supplement the public toilet network they cannot be relied upon as part of the network and should not be included as such.

User-Pays Systems

In many cities across the world, municipal authorities charge a small fee to allow the public to use public toilets. In return for this fee, users are guaranteed a high level of cleanliness and hygiene as well as constant passive surveillance. There a range of challenges associated with a user paid system in municipal localities, primarily the **barrier** to vulnerable members of the community. There are however many ways that a user paid system can be applied to facilities in a network, and it does not need to apply to all toilets and locations.

User-pays toilets are not typical in Australia and are not the preferred solution to resource stress resulting from provision and maintenance costs. Primarily, the criteria for community benefit and potential for SSAs explored in this Strategy seek to mitigate the burden on Council associated with the provision and ongoing costs of public toilets.

There may be a small number of high-volume visitor sites that would be appropriate for a user-pays system, however, these are typically not Council-owned.

By definition, Council aims to provide public toilets for all members of the public, without barriers to access. User pay systems can discriminate against members of the public on socio-economic grounds and are therefore not recommended for Council managed public toilet facilities.

Other opportunities to raise revenue should be explored to offset the operational costs associated with managing public toilets in high use locations.

Design Considerations

The design stage of the provision of new and upgraded public toilet facilities should consider ways to minimise up-front and life cycle costs of facilities. Design considerations for economic efficiency include:

- Basic, Standard, and Standard Plus facilities should comprise standardised design features and fixtures and fittings, and minimise custom designs that can vary costs significantly across sites;
- Materials should be durable and user-friendly to minimise damage and maintenance needs and prolong facility lifespan;
- Implementation of Crime Prevention through Environmental Design (CPTED) principles to minimise the vulnerability of facilities to vandalism; and
- Incorporation of Environmentally Sensitive Design (ESD) principles to improve environmental performance.

3.4.3 Environmentally Responsible

Sensitive Locations

Toilets in more regional/rural settings pose unique challenges to the natural environment. Many sites are not fully serviced by sewerage systems and therefore can only accommodate a smaller volume of use and generate significant, costly maintenance needs, needing pumping and/or treatment on site. Historically, some foreshore tourists destinations have even pumped toilet waste directly into the ocean, which puts marine life at risk.

Where larger facilities are connected to sewerage or septic systems, they may consume a large volume of the local water supply, which is costly to the facility manager as well as the environment.

Where new or upgraded facilities are to be provided at a site, it should first be determined if the site is environmentally sensitive. At these sites, their design should prioritise the minimisation of environmental impacts.

Enviro-toilets are a model that achieve a significantly lower environmental impact than traditional toilets. These facilities can be installed almost anywhere and use little to no water, which also minimises maintenance and operational costs. Two examples of this type of toilet are the Kazuba dry toilet from Water Wally and the Composting Toilet from Nature Loo, both Australian toilet/wastewater businesses.

A number of DELWP and ParksVic sites already utilise an enviro-toilet variation to protect sensitive environments. However, it is important to consider that these toilets typically contain a small number of cubicles and by their nature are not designed to cater to a high volume of users each day. They should therefore only be considered for environmentally sensitive sites where Basic or Standard facilities would meet demand.

For sites in very environmentally sensitive locations where enviro-toilets are not feasible/appropriate, new or upgraded facilities should not supply power or water from the main systems and should seek to incorporate Environmentally Sustainable Design (ESD) principles as much as is practicable from a cost perspective.

Design Considerations

Traditional toilet facilities can incorporate fixtures, fittings, and materials based on ESD principles that greatly improve their environmental performance. Organisations such as the Green Building Council Australia provide guidance on ESD for buildings as well as assessments of facilities. Many Local Governments have adopted policies which guide the design, construction, and renewal of buildings to incorporate ESD principles effectively. Typically, these policies focus on the following themes relevant to public toilet facilities:

- Passive energy design and use (e.g. optimising shade and ventilation);
- Energy use (e.g. minimise artificial lighting, solar electricity hot water);
- Sustainable materials (e.g. recycled and organic materials); and
- Water and waste management (e.g. efficient water fixtures and fittings, stormwater harvesting, and composting).

Table 5 summarises the current provision of some ESD features across Council toilets. Most facilities incorporate some passive energy design and efficient water fixtures, but power and energy are typically provided via the main systems.

Existing facilities can also improve their environmental performance through minor works and ongoing maintenance to facilities, contributing to a gradual transition to more environmentally sustainable facilities. For example, replacing broken water fittings with more water sensitive fittings. However, this should only be undertaken for facilities that are not nearing the end of their lifespan.

Table 5: ESD principles across Council toilets

FEATURE/ COMPONENT	NUMBER OF FACILITIES*
Natural ventilation	33
Natural lighting	25
Powered	37
Water sensitive fittings	28
Solar panels	4
Water treatment via septic system	28
Water supply via main system	34

*Note that for each feature/ component, provision was unreported for a small number of toilets.

3.4.4 Quality and Safe Design

The design of a public toilet greatly influences its fitness-for-purpose, safety, and accessibility. Design is also important for promoting positive perceptions of public toilets to the community.

Stand Alone & Co-Located

There are many different ways of categorising public toilet designs with regard to form and typology. Broadly speaking, there are two types of facilities: standalone toilet blocks and co-located facilities. Within each of these there are various different configurations, interpretations and adaptations.

Key features of standalone public toilets are:

- Freestanding (not attached to or within another building structure);
- Externally accessible from public realm;
- Separate male/female entrances or single fronted unit doors; and
- Can include separate or integrated disabled access.

Key features of co-located public toilets are:

- Attached to, or located within a building structure;
- Externally accessible from the public realm or only accessible from within the co-located facility;
- Either separate male/female entrances or single fronted unit doors; and
- Opening hours typically restricted by building and activity (such as sport fixture, training or event).

Standalone toilets are more likely to present various design constraints due to their rigid construction, often resulting in minimal compliance with Australian Standard

1428 (AS 1328). Moreover, toilets that are poorly integrated into their environment can create perceptions of unsafety and lack of privacy. Isolation can exacerbate these challenges.

However, co-located facilities are more likely to be characterised by limited accessibility.

Provision of standalone or co-located facilities influences the fitness-for-purpose and accessibility of a facility, and should therefore correspond with a facility's intended Use Typology. For example, Community Facilities- Limited Use toilets are typically co-located because they provide service primarily to a particular user group, and it is therefore appropriate that their access is somewhat restricted.

Safety

Toilets have historically become known as hotspots for anti-social behaviour. Local governments have a duty of care to their local communities, it is important that Council-provided public toilets seek to protect users and minimise instances of anti-social behaviour. The safety and security of public toilet users should therefore be prioritised ahead of any other decision-making considerations for public toilet provision and management.

User perceptions of safety can be as influential as actual or recorded incidents/level of unsafety. If a toilet is perceived to be unsafe, unhygienic or dangerous, users will generally avoid usage of the facility.

There are many ways that design can minimise anti-social behaviour and contribute to positive perceptions of safety. The Crime Prevention Through Environmental Design (CPTED) framework establishes guiding principles to reduce the incidence and perceptions around crime and safety. Developed by the Queensland Government in association with the Queensland Police in 2007, CPTED principles consider factors such as surveillance, legibility, territoriality, ownership, management and vulnerability. According to the four key CPTED principles, public toilets should be characterised by the following:

- **Visibility**
 - › Facilities should be highly visible to the surrounding area and receive passive surveillance from passers-by and surrounding buildings
 - › Provision should avoid areas of low activity
 - › Maximise use of natural light during day hours and provide artificial external lighting at night
- **Access Control**
 - › Facilities should be clearly identified with visible entry/exit points and appropriate signage
 - › Landscape and vegetation should 'channel' visitors to target areas and deter them from accessing obscured or unauthorised areas

- **Territorial Reinforcement**

- › Clearly mark facilities as public toilets and apply overarching design principles for ease of identification
- › Incorporate landscape and design features that create attractive, high-quality facilities/spaces

- **Space Management**

- › Provide appropriate cleaning and service to facilities to maintain them in good condition
- › Use materials that reduce opportunities for vandalism and are easy to clean/maintain

Council is aware that a number of toilets do not reflect CPTED principles, particularly those in more isolated locations. Any anti-social behaviour hotspots should be identified through regular recording and monitoring of instances of this behaviour, while design/maintenance issues that pose safety risks to users should be identified through an audit process every five years.

CCTV is a tool that is often used to monitor and curtail anti-social behaviour. However, the effectiveness of this technique remains a topic of debate, and it is not the policy of Council to employ CCTV at public facilities as a safety measure. It should therefore only be used as a last-resort option at locations experiencing more serious ongoing issues with safety.

The facility at Ross Point at Lake Colac has been identified by Council officers as a toilet that is often subject to vandalism and reports of anti social behaviour. This may be in part due to the isolated nature of the site and public visibility. Should new toilets be constructed at Western Bay Park in accordance with the Lake Colac Foreshore Masterplan (2016), there may be an opportunity to decommission the Ross Point toilet.

Internal Design

The existing network of toilets incorporates a range of design features and components. For Council toilets, Table 6 summarises provision of key internal components.

Toilets managed by DELWP and Parks Victoria are often located at environmentally-sensitive sites with limited infrastructure, and therefore may not provide potable water, flush toilets, or washbasins.

Cubicles

Public toilets are a mixture of gendered, all gender and unisex facilities. The most common configuration of public toilets traditionally is split gender, comprising separate male and female toilet entrances either in a toilet block style or an open unit style. More than half of Council facilities provide gendered cubicles, while a minority provide at least one all gender cubicle. All gender facilities provided are ambulant or disabled facilities.

For split gender toilets, the differences in male and female needs require further consideration. Unable to use urinals, women tend to spend longer in toilets due to biological and cultural factors.

Recent public health research recommends split gender toilet provision of 2:1 female-to-male to achieve equitable access, also referred to as 'potty parity'.¹ Provision of all gender rather than split gender toilets is an alternative method of achieving more equitable access.

¹ *No Place to Go*, Lezlie Lowe (2018)

Fixtures & Fittings

Facilities in the Council network should be standardised as outlined in Chapter 3.3 to ensure consistency and efficiency across the network.

Current fixtures and fittings vary significantly.

However, provision of fixtures and fittings at each facility is somewhat dependent on the characteristics of the site and the needs of specific user groups. Internal components will therefore differ somewhat across toilets in a network. For example, facilities adjacent to playgrounds should prioritise the provision of baby change tables and clothing/bag hooks, and environmentally-significant sites should not incorporate hand dryers.

Table 6: Internal components of Council toilets

FEATURE/ COMPONENT	NUMBER OF FACILITIES*
Gendered cubicles (1+ of each male/ female)	26
Internal lighting	30
External lighting	16
Powered	37
Washbasins (2+)	34
Hand dryer(s)	6
Shower(s)	1
Bin(s)	21
Sharps disposal(s)	16
Baby change table(s)	4
Clothing hooks	7

*Note that for each feature/ component, provision was unreported for a small number of toilets.

3.4.5 Equitable Access

Universal Design

Public toilets play an important role in providing access to public spaces for special user groups, and wherever possible, must be planned around the needs of people with diverse needs.

New facilities are expected to comply with AS 1428.1 and 1428.2 for accessibility under the Disability Discrimination Act (DDA), however, accommodating all these requirements can be challenging when seeking to retrofit older buildings, particularly if a facility is spatially constrained. While some existing Council-owned toilet facilities provide Disabled or Ambulant cubicles, most facilities are not DDA-compliant and therefore present access challenges.

Accessibility is not just about catering for people with additional mobility requirements, it should also consider people with different social, cultural and demographic preferences. Other key user groups include children, parents with young children, the elderly and members of the lesbian, gay, bisexual, transgender and inter sex (LGBTI+) community. In this context, it is appropriate to consider universal design principles that cater for the needs of all users, rather than just those with physical mobility requirements.

Using public toilets can be a confronting experience for different user groups and in order to reduce barriers it is important to ensure that future upgrades and installations of new toilets adopt the key principles of universal design. At its core, universal design promotes fair and inclusive environments that allow people to be safe and independent. The seven principles of universal design are:

- Equitable in Use - the design is useful and marketable to people with diverse abilities.
- Flexibility in Use - the design accommodates a wide range of individual preferences and abilities.
- Simple and Intuitive Use – the design is easy to understand, regardless of the users' experience, knowledge, language skills or current concentration level.
- Perceptible Information – the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- Tolerance for Error – the design minimises hazards and adverse consequences of accidental or unintended actions.
- Low Physical Effort – the design can be used efficiently and comfortably with a minimum of fatigue.
- Size and Space for Approach and Use – appropriate size and space is provided for approach, reach, manipulation and use regardless of users' body size, posture or mobility.

Culture, identity and social preferences are also important. For example, in addition to driving up wait times for women, the absence of all gender facilities can also cause issues for single parents with a child of the opposite sex. Most Council facilities currently do not provide at least one all gender cubicle.

Council have received requests for non-binary (all gender) signage at public toilets in Apollo Bay to replace traditional 'unisex' signage. While the fit out of a all gender toilet is the same as unisex, there is a growing preference for all gender terminology and symbolism that does not conform to binary ideas of gender identity.

There is increasing research around the promotion of age-friendly cities and designing for people with dementia. Specific requirements such as use of colour contrasts between materials, tactile surfaces and clear graphic signage are among the key considerations. Many of these principles and considerations cross over with other objectives sought by universal design and CPTED principles.

24-Hour Access

Not all public toilets must be open 24 hours. In some locations, particularly in remote or otherwise isolated areas, 24-hour facilities may attract antisocial behaviour. At others, hours are restricted to the opening hours of the facility with which the toilet is co-located. At Campgrounds, toilets must be 24 hours, while at Visitor Amenities, dawn to dusk service is likely sufficient.

Opening hours should therefore correspond with a facility's intended Use Typology, but should prioritise safety over other considerations.

Showers

Shower facilities at public toilets play a key role in certain situations such as at coastal swimming beaches and for rough sleepers and other vulnerable community members. Foreshore facilities in Colac Otway Shire are typically provided by non-Council authorities. Council currently provides showers for vulnerable community members in Colac at the Bluewater Leisure Centre. While this facility does not provide public toilets (as defined by this Strategy) it is considered an appropriate location for this service as the showers can be provided in a safe environment. It is therefore not recommended that showers be provided in other public toilets in Colac Otway Shire, unless similar levels of surveillance and safety can be provided for users.

Changing Places

Changing Places facilities were introduced in Australia in 2014 and there are currently over 50 certified facilities across the country. Originating in the United Kingdom in 2006, Changing Places facilities are designed for people who require a hoist to use a toilet. The facilities differ from standard accessible or disabled toilets as they include additional features such as an adult change table, hoist, shower, screens and large circulation spaces.

Research has shown that Changing Places Facilities (also referred to as Accessible Adult Change facilities) are best located within a high use area, such as a shopping precinct or regional open space. Provision of a Changing Places facility are a requirement in new buildings of a certain class such as galleries, museums, performing arts centres or sports stadiums. They are almost always accessed by car as part of a pre-planned trip.

There has been an increasing interest in the provision of Changing Places facilities across both the private and government sectors, particularly in locations that attract regular crowds, such as regional sports and recreation facilities.

Changing Places facilities are vital pieces of community infrastructure which allow members of the public with specific needs to participate in the day-to-day activities across the municipality.

However, there are a number of barriers and perceptions around Changing Places facilities that may constrain Council in providing these facilities:

- Lack of broad community understanding or awareness of Changing Places;
- Expense of facilities (upward of \$150,000 each); and
- Space/footprint requirements of the facility.

The Victorian State Government has previously released funding to assist Councils in building Changing Places facilities.

Colac Otway Shire does not currently contain any Changing Places facilities; Council has expressed interested in providing such a facility at an appropriate location. Due to the significant costs associated with Changing Places facilities, it is likely only feasible for Council to provide one within Colac and one within Apollo Bay. Preference should therefore be given to the location that provides convenience to the highest number of users.

It is recommended that a Changing Places facility be provided at key locations in the Shire that:

- service a regional catchment; and/or
- attract significant visitation; and/or
- that have an all abilities focus.

Potential suitable locations are:

- Memorial Square, Colac;
- Lake Colac foreshore in association with a regional all abilities playspace (as per the Masterplan);
- COPACC;
- Apollo Bay.

Consultation with special needs groups is recommended regarding potential locations and design requirements prior to implementation.

Signage & Wayfinding

Signage and wayfinding are important factors in promoting an accessible and well-distributed public toilet network. Often considered a minor detail, signage assists residents and visitors alike in Colac Otway Shire to navigate the widespread toilet network.

Existing signage on public toilet facilities is varied across the Shire. Some Council facilities have signage on the exterior of facilities that identify the name of the toilet, while others have minimal signage or lack signage completely. Some toilets also have external signage and content unique to the Shire that illustrates the local history and character of the area, such as native vegetation or Indigenous art.

Industry best practice recommends that basic information should be provided on the exterior of all public toilets to convey key aspects of the facility including:

- Gender accessibility;
- Opening hours;
- Contact information (to report repairs, maintenance or closures);
- Cleaning schedules; and
- Consideration for vision impaired users.

In addition to standard signage, it is important that wayfinding signage be provided to direct visitors to public toilet facilities at key destinations in urbanised areas and at visitor sites.

Users may also utilise online resources such as the National Public Toilet Map (toiletmap.gov.au) or Council's website to locate a facility. Developed as part of the National Continence Program, the National Public Toilet Map provides information and the location of more than 16,000 toilets across Australia.

Almost all Council toilets are currently listed on the National Public Toilet map. The map also shows listings for toilets owned/managed by other managing authorities and some toilets in private businesses such as petrol stations and shopping centres. Information about the level of accessibility, opening hours, and other facilities is provided.

The map is available as an app for smartphones and tablet devices. While this tool allow users to easily locate toilets, some members of the community are unable to access

or have difficulty connecting to digital communication platforms, and the platform may provide incorrect or outdated information. Moreover, Community Facilities-Limited Use facilities may be listed as public toilets despite their use being restricted to specific groups and/or hours.

The inclusion of toilet locations on key maps and appropriate signage throughout the Shire should be provided, especially for Standard Plus and Premium facilities that are capable of servicing significant user demand. The location of these facilities should particularly be promoted to tourist coaches and other tourism operators so that visitor use is directed to these locations.

In order to best direct visitors to preferred locations, Council should collaborate with the other managing authorities of the area to ensure a consistent approach to wayfinding signage and online and map-based toilet listings.

3.4.6 Well-maintained & Hygienic

Condition of Facilities

As with all structures, the elements of a public toilet will deteriorate over time. This may be exacerbated by the type of construction materials and frequency of maintenance. Facilities that appear old and poorly maintained may be perceived as less hygienic or safe than their newer counterparts. When coupled with poor location and design elements, these facilities may see an increase in anti-social behaviour and create the need for more maintenance.

Council have noted some ongoing typical maintenance needs related to vandalism (graffiti or damage), leaks, and taps or flush not functioning.

The condition of each Council-owned toilet was assessed based on a general inspection of each facility to determine its overall presentation as either Poor, Fair or Well Maintained. A breakdown of the condition of Council toilets is shown in Figure 18. Council toilets are most commonly considered to be in Fair condition.

It should be noted that the assessment of the current condition of Council toilets represents a point in time. The overall condition of a facility is largely based on its age, but can also vary from day to day based on cleanliness and the functionality of toilet components.

Facilities considered to be in Poor condition should be prioritised for upgrades that would improve their condition. At some facilities this may be as simple as increasing the frequency of cleaning, however some may require major works. Further investigation is required for each of these sites to determine how best to improve their condition.

Based on the last condition assessments and facility audit undertaken for development of this Strategy, the following toilets have been identified as high priorities for short-term action:

- Yeo Tennis Courts
- Paradise Reserve
- Irrewillipe Recreation Reserve
- Forrest Caravan Park
- Barongarook Hall

Facilities in Poor condition that are nearing the end of their lifespan should not be prioritised for investment

but rather decommissioned (at the end of their lifespan), particularly if they are experiencing low usage and necessary repairs/upgrades would incur significant costs.

Council should monitor the overall condition of facilities to assist with planning and prioritising repairs and upgrades to facilities through an audit every four years.

Alongside routine site inspections by Council staff, there are other ways to collect information about damaged facilities or broken fixtures. Apps such as Snap Send Solve allow users to directly report issues about Council's assets. These systems typically provide informational signage on the interior of facilities encouraging users to report issues via their Smartphone.

Such digital tools are not preferred or accessible to all community members. Facilities should also provide a copy of the cleaning schedule and contact details to report faults/cleaning issues on-site.

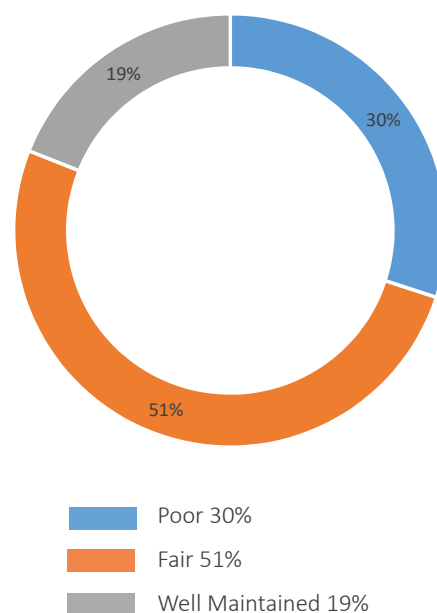


Figure 18: Condition of Council-owned facilities

Cleaning

The level of hygiene or cleanliness of a facility can be influenced by a range of interrelated factors. For instance, the structural elements and design features of a facility may make it easier or more difficult to clean. Facilities in isolated locations or otherwise difficult to access are likely to be both used and cleaned less frequently. It may be more common for older structures or those in Poor condition to appear less hygienic than modern facilities.

Components and fixtures that can help determine the cleanliness of a facility include:

- Soap dispensers;
- Hand dryers;
- Sharps disposal units; and
- The quality of ventilation.

Table 2 at Chapter 3.3 provides recommendations for fixtures and fittings that are easy to clean and maintain.

It is anticipated that a COVID-normal and even post-COVID environment will pose additional challenges for the hygiene and cleanliness of public toilets as authorities seek to help stop the spread, particularly in indoor spaces and though initiatives such as social distancing and hand-washing.

There will be a strong commitment to ensuring COVID safe- touch free fixtures and fittings into the future.

The cleanliness and general condition of a toilet facility can greatly impact user experience. It is therefore important to undertaken cleaning of public toilet facilities that helps to maintain them in good condition and promote positive perceptions of facilities.

Council toilet facilities are cleaned according to a schedule determined by their location and level of usage, with heavily-trafficked sites cleaned several times per day and facilities with less usage cleaned as infrequently as once per week. Cleaning frequency is summarised at Table 7.

Cleaning costs represent a significant expense for Council, with an average of approximately \$5,000 spent per toilet annually.

Cleaning of Council-owned toilets is generally undertaken by independent contractors, and Council have noted that it is difficult to oversee cleaning schedules at some of the more isolated facilities.

Other managing authorities noted similar challenges with the maintenance and cleaning of toilets in more isolated locations, particularly when using contractors.

Most Council toilets include natural ventilation that helps to mitigates odours, which is key to contributing to perceptions of cleanliness at public toilets.

Ongoing monitoring of toilet usage should continue to inform Council cleaning schedules. Usage can be measured in a number of ways, including:

- Installation of temporary pedestrian counters at toilet entrances;
- Measuring toilet paper and/or soap usage (expenditure, reports from cleaning contractors);
- Monitoring utility consumption (e.g. water, electricity); and
- Targeted surveying and observations; and anecdotal feedback and word of mouth from the community.

Peak Periods

Approximately one-third of Council toilet facilities are cleaned according to a more frequent schedule in summer. Heightened use of facilities (necessitating more frequent cleaning) typically occurs at sites that experience heightened visitation and recreation activity over peak periods.

Multiple schedules of cleaning are useful for such sites, and should be implemented for any sites that experience fluctuating demand.

Responsibility for Cleaning

Toilet ownership and management is shared across a number of government authorities and community groups in the Shire.

Council responsibilities for cleaning duties and costs are limited to facilities which are Council-owned and Council-managed, except where they have agreed otherwise under a SSA.

Council is therefore generally not responsible for the cleaning of Community Facilities- Limited Use toilets, as most of these are managed by a Community Asset Committee.

Table 7: Public toilet cleaning frequency

CLEANING FREQUENCY	NUMBER OF FACILITIES*
1x / week	10
2x / week	11
3x / week	1
4x / week	1
5x / week	1
1x / day	8
2x / day	3
5x / day	1

*Note that for 7 Council-owned toilets, cleaning and maintenance is undertaken by a Community Asset Committee (CAC); cleaning data on these toilets is therefore not reported.

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Chapter 4

**STRATEGIC
RECOMMENDATIONS &
ACTION PLAN**

Figure 19: Lake Elizabeth

4.1 Strategic Recommendations

Strategic Recommendations Provision

REFERENCE	STRATEGIC RECOMMENDATIONS PROVISION
P1	<p>Support the provision of public toilets in the following locations:</p> <ul style="list-style-type: none"> • Regional tourist activity nodes and campgrounds with high levels of regional visitation and demand for facilities • Local tourist destinations including: key stops along the Old Beechy Rail Trail (Barongarook Hall, Colac Performing Arts & Cultural Centre, Kawarren, Gellibrand and Beech Forest), Forrest, Birregurra, Lavers Hill, Paradise Reserve and at small retail or commercial precincts (which serve both the local community and local tourism) • In major urban centres: within 400-800 metres of a key destination, and within a 400 metre walkable catchment of a shopping precinct • At open space reserves, including key recreational linear links, with facilities that attract higher levels of visitation and longer stays • Within 150 metres of new higher order playgrounds • At community facilities which are considered higher order facilities servicing a large catchment.
P2	Support the provision of “limited use” amenities at smaller community facilities where there is a demonstrated need.
P3	Investigate the consolidation of Council amenities, or advocate for consolidation of amenities, in areas where there are a number of facilities within a small geographic area servicing the same user groups, and where a single set of amenities would allow for a higher level of service.
P4	Support the provision of shower facilities at coastal swimming beaches and for rough sleepers and other vulnerable community members.
P5	Require event organisers to provide toilets for patrons and staff/volunteers at an event.

Strategic Recommendations Investment

REFERENCE	STRATEGIC RECOMMENDATIONS INVESTMENT
11	Manage resource contributions between Council, another managing authority, Community Asset Committee or user group through a Shared Service Agreement, based on the 'stewardship agreement' model in the Colac Otway Public Open Space Strategy.
12	Fund toilet provision, maintenance and ongoing management costs of public toilets classified as Community Facilities where sited on Council land.
13	Invest in public toilets on non-Council land that are classified as Community Facilities and Visitor Amenities- Local, in accordance with an assessment to determine the level of benefit to the community and local economy.
14	Assume cleaning responsibilities and costs for ongoing maintenance for facilities that are Council owned and Council managed, unless as otherwise agreed through a Shared Service Agreement.
15	Advocate for, and support the provision of, public toilet facilities at key regional tourist destinations. Consider taking the lead on funding applications and help to connect project partners.

Strategic Recommendations

Design

REFERENCE	STRATEGIC RECOMMENDATIONS DESIGN
D1	Prioritise the safety of users ahead of any other decision making considerations for public toilet provision and management.
D2	Provide all gender toilets for future Council facilities in preference to split gender toilets.
D3	Provide split gender toilets at a 2:1 female-to-male ratio where considered necessary.
D4	Use design standards for new and upgraded toilet facilities which: <ul style="list-style-type: none"> • Minimise ongoing costs, maximise lifespan potential and are generally standardised across the network (with some flexibility for site-specific considerations) • Incorporate touch-free fixtures and fittings • Correspond with an identified Use Typology to ensure it is fit for purpose • Incorporate CPTED principles • Comply with AS 1428.1 and 1428.2 to achieve DDA compliance • Incorporate universal design where possible • Incorporate ESD principles as much as practicable • Are easy to clean and maintain • Utilise CCTV as a last resort option at locations experiencing more serious ongoing issues with safety • Incorporate lighting if open 24 hours or used after dark
D5	Install signage at new and upgraded toilet facilities which: <ul style="list-style-type: none"> • Gives preference to all gender terminology • Conveys basic information about the facility, including a copy of the cleaning schedule and contact details to report faults/cleaning issues
D6	Install wayfinding signage to facilities at or near key local destinations and visitor sites.
D7	Advocate for wayfinding signage for Visitor Amenity – Local and Visitor Amenity- Regional from major roads to direct tourism traffic (particularly coaches) to these locations.
D8	Install enviro toilets at environmentally sensitive sites where Basic or Standard toilet facilities are required. Where this is not feasible, prioritise ESD principles and avoid connection with mains water or power.

Strategic Recommendations Operations

REFERENCE	STRATEGIC RECOMMENDATIONS OPERATIONS
O1	Match opening hours of toilet facilities with their Use Typology, and prioritise safety above other considerations.
O2	Implement multiple cleaning schedules for toilets that experience significant fluctuations in demand related to peak/off peak periods to effectively and efficiently maintain the cleanliness of facilities.

4.2 Action Plan

The Draft Public Toilet Strategy has identified the key issues and opportunities facing the public toilet network in Colac Otway Shire, with recommendations across a number of themes for each principle.

The Strategy's recommendations have been translated into an **Action Plan**, categorised by theme and each assigned an indicative timing.

This Action Plan sets out a comprehensive list of physical and operational actions for public toilets in the Shire to assist with planning and decision-making regarding toilet facilities and associated infrastructure.

The time line provided is indicative and Council should determine the most appropriate phasing and timing of implementation in accordance with budget and expenditure. Prioritisation of actions are categorised as:

PRIORITY	DURATION
High priority / short term	1- 3 years
Medium term	3- 7 years
Long term*	7+ years

*Long term – delivery is dependent on population growth and community demand

The relative priority of actions is determined according to the following criteria:

- Upgrading/replacing toilets in higher demand locations;
- Concurrent projects and opportunities for works in the immediate future;
- Upgrading/replacing toilets in other locations, based on the condition of facilities, particularly DDA compliance.
- Decommissioning toilets in over-serviced areas, taking into consideration upgrades and new toilets in proximity to the facility.

It is recommended that this action plan is reviewed every 3 years to monitor performance of the Strategy and evolving demand for facilities.

REFERENCE	ACTION ITEM	DESCRIPTION	RATING
1	Data Collection	Invest in smart technology, tools and processes to enable data collection on toilet demand and usage, e.g. counters	High
2	Lake Colac Foreshore Public Toilets	Determine the best location and required service levels for the Lake Colac Foreshore Public Toilets considering current and future demand generated by the precinct, future major playspace development and other improvements identified in the Lake Colac Foreshore Masterplan.	High
3	Pascoe Street, Apollo Bay	Consider constructing permanent public toilets at the Pascoe Street commercial area. Responsibility for provision and on-going maintenance for permanent toilets in this location should be determined by conducting an assessment to determine community benefit as outlined in Chapter 3.4.2.	High
4	Cressy Public Toilets	Investigate the public toilets in Cressy to determine current and likely future demand and need as part of the public toilet network.	High
5	Yeo Public Hall and Tennis Courts	Consider the future of the facilities at the Yeo Public Hall and Tennis Courts in the context of the broader recreation and social infrastructure assessment currently underway. Undertake a demand assessment to inform future improvements, if warranted.	High
6	Reclassification	Investigate the re-classification of the typology of the public toilets at the following locations to Community Facilities- Limited Use in consultation with user groups: <ul style="list-style-type: none"> a. Larpent Public Hall b. Swan Marsh Public Hall c. Warrion Public Hall 	High
7	Irrewillipe Recreation Reserve	Investigate a Limited Use arrangement for the existing public toilets at the Irrewillipe Recreation Reserve. Construct new public amenities (limited use) as part of a broader recreation facility redevelopment, and decommission the existing public toilets once the new facilities are constructed and operational.	High
8	Changing Places	Provide a Changing Places facility in Colac at Memorial Square	High
9.	Hesse Street Comfort Station	Investigate the Hesse Street Comfort Station facility to determine current and likely future demand and need as part of the public toilet network.	High
10.	Paradise Reserve	Undertake a review of the current management model for facilities at Paradise Reserve and conduct a demand assessment to determine an appropriate service level and scope for future investment.	High
11	Forrest Caravan Park	Investigate relocation and construction of a shared use facility at the Forrest Caravan Park Toilets in accordance with the recommendations in the Forrest Common Masterplan 2019.	High
12	Revenue raising	Investigate options to offset operational costs in high use areas such as Apollo Bay and Colac central shopping precinct.	High

REFERENCE	ACTION ITEM	DESCRIPTION	RATING
13	Barongarook Hall	Consider the future of the facilities at Barongarook Hall and Tennis Courts in the context of the broader recreation and social infrastructure assessment currently underway. Undertake a demand assessment to inform future improvements, if warranted. Transfer maintenance responsibility for the facility to Council in the short-term, in recognition that the facility services a broader community use.	High
14	Facility Assessment	Assess other Council facilities identified as in 'Poor' condition against the Principles in this Strategy to determine future levels of investment. Where investment is appropriate, prioritise the upgrade and cleaning to improve their condition to Average at minimum. Where future investment is not warranted, consider decommissioning at the end of the facility's lifespan.	High
15	Mapping	Update and maintain information on Council's public toilet facilities on the National Public Toilet Map. Do not include Limited Use facilities on any online listing of public toilet facilities	High
16	Usage Monitoring	Set up a process and system to for ongoing monitoring of toilet usage to inform cleaning schedules	High
17	Vandalism Monitoring	Set up a process and system to record all reports of vandalism and anti-social behaviour and monitor over time to identify key hot spots.	High
18	Apollo Bay Changing Places Facility	Consult with special needs groups to determine an appropriate location for a Changing Places facility in Apollo Bay.	High
19	Kawarren	Support the renovation and upgrade of toilets at the Kawarren Recreation Reserve (Echidna House) and consider decommissioning the public toilets at Loves Creek once the new facilities at the Reserve are operational.	Medium
20	Lavers Hill	Investigate the opportunity to consolidate public toilet facilities in Lavers Hill and upgrade a set of amenities to cater to all users. Consult with the local community to understand local use of facilities and locational considerations and undertake a demand assessment to determine facility requirements (e.g. number of cubicles and levels of service).	Medium
21	Maintenance Reporting	Promote the Snap Send Solve App as a tool to allow individual users to report maintenance issues directly to Council	Medium
22	Audit Review	Review cyclical building condition audits to inform the planning and prioritisation of repairs and upgrades.	Medium
23	Western Bay Park, Colac and Ross Point	Provide public toilets in Western Bay Park in accordance with the Lake Colac Foreshore Masterplan (2016) and decommission the Ross Point public toilets once the new facilities at Western Bay Park are operational.	Low
24	Carlisle River Recreation Reserve	Consolidate public toilet facilities at the Carlisle River Recreation Reserve to one set of amenities in consultation with the community and user groups.	Low

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Chapter 5

ASSESSMENT
FRAMEWORK

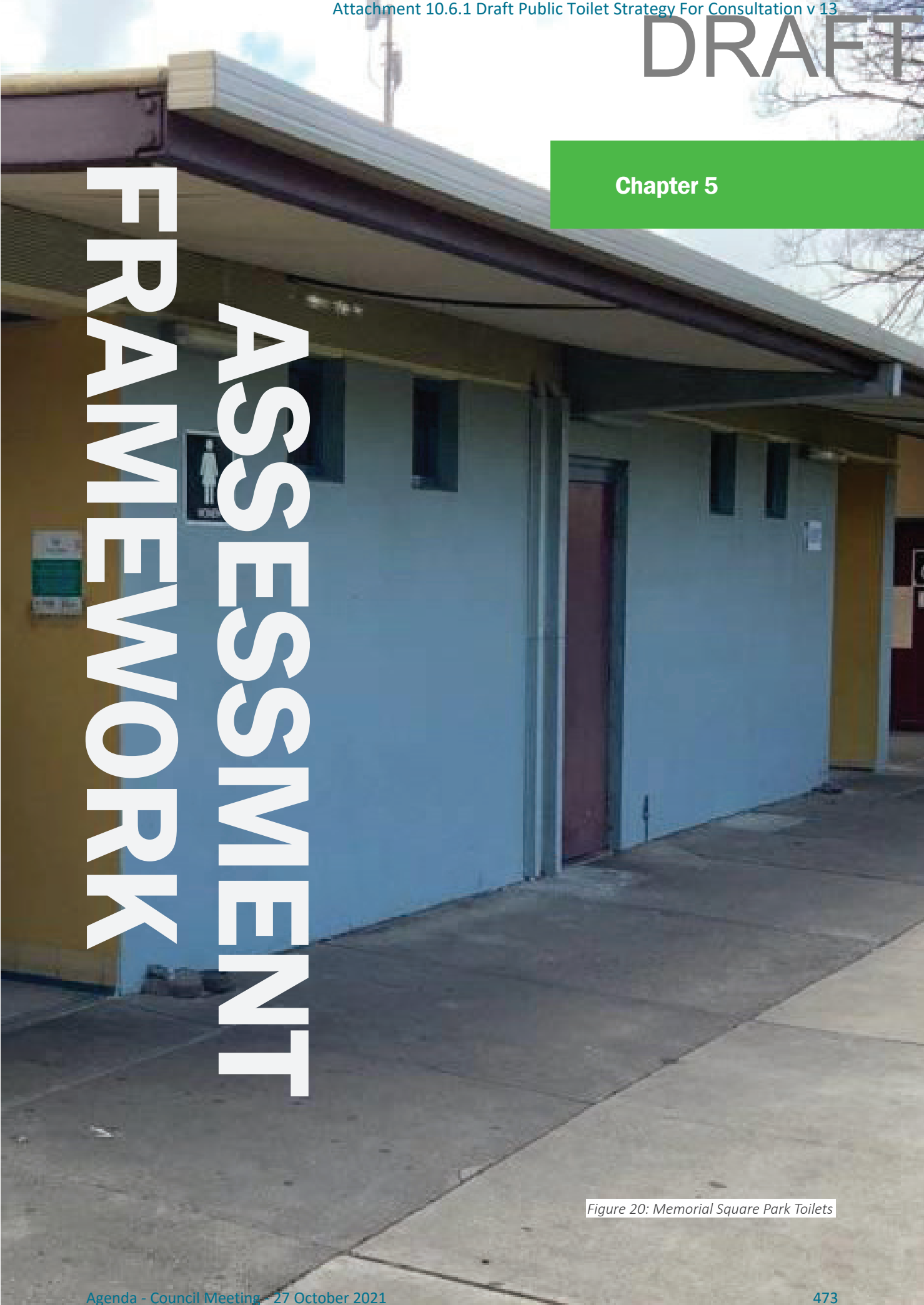


Figure 20: Memorial Square Park Toilets

How to Use the Assessment Framework

Two **Assessment Frameworks** have been developed to assist Council in determining future upgrades to public toilets (or installation of new toilet). The Assessment Frameworks should be reviewed in conjunction with the recommendations of the Strategy and in the following instances:

- Opportunities to consider a new facility, upgrade or removal of a public toilet as part of a planning process (e.g. Recreation Reserve Master Plan);
- Opportunities to decommission facilities when they may no longer be needed or where services may be consolidated elsewhere; and
- Where there is a volume of community requests for a new facility, upgrade or removal of a public toilet in a location outside of the Capital Works Plan. This refers to occasions where there are consistent community requests or persistent maintenance issues associated with a public toilet facility.

The Assessment Frameworks will also assist with future audits of facilities.

Assessment Framework 1: Existing Facilities

QUESTION	CONSIDERATION	RESOURCE
Is the facility required to ensure an adequate provision of public toilets as part of the public toilet network?	<ul style="list-style-type: none"> • What is the use typology of the facility? • Are there other facilities with the same use typology within 400-800 metres of this facility? • Are there other facilities planned for nearby? • Does the facility service a local tourist destination? • Is the facility located in a higher order open space reserve or park, or is it located along a key recreational linear link? • Is the facility part of a community facility with a broad catchment with high levels of demand? • Is the facility for specific user groups of an associated building/reserve and not available to the general public? • Are there privately operated public toilets within close proximity (e.g. shopping plaza)? 	<ul style="list-style-type: none"> • GIS database mapping • National Toilet Map • Regional Policy • Municipal Policy • Township Plans
Is there a demonstrated demand or volume of requests for this facility to be replaced or refurbished?		<ul style="list-style-type: none"> • Evidence from the community or Council audits/ records that the existing facility is not adequately functioning • Maintenance requests from community • Community surveys • Open Space Strategy • Local masterplans or structure plans • Tourism Data
Is the existing public toilet in poor condition?	<ul style="list-style-type: none"> • Presence of vandalism or graffiti • Facilities are unhygienic and difficult to maintain/ clean • Obvious signs of wear on the existing facilities within the toilet • Features within the toilet are broken or do not work • Issues with odour or presence of vermin • Environment/facilities are unsafe or dangerous • Negative perceptions of safety or presence of antisocial behaviour 	<ul style="list-style-type: none"> • Public toilet audit data • Empirical observations or anecdotal information from the community, Council staff, cleaning, service or maintenance contractors
What is the current level of usage for the public toilet?	<ul style="list-style-type: none"> • Location and siting • Opening hours and availability 	<ul style="list-style-type: none"> • Counters • Empirical observations or anecdotal information from the community, Council staff, cleaning, service or maintenance contractors • Maintenance costs • Water usage, levels of toilet paper, soap consumed weekly, monthly or annually
Does the toilet have appropriate fixtures or fittings?	<ul style="list-style-type: none"> • DDA Compliance • Universal access • Site specific features 	<ul style="list-style-type: none"> • Service Provision Hierarchy and Fixtures and Fittings • List of Fixtures and Fittings

Assessment Framework 2: New Facilities

QUESTION	CONSIDERATION	RESOURCE
<p>Is the facility required to ensure an adequate provision of public toilets as part of the public toilet network?</p>	<ul style="list-style-type: none"> • What is the use typology of the facility? • Are there other facilities with the same use typology within 400-800 metres of this facility? • Are there other facilities planned for nearby? • Does the facility service a local tourist destination? • Is the facility located in a higher order open space reserve or park, or is it located along a key recreational linear link? • Is the facility part of a community facility with a broad catchment with high levels of demand? • Is the facility for specific user groups of an associated building/reserve and not available to the general public? • Are there privately operated public toilets within close proximity (e.g. shopping plaza)? 	<ul style="list-style-type: none"> • GIS database mapping • National Toilet Map • Regional Policy • Municipal Policy • Township Plans
<p>Is there a high movement of pedestrian, cycling or other active transport modes and is the proposed location in an area with a growing catchment?</p>	<ul style="list-style-type: none"> • Activity generators and diversity of land uses • Transport and connectivity 	<ul style="list-style-type: none"> • ABS Population projections • Surrounding mixture of land uses • Regional Policy • Municipal Policy • Local masterplans or structure plans
<p>Will the new toilet provide a benefit to the community by enhancing safety, health and wellbeing or by leveraging spending in the local economy?</p>	<ul style="list-style-type: none"> • Contribution to the existing public toilet network • Social indicators • Needs of different user groups • Potential benefits to the local economy 	<ul style="list-style-type: none"> • State Policy • Municipal Policy • Township Plans • Community Consultation

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Appendices

A. Audit Summary of Existing Facilities

The audit summary of the existing network contained in the table below provides the map reference number, name, ownership, management, and use typology of each public toilet in the network. Detailed information was collected for Council toilets that also allows their classification by service level (according to the Public Toilet Toolkit hierarchy) and condition.

MAP REF.	NAME	OWNERSHIP	MANAGEMENT	USE TYPOLOGY	CURRENT SERVICE LEVEL	CONDITION
1	Aire Crossing Campground	Crown land/Parks Victoria	Parks Victoria	Campground		
2	Aire East Campground	Crown land/Parks Victoria	Parks Victoria	Campground		
3	Aire West Campground	Crown land/Parks Victoria	Parks Victoria	Campground		
4	Alvie Recreation Reserve	Colac Otway Shire	Community Asset Committee	Community Facilities		Fair
5	Apollo Bay Foreshore	Crown land/DELWP	GORA	Visitor Amenities - Regional		
6	Apollo Bay Golf Club car park	Crown land/DELWP	GORA	Visitor Amenities-Regional		
7	Apollo Bay Harbour car park (Mother's Beach)	Crown land/Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Regional	Basic	Fair
8	Apollo Bay Harbour- Point Bunbury	Crown land/Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Regional	Standard	Fair
9	Apollo Bay Recreation Reserve	Crown land/DELWP	GORA	Community Facilities- Limited Use		
10	Apollo Bay Visitor Information Centre	Crown land/DELWP	GORA	Visitor Amenities - Regional		
11	Apollo Bay Visitor Information Centre	Crown land/Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Regional	Standard plus	Fair
12	Barongarook Creek, Colac	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Local	Standard	Fair
13	Barongarook Public Hall	Colac Otway Shire	Community Asset Committee	Community Facilities & Visitor Amenities - Local	Standard	Poor
14	Barwon Downs Public Hall	Colac Otway Shire	Community Asset Committee	Community Facilities- Limited Use	Standard	Well maintained
15	Barwon Downs	Colac Otway Shire	Colac Otway Shire	Community Facilities	Basic	Fair
16	Beauchamp Falls Campground	Crown land/DELWP	DELWP	Campground		
17	Beeac- Main Street	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Local	Standard plus	Fair
18	Beeac Recreation Reserve	Crown land/DELWP	DELWP Committee of Management	Community Facilities- Limited Use		

MAP REF.	NAME	OWNERSHIP	MANAGEMENT	USE TYPOLOGY	CURRENT SERVICE LEVEL	CONDITION
19	Beech Forest Recreation Reserve- Ditchley Park	Colac Otway Shire	Community Asset Committee	Community Facilities- Limited Use		Poor
20	Beech Forest- John Gardiner Reserve	Colac Otway Shire	Colac Otway Shire	Visitor Amenities- Local	Standard plus	Fair
21	Birregurra Park	Colac Otway Shire	Colac Otway Shire	Community Facilities	Standard plus	Well maintained
22	Birregurra Public Hall- External	Colac Otway Shire	Community Asset Committee	Visitor Amenities- Local	Standard plus	Fair
23	Birregurra Recreation Reserve	Crown land/DELWP	DELWP Committee of Management	Community Facilities- Limited Use		
24	Blanket Bay Campground	Crown land/Parks Victoria	Parks Victoria	Campground		
25	Blanket Bay Day Visitor Area	Crown land/Parks Victoria	Parks Victoria	Visitor Amenities- Regional		
26	Cape Otway Lightstation carpark	Crown land/Parks Victoria	Parks Victoria	Visitor Amenities- Regional		
27	Carlisle River Public Hall	Crown land/DELWP	DELWP Committee of Management	Community Facilities- Limited Use		
28	Carlisle River Recreation Reserve	Colac Otway Shire	Community Asset Committee	Community Facilities	Standard	Fair
29	Carlisle River Recreation Reserve*	Colac Otway Shire	Colac Otway Shire	Community Facilities	Standard	Fair
30	Central Reserve	Colac Otway Shire	Colac Otway Shire	Community Facilities	Standard plus	Poor
31	Chapple Vale Public Hall	Colac Otway Shire	Colac Otway Shire	Community Facilities- Limited Use	Basic	Well maintained
32	Colac Otway Performing Arts and Cultural Centre	Colac Otway Shire	Colac Otway Shire	Community Facilities- Limited Use		Fair
33	Colac Visitor Information Centre	Colac Otway Shire	Colac Otway Shire	Visitor Amenities- Regional		Well maintained
34	Cororooke Public Toilet	Colac Otway Shire	Colac Otway Shire	Community Facilities	Standard plus	Well maintained
35	Cressy Public Toilets (external)	Colac Otway Shire	Colac Otway Shire	Community Facilities	Standard	Fair
36	Cressy Recreation Reserve	Crown land/DELWP	DELWP Committee of Management	Community Facilities- Limited Use		
37	Dandos Campground	Crown land/DELWP	DELWP	Campground		
38	Eastern Reserve	Colac Otway Shire	Colac Otway Shire	Community Facilities	Standard	Poor
39	Elliminyt Recreation Reserve	Colac Otway Shire	Colac Otway Shire	Community Facilities	Standard plus	Poor
40	Forrest Caravan Park	Colac Otway Shire	Colac Otway Shire	Community Facilities		

MAP REF.	NAME	OWNERSHIP	MANAGEMENT	USE TYPOLOGY	CURRENT SERVICE LEVEL	CONDITION
41	Forrest Mountainbike Trailhead	Crown land	DELWP	Visitor Amenities-Regional		
42	Forrest Public Hall	Crown land	DELWP Committee of Management	Community Facilities-Limited Use		
43	Forrest Recreation Reserve	Crown land	DELWP Committee of Management	Community Facilities-Limited Use		
44	Gellibrand Recreation Reserve	Crown land	DELWP Committee of Management	Community Facilities-Limited Use		
45	Gellibrand- Rex Norman Park	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Local	Basic	Well maintained
46	Gerangamete Tennis Courts	Crown land	DELWP Committee of Management	Community Facilities-Limited Use		
47	Great Ocean Walk- COLS Campground	Crown land	Parks Victoria	Campground		
48	Great Ocean Walk- Elliot Hike-in Campground	Crown land	Parks Victoria	Campground		
49	Great Ocean Walk - Johanna Beach Campground	Crown land	Parks Victoria	Campground		
50	Great Ocean Walk- Ryans Den	Crown land	Parks Victoria	Visitor Amenities-Regional		
51	Hesse Street Comfort Station	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Local	Standard plus	Fair
52	Irrewillipe Recreation Reserve	Colac Otway Shire	Community Asset Committee	Community Facilities	Standard plus	Poor
53	Johanna Beach Camping Area	Crown land	Parks Victoria	Campground		
54	Johanna Beach Day Visitor area	Crown land	Parks Victoria	Visitor Amenities-Regional		
55	Kennett River Temporary	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Regional	Standard plus	Fair
56	Lake Colac Foreshore	Crown land	Colac Otway Shire	Visitor Amenities-Local	Standard plus	Poor
57	Lake Elizabeth Campground	Crown land	Parks Victoria	Campground		
58	Larpent Public Hall	Colac Otway Shire	Community Asset Committee	Community Facilities	Standard	Fair
59	Lavers Hill Public Hall	Colac Otway Shire	Community Asset Committee	Community Facilities	Standard plus	Well maintained
60	Lavers Hill	Road reserve/Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Local	Standard plus	Fair
61	Loves Creek- Kawarren	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Local	Standard	Poor
62	Melba Gully Picnic area	Crown land	Parks Victoria	Visitor Amenities-Regional		
63	Memorial Square	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Regional & Local	Standard plus	Fair
64	Meredith Park- Foreshore Reserve	Crown land	Colac Otway Shire	Campground	Standard plus	Fair

MAP REF.	NAME	OWNERSHIP	MANAGEMENT	USE TYPOLOGY	CURRENT SERVICE LEVEL	CONDITION
65	Paddy's Swamp Trailbike Visitor Area	Crown land	DELWP	Visitor Amenities-Regional		
66	Paradise Reserve	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Regional	Standard	Poor
67	Parker Hill Campground	Crown land	Parks Victoria	Campground		
68	Pascoe Street, Apollo Bay	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Regional & Local	Standard	Poor
69	Pennyroyal Public Hall	Pennyroyal Hall Committee	Pennyroyal Hall Committee	Community Facilities-Limited Use		
70	Red Rock	Crown land	Colac Otway Shire	Visitor Amenities-Local	Standard plus	Poor
71	Redwoods Picnic Area	Crown land	Parks Victoria	Visitor Amenities-Regional		
72	Ross Point, Lake Colac	Colac Otway Shire	Colac Otway Shire	Visitor Amenities-Local	Basic	Poor
73	Shelly Beach Picnic Area	Crown land	Parks Victoria	Visitor Amenities-Regional		
74	Skenes Creek	Crown land/Barwon Water	GORA	Visitor Amenities-Regional		
75	Stevensons Falls Campground	Crown land	DELWP	Campground		
76	Swan Marsh Public Hall	Colac Otway Shire	Community Asset Committee	Visitor Amenities-Regional	Standard	Fair
77	Triplet Falls Day Visitor Area	Crown land	Parks Victoria	Visitor Amenities		
78	Warncoort Tennis Courts	Colac Otway Shire	Community Asset Committee	Community Facilities-Limited Use	Basic	Well maintained
79	Warrion Public Hall	Colac Otway Shire	Community Asset Committee	Community Facilities	Standard	Fair
80	Warrion Recreation Reserve	Crown land	DELWP Committee of Management	Community Facilities-Limited Use		
81	Warwie Recreation Reserve	Crown land	DELWP Committee of Management	Community Facilities-Limited Use		
82	West Barwon Reservoir	Barwon Water	Barwon Water	Visitor Amenities-Local		
83	Western Reserve Colac	Colac Otway Shire	Colac Otway Shire	Community Facilities	Standard plus	Poor
84	Wye River Foreshore	Crown land	GORA	Visitor Amenities-Regional		
85	Yaugher Mountainbike Trailhead	Crown land	DELWP	Visitor Amenities-Regional		
86	Tennis Courts	Colac Otway Shire	Community Asset Committee	Community Facilities	Standard	Poor
87	Yeodene Public Hall and Recreation Reserve	Crown land	DELWP Committee of Management	Community Facilities-Limited Use		
88	Colac Coles Complex	Private	Private	Community Facilities-Limited Use		
89	Colac Woolworths Complex	Private	Private	Community Facilities-Limited Use		

B. Policy Review

STRATEGY/ POLICY	IMPLICATIONS FOR THE PUBLIC TOILET STRATEGY
Disability Discrimination Act (2009) and associated Australian Standards	<ul style="list-style-type: none"> • The Disability Discrimination Act (DDA) sets out the legislative framework for providing universal access under Australian Standard AS1428. AS1428 is a suite of building codes that specifies the design requirements for new building work, as required by the Building Code of Australia (BCA) and the Disability (Access to Premises – Buildings) Standards (Premises Standards), to provide access for people with disabilities. Particular attention is given to: <ul style="list-style-type: none"> › Continuous accessible paths of travel and circulation spaces for people who use wheelchairs. › Access and facilities for people with ambulatory disabilities; and › Access for people with sensory disabilities. • AS1248 sets out the design of circulation spaces, at grade access, design fixtures and fittings (including height and spacing), floor surfaces and lighting. • Accommodating all these requirements can be challenging when seeking to retrofit older buildings, particularly if a facility is spatially constrained. Many older facilities constructed from the 1970s to 1990s are usually not DDA compliant and are expensive to retrofit. • Designs for public toilets are expected to comply with Australian Standards AS 1428.1 and AS 1428.2.
National Construction Code (2019)	<ul style="list-style-type: none"> • The National Construction Code adopted a new model of public toilets, inspired by the Changing Places design in 2019. • An accessible adult change facility is now required at the following public facilities: <ul style="list-style-type: none"> › class 6 buildings: shopping centres with a design occupancy of not less than 3,500 › museum or art gallery or similar buildings with a design occupancy of not less than 1,500 › class 9b sports venues with a design occupancy of not less than 35,000 or which contain a swimming pool that has a perimeter of not less than 70m › theatre and entertainment venues having a design occupancy of not less than 1,500 patrons › domestic and international passenger airports. • The National Construction Code specifies design requirements for the facilities.
Absolutely Everyone: Victoria State Disability Plan (2017-2020)	<ul style="list-style-type: none"> • The Plan sets out strategies and actions to ensure that people with a disability have full equality, inclusion, and participation in society. • The Plan seeks to ensure that all government buildings, public infrastructure, and other facilities used every day by Victorians are accessible. • Contribute to the accessibility of facilities, the Plan commits to building a number of new Changing Places facilities at key community locations close to public transport. • Changing Places facilities are defined as public toilets with full-sized change tables and hoists in major public spaces that meet the needs of people with a disability having high support needs • Under this policy, the State Government has since funded the construction of 26 Changing Places toilets in major public spaces in Victoria. • The 2018 Funding Round provided \$2 million to construct facilities in popular tourist locations, parks, and community hubs.

Victorian Health and Human Services Building Authority Changing Places Design Specifications 2020	<ul style="list-style-type: none"> • Updated Changing Places design specifications were recently released. They provide all necessary information needed to construct a Changing Places facility, including cost estimates. The specifications offer a choice of four design options that vary the configuration of the shower facility. • It is recommended that Changing Places facilities are accredited and approved by a Changing Places Assessor to ensure they are fit for purpose
G21 Regional Growth Plan (2013)	<ul style="list-style-type: none"> • Colac is a District Town, providing essential services and infrastructure for the rural hinterland, with key health, education, and research facilities. • Colac township has a long term population target of approximately 20,000 • The Shire's strengths are: <ul style="list-style-type: none"> › Eco-tourism › Renewable energy research › Agriculture › Forestry › Food production • Key infrastructure and project work is identified for Colac in the Strategy, with no discussion of toilet-specific works
G21 Physical Activity Strategy (2014-2017)	<ul style="list-style-type: none"> • At a community level, the following factors can have a negative impact on physical activity participation: <ul style="list-style-type: none"> › Inadequate facilities and areas of open space as a result of poor planning and lack of activation. • At a societal level, participation can be limited if: • People don't feel that facilities and areas of open space are safe.
Great Ocean Road Action Plan (2019)	<ul style="list-style-type: none"> • The Great Ocean Road attracts more visitors than Uluru and the Great Barrier Reef combined and its visitors spend \$1.3 billion a year, supporting 11,200 jobs in the region. • Objectives include growing the local, state and national visitation economies. This involves enhancing the experience of the touring route and its destinations for all visitors.
Strategic Master Plan for the Great Ocean Road Region Visitor Economy (2015-2025)	<ul style="list-style-type: none"> • The population growth west of Geelong will increase the pressure on beaches and create additional challenges for existing infrastructure to meet demand for usage, particularly parking and toilets. Maintaining good access, facilities and infrastructure will require continued development and investment.
Council Plan (2017-2021)	<ul style="list-style-type: none"> • Relevant strategies to achieve goals outlined in The Plan: <ul style="list-style-type: none"> › Improve public toilets and amenities in Colac and throughout the Shire. › Improve Great Ocean Road and supporting assets (e.g. roadside edges quality of the road, toilet blocks and drainage).
Colac Otway Public Open Space Strategy (2011)	<ul style="list-style-type: none"> • Additional walking and cycling paths and toilet facilities and improved maintenance were the four most important reasons given in the community feedback on the Issues and Opportunities Paper that would encourage more use of open space. • Upgrade the public toilets and provide changing facilities at the Apollo Bay Harbour. Those provided in state level open spaces would be those needed by visitors from outside the local area such as car parking and toilets

Active Transport Strategy (2013-2023)	<ul style="list-style-type: none"> • Nothing of direct relevance.
Apollo Bay Destination Action Plan (2018-2020)	<ul style="list-style-type: none"> • Improve visitor experience through better maintenance of visitor facilities such as public toilets, walking trails and lookouts.
Otway Coast Hamlets Destination Action Plan (2017 – 2020)	<ul style="list-style-type: none"> • Challenges: <ul style="list-style-type: none"> › Local government support for facilities e.g. parking and toilets. • Prepare a priority list of infrastructure maintenance and improvements for the GOR Central Coast towns (Wye River, Kennett River, Separation Creek, Wongarra). <ul style="list-style-type: none"> › Consider accessible public toilets and wayfinding signing.
Memorial Square Masterplan (2018)	<ul style="list-style-type: none"> • A Masterplan was prepared in 2018 for Memorial Square in Colac. • The vision for the Square is to maintain the formal layout while making it more attractive and accessible. • Memorial Square serves as a popular stop-over due to its toilet facilities, long vehicle parking spaces, playspace and proximity to retail shops, cafes and restaurants. • Background documents recommend upgrades to the toilet facility • More up to date toilets are required if the square is to continue to be utilised more and hold more events in the future. Toilet capacity cannot cater for the high intensity of use when one or more bus tours arrive at the square and shops for a rest period. • A mural from a historical perspective should be incorporated on the toilet block. • The Masterplan recommends a new toilet block on Gellibrand Street <ul style="list-style-type: none"> › 6 cubicle unisex toilets plus two disabled toilets and two baby change rooms (10 in total) at a cost of \$1.37 million
Colac CBD & Entrances Project Report (2012)	<ul style="list-style-type: none"> • A Colac CBD & Entrances Project was undertaken in 2012 on the design the buildings and spaces of the Colac CBD and the eastern and western entrances to Colac. • The Project report notes that the toilet block is outdated. • The project recommends demolition of the existing toilet block and construction of new facilities. • A concept plan was proposed which included an upgraded/expanded toilet block with: <ul style="list-style-type: none"> › Baby change facilities › Male and female toilets › Disabled toilets
Cororooke Open Space Landscape Masterplan (2019)	<ul style="list-style-type: none"> • A Landscape Masterplan was prepared in 2019 for the Cororooke Open Space, and an upgraded playspace and other facilities have since been installed. • The Reserve now has a toilet block that has a disabled-access pathway to the toilets from the carpark.
Forrest Common Masterplan (2019)	<ul style="list-style-type: none"> • A Masterplan was prepared in 2019 for Forrest Common, an open space adjacent to the Forrest Caravan Park. • The space currently has a playspace, BBQ shelter, information board, and seating. • Forrest is a popular stopping-off point for travellers to/from the coast and the Otway Ranges. • The adjacent Caravan Park has toilets, and the Masterplan suggests upgrades to these toilets for shared use with the park.

Gellibrand Rex Normal Park Masterplan (2016)	<ul style="list-style-type: none"> This masterplan was prepared in 2016; it aims to provide a realistic and achievable vision for the Park, where the needs and requirements of the user groups, community and Council are established and balanced. The existing toilet block is somewhat hidden- the plan recommends installing directional signage to the toilet block from nearby key sites The Plan recommends extending the existing toilet block in the long-term, should demand require.
Barwon Downs Township Master Plan (2006)	<ul style="list-style-type: none"> Construct new public toilets within the Old School Grounds behind the proposed tourist information building (Bank replica).
Beeac Township Master Plan (2002)	<ul style="list-style-type: none"> Renovation and upgrading of public toilets including provision for disabled access.
Beech Forest Township Master Plan (2004)	<ul style="list-style-type: none"> Development of a low-key self-sufficient camping reserve including a small amenities block, a basic camp kitchen and powered / unpowered camp sites. The development of the camp site to be subject to a feasibility study.
Birregurra Structure Plan (2013)	<ul style="list-style-type: none"> Improve existing public toilets, with construction of new public toilets in Birregurra Park once sewerage infrastructure is installed. Development of internal and external facilities at Forrest Hall, including kitchen upgrades, sound proofing, paving and insulation, septic and toilet upgrade and an extension to include storage and art space. Work with the DSE to develop an integrated strategy for development and investment in the Forrest mountain bike riding area, e.g. change/toilet facilities.
Carlisle River Township Master Plan (2004)	<ul style="list-style-type: none"> Construction of public toilets with disabled access (near the Hall and visible from the Carlisle River and Colac Road). New toilet facilities, with male and female toilets which both accommodate disabled access requirements. Toilet design to be sympathetic to Hall architecture and colours. Link toilets to Hall with a sealed path. Replace existing toilets with new, easily accessible facilities adjacent to the Hall.
Cressy Township Master Plan (2002)	<ul style="list-style-type: none"> Nothing of direct relevance.
Forrest Structure Plan (2011)	<ul style="list-style-type: none"> To capture the tourist dollar as effectively as possible, opportunities for people to spend longer in town should be facilitated. It is considered infrastructure for bike and equipment storage should be located at the current mountain bike drop off location, to be used in conjunction with the picnic facilities and toilets. Explore opportunities to develop public showers and lockers in association with existing public toilets and picnic areas at the mountain bike drop off locations to the north of town.
Gellibrand Township Master Plan (2005)	<ul style="list-style-type: none"> Gellibrand River Recreation Reserve: New toilets (long term) short term option to improve drainage works.

Lake Colac Foreshore Masterplan (2016-2026)	<ul style="list-style-type: none"> • Consider the need to retain the toilet box at the end of Stodart Street when new public toilets are provided in the yacht/sea scout/park precinct at the end of Hamilton Street. • The playspace is to be upgraded; if it is upgraded to a regional-level facility, this will require the toilet block to also be upgraded. • Replace existing toilet at Meredith Park, locating the new facility to the eastern edge of the camping grounds to enable septic lines into the plantation. Shower to be included in new facility.
Lavers Hill Township Master Plan (2006)	<ul style="list-style-type: none"> • Construction of the new toilet block behind the Hall, which will include dual access from outside and inside the Hall.
Red Rock Region Community Infrastructure Plan (2013)	<ul style="list-style-type: none"> • Warrion: <ul style="list-style-type: none"> › Upgrades to the Public Hall to include disabled access, renovation of toilets and the introduction of outdoor seating and a BBQ. • Cororooke: <ul style="list-style-type: none"> › Consider creation of a Central Park hub area to include public toilets, picnic facilities, shelter shade trees, pedestrian paths as well as paths linking the Gallery, General Store, Tennis Courts and Hall. › Lake Corangamite Nature Reserve: Explore the viability of enviro-toilets such as those along the Great Ocean Walk.
Swan Marsh Township Master Plan (2008)	<ul style="list-style-type: none"> • Toilet upgrades including improved lighting, towel railings, mirrors, shelter between hall and toilets, bins and child proof gates at both ends of toilets

Item: 10.7

Policy 11.1 - Rates Assistance to Community Groups Policy

OFFICER	Paul Carmichael
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. Amended Council Policy- Rates assistance to community groups DRAFT pdf [10.7.1 - 3 pages]
PURPOSE	A draft Council Policy 11.1 – “Rates Assistance to Community Groups” was placed on public exhibition up to 13 September 2021. No submissions were received, and it is appropriate for Council to adopt the revised policy.

1. EXECUTIVE SUMMARY

Council Policy 11.1 – Rates Assistance to Community Groups, last reviewed in January 2016, has been reviewed and placed on public exhibition for 6 weeks from 28 July 2021 to 13 September 2021. No submissions were received.

The policy guides provision of rates assistance to community groups whose viability would be adversely affected by the requirement to pay rates.

The Policy has been amended to provide:

- A 100% waiver of general rates and Municipal Charge (increased from 50%) to all properties receiving assistance under the policy to ensure consistency.
- A review of the eligibility of groups to receive the waiver to be conducted every four years.

The draft policy was approved by Council for public exhibition and comment on 28 July 2021.

It is recommended Council adopt the Policy as amended.

2. RECOMMENDATION

That Council adopts the revised Council Policy 11.1 - Rates Assistance to Community Groups (as Attached).

3. KEY INFORMATION

This policy was last reviewed in January 2016.

There is a difference throughout the shire in how community groups are treated in relation to paying rates. The difference is caused by the type of group they are, the basis on which they occupy the land they are located on and their capacity to pay rates. As a result, there are instances where seemingly similar groups are treated differently from a rates perspective.

Generally, the groups that are rated are those that:

- Own or lease the land they occupy, or
- Occupy Crown Land but use that land for a commercial purpose, and
- Have gaming machines and/or commercial bar and restaurant facilities.

Conversely, community groups not required to pay rates are usually:

- Registered as a charity and use the rated property exclusively for a charitable purpose, or
- Occupy and use Crown Land for the public purpose for which the land is reserved.

Many community groups operate on very limited budgets and have limited capacity to increase revenue. Despite this they provide a valuable service to the community and this policy seeks to recognise this contribution by providing rates assistance to help ensure their continued viability. Having said that, the assistance is only intended to be granted to groups that can demonstrate:

- They provide a benefit that is accessible by the broader community (i.e.: not just a few individuals with a specific interest)
- They have limited income, and
- That payment of rates would adversely affect their viability.

At present, assistance under this policy is granted to the following community groups:

Property address	Property use
Apollo Bay Sailing Club 10 Breakwater Road, Apollo Bay	Clubhouse
Apollo Bay Golf Club 2-20 Nelson St, Apollo Bay	Golf course and club house
Apollo Bay Bowls Club 4-6 Moore St, Apollo Bay	Lawn bowls complex
Rural Transaction Centre 65 Main St, Beeac	Business transaction office
OCR FM Shop 6 / 86-88 Murray St, Colac	Community radio station
Colac Players 30 Wilson St, Colac	Storage shed/rehearsal space

Assistance to groups under this policy is provided each year and will continue to be provided under delegated authority. Applications from new groups will be assessed and processed under the policy. Council will be advised annually of groups that have received assistance. The cost of providing this assistance was approximately \$30,300 in 2020-21.

Officers believe that whilst the general intent of the policy was appropriate, some changes were warranted.

Over time, anomalies had arisen whereby two groups were receiving a 50% waiver of general rates and Municipal Charge (as per the policy) whilst other groups received 100%. This inconsistency was corrected in 2020-21 and it is now appropriate for the policy to be amended to reflect the level of assistance granted.

It is also acknowledged there may be some groups that no longer meet the hardship criteria of the policy but are still receiving the waiver. As a result, it is proposed to review of eligibility for assistance every four years. This recognises that some groups may need assistance in their early days to get established, but after a while they may become financially strong. Council would be consulted before action is taken to review the eligibility of groups.

A summary of the changes to the draft policy is as follows:

#	Change	Reason for change /Comment
1	Amount of rates & Municipal Charge waiver increased from 50% to 100%.	Changed to provide consistency between groups receiving assistance as some are currently receiving 100% whilst others are receiving 50%.
2	100% rates & Municipal Charge waiver to apply to properties receiving assistance under the Cultural & Recreational Lands Act 1963.	Changed to provide consistency between groups receiving assistance (previously assistance provided was 50%).
3	Providing for a review every four years of eligibility of groups to continue receiving assistance.	Council should periodically review the need for groups receiving assistance to continue to receive assistance. Groups should pay rates if they can afford to without jeopardising their existence.
4	Provide definition for "hardship" and "significant benefit to the community".	Intended to provide context.

Other changes are minor wording changes for clarification.

The draft policy and operational procedure are attached.

4. COMMUNITY CONSULTATION & ENGAGEMENT

The draft policy was made available for public comment for six weeks in accordance with Council's Community Engagement policy. The public exhibition period concluded on 13 September 2021 and no submissions were received.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.
4. Provide value for money services for our community.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Having a “Rates Assistance to Community Groups” policy has economic implications for the community. Community groups play an important role within the community by enhancing community engagement and promoting social interaction and cohesion. As the requirement to pay municipal rates can contribute towards financial hardship and threaten the continued viability of some groups, it is appropriate for Council to have a policy that allows it to take action to provide assistance when needed.

It is also important that Council ensure that assistance is only given to applicants that provide a demonstrable benefit to a broad section of the community.

LEGAL & RISK

The assistance granted under this policy is permitted to be granted by section 171 of the *Local Government Act 1989* and sections 3 & 4 of the *Cultural & Recreational Lands Act 1963*.

FINANCIAL & BUDGETARY

Based on assistance provided in 2020-21, the annual cost was approximately \$30,300.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

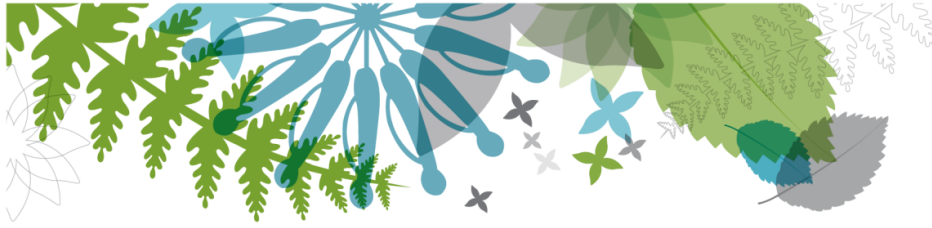
The draft policy was presented to Council briefing on 28 July 2021. The six-week public consultation phase commenced on 2 August 2021 and closed on 13 September 2021.

TIMELINE

It is anticipated the policy will be adopted at the September 2021 Ordinary Council meeting.

8. OFFICER DIRECT OR INDIRECT INTEREST

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



Council Policy

POLICY NO: 11.1 – RATES ASSISTANCE TO COMMUNITY GROUPS

PURPOSE

To establish:

- the criteria for determining eligibility of community groups to receive Council assistance for payment of rates and charges, and
- the level of assistance to be provided to eligible groups.

SCOPE

The policy will only apply to groups that:

- are responsible for the payment of municipal rates and charges for a property used by the group
- can demonstrate payment of rates and charges would cause financial hardship,
- have a significant local membership base,
- provide a benefit to the local community,
- are actively trying to generate sufficient income to remain viable, or
- provide a demonstrable benefit to the local community.

The policy will apply to groups that apply for assistance under the Cultural & Recreational Land Act 1963 in so far as the amount of assistance provided is concerned.

The policy does **not** apply to community group ratepayers directly impacted by emergency/disaster events. Assistance as a result of these events will be considered under section 170 and 171 of the Local Government Act 1989 and /or Council's "Assistance to Rates Debtors in Financial Hardship Policy " - Policy No: 11.4.

Applications will:

- be able to be lodged at any stage throughout the year,
- be assessed against the principles listed below, and
- be actioned by officers under delegated authority, and
- must address the principles referred to in this policy.

Councillors will be advised annually of groups that have been granted assistance or as part of the assessment process if deemed necessary by relevant officers.

Eligibility of groups for continued assistance will be reviewed every four years.

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DEFINITIONS

A **group** is defined as a club or group that exists for the purpose of providing a service or recreational activity for the enjoyment and benefit of the community.

An **emergency/disaster event** is defined as any event for which an Incident Control Centre (ICC) has been formally established.

Hardship is defined as being a situation where the viability and existence of the group is threatened by the financial situation of the group.

Significant benefit to the community is defined as being a benefit that could be experienced or enjoyed by many members of the community (ie: not just a select few).

REFERENCES

Section 170 and 171 of the Local Government Act 1989

Section 3 and 4 of the Cultural & Recreational Land Act 1963

Section 28 of the Fire Services Property Levy Act 2012

STATEMENT OF POLICY

The level of assistance granted shall be a waiver of 100% of the general rates and Municipal Charge (unless directed otherwise by Council). All organisations levied with the Waste Management Charge are required to pay that charge as it is a user pays charge.

The State government's Fire Services Property Levy is required to be paid as the Fire Services Property Levy Act 2012 does not permit the levy to be waived in respect of commercial, industrial, primary production, public benefit and vacant non rateable leviable land.

The following principles should be considered when assessing an application for rates assistance:

- (1) the group should be incorporated and/or registered as a club
- (2) groups that have a capacity to pay rates and charges (ie: they generate enough income to allow them to pay rates and charges and not be adversely affected) should not receive assistance from Council.
- (3) the group must be responsible for payment of rates and charges.
- (4) the existence of the group must provide a "significant" benefit to a "sizeable" proportion of the community.
- (5) the group must demonstrate that it is viable and will continue to provide benefit to the community.
- (6) groups applying for assistance must be able to demonstrate that payment of rates or charges would (or be likely) to cause financial hardship.
- (7) the group should not receive more than 30% of their income from other levels of government or other agencies.
- (8) the group should have "significant" local (ie: within Shire) membership.
- (9) the group should not be simply a branch of a larger statewide/national organisation.
- (10) the group should have a limited capacity to pay rates and charges (eg: rates /charges payable are greater than 20% gross income) despite actively seeking to raise sufficient income.

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- (11) the group must be able to demonstrate that it provides “significant” benefit to the Shire, local community or a particular group that would otherwise be disadvantaged if the organisation did not exist.
- (12) the group should have been in existence for a reasonable period of time and be able to demonstrate they are likely to continue their existence in the future. (eg: whether by succession plans, junior development programs etc).

All applications will be assessed on their merits as it is acknowledged that applicants may not meet all of the principles/criteria. Therefore, a flexible approach will be taken in regard to provision of the required information.

RELATED DOCUMENTS

Operational Procedure - Policy 11.1 - Rates Assistance to Community Groups

DOCUMENT CONTROL

Policy owner	Revenue Coordinator	Division	Finance
Adopted by executive		Policy Number	11.1
File Number		Review date	

Uncontrolled when printed

CM reference		Date of adoption	
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Item: 10.8

Proposed sale of 69 McLachlan Street Apollo Bay - Apollo Bay Kindergarten

OFFICER	Mark McLennan
GENERAL MANAGER	Tony McGann
DIVISION	Environment & Infrastructure Services
ATTACHMENTS	1. Letter Apollo Bay Chamber of Commerce [10.8.1 - 1 page]
PURPOSE	To outline the process and considerations regarding the proposed sale of 69 McLachlan Street Apollo Bay (Apollo Bay Preschool Site)

1. EXECUTIVE SUMMARY

In a resolution on 24 August 2016, Council gave “in principle support” for the sale of 69 McLachlan Street Apollo Bay, known as the Apollo Bay Preschool (the Site). The resolution also required a further report to be presented to Council in relation to the proposed sale at a future date.

Council also committed, on 16 December 2020, to use the proceeds from the sale of the Site as a contribution to the Maternal and Child Health component of the new Apollo Bay Early Years Hub (the Hub) to be constructed by the Victorian School Building Authority (VSBA) nearby at the Apollo Bay P-12 College site.

This report discusses the considerations and process regarding disposal of the property in accordance with Council's obligations under the Colac Otway Shire Community Engagement Policy, Sale and Acquisition of Property Policy 2021 and the *Local Government Act 2020*.

2. RECOMMENDATION

That Council:

- 1. Affirms its willingness to sell the property at 69 McLachlan Street, Apollo Bay.**
- 2. Publishes a Notice of Intention to sell the property at 69 McLachlan Street, Apollo Bay on the Council's website and in the Colac Herald and Apollo Bay News and invites public submissions in accordance with Council's Community Engagement Policy.**
- 3. Determines that the public consultation period shall be no less than six weeks from public notice.**
- 4. Provides an opportunity for any person wishing to speak to their written submission at a meeting of the Submissions Committee to be determined.**
- 5. Prior to a resolution to dispose of 69 McLachlan Street Apollo Bay, considers a further Officer report outlining any submissions received.**
- 6. Acknowledges an Expression of Interest has been made to Homes Victoria under its Regional Purchase Program for potential sale of the land to the State Government for development as social and affordable housing, noting that this application does not bind Council to sale of the land.**

3. KEY INFORMATION

Background

The Apollo Bay Pre-school has operated out of the building at 69 McLachlan Street Apollo Bay since 1959. The preschool committee was established in 1953 and in 1957 passed a motion to purchase the land on the corner of McLachlan Street and Pengilley Avenue. The Shire eventually purchased the land and committed funds to build the current facility in conjunction with a grant from the Department of Health and a loan taken out by the committee as a combined 'infant welfare centre and preschool'. The Infant and Maternal Welfare Centre (now Maternal and Child Health Service) also operated from this building from 1959 until 2000.

The Victorian Government, through the Victorian School Building Authority (VSBA), is currently constructing a two room, 66 place kindergarten at the Apollo Bay P-12 College site on the corner of Pengilley Avenue and Gallipoli Parade. The new facility is likely to be completed in November 2021 with an aim to have the kindergarten service operational in the building for the start of Term 1, 2022. The development also includes provision for a Maternal and Child Health Service, with further potential to extend the facility in future for childcare services.

The planning and advocacy for the development of a new kindergarten has been many years in the making. Council has previously considered the development of the Early Years Hub and has resolved to support, in-principle, the sale of the Pre-school Site to fund its contribution to the new facility. The following resolutions of Council are of relevance.

Ordinary Council Meeting - 24 August 2016

That Council:

- 1. Supports in principle the relocation of the Apollo Bay kindergarten from 69 McLachlan St to the Apollo Bay P-12 College site.**
- 2. Supports a senior Council officer being represented on a project working group for the relocation of the kindergarten to the Apollo Bay P-12 College.**

That Council:

- 3. Supports in principle the public sale of the property that the current kindergarten at 69 McLachlan St Apollo Bay occupies in the event that relocation of the kindergarten to the Apollo Bay P-12 school site is supported by the State Government and fully funded subject to:**
 - 3.1. A further report to Council for final consideration; and**
 - 3.2. Council complying with Council's sale of land policy and the requirements of s189 and s223 of the Local Government Act to advertise the intention to sell the property and to consider submissions before the property is actually advertised for sale.**
- 4. Supports in principle, making a financial contribution to the construction of a new kindergarten at the Apollo Bay P-12 site from a yet to be determined proportion of the proceeds of the sale of the property at 69 McLachlan Street Apollo Bay, noting that:**
 - 4.1. The funds available from the sale of the property at 69 McLachlan Street Apollo Bay are not currently known.**
 - 4.2. The amount of any Council contribution to the relocation of the kindergarten must be the subject of a future Council resolution and available budget.**
 - 4.3. The amount of any Council contribution to the relocation of the kindergarten will be determined by Council taking into account the financial outcome of the sale of the property (minus sale costs, clean-up costs, possible demolition, legals etc), the final project cost, funds required and extent of external funding secured.**
 - 4.4. Council's contribution will be dependent on reaching a formal agreement regarding guaranteed public access to the kindergarten building and repayment of funds in the event that the school site is disposed of by the State Government in the future.**
- 5. Notes that nothing in this resolution authorises the demolition of the kindergarten building and any action to demolish the kindergarten building requires explicit authorisation by a prior and stand-alone council resolution before a contract to demolish the building is agreed to by Council.**

Ordinary Council Meeting - 16 December 2020

That Council:

- 1. Reaffirms its previous \$500,000 commitment to the Maternal and Child Health component of the Apollo Bay Early Years Hub.**

Ordinary Council Meeting - 28 April 2021

That Council:

Development Agreement

- 1. Endorses the Development Agreement between the Department of Education and Training and the Colac Otway Shire Council for the construction of the Apollo Bay Early Years Hub.**
- 2. Acknowledges that as part of the Development Agreement, Council agrees to contribute up to \$353,042.98 towards the Maternal and Child Health component of the build, which is included in the 2020/21 budget.**
- 3. Notes that the signatories of the Development Agreement agree that in the event that the Maternal and Child Health component of the build costs less than Council's agreed contribution, the State Government will repay the difference to Council.**

In accordance with the resolution above, Council committed \$500,000 in the 2021/22 Budget for its contribution to the development of the MCH component of the Apollo Bay Early Years Hub. The intention was that the budget commitment would be offset by revenue received through the sale of the Pre-school Site.

Process Overview - Compliance with the *Local Government Act 2020* and Council Policies

The Council resolution from 2016 included a requirement to carry out the Section 189 and 223 processes in line with the *Local Government Act 1989* and the Sale of Property Policy. This process is now superseded by the process outlined in Section 114 of the *Local Government Act 2020* and recently adopted Sale and Acquisition of Council Property Policy 2021.

To comply with the *Local Government Act 2020* and relevant Council policies, Council must follow the process outlined below.

1. Consider a Due Diligence report (this report) covering key considerations.
2. Determine that the Property is surplus to Council's needs.
3. Obtain a valuation of land not more than 6 months prior to sale or exchange.
4. Pass a resolution stating the intent to sell the property (resolution proposed in this report).
5. Publish notice of its intention to sell or exchange property (on Council's internet site and in any other prescribed by the regulations).
6. Undertake a community engagement process in accordance with its Community Engagement Policy, at a minimum 'consult level', before selling.
7. Hear submissions in relation to the proposed sale.
8. Following the process outlined above, receive a further report considering submissions.
9. Pass a resolution to dispose of the property.

Once Council has resolved to sell the Property, the following process would be undertaken:

1. Conduct Environmental Assessment relating to Asbestos.
2. Engage a Solicitor to represent Council's interest in the proposed transaction and produce a Section 32 Vendors Statement and a draft Contract of Sale.
3. Enter into negotiations with the State Government (Homes Victoria), if supported by a resolution of Council, regarding options for the creation of social housing on the site, or
4. Engage a Real Estate Agent to market the property on the open market.
5. Council's Chief Executive Officer executes Contract of Sale of Real Estate.

6. Settlement day – Council receives the payment of balance of settlement funds and hands over the property to the new owners.
7. Solicitors will complete all Statutory notifications of transfer of the property.

Due Diligence Considerations

The land is zoned NRZ1- Neighbourhood Residential Zone - Schedule 1 with a DD07 - Design and Development overlay. There are currently no planning controls or constraints relating to drainage (such as a Land Subject to Inundation Overlay), significant vegetation or cultural heritage. If used for residential development, under the DD07 provisions the density of development should not exceed 1 dwelling per 450sqm. As the site is approximately 801.5sqm, the provisions would not allow more than one dwelling. However, a range of other accommodation-based land uses could be developed on the site subject to planning approval, for example, temporary worker accommodation where rooms are provided within a single building with common internal areas. The kindergarten building could be modified for use as a single dwelling. Building height for new development could not exceed 9 metres under the DD07.

This site has been identified in Council's Asbestos Audit Report. The items noted are in the eaves, kitchen splashback, external upper wall trims and the ceiling cavity. All items are stable, however, any interference with the items will require an asbestos removal plan. Where there is potential for contamination, the responsible agency must engage a suitably qualified expert to undertake, at a minimum, a preliminary environmental site assessment in accordance with the *National Environment Protection (Assessment of Site Contamination) Measure 1999* (as amended 2013) to formalise and document the contamination status of the land.

There are no financial liabilities on the property such as outstanding loans, however the current building is in poor condition. A building condition assessment report prepared in August 2018, identified that significant work is required to the building to make it fit for any purpose and that the building is at the end of its asset life. Particular issues include poor sub-floor ventilation, poor drainage beneath the building, stability issues with the western annex, and the condition of the timber frame and sub-structure. Ongoing maintenance and monitoring of the building are undertaken to ensure that the kindergarten service can operate safely. However, due to the upcoming relocation of the service and intent to sell, no significant repairs or investment have been made in response to the condition report.

The property is owned freehold by Colac Otway Shire and was not formally gifted to Council for a specified purpose. It is noted that the land was initially purchased by the pre-school committee to deliver a pre-school and infant welfare service, however there is no documentation to suggest that at the time the land was purchased by Council that this was formalised as a legal commitment in perpetuity. A suitable alternative for both services is available, so officers consider that the initial intent for purchasing the property no longer provides substantial grounds for retention of the property for this purpose.

Assessment of the proposal against Criteria for Disposal

The following criteria (from Sale and Acquisition of Council Property Policy 2021) have been applied to the proposed sale of 69 McLachlan Street to determine if the property is surplus to Council's needs:

Criteria 4.1 a) c) and d): The property is not required for provision of a Council service or operation, recreational, environmental or community use, now or in the future and disposal of the property will not inhibit or prevent the fulfilment of an identified strategic requirement of Council, now or in the future.

The Property is currently not required for the operation of a kindergarten or MCH service, however potential future strategic uses for the land have been identified by Council and community groups and early work undertaken as part of the Draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan (CIP), these include opportunity to:

1. Address the “key and essential worker housing crisis” resolved by Council at its June 2021 Council Meeting 25 August and, in response to a request received by the Apollo Bay Chamber of Commerce in August 2021, requesting Council delay the process by six months to enable the Chamber and Joint Task Force to investigate potential options for the site for affordable housing (refer Attachment 1).
2. Address community service needs identified in the Community Infrastructure Assessment (April 2021), such as non-sporting options and social spaces for young people, mental health support services for young people, older persons and people with a disability, age appropriate and disability specific accommodation, a multipurpose facility to house meeting spaces, arts spaces and, potentially, library services.
3. Provide additional carparking for the precinct, subject to a feasibility study.
4. Provide additional open space within the precinct (community request).

Each of the opportunities identified above would be subject to a feasibility assessment outlining technical, economic, social and environmental considerations and implications.

Regarding the opportunity outlined in point 1 above, Council has submitted an Expression of Interest to Homes Victoria under its Big Housing Build Program. The State Government has committed to spending \$5.3 billion over four years to establish approximately 12,000 new dwellings for social and affordable housing in Victoria. It recently announced a regional purchase scheme which is seeking to purchase dwellings and or land in Regional Victoria to provide a mix of social and affordable homes. The purchase program is seeking well considered value for money proposals, which are to be considered through a competitive process.

An Expression of Interest was lodged for the kindergarten site on the grounds that, if successful under the program, Council could still realise a financial benefit from sale of the land whilst also contributing land for social and affordable housing in Apollo Bay. This is particularly significant given the lack of State Government owned land in Apollo Bay which could be repurposed for housing. It is important to note that the lodgement of this proposal in no way binds Council to this course of action. Proposals were required under this program to be lodged by 7 October 2021. This time frame did not allow for formal Council consideration of this opportunity, although it was discussed with Councillors informally. If Council’s proposal was accepted, Council would still be obliged to consider whether to sell the land through the process described in this report, and to make a specific resolution following receipt of community feedback on its Notice of Intention to sell the land.

Criteria 4.1 b): The property is currently used for provision of a Council service or operation, and a suitable alternative exists that is economically viable (This may include purchase of another property, refurbishment of an existing Council owned property, construction a new facility or leasing of a non-Council owned property).

It has been determined, by prior resolution of Council, that the current kindergarten facility is not suitable or required for delivery of the kindergarten service due to its size and condition and that relocation to the new Hub development will provide a more economically viable alternative and a higher level of service and social benefit for the community.

Next steps

Although the Apollo Bay Chamber of Commerce have requested that the process of disposal be put on hold for 6 months, officers believe that would be premature at this point. A range of potential uses for the site have been flagged through previous consultation and strategic studies, in addition to the opportunity to explore social and/or affordable housing. All would require a further feasibility assessment.

Advertising the intent to sell now will allow the broader community to come forward with their views, prior to determining if further investigation of strategic opportunities is warranted. Council will be notified by Homes Victoria within this time of whether its expression of interest under the Regional Purchase program is successful.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Should Council resolve to proceed with disposal of the site, a Notice of Intention to Dispose of Council Property will be advertised on the Council web site, in the Colac Herald and the Apollo Bay News.

The Community Response will be managed via the guidelines in the Colac Otway Shire Community Engagement Policy. Any written submissions requesting to be heard will be brought to the Submissions Committee and a future Ordinary Council Meeting.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

1. Plan infrastructure, assets and land use with a long-term vision for economic growth.
3. Strengthen partnerships with key stakeholders to benefit the whole community.

Theme 2 - Our Places

1. Assets and infrastructure meet community needs.

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.
4. Provide value for money services for our community.

Acquisition and Disposal of Council Property Policy 2021 - detailing the requirements under the *Local Government Act 2020*.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Sale of the Preschool Site would support the new Early Years Hub (inclusive of MCH facilities) and achieve additional income for Council to contribute to other strategic priorities. Development of the land for social and affordable housing, should this eventuate, would have positive social and economic impacts by addressing a critical housing need in the community, and supporting workers to find local accommodation.

The increase in service level from relocating and co-locating the MCH and Kindergarten services in a modern facility will provide substantial social, educational and lasting health benefits to the Apollo Bay community.

LEGAL & RISK

Legal

If Council resolves to dispose of the property in accordance with the requirements of the *Local Government Act 2020* and relevant Council Policies, there are no legal risks associated with this proposal. Council will engage Solicitors to represent Council's interest.

Financial

There are no significant short to medium term financial risks associated with the proposal, unless Council resolves not to proceed with the sale. Refer Financial and Budgetary below. There is a requirement under the *Local Government Act 2020* that Council have a valuation not older than six months at the point of Council Resolution to dispose of Property.

Timeframes

The Early Years Hub development is estimated to be completed in November 2021, with occupancy granted shortly thereafter. The kindergarten service cannot relocate to the new building until the State Government's Quality and Licensing Division (QARD) provide service approval for the new building and this can only commence once Council and its kindergarten service provider has occupancy. The QARD process can take up to 90 days, which means the service may not be able to formally operate from the new facility until February or March 2022, although QARD has indicated it will try to process the service approval, so the building is ready for use in time for Term 1 2022.

The current lease for the operation of kindergarten services at the Preschool site expires on 31 December 2021, however it can be extended on a month-to-month basis. Due to the poor condition of the building, it is a priority to ensure the service is relocated at the earliest possible time. Building condition will be monitored over this time to mitigate any risk to facility users and operators.

Community Consultation

Considering the recent request from the Apollo Bay Chamber of Commerce and previous input from the community regarding future use of this land, it is possible that the sale of the property may not be supported by the community, or there may be a delay in order to undertake further strategic work.

FINANCIAL & BUDGETARY

Council's contribution of \$353,042.98 towards the Maternal and Child Health component of the facility will be paid from the allocation in the 2021/22 budget. The Proceeds of Sale would be received in the 2022/23 financial year to offset this cost.

The allocation of any surplus from the proceeds of sale would be determined by Council by resolution in accordance with the Capital Funds Allocation and Capital Project Prioritisation Policies (currently in Draft) and the Sale and Acquisition of Council Property Policy 2021.

If Council resolves not to proceed with disposal of the property, the contribution for the MCH component of the Early Years Hub development would likely be funded from the current allocation in the 2021/22 Budget. As the budget allocation was intended to be offset by the sale of the Preschool, a deficit of approximately \$350,000 would be created in Council's budget.

At its December 2020 meeting, Council considered options for the Apollo Bay Early Years Hub. Council resolved in part to investigate alternative funding sources for the childcare component with an aim to have it in place by 2023. Proceeds from the sale of this property could be a potential funding source to develop childcare at the Early Years Hub.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

A Notice of Intention to Dispose of Council Property would be published on the Colac Otway Shire website, and in the Colac Herald and Apollo Bay News within 14 days of a Council resolution. The notice would invite community submissions over a period of six weeks. Key community groups from Apollo Bay and surrounds would be advised directly of the intention to sell.

Key Groups:

- Great Ocean Road Health
- Apollo Bay Chamber of Commerce
- Apollo Bay P-12 College
- Apollo Bay Childcare Services
- Apollo Bay Arts Inc

TIMELINE

The following timeline does not allow for the consideration of further strategic investigations, such as those requested by the Apollo Bay Chamber of Commerce.

Action	Timing
Resolution of Intent to Dispose by Sale – Ordinary Council Meeting	27 October 2021
Advertising of Notice of Intent to Dispose of Council Property	Within 14 days of the Resolution for a minimum of 4 weeks
Community consultation and submission hearings - 6 weeks	Early November – Mid December 2021
Further briefing report to Council	January 2021
Response to submissions and resolution regarding sale of property – Ordinary Council Meeting	February 2021
Subject to resolution of Council to Sell:	
• Preparation of Section 32 Vendors Statement	3 weeks
• Marketing period, contract execution	Up to 60 days
• Settlement timeframe.	Up to 60 days

8. OFFICER DIRECT OR INDIRECT INTEREST

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



August 5th, 2021

To the Councillors, CEO & General Manager of the Colac Otway Shire,

Re – Sale of Apollo Bay kindergarten McLachlan Street

In light of Council's declared key and essential worker housing crisis, the Chamber of Commerce urges The Colac Otway Shire to consider the impending sale of the Apollo Bay Kindergarten site as an opportunity to take a step to address the issue.

Given planning permission, we have determined that the site could deliver as many as 4 two-bedroom units or up to 10 single units with twin key capacity.

Once constructed, we estimate the site would return between \$80,000 and \$100,000 pa. at affordable rental rates.

With a favourable purchase price, an affordable housing trust could conceivably return the entire investment required to make the project happen in 10 – 12 years.

Given the history of the site, its origins as a community owned property and the council's stated need for "around \$400,000" to complete the works for the new kindergarten, we urge the Colac Otway Shire Council to refrain from selling the kindergarten on the open market until such time as our community can assemble more comprehensive details of this proposal.

We ask for a six-month moratorium on the sale of the site.

It's a short pause, the result of which will be either a great first step for affordable housing, or a more attractive return from the rising market.

Please give this request serious consideration. We stand ready to answer any questions you may have.

Best wishes.

Bob Knowles President

Item: 10.9

Youth engagement services - future options

OFFICER	Tamzin McLennan
GENERAL MANAGER	Ian Seuren
DIVISION	Development & Community Services
ATTACHMENTS	Nil
PURPOSE	To consider the future provision of youth engagement services

1. EXECUTIVE SUMMARY

Since the 2014-15 budget, Council has contributed \$30,000 annually to Colac Area Health (CAH) to support its youth engagement services. Council's contribution to CAH over the years has been supplemented by various grants including money from FReeZA and Engage Victoria, and the Youth Engagement Officer position has involved ongoing collaboration between Council and CAH.

This partnership arrangement has served the community and each partner organisation well, however in recent times the youth engagement space has shifted both at a local and state level. In late 2020, CAH indicated that its focus was shifting, and that youth engagement services may not be aligned with its longer-term service provision objectives in light of new partnerships developing for youth engagement in the Colac area. CAH's current Youth Engagement Officer resigned in September this year, and CAH has officially asked Council to consider taking back the annual \$30,000 contribution with a view to delivering youth services at a Local Government level. Accompanying this is an opportunity for Council to apply for new three-year rounds of FReeZA and Engage! Funding through the Victorian Government to enhance the work we are doing in the youth space via a VicHealth-funded project, which is worth \$120,000 over three years.

Officers understand that Colac Otway Shire is one of only two local government areas in Victoria that don't employ Youth Engagement Officers (noting that Council has only recently employed a Youth Officer via the VicHealth grant). Further, there are some funding streams that CAH can't access that Local Government can (such as the aforementioned VicHealth funding). The purpose of this report is to seek Council's endorsement to apply for FReeZA and Engage! funding; as well as to clarify future arrangements for the annual contribution that Council previously made to CAH.

2. RECOMMENDATION

That Council:

- 1. Supports applications to the FReeZA 2022-24 and Engage! 2022-24 funding programs, to the approximate value of \$188,000 over three years, to deliver youth engagement and participation services across the shire.**
- 2. Quarantines the balance of the \$30,000 contribution to Colac Area Health from the 2021-22 financial year (being approximately \$22,500) pending the outcome of Council's grant applications to FReeZA and Engage Victoria.**
- 3. Requires that a report be brought back to Council to consider youth engagement services if the FReeZA and/or Engage! funding applications are unsuccessful.**
- 4. Authorises officers to communicate this decision to CAH, and supports officers to continue to work with CAH to ensure there are structures in place to support the ongoing collaboration in the youth engagement space.**

3. KEY INFORMATION

Background

Since the 2014/15 budget, Council has contributed \$30,000 annually to Colac Area Health (CAH) for its youth engagement services. During this time, CAH's youth engagement services have spanned a range of youth issues including mental health, active living, healthy eating, sexual and reproductive health, personal identity and support of Colac Otway's LGBTQIA+ communities, social connection and events, volunteerism and civic engagement. Throughout the period of Council's contribution to CAH, there has been a close and productive working relationship between Council and the CAH Youth Engagement Officer, particularly on events such as FReeZA's Battle of the Bands, and the youth 'COOL Awards' program.

One of the challenges with CAH's Youth Engagement Officer role has been ongoing funding uncertainty. Over and above the Council grant which gave certainty for a part-time Youth Engagement Officer position, obtaining funding to deliver actual programs was a year-by-year proposition. This has involved applying for grants from the Victorian Government through the Engage! and FReeZA programs, along with other agencies such as Barwon Health on an annual basis. This has limited the Youth Engagement Officer's ability to strategically forward plan or commit to programs and events ahead of time.

Current situation

In late 2020 CAH indicated that its focus was shifting, and that youth engagement services may not be aligned with its longer-term service provision objectives. This was particularly in light of new developments in the youth engagement space in Colac, including Headspace. Youth engagement focus and funding programs have also recently shifted at a state level.

CAH's current Youth Engagement Officer resigned in September and CAH has officially asked Council to consider taking back the annual \$30,000 contribution with a view to delivering youth services at a local government level.

CAH has advised that it will not recruit for a replacement Youth Engagement Officer until it receives advice from Council.

Upcoming funding opportunities

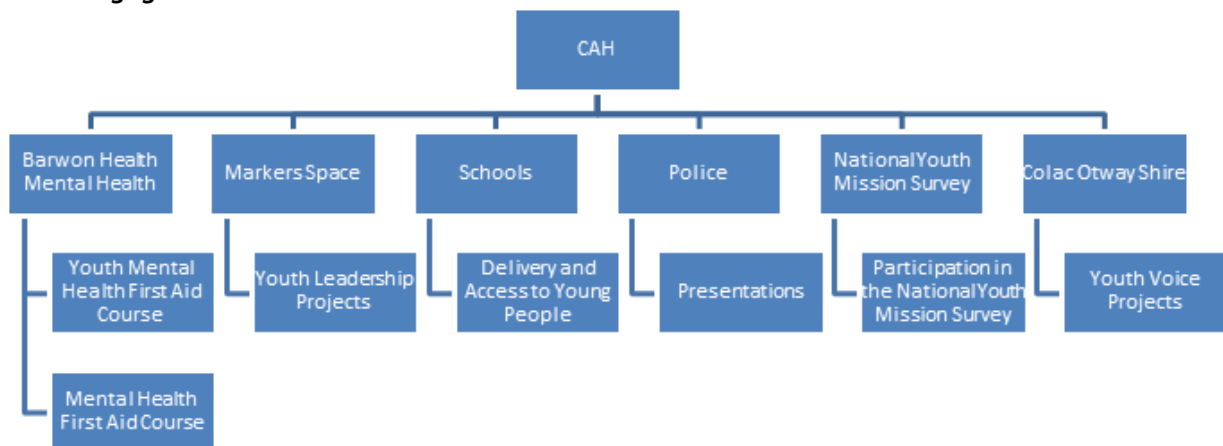
A three-year funding round for FReeZA and Engage Victoria has recently opened.

The Engage! 2022-2024 program provides grants between \$135,000 to \$180,000 over three years for organisations to deliver a broad range of activities within three categories. The level of funding offered to organisations will be based on their capacity to meet a range of activities. FReeZA 2022-2024 offers three-year funding to deliver safe, youth-friendly events for young Victorians aged 12 to 25. Grant funding between \$53,250 and \$106,500 over three years is available for regional providers.

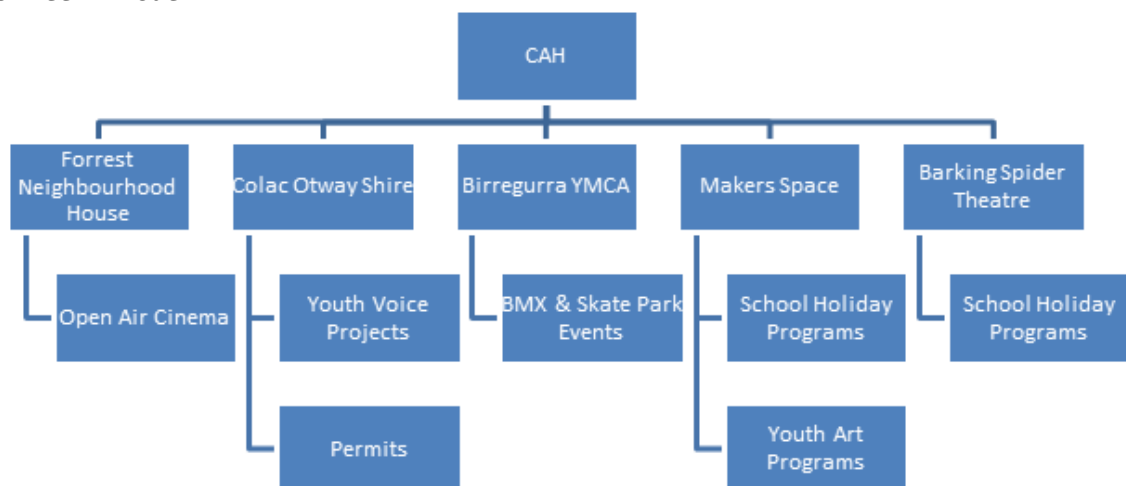
Officers are pre-emptively preparing a grant application pending Council's decision, as the grants close on Friday 29 October 2021. Whilst the grant application was still being shaped at the time of writing this report, officers estimate that Colac Otway will apply for a combined total of approximately \$188,000 across three years from FReeZA and Engage! (\$135,000 from Engage! and \$53,000 from FReeZA).

Below is an overview of the types of activities Colac Area Health has delivered, and partnerships nurtured, as part of its delivery of youth engagement services. Council anticipates delivering a similar youth engagement model.

CAH's Engage! Model



CAH's FReeZA model



In practical terms, an example of activities that could be undertaken through the funding programs include:

- Events at public locations organised by young people.
- Events showcasing young people's musical and artistic talents.
- Performances that bring together young people to socialise and connect.
- Provision of training to young people – e.g. leadership or mental health first aid.
- Connections and activities with other community groups e.g. arts groups or Makers Spaces.
- Arranging informal and formal mentoring opportunities for young people.
- Providing opportunities for young people to have a say in matters that affect them, e.g. Council decisions or the strategic directions of health services.
- Recognition of young people's achievements across the shire eg: the annual COOL Awards.

Options

There are a number of options available to Council.

Option 1 – Council applies for funding from the FReeZA and Engage! programs to deliver youth engagement services and activities and retains its \$30,000 contribution, quarantining the money pending funding the success of the applications (recommended option).

Council is currently delivering on year one of a three-year pilot grant program funded by VicHealth to the amount of \$40,000 annually. The VicHealth funding has enabled Council to employ a Youth Engagement Officer at 0.52 FTE (2.5 days per week) but does not include any implementation money (although there may be opportunities to apply for this in the future). Option 1 would involve applying for funding from the FReeZA and Engage! Programs to enhance the work we are already doing in the youth space, including event implementation.

Under this option, the balance of the \$30,000 (approximately \$22,000) that is currently paid to CAH annually would be quarantined pending the results of Council's funding applications. If the funding applications were unsuccessful, officers would bring a report to Council at a later date to consider use of the quarantined \$30,000.

The VicHealth program aims to provide meaningful opportunities for children and young people (CAYP) to have their voices amplified within the Colac Otway Shire (COS), a chance to shape their opportunities for health and wellbeing, and to be treated as the experts of their own lives. This will be done through Systems Thinking Workshops developed in conjunction with Deakin University.

Under the VicHealth program, Council will partner with health and education providers to integrate services across health promotion, community, and youth engagement to create healthier environments for CAYP to thrive and increase the capacity to coordinate a whole-of-community response to improving CAYP physical activity, healthy eating and mental wellbeing.

The project will also deliver health promotion modules that have been designed to support Council in its planning and implementation of the Municipal Public Health and Wellbeing Plan. The modules are toolkits that are designed to provide options to choose recommended activities that suit our Council, community size and starting point – ensuring that we can make an impact within our community.

If Council can secure further funding, it will greatly enhance our work in this area with a minimal impact on Council's existing budgets. It would also ensure a shire wide focus on youth engagement and activities.

Option 2 – Council negotiates with CAH to retain the funding and service

CAH recognises the value the Youth Engagement Officer brings to the community, and does not want to see the position discontinued entirely. If Council was unable or unwilling to deliver the position in-house, negotiations could continue with CAH. It is important to note that some funding streams for youth engagement are not available to CAH, such as the VicHealth funding discussed in this report. The other consideration is that CAH does not technically service the entire shire and most of its work in the youth space has had less coverage for our coastal communities.

Option 3 – Council ceases to supplement youth engagement services from its operational budget and permanently incorporates the balance of the \$30,000 contribution (approximately \$22,000) into the \$200,000 recurrent savings in line with Council's 2021-22 budget resolution.

Council's 2021-22 budget resolution included a requirement for the organisation to "find \$200,000 worth of operational savings". The draft 10-year Financial Plan also flags the need to make annual operational savings in order to achieve longer term financial sustainability.

Under Option 3, the balance of the \$30,000 contribution to CAH (approximately \$22,000) would be flagged as savings in line with the Council resolution and the Youth Engagement Officer position previously delivered by CAH would cease to exist. The only youth engagement services delivered across the shire would be those that are funded for the next three years by VicHealth.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable at this stage, however it is noted that applications are currently open for Council's new Youth Advisory Group called COLOSYL (Colac Otway Shire Youth Leadership). Young people from across the shire are encouraged to self-nominate for COLOSYL so they can become leaders in planning for future of children and young people in this shire. Applications are available on Council's website at <https://www.colacotway.vic.gov.au/Community-services/Youth-services/Youth-Advisory-Group-COLOSYL>

As per the information above, a key outcome will be to work with young people to develop and deliver activities that engage young people in their local community. This will provide our young people with a greater connection to and active participation in their local community, build their skills and knowledge, and pathways to employment, training and education, and improve their health and wellbeing and social connections to friends, family and the community.

Should Council progress with funding applications, and be successful, the funding would provide program and activity funds to facilitate consultation and co-designed activities in the arts, music, groups for marginalised youth, leadership development, other outdoor activities and the youth awards as an annual event.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 3 - Our Community

1. Increase social connection opportunities and community safety.
2. Connect people through events and activities.
3. Opportunities for the community to participate in lifelong learning.
5. Foster an inclusive community.
6. Community planning informs provision of Council services and social infrastructure.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Residents of the Colac Otway Shire experience a range of health inequalities associated with the shire having significant pockets of socio-economic disadvantage. The Socio-Economic Index for Areas (SEIFA) score is 961, putting our shire in the lowest 25th percentile in Victoria. Our levels of disadvantage are most pronounced in Colac, where SEIFA scores drop as low as 894, putting some areas of Colac in the lowest 9th percentile in the state.

Amongst our youth, Colac Otway Shire records a high level of youth disengagement, and significantly lower levels of year 12 or equivalent completion, post-school qualification completion and university participation when compared to Victorian averages.

Further, residents of all ages in the Colac Otway Shire record higher rates of chronic conditions such as asthma and obesity, suicide and self-inflicted injuries and rates of family violence.

There is a strong argument for Council to be doing more focussed work in the youth engagement and development space in order to support young people to take a more active role in decision making and community building that affects them.

LEGAL & RISK

Not applicable.

FINANCIAL & BUDGETARY

It is recommended that Council apply for funding of approximately \$188,000 over three years through the FReeZA 2022-24 and Engage! 2022-24 funding programs to support the provision of youth engagement services.

Council already sets aside \$30,000 annually in its operational budget to contribute to youth engagement services at Colac Area Health. This proposal recommends quarantining the balance of this money (approximately \$22,000) pending the outcome of applications to the FReeZA and Engage! programs. In addition, Council has secured VicHealth funding of \$120,000 over three years for the employment of a part-time Youth Engagement Officer.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

Communication on this matter will primarily be focussed on Council's key partners, being Colac Area Health, Great Ocean Road Health and other health partners.

TIMELINE

Colac Area Health has informed Council that it won't recruit for a new Youth Engagement Officer until it has received direction from Council. However, CAH's preference is that the role is delivered out of Council.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

Item: 10.10

Australia Day Public Consultation Results

OFFICER	James Myatt
GENERAL MANAGER	Ian Seuren
DIVISION	Development & Community Services
ATTACHMENTS	<ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - Survey Results - Q 5 Further Comments - Colac Otway January 26 Event Community Consultation Survey [10.10.1 - 10 pages] 2. CONFIDENTIAL REDACTED - Survey Results - Q 6 Further Comments - Colac Otway January 26 Event Community Consultation Survey [10.10.2 - 4 pages] 3. CONFIDENTIAL REDACTED - Survey Results - Q 7 Further Comments - Colac Otway January 26 Event Community Consultation Survey [10.10.3 - 5 pages] 4. CONFIDENTIAL REDACTED - Survey Results - Q 8 Further Comments - Colac Otway January 26 Event Community Consultation Survey [10.10.4 - 2 pages] 5. CONFIDENTIAL REDACTED - Survey Results - Q 10 Further Comments - Colac Otway January 26 Event Community Consultation Survey [10.10.5 - 3 pages] 6. CONFIDENTIAL REDACTED - Survey Results - Q 11 Further Comments - Colac Otway January 26 Event Community Consultation Survey [10.10.6 - 3 pages]
PURPOSE	The purpose of this report is to consider how Council conducts 26 January events in the future.

1. EXECUTIVE SUMMARY

Historically Council has hosted events on Australia Day including citizenship ceremonies, community awards, markets and public gatherings. Prior to Australia Day 2021, Council periodically undertook reviews of elements of Australia Day events and awards but has not conducted a full review including community consultation on all elements of the Australia Day event.

On 24 March 2021 Council resolved to undertake a standalone review of Australia Day Awards and Ceremonies including a community consultation process. A survey was conducted of the local

community that was designed with the aim of understanding community views regarding the future of Council events and activities on 26 January. The survey received 252 responses.

This report presents the results of the community survey and proposes a structure for future Council events on 26 January, including citizenship ceremonies and community awards, taking into consideration the survey results and discussions with Councillors.

2. RECOMMENDATION

That Council:

- 1. Notes the community response to the Australia Day Event Survey.***
- 2. Determines, based on the responses, that it will not host, participate or fund Australia Day Awards on 26 January from 2022 onwards and will instead host annual community awards on an alternative date to be determined.***
- 3. Notes the alternative date may coincide with an existing community event in partnership or be a standalone event.***
- 4. Approves four award categories for future community awards, being:***
 - a. Citizen of the Year***
 - b. Young Citizen of the Year***
 - c. Community Service of the Year (Group or Individual)***
 - d. Environmental Achievement Award.***
- 5. Continues to hold a Citizenship Ceremony on 26 January as a requirement of the Australian Government.***
- 6. Advocates to the Australian Government for Councils to have the option to hold Citizenship Ceremonies on 26 January or another date of their choosing.***

3. KEY INFORMATION

Background

Since amalgamation in 1995, the Colac Otway Shire has hosted events on Australia Day in an evolving form, with events prior to 1995 focusing on Australia Day Awards.

In 2021 Council hosted an Australia Day event on 26 January in Memorial Square, Colac which received positive feedback from community members who attended. The event consisted of Community Australia Day Awards, a Citizenship Ceremony and live music from local artists and children. Australia Day Award Categories in 2021 were:

- Citizen of the Year
- Young Citizen of the Year
- Community Service of the Year
- Sporting Service of the Year
- Arts Service of the Year

Council has periodically undertaken reviews on elements of Council's Australia Day Events but not conducted a full event review inclusive of community consultation.

At the 24 March 2021 Council meeting, Council resolved:

“That Council conducts a standalone review of the Australia Day Awards and ceremony including:

- a) Establish a consultation process that seeks to understand the views and perceptions on the current Australia Day event. The review may look at, but is not limited to:***
 - Award categories***
 - Indigenous inclusion***
 - Citizenship ceremonies.***
- b) A report be prepared for the September 2021 Council meeting or earlier if possible, showing the results of the community consultation, with suggestions for the 2022 Australia Day event and beyond.”***

Following the resolution, a consultation plan was developed that included targeted consultation with Traditional Owners followed by broader community consultation.

The public survey sought to understand the perspectives of the community in relation to hosting the Colac Otway Shire event and more specifically the new citizenship ceremony on 26 January, whilst also ascertaining support for the community awards and whether the current award categories resonate with respondents.

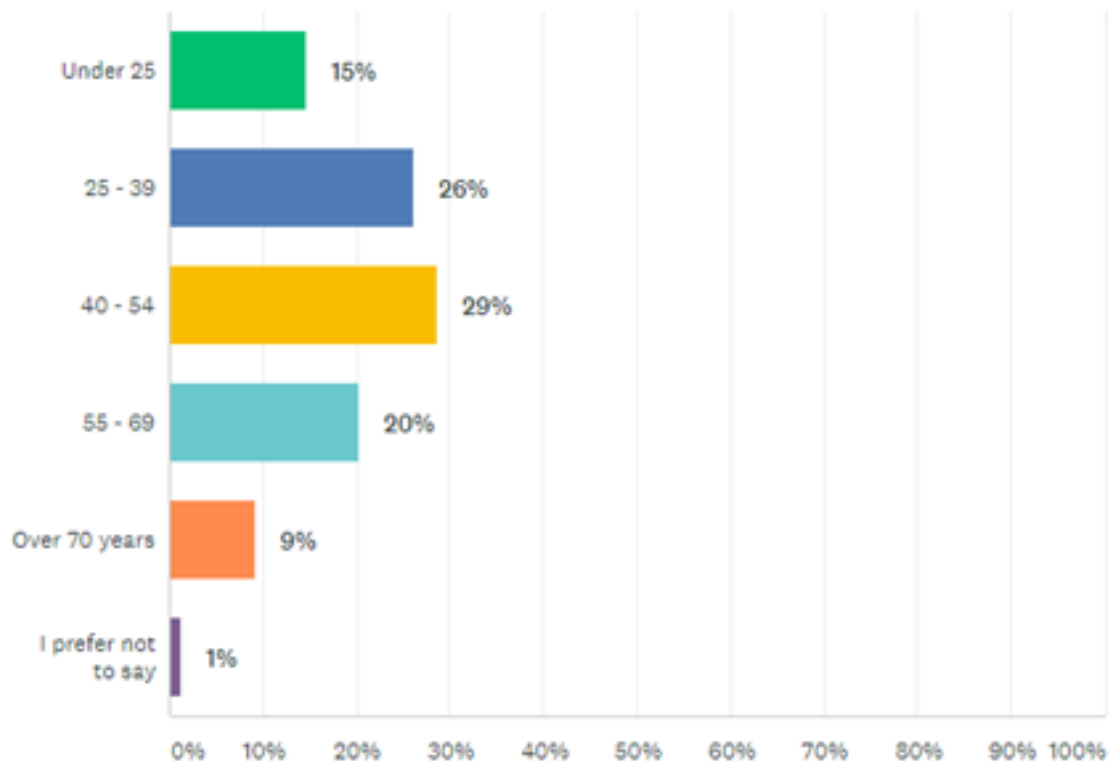
Community Consultation Results

As part of the community consultation process, Council developed a survey that sought community feedback as to how/if Council might operate all aspects of its Australia Day events in 2022 and beyond. An online version of the survey was opened for submissions from Thursday 26 August to Friday 10 September with physical copies of the survey also available at Council offices.

Council received 252 survey responses with the majority of respondents providing considerable detail where there was the option to provide comments, demonstrating the level of engagement from respondents on the topic. All verbatim comments on the survey are attached to the confidential attachment to this report.

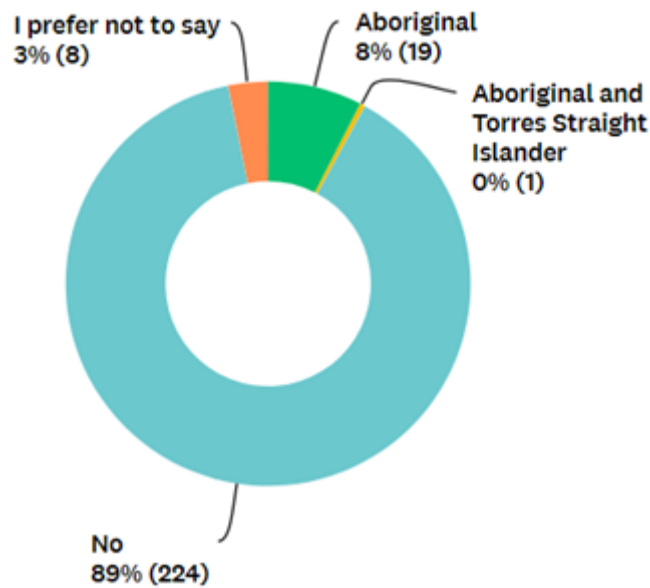
The following charts and graphs present results from the survey and some quotes that demonstrate the range of community sentiment and feedback.

Question 1. Which age category represents you?



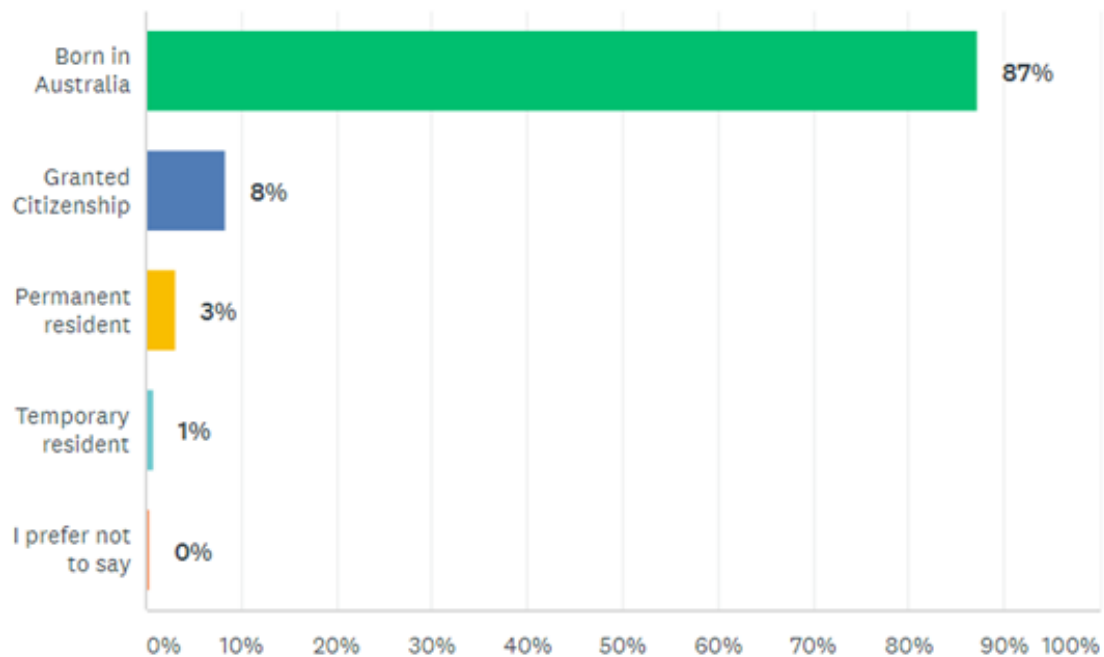
The distribution of survey respondents across the age cohorts is relatively even, indicating that the views of a broad cross section of the community was captured in responses.

Question 2. Do you identify as being of Aboriginal and/or Torres Strait Islander origin?



Approximately 8% of the 252 respondents identify as Aboriginal or Torres Strait Islander with 3% preferring not to say. According to the 2016 Census, Aboriginal and/or Torres Strait Islander people made up 1.2% of the Colac Otway Shire population. Therefore, the representation of First Nations people in the responses received is significant given the sample size (approx. 7.5% of the Indigenous population residing within the Colac Otway Shire). The majority of respondents (89%) did not identify as being of Aboriginal and/or Torres Strait Islander origin.

Question 3. Are you an Australian Citizen?



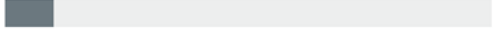
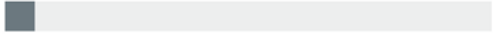
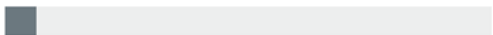
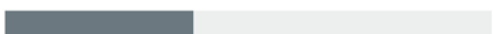
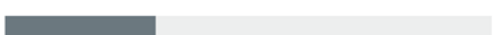
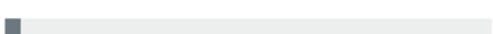
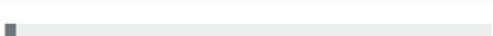

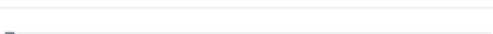
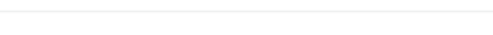
Australian citizens represented the majority of respondents (95%) of which 87% are citizens by birth and 8% were granted citizenship.

Question 4. What is the postcode of your primary residence?

Postcode	Percentage of Respondents (approx.)	Actual Respondents
3250 Colac, Colac East, Colac West and Elliminyt	53%	124
3249 Regions surrounding Colac from Irrewillipe East on the western side, to Dreeite in the north, Gerangamete to the east and as far south as Tanybryn.	17%	39
3242 Birregurra	7%	16
3233 Apollo Bay, Cape Otway, Marengo, Petticoat Creek, Skenes Creek, Skenes Creek North	5%	11
3251 Beac, Weering, Cundare, Eurack, Cundare North	5%	11
Other post codes	14%	34

The geographical spread of respondent's primary residence according to the postcode showed the majority reside within Colac and the neighbouring rural areas. The geographical distribution of respondents largely reflects the permanent population distribution across the shire with Colac representing the largest population centre.

Question 5. What does the date January 26 mean to you?

"Australia Day"		10.20%	25
*Aspirational Meaning		6.12%	15
Colonisation		6.53%	16
Indigenous Impact		38.78%	95
National Celebration		31.02%	76
No significance		3.27%	8
Not a day of celebration		2.45%	6
Other		1.63%	4
Public Holiday		2.04%	5
Social Occasion		2.86%	7

Question 5 gave respondents the opportunity to provide comments in response to the question. Comments were tagged with key themes and the above graphic presents the number of each comment that demonstrated each theme. Question 5 was the only question within the survey where a response was not mandatory, however it received a strong response with 245 (97%) of respondents describing what 26 January means to them.

There was a strong sentiment that respondents want to celebrate ‘Australia Day’ but a number also felt uncomfortable doing so on 26 January due to the impact on Aboriginal and Torres Strait Islander people. Many highlighted that Australia Day needed to be on a day that all Australians could celebrate on. The below comments are a sample showing the range of views displayed.

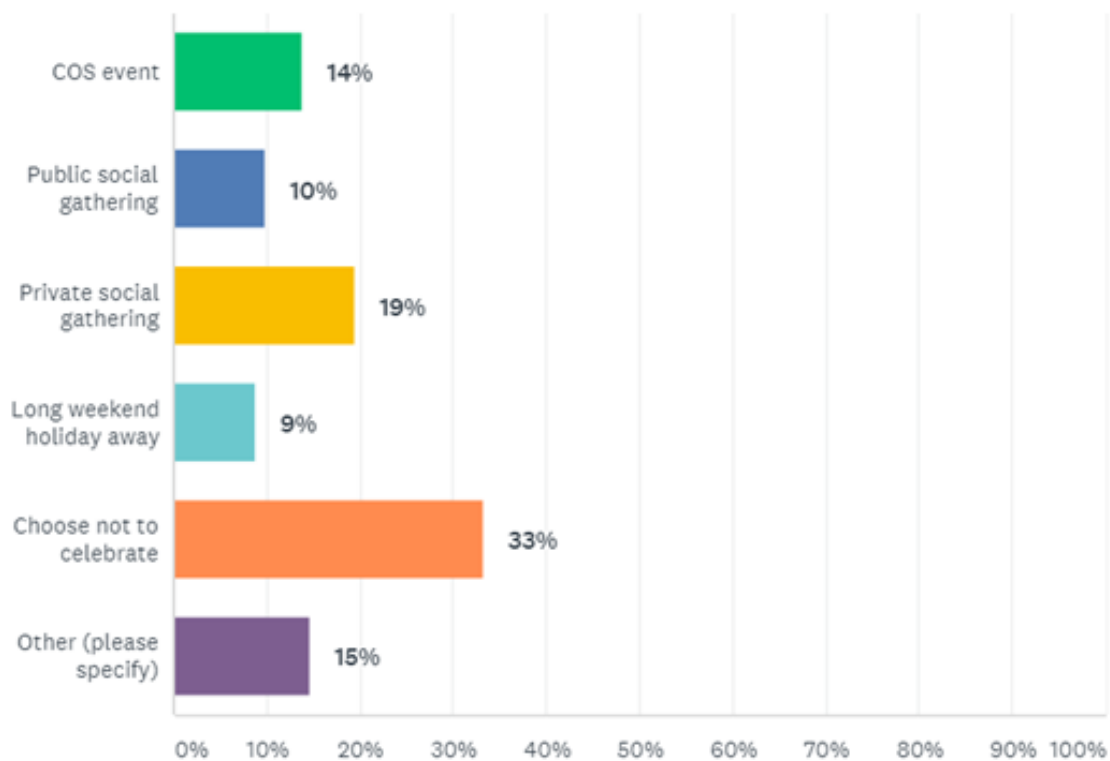
“I feel ambiguous about this day as I believe it should be a celebration of Australian culture and people but am conscious that it holds painful memories for many indigenous people. I would support the date being changed to allow all Australians to be part of a celebration.”

“I acknowledge that many first nations people consider this date to be invasion day. It's currently the date that we celebrate Australia Day, however, I want Australia Day to be on a date that ALL Australians can come together and celebrate being one nation. January 26 does not allow this.”

“Being thankful for living in a wonderful, beautiful country full of characters, friendship and natural wonder. It is a day to appreciate where we live, how we live and whom we share this country with all together.”

“My view has changed over the years. I now see it as a celebration of our colonial beginnings, rather than an inclusive day for ALL Australians.”

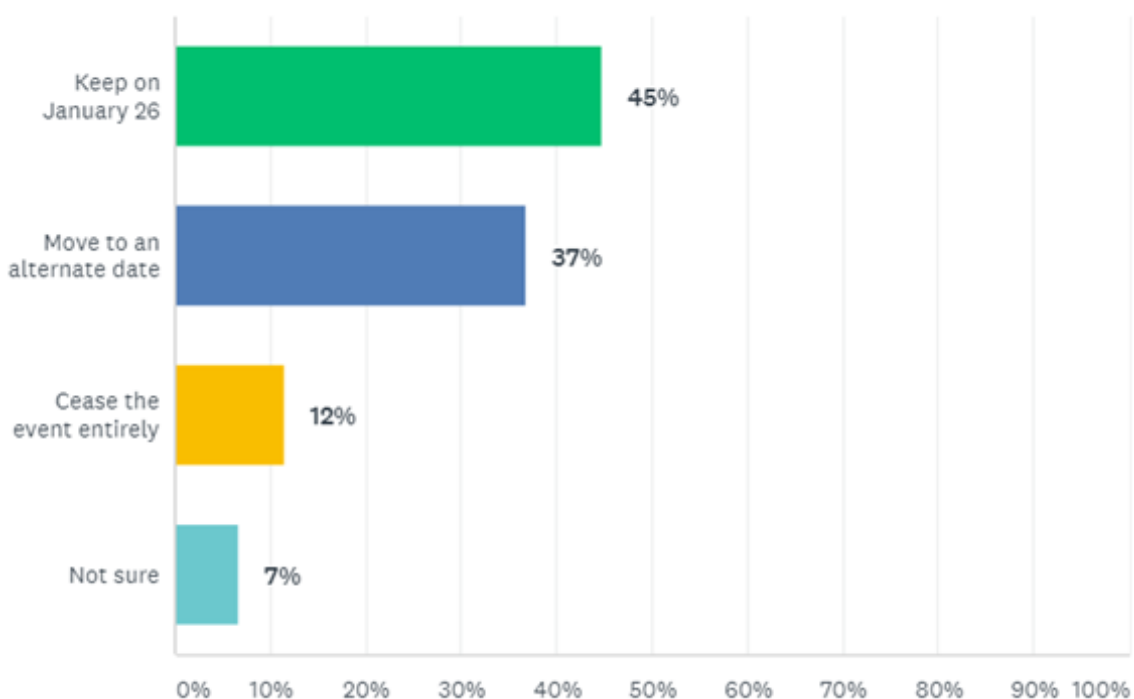
Question 6. What activities do you partake in on January 26? Do you attend any of the following?



For question 6, 52% of respondents selected answers showing they partake in Australia Day events or a long weekend social activity, 33% of respondents stated that they choose not to partake in celebratory activities and 15% of respondents selected other.

Respondents had the option to add a comment to explain their answer, with 73 doing so. Of the comments, 14 were from those who responded “choose not to partake” and 36 were from those who selected “other (please specify)”. In the comments for these two answers, 22 respondents indicated that they partake in activities or events led by First Nations people with a further 11 respondents indicating that due to the cultural sensitivities they do not partake in any form of celebration, instead opting for a day of reflection. A key theme of all comments related to the desire to have a national day of celebration that above all else is inclusive and not associated with a date that is traumatic for segments of our society.

Question 7. Do you think the Colac Otway Shire event should continue to be held on January 26?



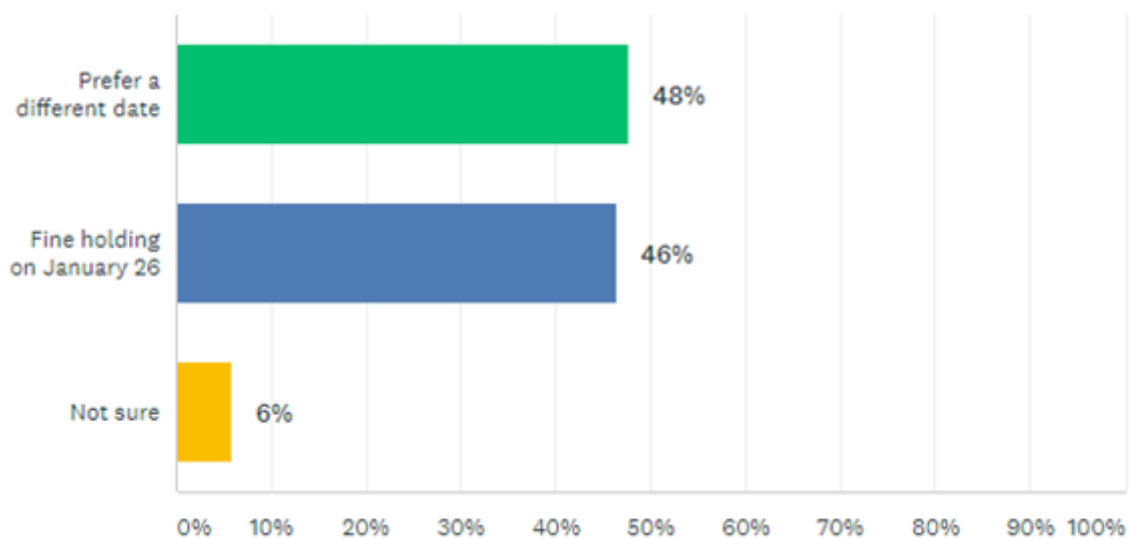
Answer Choice	Actual Responses
Keep on January 26	113
Move to Alternate Date	93
Cease Event Entirely	29
Not Sure	17

The leading individual response to question 7 was to keep Council’s event on 26 January with 45% or 113 responses. However, combining the two responses “Move to alternative date” and “Cease the event entirely” totalled 48% or 122 responses. This demonstrates that there is a differing view in the community on this topic, with a strong response from respondents who no longer desire Council to hold events on 26 January.

If respondents selected “Move to an alternative date”, they were asked to comment when their preference would be to hold the event. Comments varied in nature with some suggesting “summer”, others justifying their response and a number indicating a specific alternative date. The range of responses demonstrated that there was no clear consensus on an alternative date to hold the Council event. The below table summarises responses that indicated a specific alternative date.

Proposed Date	Significance of Date	Frequency
January 1	Federation Day	6
January 27		1
February 13	Act of Recognition passed	3
March 12	Canberra named	1
May 8	"Mate"	8
May 9	The day Australia became a self-governing federation	2
May 27	Referendum of Indigenous Rights	6
June 3	Mabo day	1
September 17	Australian Citizenship Day	1

Question 8. How do you feel about the Colac Otway Shire Council holding a citizenship ceremony on January 26?



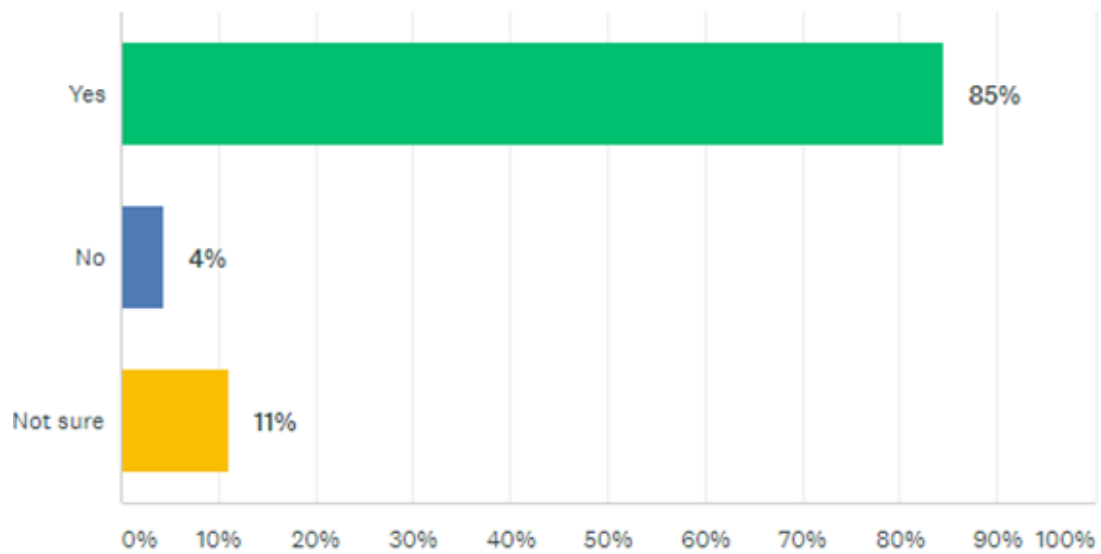
Answer Choice	Actual Responses
Prefer a different date	120
Fine holding on 26 January	117
Not Sure	15

The results for question 7 indicate an almost even split between Council not holding citizenship ceremonies on January 26 (48%) versus citizenship ceremonies being held on this day (46%). While the responses are essentially evenly divided, further analysis of open responses indicate the complexity of this question and conditional nature of some responses.

"But the people receiving citizenship should be made aware of the significance of the date and have the option for a different date. People might not want to celebrate their citizenship on that date."

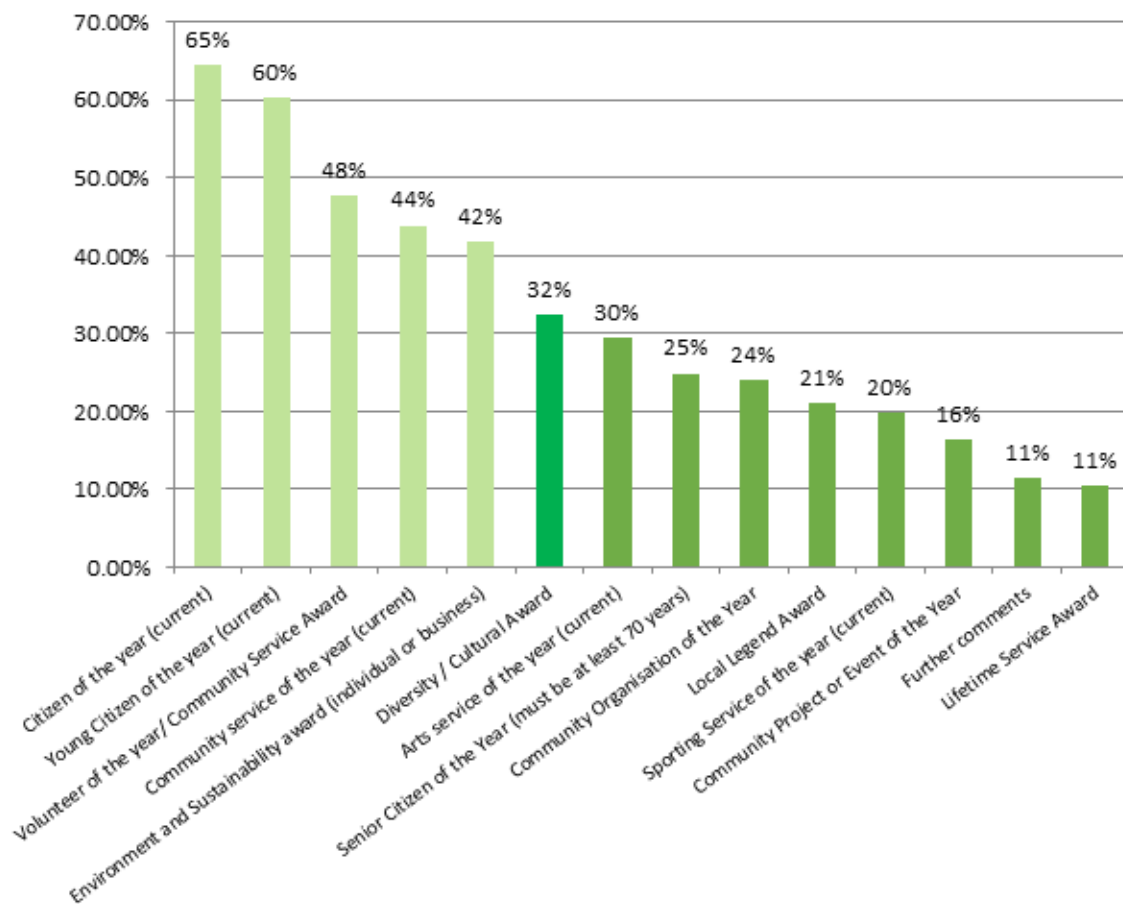
"I agree if the meaning of Australia Day is changed. It should not be a celebration for the beginning of the destruction of the First Nations People"

Question 9. In your opinion should the Colac Otway Shire continue to present community awards?



Results to question 9 demonstrated the most unanimous community response to any question in this survey with an 85% majority wanting Council to continue to present community awards. Further, only 4% indicated that they did not believe Council should continue to have community awards. This shows the importance of recognising community achievement through awards to the community.

Question 10. Which of the following award categories would you like to see included in the Colac Otway Shire community awards? Please select a maximum of five award categories.

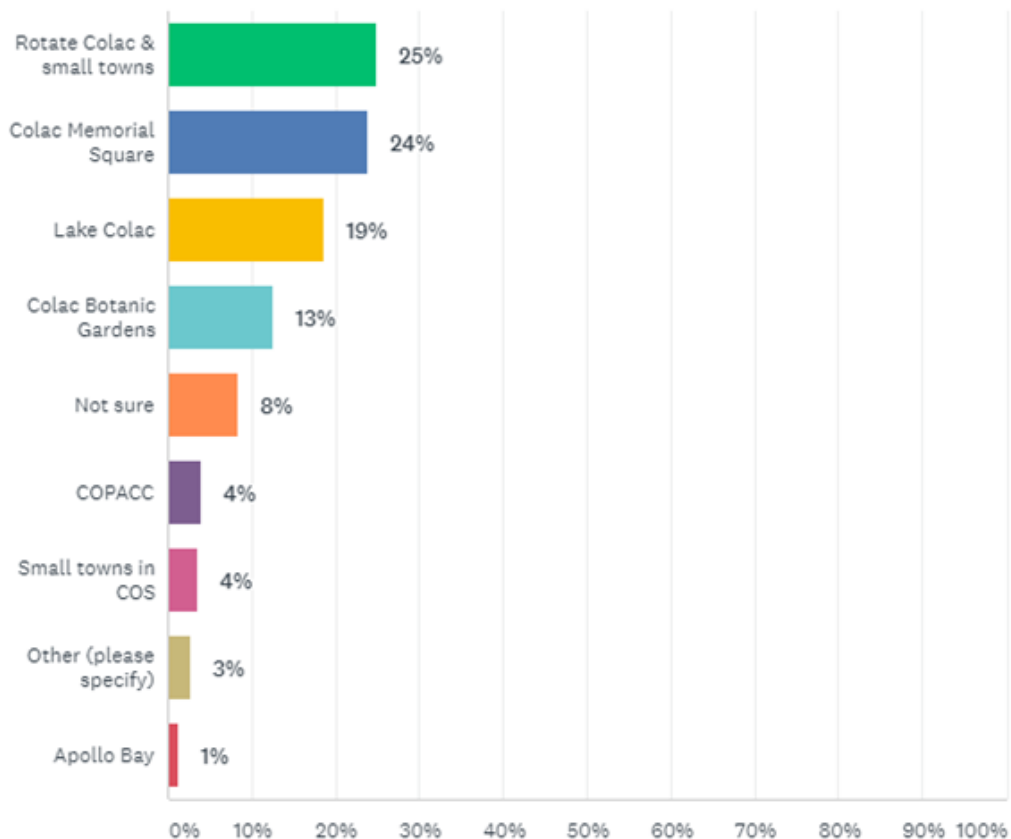


With question 9 showing the community desire for Council to host community awards, question 10 sought community feedback as to what the award categories should be. If there were to continue to be 5 award categories, based on a majority community vote the new award categories would be:

- Citizen of the Year
- Young Citizen of the Year
- Volunteer of the Year/Community Service Award
- Community Service of the Year
- Environment and Sustainability Award (individual or business)

Community support for a new environment and sustainability award conveys the strong emphasis of such values present within the local community. This award category aligns with the community feedback received in preparing the draft Council Plan 2021-25, which delivers a strong focus for Council on environmental outcomes for the Colac Otway community. A Diversity / Cultural Award would also resonate with the community as indicated by the number of responses, and again aligns strongly with the draft Council Plan 2021-25.

Question 11. If the Colac Otway Shire were to hold such events in future, where would you prefer they be held?



Answer Choice	Actual Responses
Rotate between Colac & Small Towns	62
Colac Memorial Square	59
Lake Colac	46
Colac Botanic Gardens	31
Not sure	21

Answer Choice	Actual Responses
COPACC	10
Small Towns in Colac Otway Shire	9
Other (please specify)	7
Apollo Bay	3

While 25% of respondents to question 11 indicated a preference for Colac Otway Shire events to rotate between Colac and small towns, the next four top responses (56%) convey strong support for the event to be held in Colac with three Colac specific venues (Memorial Square (24%), Lake Colac (19%) and Colac Botanic Gardens (13%)). It should be noted that as demonstrated in question 4, the majority of respondents to the survey were from Colac. Overall, there was not an overwhelming majority indicating a specific location of future Council events.

Options for Future Council Events

1. Hold an event on 26 January

Questions relating to the future of Council events on 26 January demonstrated diverging opinions within our community. Options for Councillors to consider include:

- Continue to host Australia Day celebratory events on 26 January.
- Host Australia Day celebratory events on an alternative date.
- No longer host Australia Day events but support other groups to do so.
- No longer host or support/fund celebratory events on Australia Day in Colac Otway Shire.

The Officer recommendation in this report is to no longer hold, participate in or fund any celebratory events on 26 January from 2022 onwards. This resolution is proposed as the results of question 7 demonstrated 48% of respondents preferred for the event to “Move to alternative date” or “Cease the event entirely” whereas 45% of respondents preferred for events to remain on 26 January.

2. Australia Day Awards

The community demonstrated a strong preference to continue to host community awards with a mixed opinion on when the community awards should be held. Options for when to host the community awards include:

- On 26 January.
- In conjunction with an existing community event.
- At a new standalone Council run event.

Considering feedback from the community survey and previous years, Officers recommend changing the existing 5 Australia Day Award categories to 4 new Community Award categories being:

- Citizen of the Year
- Young Citizen of the Year
- Community Service of the Year
- Environmental Achievement Award

Guidelines for each category will be created prior to nominations opening with a focus on broadening the scope of each category. An example would be the Citizen of the Year category which could include outstanding achievement in the community, business, sport, arts and more.

3. Citizenship Ceremonies

Citizenship Ceremonies are an important date in the lives of our new citizens and the event plays a role in welcoming new citizens to our community. Under Australian Government regulations, Councils are required to host a citizenship ceremony on 26 January each year or lose the privilege to host citizenship ceremonies. Due to these regulations, officers recommend Council continue to host stand-alone Citizenship Ceremonies on 26 January and advocate to the Australian Government for Councils to have a choice on ceremony dates in the future.

The full Australian Government code of conduct of citizenship ceremonies can be found using the following link.

<https://immi.homeaffairs.gov.au/citizenship-subsite/files/australian-citizenship-ceremonies-code.pdf>

4. COMMUNITY CONSULTATION & ENGAGEMENT

Council conducted an online survey of Colac Otway Shire residents to ascertain their preferences for Australia Day activities and awards. The survey was shared on the Colac Otway Shire Council Facebook page once a week for the duration of the consultation period, as well as through local media outlets.

Correspondence inclusive of the survey link was also sent to local community groups directly via email, encouraging them to share the survey and/or provide feedback as a key stakeholder for the event.

252 responses were received which is considered a strong response.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

3. Strengthen partnerships with key stakeholders to benefit the whole community.

Theme 3 - Our Community

1. Increase social connection opportunities and community safety.
2. Connect people through events and activities.
5. Foster an inclusive community.

Theme 4 - Our Leadership & Management

2. Openness and accountability in decision making.
5. Communicate regularly with our community and involve them in decision-making.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Events in Colac Otway play an important role in stimulating visitation to the region as well as cultural and community cohesiveness.

LEGAL & RISK

There are no legal or risk issues relevant to the report.

FINANCIAL & BUDGETARY

Council currently has an annual operational budget of \$16,000 which is used to conduct three Citizenship Ceremonies per year and Council's Australia Day Event including the community awards process.

7. IMPLEMENTATION STRATEGY

TIMELINE

If the proposed resolution is successful, Officers will liaise with community event organisers to find a date suitable in the events calendar to hold community awards.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

Item: 10.11

Combined Planning Scheme Amendment and Planning Permit Application - Red Rock Art Gallery, Cororooke

OFFICER	Erin Sonogo & Ravi Ayyagari
GENERAL MANAGER	Ian Seuren
DIVISION	Development & Community Services
ATTACHMENTS	<ol style="list-style-type: none"> 1. RRRTAG Proposal [10.11.1 - 60 pages] 2. Proposed Plan of Subdivision with Aerial [10.11.2 - 1 page] 3. Plans of Proposal Plans [10.11.3 - 7 pages] 4. Further Information Received from Applicant [10.11.4 - 1 page] 5. Draft Planning Permit Conditions [10.11.5 - 8 pages] 6. C 111 cola - Draft Planning Permit Conditions - CFA [10.11.6 - 3 pages]
PURPOSE	For Council to consider seeking Ministerial authorisation to prepare and exhibit a combined planning scheme amendment and permit for the redevelopment of Red Rock Regional Theatre Art Gallery (RRRTAG), Cororooke.

1. EXECUTIVE SUMMARY

Council has received a planning scheme amendment request from the owner of the Red Rock Regional Theatre and Art Gallery (RRRTAG), together with an associated planning permit application. The amendment proposes to rezone a small portion of land currently in the Farming Zone to Township Zone, while the permit application seeks permission for the subdivision, use and development of the land.

Section 96a of the *Planning and Environment Act 1987* (the Act) allows the submission of a combined application for a planning scheme amendment and planning permit. The reason for the amendment and permit application being combined in this instance is that the proposal sought through the permit application is prohibited under the current zoning. However, it is the buildings/works and subdivision proposed through the application that provides justification for the rezoning. Therefore, the only viable way to progress the proposal is to follow the process set out under Section 96a of the Act.

The rezoned area of land is to be consolidated with the lot on which the existing theatre and gallery building is sited. The additional land is to be used to accommodate a major upgrade to the wastewater

treatment system, which is required before any further development or altered use on the land can proceed. This area would also accommodate an expansion of the car park.

As noted, the request also includes a planning permit application component, which seeks permission to undertake subdivision so that all the land associated with the theatre and gallery is on one title, as well as to undertake development works including extensions to the building and the siting of a tram on the land. The application also seeks a permit for a café, liquor licence and business identification signage. While not directly related to the theatre/gallery element of the application, it is also proposed to subdivide the balance land into two lots. This would remedy a historic anomaly whereby the balance land is in two different zones – Farming Zone and Township Zone.

Whilst the subdivision would result in two lots becoming three, an increase of one lot, the additional lot is being created to address a historic anomaly where part of the site is within the Township Zone and subject to different planning controls than the balance of the land. The realignment of the boundary with the RRRTAG site is also minor and for the purpose of facilitating an expansion of the existing gallery use which would result in significant social and economic benefit to the town and broader region. It is considered that on this basis the proposal differs from other subdivisions that create lots under the minimum 40ha lot size in the Farming Zone, and that limits to future subdivision and development of the resultant balance lot are not required in this instance.

Council must resolve to seek authorisation to prepare the combined planning scheme amendment/planning permit before the amendment may be progressed.

2. RECOMMENDATION

That Council:

- 1. Resolves to seek Ministerial authorisation to prepare and exhibit a Section 96A combined planning scheme amendment (C111cola) and planning permit application (PP217/2020-1) for land at 520 Corangamite Lake Road and 30 Factory Road, Cororooke.**
- 2. Authorises officers to make any necessary minor formatting and administrative corrections to Amendment C111cola documentation prior to lodgement with the Minister for Planning for authorisation.**

3. KEY INFORMATION

Council has received a private request to amend the planning scheme, together with a planning permit application which seeks to extend Red Rock Regional Art Gallery (RRRTAG), at 520 Corangamite Lake Road, Cororooke and expand its use. Subdivision of the land is also proposed. As noted above, the application is a combined application under Section 96a of the Act.

The planning scheme amendment request proposes to rezone a small area of land from Farming Zone to Township Zone. The land to be rezoned directly adjoins the rear (eastern) boundary of RRRTAG. The gallery requires the additional land because the site is currently too small to accommodate any increase to the size of either the septic system or the car parking area. The current wastewater treatment system on the gallery grounds is aged and not adequate to accommodate the increased demand that would be generated if the proposed extensions to the gallery go ahead. The regulations for wastewater treatment and disposal require that all wastewater be contained within the boundaries of the lot on which development is sited. Therefore, it is proposed that an additional 4274m² of land be consolidated with the existing lot on which the gallery is sited, for the purpose of accommodating

the gallery's upgraded treatment system. The rezoned area of land would also accommodate car parking to meet the future needs of the gallery.

Need for the amendment

It is necessary to rezone the land from Township to Farming at the same time as undertaking the proposed subdivision of the land, as it would be inappropriate to create a lot that is in two zones. For the same reason, it is also appropriate to subdivide the balance lot into two lots to address a historic anomaly that has resulted in that land being in two zones.

In this instance, as neither the amendment nor the permit (subdivision component) is able to precede the other, the only process available to the applicant is to undertake a combined permit and amendment process.

In summary, the amendment and subdivision are required for the following reasons:

- To ensure all buildings and works would be located on one lot.
- To ensure that buildings/works would not encroach on/cross title boundaries.
- To ensure that the zone reflects the use of land.

Proposed Planning Permit

Before Council is able to lodge the request for authorisation with the Minister, it must prepare a draft planning permit. The Minister is the responsible authority for combined amendments/planning permits. However, the draft permit will contain the conditions recommended by Council. The draft permit is attached to this report.

The key elements of the proposal for which a planning permit is sought are:

- Subdivision of land to incorporate an additional 4274m² of land within the gallery grounds. This would result in a total lot area for RRRTAG of 6927m².
- Two lot subdivision of the balance land, resulting in lot areas of 5446m² (TZ portion) and 20.6ha (FZ portion).
- Tram carriage placed on the land, for use as a multi-purpose artist space (this is already on site.) A shelter would be constructed to protect the tram, which would be connected to the other buildings via a walkway.
- Extension to the building to accommodate a café/restaurant, with seating for up to 80 persons and a maximum occupancy of 179 persons. The proposed courtyard would be used for outdoor dining in suitable weather but would not increase the seating capacity beyond 80.
- An on-premises liquor licence, in place of the temporary limited licences applied for in the past. The licence would enable patrons to carry drinks into the gallery space and theatre and allow for liquor to be served for consumption on premises at special events in the red-line licensed area.
- A range of associated works including updating the existing signage, constructing drainage and wastewater systems, and the expansion of the car park from 18 spaces to 50.

Planning assessment (use, development and subdivision)

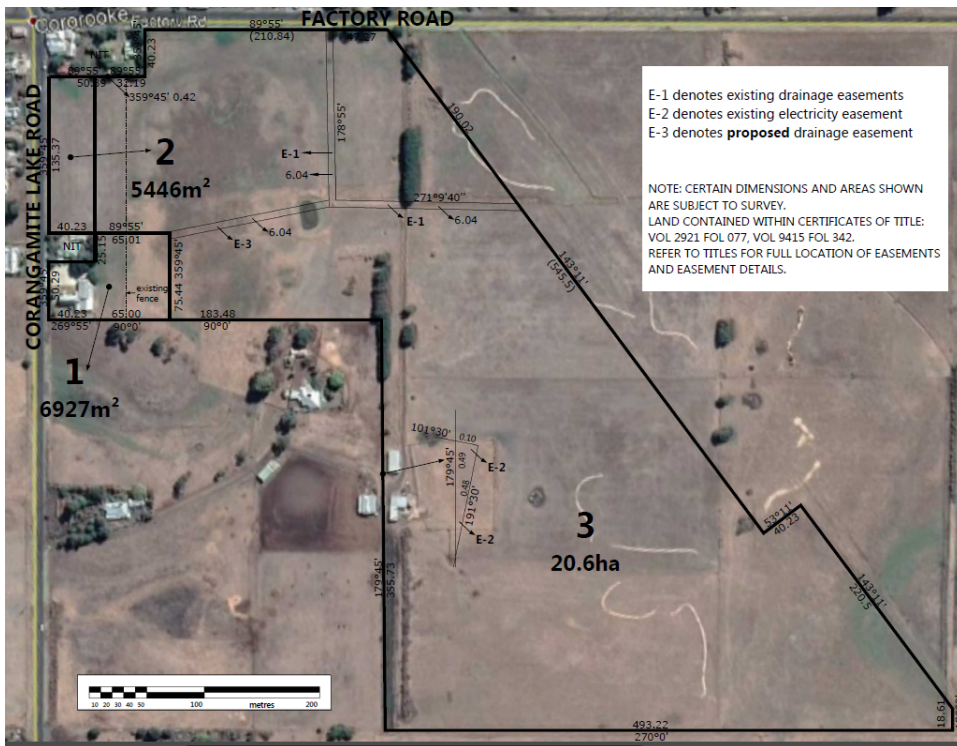
The current use of the site as a Place of Assembly is established and provides an important facility for the town of Cororooke and the surrounding area. The proposal seeks to extend the building and to expand the use to include a licenced café. The role of RRRTAG in the community is important and it is considered that the expansion proposed would bring significant community benefit.

The proposed subdivision to incorporate land to the east would facilitate the expansion, by allowing wastewater to be contained within the lot on which RRRTAG is sited, in compliance with legislative requirements. Due to the potential amount of effluent generated, EPA approval would be required for the proposed wastewater system, rather than Council consent. Car parking for the expanded facility would also be contained on site, within the extended lot area to the rear/east. The aerial images below show the site as existing and proposed (RRRTAG is in the south-west corner of the first image, and in Lot 1 on the second image):

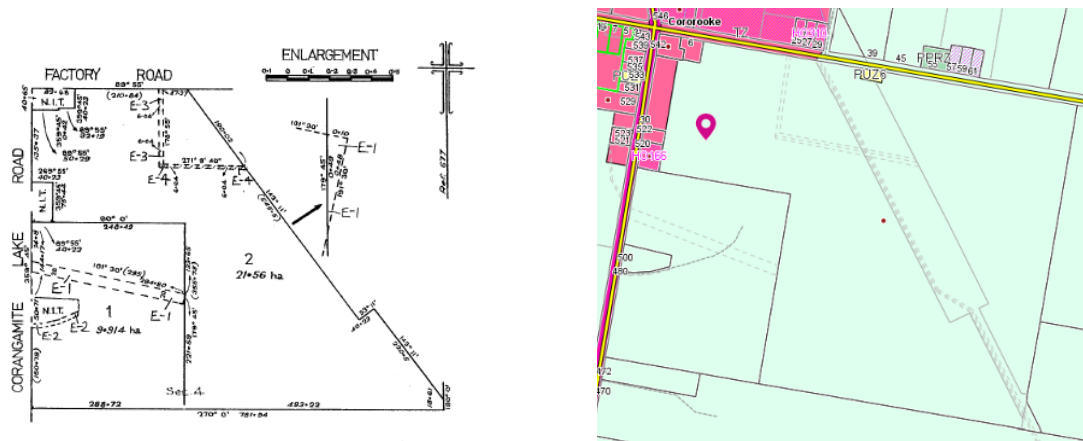
Image1



Image 2



Below is a copy of the title plan for an existing lot (21.56ha) at 30 Factory Road that forms part of the application site, which is in both the Farming Zone and Township Zone. Also below is a plan showing the current zoning of the land. Land further east in the Farming Zone also forms part of 30 Factory Road, but does not form part of the application site.



As noted earlier in this report, the application proposes the re-subdivision of two lots into three lots. The lots in question are the existing lot at 520 Corangamite Road (occupied by RRRTAG) and one of the existing lots at 30 Factory Road (21.56ha). When considering the re-subdivision proposed, it should be acknowledged that there is clear state-wide and local planning policy in the planning scheme relating to the protection of land in the Farming Zone for agricultural purposes. However, in this case it is considered that, although the proposal would result in a small reduction to the lot in the Farming Zone, the re-subdivision is supported for reasons below.

The re-subdivision of the land would reduce the size of the parcel of land in the Farming Zone by 4274m², to expand the RRRTAG site (with associated rezoning of that piece of land to Township Zone). Without such an increase in the land available to RRRTAG, it cannot expand. In determining that the proposed re-subdivision would be an appropriate planning outcome, regard was had to Section 60 of the *Planning and Environment Act 1987* (the Act). This section of the Act lists matters that Council is required to take into account when assessing planning applications. These include *“any significant social effects and economic effects which the responsible authority considers the use or development may have”*. Section 60 of the Act also states that Council is required to *“(where appropriate) have regard to the number of objectors in considering whether the use or development may have a significant social effect”*. As such, and whilst normally the re-subdivision of land in the Farming Zone to increase the size of a neighbouring lot in the manner proposed would be clearly contrary to planning policy, in this case it is considered that the proposed expansion of the RRRTAG would have significant social and economic effects that would benefit the wider community. Given this, it is considered that the proposed re-subdivision is supported from a planning policy perspective, and that the benefits of the proposed re-subdivision to the wider community, which would facilitate the expansion of RRRTAG, warrants the grant of a planning permit and associated re-zoning.

It is noted that Council’s planning policy at Clause 14.01-1 requires consideration, as relevant, as to whether a Section 173 agreement should be entered into by a proponent to limit the potential for further subdivision of the land or development of a dwelling where the resultant lot sizes of a subdivision do not meet the minimum of 40ha. Such a requirement is not considered reasonable in this instance given the minor nature of the reduction in area of the lot, the purpose of the change being to facilitate a viable development of the current RRRTAG facility, and the significant social and economic benefits of the proposal. The proposal is different to other scenarios where a land owner is resubdividing land to create small rural lots (eg an excision of a small lot).

It is also noted that, had the combined application not sought also to address the anomaly that has resulted in 30 Factory Road being in two zones, the proposed subdivision of the lot at 30 Factory Road into two lots could have been sought under Clause 64.03 (Subdivision of Land in More Than One Zone) of the planning scheme. That clause specifically allows subdivision that creates one lot smaller than the minimum subdivision area specified for a zone (i.e. in this case decreasing the size of the land in the Farming Zone), provided it meets specific criteria. The current proposal to subdivide off the vacant Township zoned land from the Farming zoned land would meet those criteria.

The planning application has been referred externally to the CFA, the Department of Transport and the EPA. VicPolice was also notified of the application, because of the proposed liquor licence. No objections were received and only the CFA requires conditions to be imposed. It should be noted that, whilst the site is not in the BMO, a state-wide provision at clause 13.02 of the planning scheme requires all Councils to have regard to bushfire risk in any bushfire prone area both for planning scheme amendments and for developments that would involve people congregating in numbers, including Places of Assembly.

Internal Council referrals have also been undertaken to the Infrastructure, Health, Environment and Buildings Units, and comments were also sought from Council’s Heritage Advisor. Conditions received from the Infrastructure, Health and Environment Units have been included in the draft permit attached to this report.

In summary, the proposal is considered acceptable in principle and would provide an important community and tourist destination. The subdivision would allow the requisite wastewater and car parking to be contained within the eastern section of the expanded lot, facilitating the construction

of an extension to the building and the introduction of a licenced café use. The subdivision would also address a zoning anomaly to the north of RRRTAG.

It is considered that the proposal would not be detrimental to the amenity of the area. The site is located at the periphery of the town, with a relatively low number of dwellings near the site. The use of the land is already established, with the exception of the proposed café element and the type of liquor licence. VicPolice advised it has no objection to the proposed liquor licence. It is considered that the expanded use would not materially alter the impact of RRRTAG on nearby residences.

Council's Heritage Advisor has confirmed that all aspects of the proposal are considered acceptable from a heritage perspective, including the extensions to the building, the car park and the tram lounge to the rear.

The existing access would be used and adequate parking would be provided on the site. The application has also addressed stormwater requirements. Neither the Department of Transport nor Council's Infrastructure Department raised any concerns about the proposal.

The EPA noted that the proposed additional operations on the site would be expected to increase the daily sitting of people and therefore the daily effluent amount. As a determining authority for the planning permit application, and while noting the process for actually permitting the wastewater system would be dealt with under the *Environment Act 2017* and conditions would be imposed on the Operating Licence, the EPA advised it does not object to a planning permit being issued.

There has been on-going discussions with the CFA to resolve matters relating to bushfire risk, however a position has been reached whereby the CFA agrees that the proposal can satisfactorily address this risk and it has provided relevant permit conditions.

Overall, it is considered that, subject to land to the east being rezoned to allow the creation of a larger lot for RRRTAG so that wastewater and car parking requirements can be addressed on site, the proposal is acceptable and would be of significant benefit to the community.

Planning assessment (rezoning)

The proposed rezoning needs to be considered holistically, in the context of the accompanying planning permit application. Were the rezoning proposed in isolation, it is very unlikely that it would be supported, given that there is currently no strategy in place to support the rezoning of additional land in Cororoake for urban purposes.

In this instance, the proponent has been able to clearly demonstrate that the rezoning would achieve a planning objective, and benefit planning for the site as a whole. The rezoning would enable the redevelopment of the site to occur, which itself is consistent with the objectives that the planning scheme policy seeks to achieve. Council officers have also had preliminary discussions with DELWP officers at the regional office in Geelong indicating that a small rezoning of this nature is able to be supported in principle.

In addition to the site-specific benefit, there are additional policy areas with which the rezoning is considered to be consistent:

- It would result in a desirable planning outcome (consistency with a planning permit application which is itself appropriate; accommodation of improved wastewater treatment infrastructure).

- The amendment would have net community benefit, through enabling the existing theatre and gallery to be upgraded, thereby providing positive flow-on effects to the local community.
- It adequately addresses the relevant environmental effects (i.e. environmental improvements through wastewater upgrades).
- It adequately addresses the relevant social and economic effects (the proposal would result in social and economic benefit to the community).
- The amendment adequately addresses bushfire risk. Extensive discussions have been held with CFA officers and the applicant about how to address bushfire risk through the amendment and permit application. The CFA has provided draft permit conditions to allow the amendment to progress to authorisation.
- The amendment is consistent with the relevant policies (Vision and Strategic Directions) of the Municipal Planning Strategy – refer to policy/strategy section for further discussion.

4. COMMUNITY CONSULTATION & ENGAGEMENT

The process for Section 96A combined amendments and permit applications is that they follow the same exhibition process as for standalone amendments.

Therefore, the amendment and accompanying permit application and draft permit will be placed on exhibition for a period of 4 weeks which is the statutory period for notice of amendments. Notification will comprise the following actions by Council:

- Notice on Council's website & social media;
- Notice in Colac Herald; and
- Direct mail to affected landowners and occupiers (extent to be determined)

Should submissions be received that are unable to be resolved through mediation, the amendment and permit application would be required to be considered by a Planning Panel.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

1. Plan infrastructure, assets and land use with a long-term vision for economic growth.
2. Support a thriving economy and industries.

Theme 2 - Our Places

2. Our places are managed for long-term sustainability.
3. Towns and places are welcoming and attractive.

Theme 3 - Our Community

2. Connect people through events and activities.

Municipal Planning Strategy

Clause 02.02 – Vision sets out the commitments of Colac Otway Shire in planning for its community. These include:

- Plan for growth in business and employment in towns and settlements.
- Promote healthy, safe environments which enhance community life and wellbeing.

- Support long term sustainability.

Clause 02.03 – Strategic Directions sets out a series of high-level statements around the management of growth and development in the shire. Relevant directions relating to small towns, including Cororooke, include:

- Supporting tourism and rural lifestyle opportunities.
- Protecting the local character of each town.
- Encouraging development to proceed in a manner that contributes to the economic development of these towns, responds to environmental constraints and protects broader landscapes.

It is noted in the directions that effluent disposal is a major problem in smaller towns.

The directions provide the following commentary on tourism:

The local tourist industry has an increasing emphasis on eco-tourism, cultural tourism and experiential tourism. These sectors and the Shire's proximity to Geelong and Melbourne have consequential demands for accommodation and facilities for people interested in short stays visits.

The range of attractions in the Shire and surrounding region also provide opportunities to attract longer stay and low season tourists: a market segment that contributes more to the economy.

Council seeks to facilitate tourism by:

- Supporting tourism that contributes to the economic growth of the Shire.
- Managing tourism growth to protect the environmental and landscape assets that attract tourists and new residents.
- Diversifying tourist attractions that result in all-year round activities.

It is further noted that Council's Rural Living Strategy from 2011 identifies Cororooke as a town where Council should plan for future growth, based on existing service provision, lack of environmental constraints and residential demand. It was identified that further planning should occur to determine future expansion of the settlement boundary to accommodate additional Township zoned land, but this planning has not yet occurred. The minor boundary expansion proposed by the current amendment request therefore supports the ongoing social and economic growth of the town consistent with the Rural Living Strategy, without having any significant consequences for future planning of the town.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

The rezoning of the land and expansion of the RRTAG site would result in an environmental benefit through allowing the upgrade of the existing wastewater treatment system to occur. The expansion of the gallery and theatre would have a cultural and economic benefit for the town and the shire.

LEGAL & RISK

Prior to the Minister for Planning authorising the preparation of the combined amendment and planning permit application, Council on behalf of the proponent must demonstrate that the amendment makes appropriate use of the Victorian Planning Provisions, and is consistent with the

relevant Ministerial Directions. Ministerial Direction 11, 'Strategic Assessment of Amendments,' requires an amendment to address any relevant bushfire risk. Council and the applicant have undertaken extensive consultation with the CFA and are working towards a resolution of a number of concerns raised by the CFA regarding how risk is addressed in the amendment and application. The outcome of the discussions is that the CFA is confident that measures could be adopted within the development that would satisfy the requirements of State bushfire policy.

FINANCIAL & BUDGETARY

The cost of the amendment will be covered by the proponent. Fees are payable at various stages of the amendment process that cover the cost of officer's time in processing the amendment/application. Any planning panel fees incurred through consideration of submissions (if one is required) would be paid by the proponent.

7. IMPLEMENTATION STRATEGY

Subject to support for the recommendation, officers will immediately seek authorisation from the Minister to prepare the amendment and place the amendment on exhibition over November/December for 4 weeks.

COMMUNICATION

Members of the public will be advised of the amendment via the statutory public notice process.

TIMELINE

The amendment process will immediately follow Council's resolution.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

RED ROCK REGIONAL THEATRE & GALLERY

COLAC OTWAY PLANNING SCHEME COMBINED PERMIT AND AMENDMENT APPLICATION PLANNING REPORT

AUGUST 2020, amended March 2021.



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Report Version Control

V1.1 – 23 July 2020	Draft for client discussion
V1.2 – 10 August 2020	Municipal Planning Strategy, Bushfire Planning
V1.3 – 15 September 2020	Amend site area, bushfire strategy.
V1.4 – 18 March 2021	Response to Council RFI, various updates including: <ul style="list-style-type: none"> • Combine permit and amendment request for all aspects of proposal, remove proposal regarding works across boundary. • Include application to create an easement. • Update references to clauses and provisions (excluding policy) • Update list of documents

1.0 EXECUTIVE SUMMARY

This submission details the intended planning outcomes in relation to a proposed café addition to the existing Red Rock Regional Theatre and Gallery (RRRTAG) Cororooke.

A key part of the proposal is resolving broader site issues such as extending the land area available for the community use to facilitate off-street car parking, stormwater retention and filtration, and an updated waste management system.

Currently the Colac Otway Planning Scheme (The Scheme) zones the existing site "Township" (TZ) with surrounding land zoned "Farming" (FZ). Due to current limitation of provisions relating to subdividing across zone boundaries, the realignment of boundaries requires a planning scheme amendment to ensure the extended area of the RRRTAG is continued to be zoned for township purposes, reflecting its future use.

Colac Otway Shire have provided provisional support to prepare the permit and amendment application to enable the proposal to be formally assessed in accordance with statutory processes as set out in the *Planning and Environment Act 1987*.

This submission:

- Introduces and explains the proposal;
- Requests Colac Otway Shire Council to seek authorisation from the Minister for Planning to prepare a planning scheme amendment; and
- Seeks concurrent planning approval for aspects of the use and development,
- Details the proposal from a planning perspective providing strategic justification for the amendment.

2.0 BACKGROUND

2.1 ABOUT RED ROCK REGIONAL THEATRE & GALLERY

Red Rock Regional Theatre and Gallery (RRRTAG) has evolved from its former life as St David's Church and hall into a vibrant community art gallery, display and performing arts and theatre space through the efforts of the RRRTAG Committee of Management, community volunteering and support of the Cororooke and wider community.

RRRTAG is run by a Committee of Management and is an Incorporated Association.

RRRTAG hosts a variety of cultural and performing arts events including life theatre at the Carolyn Theatre, is the home of the Red Rock Film Society with regular member screenings, and the art gallery hosts various exhibitions from local and regional artists.

Notwithstanding RRRTAG's renewal, community and private events held within the space have been constrained by the absence of on-site catering and limited parking. The RRRTAG Committee of Management plans to further develop the site's potential by the construction of a new café space with road visibility to encourage tourism visitation and concomitant income. The café will be supplemented by a new tram lounge/green room space, additional car-parking to the rear, a new effluent secondary treatment plant to meet current EPA standards. The physical land required to facilitate the project exceeds the current title boundary limits, instigating a boundary re-alignment and planning scheme zoning amendment for completion and compliance with the relevant provisions of the Colac Otway Planning Scheme.

This report details the proposed planning outcomes at the site. It should be read in conjunction with the accompanying documents and plans as listed in Section 2.2 of this report.

2.2 LIST OF DOCUMENTS

Set 1 Planning Scheme Permit Application and Scheme Amendment Documents.

ID	Document	Date/Version	Date submitted	Author
1.0	Covering letter		21.09.2020	Rod Bright & Assoc
2.0	Application form		21.09.2020	
3.0	Copy of title		21.09.2020	
4.0	Explanatory Report Draft	15.09.20	21.09.2020	Rod Bright & Assoc.

Set 2 Reports/Advice.

ID	Document		Date Submitted	Author
5.0	Stormwater Management Plan	June 2020 P1 Revised 22.2.21	21.09.2020 01.04.2021	AMKAD Group
5.1	Melbourne Water Storm Rating Report	18.03.21	01.04.2021	
6.0	Land Capability Assessment	22.06.20 V2 27.03.2021	21.09.2020 01.04.2021	LandTech Consulting
7.0	Bushfire & BAL Assessment	08.08.20	21.09.2020	Rod Bright & Assoc.

Set 3 Plans.

ID	Document		Date Submitted	Author
7.0	Feature survey/title plan	1407	21.09.2020	SW Surveys
8.0	Plans – site	16.07.20 22.03.21	21.09.2020	GD Architecture
9.0	Plans - elevations	07.04.20 22.03.21	21.09.2020	
10.0	Proposed plan of subdivision	15.09.20 08.01.21 V1.3	21.09.2020 01.04.2021	Rod Bright & Assoc.
11.0	Planning scheme zone amendment plan	15.09.200 08.01.21 V1.3	21.09.2020 01.04.2021	Rod Bright & Assoc
12.0	Existing/proposed signage	19.03.21	01.04.2021	RRRTAG/Rod Bright & Assoc.
13.0	Existing floor plans 1 & 2	July 2011	01.04.2021	Toronga Drafting & Design
14.0	Liquor Licensing Red Line Plan	22.03.2021	01.04.2021	GD Architecture/Rod Bright & Assoc.
15.0	Fence detail	22.03.2021	01.04.2021	Rod Bright & Assoc.

2.3 SITE AND CONTEXT

2.3.1 SUBJECT LAND

- Existing theatre & gallery: 520 Corangamite Lake Road, Cororooke
Lot 1 TP563474W V/F 2921/077 containing approximately 2023m²
- Adjacent farming land to east: 30 Factory Road Cororooke
Lot 2 LP135009 V/F 09415/342 containing approximately 21.56ha



Figure 1: Existing land and development and neighbouring dwellings. Image date 14.03.2019.
Google Earth image © 2020 CNES/Airbus

Buildings on the site comprise the former St David's Church which is now used as an art gallery, and the theatre and gathering space, formerly the 1970's constructed church hall.

Car-parking areas on the northern side of the buildings have been recently concreted. The south side comprises open grassed areas.

The site forms part of a raised undulation in landform resulting from former volcanic activity in the district. The land drops away towards the east behind the existing buildings. Fall is also towards the east and stormwater is dispersed into the adjacent paddock on the eastern side. There is no swale or formal drainage within this section of Corangamite Lake Road.

The buildings are connected to reticulated power and water. Effluent is treated in a septic tank with effluent lines located to the south of the existing hall.

Vegetation within the site appears to have been planted for landscaping purposes.

Photos within this report provide more detail regarding existing site conditions.

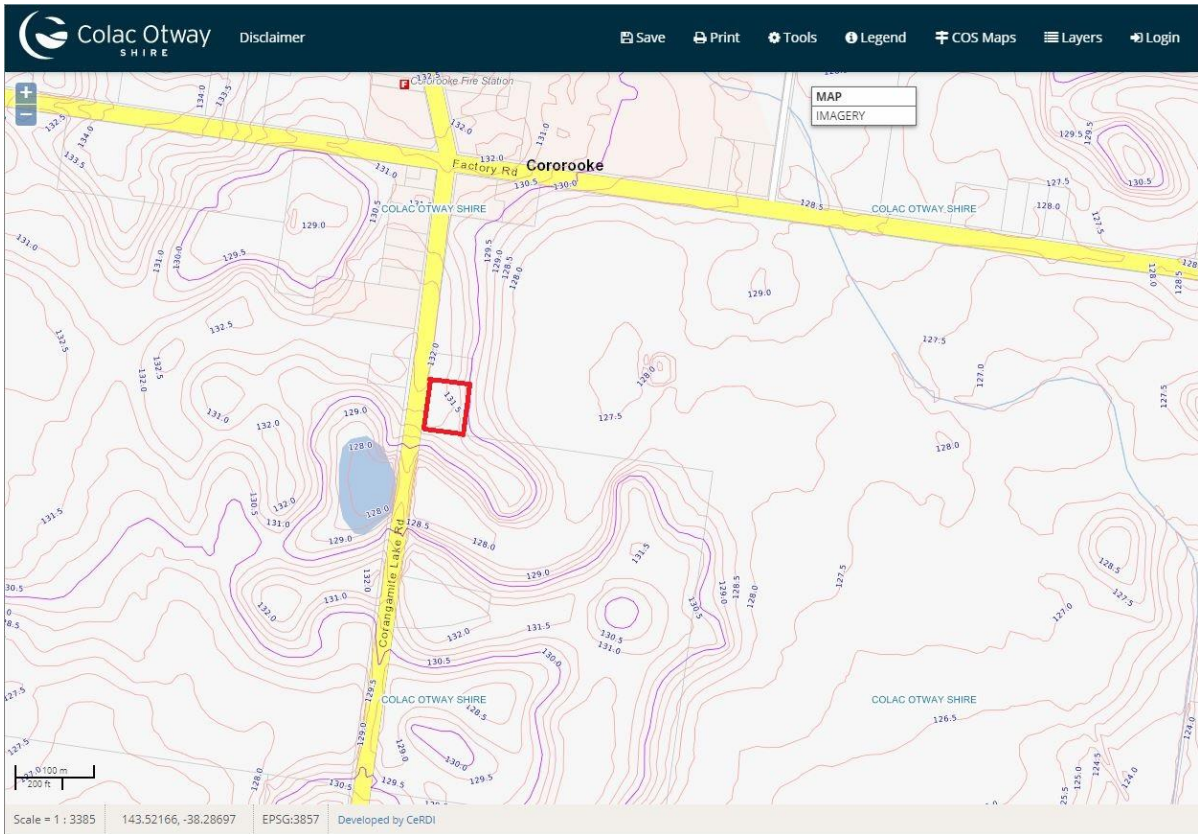


Figure 2: Contours depicting land-form. Source Colac Otway Shire http://cos.cerdi.com.au/cos_map.php#



Figure 3: Site context. Existing land (red). Land proposed to be included as part of current projects (yellow).
 Google Earth image © 2020 CNES/Airbus

2.3.2 SURROUNDING LAND

Land to the east and south is grazed for farming purposes.

Houses are located adjacent to the north and opposite on the west side of Corangamite Lake Road and generally continue into the township on the west side of Corangamite Road extending to the Factory Rd intersection.

South of Factory Road, the area comprises a mix of farming, rural living and residential land uses, with exceptions of RRRTAG, the Cororooke General Store/Post office and the Maternal Child & Health Centre.

2.3.3 LIQUOR LICENSING CONTEXT

The cumulative impact of licensed premises is an assessment requirement under clause 52.27 of the Colac Otway Planning Scheme and requires the applicant to provide information to determine whether there is a cluster of licensed premises within a radius of 100 or 500 metres of the subject land. (Planning Practice note 61: Licensed Premises, DELWP).

Currently we understand the only licensed premises in the area is the Cororooke General Store (consumption off-premises only). A cluster is not deemed to exist and a cumulative impact assessment is not required.

2.3.4 EXISTING APPROVALS

- The church hall was constructed in the 1970s and has been used continuously since this time for a wide range of activities associated with the former church and community gatherings. It is reasonable to associate existing use rights under clause 63.01, accepting continuous use for more than 15 years, in relation to the use of the hall as a place of assembly. The use was probably lawfully carried out immediately before the approval date of the scheme, although this has not been verified as part of the current project.
- Planning permit PP184/2011-1 allows the use of the former church as an art gallery, buildings and works and allowed a reduction in on-site parking. It included upgraded toilet facilities and a storeroom. Plans endorsed as part of the permit show provision of 18 car spaces, of which 1 is accessible.
- Occupancy permit BSU23052/20110359 allows 179 people to be accommodated in relation to works as part of the building permit issued.

2.3.5 SITE AND SURROUNDING LAND PHOTOS



Photo 1: Former St David's Church: south side.



Photo 2: View east to Corangamite Lake Road from existing car park.



Photo 3: Existing carpark.



Photo 4: Existing carpark with adjacent dwelling to north – 522 Corangamite Lake Road



Photo 5: As above



Photo 6: Existing car park view to east.



Photo 7: Existing signs



Photo 8: As above. Corangamite Lake Road view to south.



Photo 9: Corangamite Lake Rd view to north.



Photo 10: Existing entry and fencing.



Photo 11: Existing sign.



Photo 12: Existing car park & entry.



Photo 13: South side of former church



Photo 14: Western boundary with existing vegetation and rear of advisory sign.



Photo 15: Southern side of premises with southern boundary fenceline visible.



Photo 16: As above



Photo 17: Western facade



Photo 18: Trees and to be removed.



Photo 19: Existing north-east corner of land.



Photo 20



Photo 21: Eastern façade.



Photo 22: Adjacent farmland to East.



Photo 23: As above, view to north-east



Photo 24: As above view to East.



Photo 25: As above view to south-east.



Photo 26: Land to south of existing hall.

3.0 PROPOSED USE & DEVELOPMENT

The proposal comprises the use and development of the land for:

- A licensed café and courtyard (seating up to 80 people) (Existing building permit restriction allowing maximum 179 people to be on the premises at any time to continue).
- A tram lounge to be used as a place of assembly.
- Additional car parking and bike facilities.
- Works include a new effluent disposal system, a new stormwater retention system, additional landscaping.
- A "store" - temporary storage of the tram on-site until works are commenced and completed.
- The use and development will extend over both Lot 1 TP563474W and Lot 2 LP135009.
- Measures (Steel fence on part of boundary) to reduce the potential impact of grassfire to the south façade of the existing building.
- Consolidation and subdivision (boundary realignment) of Lot 1 TP563474W and Lot 2 LP135009 to extend the area available for the tram lounge, parking and effluent disposal. An additional lot separates the Township Zoned land parallel to Corangamite Lake Rd. The subdivision includes creation of new drainage easements to link to existing easements further east.
- Combined with an application to amend the scheme to change the area of existing Farming zoned land to be included in the development to Township Zone.

3.1 PROPOSED USE

3.1.1 TRAM- GREEN ROOM (PLACE OF ASSEMBLY)

- To house a retired W class tram.
- Floor area approx 161.6m².
- The shelter will connect with the café through an enclosed walkway along the north side of the hall.
- To be used as an artist space, a green room for theatre events.
- The deck will be used as an interface between the tram building and outdoor space. Looking to the future there is potential for the deck space to be used for outdoor theatre events *however this does not form part of the current permit application.*

3.1.2 CAFÉ (RESTAURANT), STAFF & OPERATION, HOURS

- Seating of up to 80 people
- Maximum of 179 people on premises at any one time inclusive of 80 in café.
- Floor area of café and kitchen including customer areas and staff areas approximately 140 m². The courtyard is excluded. The courtyard will be used for outside seating in suitable weather but will not increase the seating capacity of 80 people.
- Produce deliveries to loading dock as designated in front (west) of existing buildings.
- Deliveries dependant on food service schedules, usually during general business hours, except for fresh daily produce which is delivered earlier.
- The café will be leased to independent operators, but conditions of the lease will be controlled by the Committee of Management. It is expected that the café will be used at the time of theatre/gallery events.
- Floor area 140.9 m² including kitchen.

Staff/Volunteers

- Number of staff on-site will vary based on demand.
- Staff will also open and supervise the existing gallery.

Opening Hours

- Café – approval sought to operate within the range of hours 10.00am to 10.00pm, every day of the week, including public holidays.
- Friday and Saturday evenings until 12.00 midnight.
- Note the opening hours differ from the On-Premises ordinary liquor licence hours.

3.1.3 LIQUOR LICENSING

- Currently temporary limited licensed are applied for for specific events and have enabled consumption of liquor across the whole of the premises, both indoors and outdoors.
- It is proposed to discontinue with the current licensing arrangements and this application seeks approval for an on-premises Liquor Licence.
- The red-line proposed licensed area is shown within the attached plan set. The licensing area covers the entire building to enable a patron to carry a drink into the exhibition space or theatre area and for special events within this area.

3.2 PROPOSED DEVELOPMENT**3.2.1 BUILDING/WORKS**

- Extension to building as shown in the plans. Weatherboard cladding, zincalume roofing to match existing.
- External Lighting: up-lit bollards in new car-park.

3.2.2 CAR PARKING, CIRCULATION & BIKE FACILITIES

- Extension of parking area to the rear (east) of the premises.
- All weather surface for additional 32 car spaces. Increase in on-site parking from 18 spaces to 50 (1 accessible).
- Retain and utilise existing cross-over, ensure it is widened if required to meet 6.0m entrance width..
- Designated loading area.
- Additional 4 bicycle spaces minimum (bike rack - not covered, required exemption)

Thirty-two (32) car spaces satisfies the current parking rate under the scheme for an 80 seat café. The overall number of people on the site is not being increased above the current 179. Accordingly, the tram lounge place of assembly will not trigger an increase in parking for this aspect of the proposal, and a waiver or reduction of spaces is not required. (Refer to section 5.5).

3.2.3 STORMWATER

- Creation of stormwater easement to connect to existing drainage easement system.
- Refer to Preliminary Stormwater Drainage Plan revised 22.02.21 AMKAD Group 20072 June 2020. Detailed design will follow planning approval.
- Refer to Melbourne Storm Assessment 18.03.21.

3.2.4 EFFLUENT DISPOSAL

- Proposed 10:10:10 AWTS system to treat waste with effluent disposal to the east of the car park, with overflow tank storage for extreme capacity.

Refer to LandTech Land Capability Assessment March 27, 2021.

3.2.5 GRASSFIRE PROTECTION

- Steel 'residential' fence along part of the south boundary to reduce the assessed BAL to the existing building and south façade of proposed tram lounge. Refer to Fire Management Plan (Rod Bright & Assoc September 2020).

3.2.6 WASTE.

It is expected standard domestic sized waste bins will be appropriate for the business: 2 general waste, 2 recycling, and 1 for green waste. Bins will be wheeled out to the kerb for normal kerbside collection once a week.

If these are not sufficient for purpose, larger wheeled 110 litre bins will be contracted.

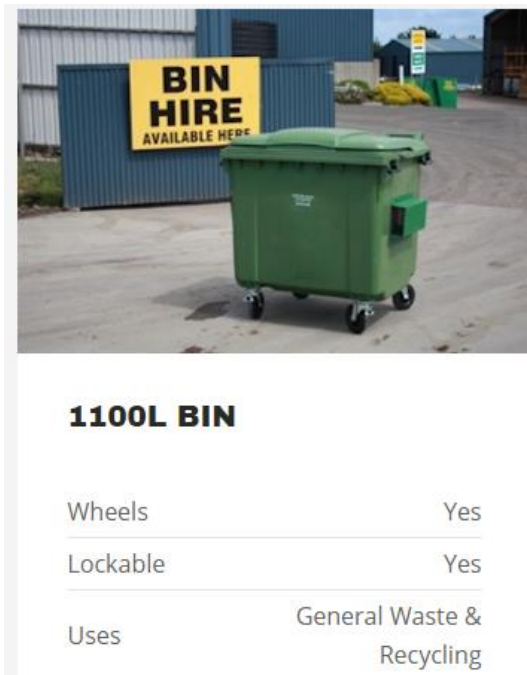


Figure 4: Bin as currently available for hire in the area. Image from Barton's Waste Warrnambool website <https://bartonswaste.com>

3.2.7 SIGNS

- Wording and display of existing sign to be amended within the existing sign frame. Refer to attached plan "Existing and Proposed Signage"

3.2.8 LIGHTING

- Rear carpark to be illuminated by a mix of:
 - LED sensor directional light from the corner of the building with baffles.
 - Timer to turn on at 6pm-11pm.
 - Uplit bollards

3.2.9 LANDSCAPING

- Existing plants to be retained except for those required to be removed to extend the access to the new carpark.
- Additional plantings for privacy along the rear (east) boundary of 522 Corangamite Lake Road
- The effluent disposal field to be planted with indigenous sedges, rushes and lilies appropriate to the wetter conditions.

3.3 BOUNDARY RE-ALIGNMENT, SUBDIVISION AND COMBINED SCHEME AMENDMENT.

Currently RRRTAG is contained within Lot 1 TP563474W containing approximately 2023m², zoned Township.

The project seeks to extend the buildings and works into land located within Lot 2 LP135009, zoned Farming.

The application approval to re-subdivide LP135009 and consolidate the required land with the RRRTAG title (proposed Lot 1) and extend the Township Zone to apply to the whole of the newly created lot, to appropriately reflect the ongoing use of the land.

An additional lot (proposed Lot 2) is proposed to be created to separate the Township zoned land from the Farming Zoned land of the parent title to comply with the relevant planning scheme provisions.

The new RRRTAG allotment will comprise 6927m², subject to survey. The TZ land comprises 5446m², with the balance farming lot (proposed Lot 3) of 20.6 hectares.

Refer to the attached plans: proposed Plan of Subdivision, plan showing zoning change.

4.0 CURRENT PLANNING SCHEME

4.1 RELEVANT PLANNING POLICY

Policy up-to-date at time of original submission. September 2020.

SETTLEMENT

State Policy Clause 11:	11: 11.01-1S Settlement 11.03-6S Regional and local places
Regional policy	11.01-1R Settlement – Geelong G21 11.03-5R The Great Ocean Road Region
Local objectives/strategies	21.02-2 Vision - Land Use Vision 21.03-2 Settlement - Colac.

ENVIRONMENTAL RISKS AND AMENITY

State policy clause 13:	13.05-1S Noise abatement 13.06-1S Air quality management 13.07-1S Land use compatibility
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BUILT ENVIRONMENT & HERITAGE

State Policy Clause 15:	15.01-6S Design for rural areas 15.02-1S Building Design 15.02-1S Energy and Resource Efficiency 15.03-1S Heritage Conservation
Local Policy	21.03-2 Settlement- Colac 22.01-1 Heritage Places and Areas

ECONOMIC DEVELOPMENT

State Policy Clause 17:	17-01-1S Diversified economy 17.04-1S Facilitating Tourism
Regional policy:	17.01-1R Diversified Economy Geelong G21
Local objectives/strategies:	21.02-2 Vision - Land Use Vision 21.03-2 Settlement - Colac policy. 21.05-4 Economic Development – Tourism

INFRASTRUCTURE

State Policy Clause 19:	19.03-3S Integrated water management
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4.2 ZONES AND OVERLAYS

4.2.1 ZONES

The land is zoned part Township (TZ) and part Farming (FZ)

Corangamite Lake Road is in a Road Zone – Category 1 (RDRZ1).

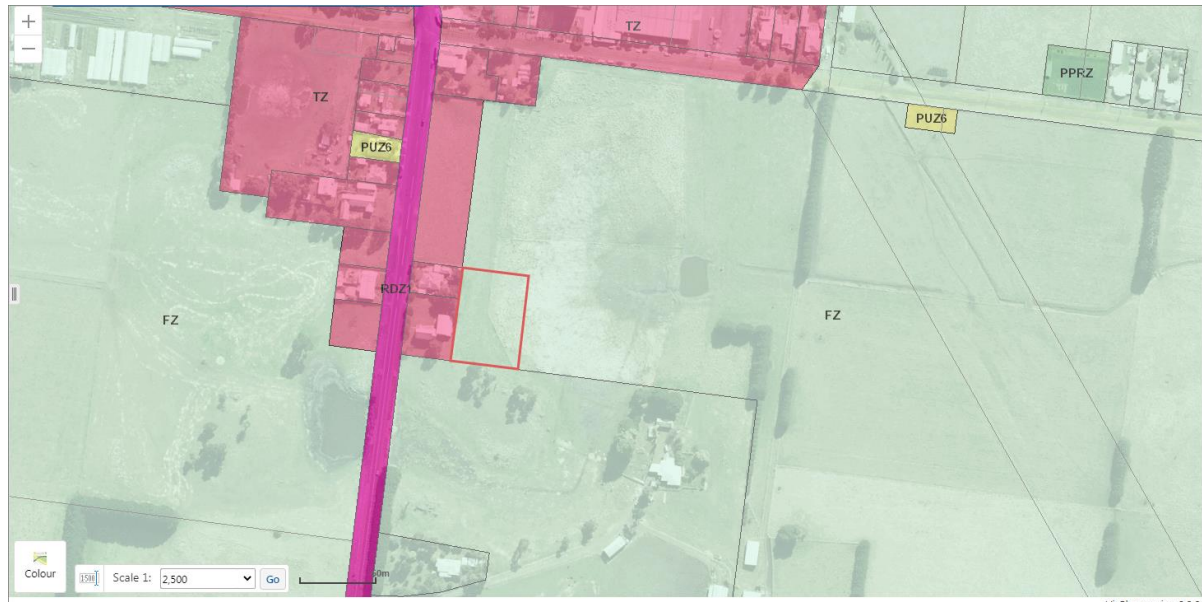


Figure 5: Land currently zoned Township and Farming. (VicPlan, DELWP, 2020).

4.2.2 OVERLAYS

Two overlays affect the land:

1. Environment Significance Overlay Schedule 1 – Warrion Groundwater Area (C101cola proposes to delete the schedule from the scheme as groundwater quality is controlled through other mechanisms)
 - The overlay seeks to protect and retain quality and quantity of groundwater recharge in the Warrion aquifer area and requires consideration of in ground waste disposal systems & ground water usage.
2. Heritage Overlay Schedule 166 – St David’s Church. Refer to attachments for Statement of Significance.
 - The overlay broadly seeks to conserve and enhance heritage places of natural or cultural significance.

The land is in a designated Bushfire Prone Area.

4.3 RELEVANT PARTICULAR PROVISIONS

Easements, restrictions & reserves 52.02

Signs 52.08

Car Parking 52.06

Licensed Premises 52.27

Land Adjacent to Road Zone, Category 1

Bicycle Facilities 52.34

Stormwater Management in Urban Development 52.18

Live Music Entertainment Venues 53.06.

Clause 53.06 applies to an application to construct a building or construct or carry out works associated with a live music entertainment venue. A live music entertainment venue means: *a food and drink premises, nightclub, function centre, or residential hotel that includes live music entertainment*. The existing theatre does not meet this live music venue definition. It is not proposed to play live music in the café.

Subdivision of land in more than one zone 64.03

Approval of an application or plan, or an application to subdivide land 65.01, 65.02

4.3 PERMIT TRIGGERS

Township Zone:

- 32.05-2 Section 2: Permit required for café/restaurant.
- 32.05-2 Section 2: Permit required for a store, nested in warehouse.
- 32.05-10 Buildings & works associated with a Section 2 Use.

Farming Zone:

- 35.07-1 Section 2: Permit required for place of assembly (tram lounge).
- 35.07-1 Section 2: Permit required for a store, nested in warehouse.
- 35.07-1 Section 2: Permit required for car park (associated with another use in Section 1 or 2 restaurant/place of assembly)
- 35.07-4 Buildings & works associated with a Section 2 Use.

Heritage Overlay:

- 43.01-1 Permit required to subdivide land, construct a building or construct or carry out works, including a fence and a rainwater tank if the rainwater tank is visible from a street or public park.

Signs:

- 32.05-14 TZ signs Category 3 – High amenity areas
- 52.05-13 Business ID signs Section 2 permit required.

Easements, restrictions and reserves 52.02

- 52.02 A permit is required before a person proceeds under Section 23 of the *Subdivision Act 1988* to create an easement.....

Stormwater Management in Urban Development 53.18:

- 53.18-3 An application to construct a building or construct or carry out works must meet all of the objectives of 53.18-5 and 53.18-6.

Car-parking 52.06:

- 52.06-2 Before a new use commences or a floor area of an existing use is increased, the number of parking spaces required under clause 52.06-5 must be provided, on the land or in accordance with a permit issued under 52.06-3.
- 52.06-3 Permit require to reduce the number of spaces required under 52.06-5, and to provide some or all of the car parking spaced required under clause 52.06-5 on another site

Bicycle parking 52.34

- 52.34-1 A new use must not commence or the floor area of an existing use must not be increased until the required bicycle facilities and associated signage has been provided o the land.
- 52.34-2 A permit may be granted to vary, reduce or waive any requirement of 52.34-5/52.34-6.

Licensed Premises 52.27.

- 52.27 Permit required to use land to sell or consume liquor if a licence is required under the *Liquor Control Reform Act 1988*.

Land adjacent to a Road Zone Category 1.

- 52.29-2 Permit required to create or alter access to a road in a RDZ1.

5.0 PLANNING JUSTIFICATION

5.1 PROPOSED CAFÉ & TRAM LOUNGE

The proposed café is intended to encourage tourism visitation, to encourage increased visitors to the site, and to build on the experience of those visiting the site for existing theatre and gallery events, and to support the ongoing cultural activities held at the premises for both the local community and wider district.

Economic Development and Tourism based planning policy encourages the economic development and tourism aspects of the proposal. (17, 17.04-1S) (17.01-1R) (11.03-5R). (21.02-2) (21.05-4).

Settlement policy (21.03-8) at a local level encourages small scale economic activity which complements the resources and activities of the smaller towns in the municipality. Policy guidance is provided for development. In response to this guidance.

21.03-5 Smaller Townships proposal policy guidance:	Planning Response										
Development should not exceed 8 metres in height unless special characteristics of the site justify a higher structure and no-off site detriment is caused.	<i>Development height less than existing buildings to be subservient. Proposed new building height ~6.2m at highest point above natural ground.</i>										
Building site coverage should not exceed 50% except on business zoned land. Site coverage “the proportion of a site covered by buildings.”	<table border="1"> <tr> <td>Proposed buildings floor area m².</td> <td>302.5</td> </tr> <tr> <td>Existing buildings net floor m² (estimated)</td> <td>460.0</td> </tr> <tr> <td>Total floor area</td> <td>762.5</td> </tr> <tr> <td>Site area m² (proposed)</td> <td>6927.0</td> </tr> <tr> <td>Total building site coverage</td> <td>11.0%</td> </tr> </table>	Proposed buildings floor area m ² .	302.5	Existing buildings net floor m ² (estimated)	460.0	Total floor area	762.5	Site area m ² (proposed)	6927.0	Total building site coverage	11.0%
Proposed buildings floor area m ² .	302.5										
Existing buildings net floor m ² (estimated)	460.0										
Total floor area	762.5										
Site area m ² (proposed)	6927.0										
Total building site coverage	11.0%										
The slope of the roof should relate to the topography of the surrounding landform. Dominant or multiple angular roof slopes and designs should be avoided.	<i>Development to respond to existing buildings and echo existing building form.</i>										
External building material colours should be of muted toning and roofing material should be non-reflective.	<i>Zincalume roofing to tie in with existing development</i>										
External colours should be in harmony with the surrounding landscape of the settlement	<i>Refer to plans</i>										
Landscaping should enable development to blend into the surrounding area	<i>Landscaping along road frontage and north of existing car park already established. Refer to plans.</i>										
When deciding on the design, siting, mass and scale of new development in townships need to consider, as appropriate: <ul style="list-style-type: none"> ▪ Whether it is a major development node or a settlement with limited development potential and only serving immediate community, ▪ The visual character of the particular settlement and the likely impact of the development on that visual character. 	<i>The café is to be located to the side of the existing buildings to:</i> <ul style="list-style-type: none"> ▪ ensure visibility from the road and encourage visitation. ▪ Enable the location of car parking and other utilities to the rear of the premises 										

The café and tram lounge aspects of the proposal are consistent with the purpose of the Township Zone, which intends to: *Implement the Planning Policy Framework; provide for residential development and range of commercial, industrial and other uses in small towns; encourage development that respects the neighbourhood character of the area; and: allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations.*

The Farming Zone is less appropriate for the land use and development, however a permit can be issued under its provisions. The physical land area required to meet current standards for on-site waste treatment and car parking is much larger than in previous eras and the depth of Township Zoned allotments even for a single dwelling has resulted in constrained development potential. The application proposes to amend the scheme to extend the Township Zone to reflect the required physical area for the development.

5.2 HERITAGE (POST CONTACT)

Recognition and protection of heritage places is supported by state planning policy and a specific local heritage policy (22.01). The policy basis is that protecting heritage assets is important in maintain the Shire's character, and sense of place as a valued asset and resource for the district.

St David's Church and Hall is individually identified within the *Colac Otway Heritage Study vol 2, 2003, Mary Sheehan & Assoc.* It is considered of historic importance in *demonstrating ethnographic settlement and distribution in the district....and is...aesthetically important as a good representative example of a typical early Gothic Revival church built at the beginning of the twentieth century in a remote rural area of Victoria.*

The proposed siting and design of the café includes a visual setback from the frontage to ensure the view-lines of the former St David's Church from the road in both directions is the dominant visual focus.

The proposed courtyard with visually permeable use of materials will provide further separation of the proposed new café building from the church in order to visually separate and define the new buildings from the original.

Continuing occupation and active use of the buildings will assist in their maintenance and ensure they continue to be enmeshed in the community, continuing their valued social and cultural associations.

The proposed fire protection fence will extend partially along the southern boundary. It will not obscure the view or appearance of the Church from the south, but will obscure the view of the exit and south façade of change rooms/toilets.

5.3 HERITAGE – ABORIGINAL CULTURAL

The site is not in an area of Aboriginal Cultural Heritage Sensitivity. A Cultural Heritage Management Plan is not required by the *Aboriginal Heritage Act 2006* and associated 2018 regulations.

5.4 LIQUOR LICENSE

Currently, the RRRTAG Committee of Management applies for Temporary Limited Licenses from the Victorian Commission for Gambling and Liquor Regulation (VCGLR) for specified events. The current 'red-line' area in which liquor can be consumed covers the whole of the site, internally and externally.

In order to be able to offer consumption of liquor with meals at the café, eg. locally produced wine, an On-Premises Liquor License will be sought which will replace the current arrangements.

The On-Premises License will also enable visitors to consume liquor in the gallery as part of an exhibition, or in the theatre as part of viewing a show/movie, which is a current intermittent arrangement.

However, the area to be licensed will be reduced to apply to only the internal buildings. This is to ensure there is minimal impact on the adjacent and nearby dwelling in terms of amenity impacts from those leaving the premises.

As the site is likely to be visited by car, it is expected that levels of alcohol consumption will be fairly low and amenity impacts, beyond those generally occurring at the premises, will be minimal.

Hours of licensing vary from the opening hours of the café (for example, the café will have longer opening hours than the hours of liquor trading). Refer to the redline plan for specific hours and comparison.

A Liquor Licensing Amenity Management Plan can be undertaken by the Committee of Management to further refine actions and control in relation to liquor consumption on the premises.

Taxis will use the loading bay at the front of the site for pick-up/drop-offs.

5.5 CARPARKING & BICYCLE PARKING

Victorian Planning Provisions require provision of on-site parking (52.06) and bicycle facilities (52.34) prior to commencing a new use and/or in accordance with an increase in site area of floor area of an existing use.

This application proposes to provide 50 car spaces on site which meets the parking rate requirements of the scheme. Approval of a reduction in spaces is not required.

This application seeks approval under 52.06-3 to provide some of the car spaces on another site. Refer to section 5.5.

Existing Car Parking Provision

- Car parking was assessed as part of Planning Permit PP184/2011-1 which was issued in October 2011 and allowed the *"use of the site as an art gallery, buildings and works comprising alteration and additional to existing buildings and a reduction in the car parking requirement in accordance with the endorsed plans."*
- The endorsed plans show 18 car spaces, including 1 accessible.
- We derive from this assessment that the historic shortfall in parking was deemed an existing use right at that time.
- The associated building permit allowed a Class9B extension (2012) and allows 179 people to be accommodated in the building.

Proposed Car Parking Provision

- The existing overall building limit of 179 people will continue to apply.
- The tram lounge is defined as a "place of assembly" with a parking provision rate of 0.3 spaces to each person permitted. As the tram lounge will not facilitate an increase in permitted persons, 0 car spaces are required.
- As a benchmark, the parking provision rate calculation based on a place of assembly providing for 179 people, (setting aside existing use right provisions and planning history) is 53.7 spaces.
- Within the 179 limit, the proposed café will provide for 80 people.
- Restaurant (café) has a parking rate 0.4 to each patron permitted = 24 car spaces.
- It is proposed to provide a total of 50 spaces on-site (of which 1 is accessible).
- **Based on the former requirement for 18 spaces, plus the current requirement for 24 spaces for the café, a total of 42 spaces is deemed to be required.**
- **The proposal for 50 spaces exceeds this requirement.**

Proposed Bicycle Facilities Provision

This application proposes to provide at least one bicycle rail on site which meets the parking rate requirements of the scheme. Approval of a reduction in spaces is not required.

An uncovered bike rail will be provided at the front of the site as shown on the plans.

One bicycle space is required as shown by the table below.

Use	Employee/Resident	Visitor Shopper Student	Total Required
Restaurant (café)	1 to each 100 sq m floor area available to the public	2 plus 1 to each 200 sq m of floor area available to the public if the floor area available to the public exceeds 400 sq m.	1
Place of assembly (tram/green room)	1 to each 1500 sq m of net floor area	2 plus 1 to each 1500 sq m of net floor area of the net floor area exceeds 1000 sq m.	0

5.7 STORMWATER

State policy in relation to integrated water management (16.03-3S) requires consideration of integrated water management, bringing together stormwater, wastewater, drainage, water supply and water treatment and re-use. It has the intention of ensuring water body health by minimising impacts from quality and quantity of stormwater, filtering sediment and waste from stormwater prior to discharge off-site, managing industrial and commercial toxicants in an appropriate way, and by requiring appropriate measures to be implemented during construction.

Stormwater Management in Urban Development (53.18) applies to the new areas of development – eg. new roofed areas and the new concrete car park area to the rear of the site.

The purpose of this clause is to ensure that stormwater in urban development, including retention and reuse, is managed to mitigate the impacts of stormwater on the environment, property and public safety, and to provide cooling, local habitat and amenity benefits.

The attached Stormwater Management Plan (AMKAD Group) responds to the stormwater requirement. The use of a bioretention swale (raingarden) for new car-park and rainwater diversion tanks for toilets for the additional roofed area is consistent with outcomes for Standards W2 and W3. The Melbourne Water Storm Calculator assessment (attached) shows compliance with the standards.

The plan of subdivision shows the proposed creation of a new easement to connect with existing easements further east allowing for connection

5.8 BUSHFIRE

5.8.1 BUSHFIRE ASSESSMENT & RESPONSE

State bushfire planning policy (13.02-15) applies to all planning and decision making under the *Planning and Environment Act 1987* relating to land that is:

- Within a designated bushfire prone area;
- Subject to a Bushfire Management Overlay; or
- Proposed to be used or development in a way that may create a bushfire hazard.

RRRTAG is located within a designated prone area however is not subject to the Bushfire Management Overlay. Bushfire planning policy is required to be considered in relation to the RRRTAG site. Bushfire risk is a required consideration when assessing planning applications for places of assembly including any application for development that will result in people congregating in large numbers.

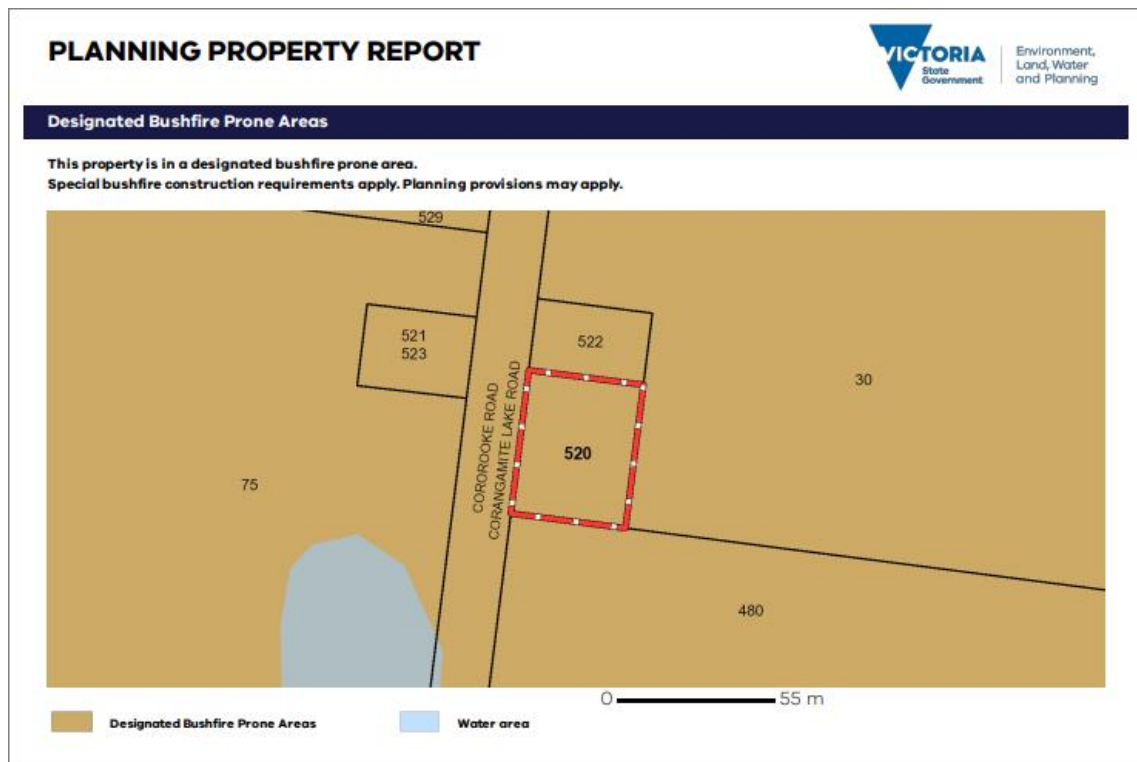


Figure 6: Subject land is located in a Bushfire Prone Area (State Govt of Victoria, VicPlan).

RRRTAG's use, development and this application to amend the Township Zone reflect strategies within State Bushfire policy which support the objective of strengthening the resilience of settlements and communities to bushfire through risk-based planning that prioritises the protection of human life.

In considering the relevant bushfire risk reduction strategies, which include: protection of human life, identifying bushfire hazard and undertaking risk assessments, settlement planning, and biodiversity protection, the following comments are made regarding fire risk in the context of the proposed development.

The site and area is not a high risk location for bushfire, and accordingly this is reflected by the area's exclusion from Bushfire Management Overlays. However, grassfire is a significant potential risk at the site. Being located within the township area, resilience is increased for fire safety by the presence of buildings and roads and other barriers which will limit spread. The existing concreted carpark area is considered a safer place within the site, being surrounded by physical barriers which can reduce exposure to radiant heat: the former St David's church, the RRRTAG theatre, the adjacent dwelling to the north, and the Corangamite Lake Road frontage on the western side.



Photo 27: Low fire risk area within the site.

The proposed development will be located within this protected area, and overall, fire safety to the site will increase, as described below:

The building, including the original St David's Church, the 60s church hall, and more recent modifications including the additional toilets and entrance on the south side, were constructed prior to current bushfire legislative controls. A BAL Assessment report has been undertaken and is attached (refer attachment 8.2). The report uses the simplified method 1 in AS3959 to establish a BAL.

Typical fire direction is generally pushed by winds from the north, north-west and south-west. From these directions, the site is naturally well protected by the road, adjoining buildings, and close proximity to the centre of the township. Figure 2 – Bushfire history from 1970 does not depict a history of large fires in the district but grassfires commonly occur across the district, eg 22 Jan 2018 and 2019-20 season.

The BAL assessment identifies current separation between grassland vegetation abutting the southern boundary and the existing building as the highest risk direction of fire impact to the site. A BAL 40 is allocated to the existing buildings (and 19 to the proposed tram lounge extension), due to available separation within the site from the fire hazard – grassland, to the south. It is therefore proposed to apply additional fire protection and safety measures as part of the planning and building approval processes.

There is currently limited separation between the former St David's church and the property boundary on the southern side which contains pasture and has potential to be unmanaged. The former St David's Church may have an inherently high fire resistance due to the construction materials of stone and brick, and metal roof, with the wire window screens. However, weaknesses in fire resistance are identified: the air conditioning motors and flues; the landscaping under the windows of the entryway and the continuation of grass from the boundary to the building.



Photo 28: Southern façade existing gallery and hall buildings.

5.8.2 BUSHFIRE PROTECTION MEASURES

Aside from building construction fire safety number of additional measures can reduce grassfire radiant heat risk to the south of the site.

Proposed Bushfire Protection Measures:

1. Continuing to use the grassed area for on-site effluent disposal or introducing mandated maintenance such as grass watering and defendable space vegetation management conditions during the fire season.
2. Changing the landscaping such as by installing a strip of gravel eg, 5m wide as a fire break along the boundary.
3. Using pebbles as mulch for the garden bed.
4. Installing shielding fencing along the southern boundary in fire resistant materials such as brick or steel.
5. Installing a separate static water supply exclusively for fire-fighting with CFA accessibility.
6. Defendable space vegetation management conditions could be applied to outer areas of the site.
7. RRRTAG can develop a fire Emergency Plan which can address maintenance of defendable space and any appropriate action plans for the operators of the facility particularly in relation to higher risk fire days.

RRRTAG will incorporate a combination of these measures following consultation with the CFA and appointed registered building surveyor. Refer to the accompanying proposed Bushfire Plan.

The proposed development will increase overall site safety by increasing separation and permanent buffers by the additional proposed car park, stormwater treatment strip and effluent field to the east of the buildings.

The property has access to reticulated water and good access around the buildings for emergency fire fighting vehicles.

5.8.3 BUSHFIRE PLANNING POLICY - STRATEGY RESPONSE

STRATEGY	RESPONSE
<p>Protection of human life Give priority to the protection of human life by:</p> <ul style="list-style-type: none"> ▪ Prioritising the protection of life over all other policy considerations. ▪ Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire. ▪ Reducing the vulnerability of communities to bushfire through the consideration of bushfire risk in decision making at all stages in the planning process. 	<ul style="list-style-type: none"> • The project at the site will improve fire safety at the site compared to the current arrangements. • The site is located close to the centre of the Cororooke township within 250m of the intersection of Corangamite Lake and Factory Road.
<p>Bushfire hazard identification and assessment: Identify bushfire hazard and undertake appropriate risk assessment by:</p> <ul style="list-style-type: none"> ▪ Applying the best available science to identify vegetation, topographic and climatic conditions that create a bushfire hazard. ▪ Considering the best available information about bushfire hazard including the map of designated bushfire prone areas prepared under the <i>Building Act 1993</i> or regulations made under that Act. ▪ Applying the Bushfire Management Overlay to areas where the extent of vegetation can create an extreme bushfire hazard. ▪ Considering and assessing the bushfire hazard on the basis of: <ul style="list-style-type: none"> ○ Landscape conditions – meaning conditions in the landscape within 20km (and potentially up to 75km) of a site; ○ Local conditions – meaning conditions in the area within approx. 1km of a site; ○ Neighbourhood conditions – meaning conditions in the area within 400m of a site; and ○ The site for the development. ▪ Consulting with emergency management agencies and the relevant authority early in the process to receive their recommendations and implement appropriate bushfire protection measures. ▪ Ensuring that strategic planning documents, planning scheme amendments, planning permit applications and development plan approvals properly assess bushfire risk and include appropriate bushfire protection measures. 	<ul style="list-style-type: none"> • The site is located in a Bushfire Prone Area and grass fire with radiant heat is a risk but not bushfire and ember attack at a landscape level. • This is reflected in the area being within a designated Bushfire Prone Area but not within the Bushfire Management Overlay. The area comprises volcanic soils generally classified as grassland with pasture for grazing and an absence of forests or woodlands with understoreys. • Grass fire with extended quick fire runs is the most likely landscape fire scenario. These could impact on the area or potentially the site. • The site is mitigated for the reasons stated in section 5.8.1 of this report. • The proposal includes proposed bushfire protection measures which can be further refined in consultation with the CFA, as required.

<ul style="list-style-type: none"> ▪ Not approving development where a landholder or proponent has not satisfactorily demonstrated that the relevant policies have been addresses, performance measures satisfied or bushfire protection measures can be adequately implemented. 	
<p>Settlement Planning.</p> <ul style="list-style-type: none"> ▪ Plan to strengthen the resilience of settlements and communities and prioritise protection of human life by: <ul style="list-style-type: none"> ○ Directing population growth and development to low risk locations, being those locations assessed as having a radiant heat flux of less than 12.5 kilowatts/square metre under AS3959-2018 <i>Construction of Buildings in Bushfire Prone Areas</i> (Standards Australia). ○ Ensuring the availability of, and safe access to, areas assessed as a BAL-LOW rating under AS3959-2018 <i>Construction of Buildings in Bushfire Prone Areas</i> (Standards Australia). ○ Ensuring the bushfire risk to existing and future residents, property and community infrastructure will not increase as a result of future land use and development. ○ Achieving no net increase in risk to existing and future residents, property and community infrastructure, through the implementation of bushfire protection measures and where possible reducing bushfire risk overall. ○ Assessing and addressing the bushfire hazard posed to the settlement and the likely bushfire behavior it will produce at a landscape, settlement, local, neighbourhood and site scale, including the potential for neighbourhood-scale destruction. ○ Assessing alternative low risk locations for settlement growth on a regional, municipal, settlement, local and neighbourhood basis. ○ Not approving any strategic planning document, local planning policy or planning scheme amendment that will result in the introduction or intensification of development in an area that has, or will on completion have, more than a BAL-12.5 rating under AS3959-2009 <i>Construction of Buildings In Bushfire Prone Areas</i>. 	<ul style="list-style-type: none"> • Cororooke is an existing settlement. The site is within the settlement boundary although at the interface of the grassfire risk landscape. • The town is at lower risk to life from fire hazard in the landscape compared to many other settlements in the municipality. However, all settlements in Colac Otway Shire, except for the urban centre of Colac, are at risk. • The existing car park within the site is assessed as BAL Low. However, the exterior of existing south facing buildings are assessed as BAL40. • The project at the site will improve fire safety at the site compared to the current arrangements. • Proposed fire protection measures in conjunction with proposed land use and development will reduce the fire risk to the site overall • The proposal includes a scheme amendment and intensification for development through frequency of use, not overall number of patrons on the premises at any point in time. Measures are required to be adopted to reduce the current and proposed BAL rating as outlined in this assessment.

<p>Areas of biodiversity conservation value.</p> <ul style="list-style-type: none"> ▪ Ensure settlement growth and development approvals can implement bushfire protection measures within unacceptable biodiversity impacts by discouraging settlement growth and development in bushfire affected areas that are important areas of biodiversity. 	<ul style="list-style-type: none"> • The area (site) does not include important areas of biodiversity as grazing with introduced pastures has removed remnant species.
<p>Use and Development control in a Bushfire Prone Area.</p> <p>In a bushfire prone area designated in accordance with regulations made un the <i>Building Act 1993</i>, bushfire risk should be considered when assessing planning applications for the following uses and development.....includes 'place of assembly'.</p> <p>When assessing a planning permit application for the above uses and development:</p> <ul style="list-style-type: none"> ▪ Consider the risk of bushfire to people, property and community infrastructure. ▪ Require the implementation of appropriate bushfire protection measures to address the identified bushfire risk. ▪ Ensure new development can implement bushfire protection measures without unacceptable biodiversity impacts. 	<ul style="list-style-type: none"> • Bushfire Protection Measures are proposed in Section 5.8.2.

6.0 PLANNING SCHEME AMENDMENT

This submission:

- Requests Colac Otway Shire Council to seek authorisation from the Minister for Planning to prepare a planning scheme amendment; and
- Provides a preliminary assessment of the proposal against the planning scheme including providing strategic justification for the amendment.
- Seeks combined planning approval for the subdivision of land for new title boundaries to be consistent with the amended zone boundary.

The combined request is made in accordance with Section 96A of the *Planning and Environment Act 1987*.

6.1 WHY IS THE AMENDMENT REQUIRED?

The amendment proposes to extend the Township Zone to enable the Township Zone to apply to all areas of proposed buildings and works associated with RRRTAG. Currently, part of the land is zoned Farming.

Clause 64.03, in relation to subdivision of land in more than one zone, has specific conditions in which a permit may be granted to create one lot smaller than specified in the scheme. All the conditions must be met. These are:

- The lot to be subdivided is in more than one zone and cannot comply with the minimum lot area specified in the scheme.
- The proposed subdivision does not create lots where any lots extends into more than one zone.
- The remainder of the proposed lots must comply with the minimum lot area specified in the scheme.

The proposed subdivision cannot comply with the first or second dot points and accordingly a permit currently cannot be granted.

The planning scheme amendment is required to:

- Ensure all buildings and works are located within one allotment.
- Ensure all buildings and works do not cross title boundaries.
- To ensure that the appropriate zone is applied to reflect the use of the land.

A concurrent application for subdivision (and use and development) forms part of the combined amendment and permit request.

The amendment is likely to result in net community benefit arising from:

- the tourism and economic aspects of the proposal;
- local improvements to traffic, site and visitor safety by increasing availability of off-site parking;
- improvements to environmental water quality through facilitating a new in-ground waste system and stormwater treatment.

6.2 WHAT THE AMENDMENT DOES?

The amendment proposes to:

- Rezone approximately 3195 square metres of land currently described as part of Lot 2 LP135009, from Farming Zone to Township Zone, as shown in the image below.

A combined permit application is sought for the subdivision of the land to reflect the new zone boundary, and as shown in the accompanying proposed plan of subdivision (Rod Bright & Assoc.)

The bearing and extent of the Township Zone boundary is proposed to align with the bearing and extent of the zone boundary at the Farming Zone interface along Factory Road.

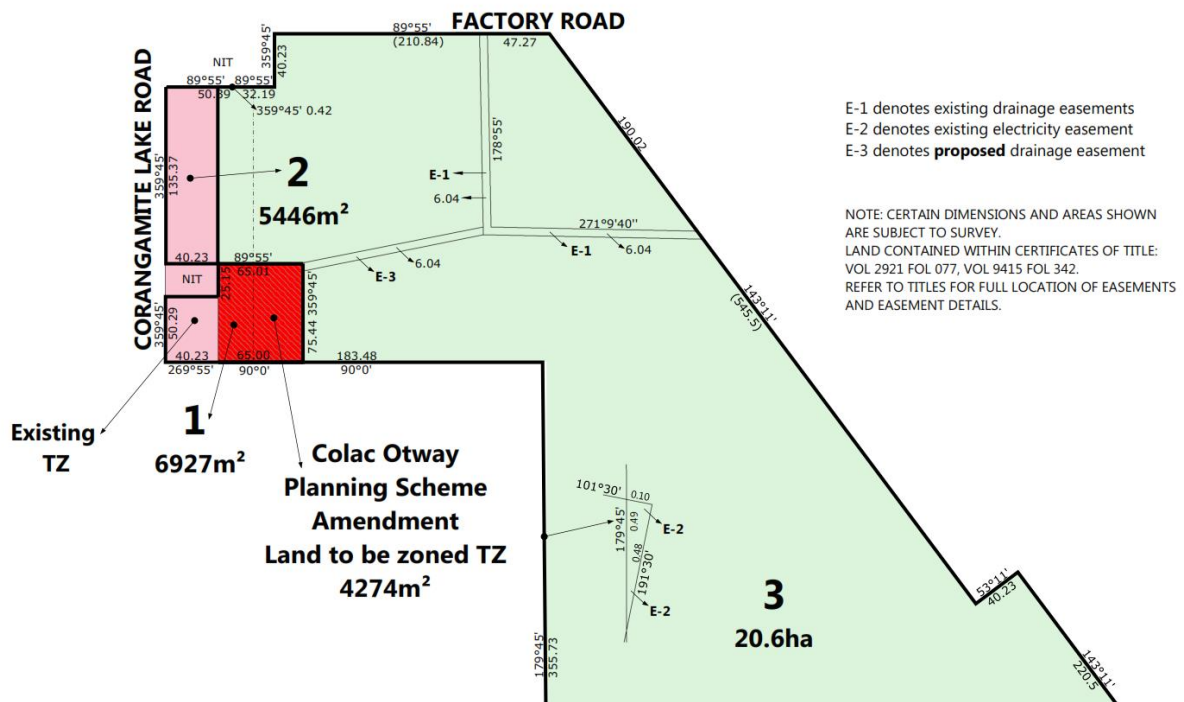


Figure 7: Land to be rezoned from Farming to Township. Diagram shows proposed new subdivision boundary and size of allotments after subdivision.

6.3 STRATEGIC ASSESSMENT OF THE AMENDMENT.

6.3.1 HOW DOES THE AMENDMENT IMPLEMENT THE OBJECTIVES OF PLANNING IN VICTORIA?

The relevant objectives of planning in Victoria as set out in Section 4 of the *Planning and Environment Act 1987* seek to provide for:

- (a) the fair, orderly, economic and sustainable use and development of the land,
- (b) the protection of natural and man-made resources and the maintenance of ecological processes and genetic diversity;
- (c) to secure a pleasant, efficient and safe working, living and recreational environment for Victorians and visitors to Victoria;
- (d) to conserve and enhance those buildings areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value;
- (e) to protect public utilities and other assets and enable the orderly provision and co-ordination of public utilities and other facilities for the benefit of the community;
- (f) to facilitate development in accordance with the above objectives.

The proposed amendment will formalise outcomes sought as part of two separate planning permit applications for use, development and subdivision. Together these outcomes implement the above objectives for planning by:

- facilitating improvements to a tourism and recreation-based land use which will stimulate economic benefits to Cororoake and the district;
- facilitating development which will substantially improve the safety of users by ensuring that adequate on-site car-parking is provided and reducing pressure to park on the narrow Corangamite Lake Road.
- Improves the local environmental effects at the site by installing a new on-site waste disposal system which is consistent with current SEPP, and installing a new stormwater system which will improve the quality of stormwater runoff, contributing to the sustainable use and development of the land;
- Encourages the continued use and preservation of the locally heritage listed St David's Church building.

6.3.2 HOW DOES THE AMENDMENT ADDRESS ANY ENVIRONMENTAL, SOCIAL AND ECONOMIC EFFECTS?

The amendment will create positive social and economic effects for the RRRTAG Committee of Management, RRRTAG visitors and members, and the general community through ensuring the appropriate zone application to the whole of the development, which will remove unnecessary planning restrictions which would result if the FZ continued to be applied. The expectations of use and development at the site reflect the purpose and intended outcomes of the Township Zone.

6.3.3 DOES THE AMENDMENT ADDRESS RELEVANT BUSHFIRE RISK:

The site is located in in a designated bushfire prone area.

The site is not subject to the Bushfire Management Overlay.

A separate bushfire hazard identification and assessment forms part of the scheme amendment application.

Bushfire risk has been considered as part of the amendment. The objective of Clause 13.02-1S *Bushfire Planning* seeks to strengthen the resilience of settlements and communities to bushfire through risk-based planning that prioritises the protection of human life. Planning must give priority to the protection of human life over all other policy considerations, directing population growth and development to low risk locations and reduce the vulnerability of communities to bushfire through the consideration of bushfire risk in decision making at all stages of the planning process.

The amendment proposes to rezone land to reflect the extent of proposed site works required for a new café and tram lounge associated with the existing RRRTAG premises. The permits and amendment together is likely to result in more intensive frequency of use of the site, however, will not result in an increase in overall number of people on the premises at a point in time.

The site is at risk of grassfire impacts, despite being located towards the centre of the Cororooke township. Pasture for grazing adjoins the site on the east and southern boundaries.

The construction of a new car-park at the east of the existing premises, along with on-site stormwater retention and filtration, and a large new on-site secondary water treatment system, is considered to reduce the proximity of hazardous grassland fuel to the east and north-east of the buildings. This, combined with the existing dwelling abutting the site to the north and the location of Corangamite Lake Road as a fire-break to the east, will assist in providing separation and low fuel conditions requiring minimal maintenance and reducing grassfire risk overall.

The development will include actions to obligate the land managers to undertake actions to reduce grassfire potential impact from the south.

6.3.4 DOES THE AMENDMENT COMPLY WITH THE REQUIREMENTS OF ANY MINISTER'S DIRECTION APPLICABLE TO THE AMENDMENT?

The Amendment is consistent with the *Ministerial Direction on the Form and Content of Planning Schemes* under Section 7(5) of the Act.

This explanatory report and associated documents submitted with the Amendment, provides a brief strategic evaluation of the Amendment as required by *Direction No. 11: Strategic Assessment of Amendments*.

The rezoning of land will reflect planning approval granted for use and development through the statutory permit assessment process, and detailed strategic assessment is not required.

6.3.5 HOW DOES THE AMENDMENT SUPPORT OR IMPLEMENT THE PLANNING POLICY FRAMEWORK AND ANY ADOPTED STATE POLICY?

Refer to Sections 4 & 5 of this report.

There are not any substantially competing PPF objectives. The proposal is consistent with state policy in relation to economic development, tourism, environmental hazards – bushfire, environment protection, heritage conservation and protection.

There may be amenity impacts to residents of adjoining and opposite dwellings.

The amendment does not seek to introduce or amend a local planning policy in the PPF.

The amendment does not affect any other existing planning policy or tool.

6.3.6 HOW DOES THE AMENDMENT SUPPORT OR IMPLEMENT THE LOCAL PLANNING POLICY FRAMEWORK, AND SPECIFICALLY THE MUNICIPAL STRATEGIC STATEMENT?

Refer to Sections 4& 5 of this report.

The amendment does not seek to change the objectives or strategies of the MSS.

The amendment does not seek to introduce or amend a local planning policy.

The amendment seeks to implement existing objectives and strategies of the MSS, particularly in relation to objectives stated in Settlement Policy for smaller towns - 21.03-8, and Heritage Protection 22.01.

6.3.7 HOW DOES THE AMENDMENT SUPPORT OR IMPLEMENT THE MUNICIPAL PLANNING STRATEGY (MPS)?

The proposal at RRRTAG supports the business growth, tourism direction, environmental and heritage considerations of Colac Otway Shire's Municipal Planning Strategy.

It is consistent with the Vision (02.02) which seeks to:

- Plan for growth in business and employment in towns and settlements.
- Promote healthy, safe environments which enhance community life and well-being.
- Manage infrastructure assets so that they are sustainable in the long term.
- Support long-term sustainability.

The amendment is consistent with Council's strategic intentions (Settlement 02.03-1) to manage growth in towns by providing zoned and serviced land for housing, employment, recreation and open space, community facilities and related infrastructure

The policy notes that the smaller towns have development opportunities that can assist to improve the presentation of these towns, however effluent disposal is a major problem. Council seeks to facilitate the development of small towns by:

- Supporting tourism and rural lifestyle opportunities.
- Protection the local character
- Encouraging development to proceed in a manner that contributes to the economic development of these towns, responds, to environmental constraints and protects the broader landscapes.

The RRRTAG proposal furthers the intent of this policy by upgrading the effluent disposal system facilitated by the increased area of Township Zone which responds to existing environmental constraints.

The MPS recognises the asset and resource value of heritage assets and importance of protection, and policy seeks to improve the built environment by (02.03-5):

- Conserving significant pre and post contact heritage resources.
- Encouraging development of heritage places in a manner sympathetic to their significance.

The proposed RRRTAG extension has been designed to be sympathetic to the heritage design of the former St David's church by recessing the new development and preserving an angle of view from the road which focusses on the original buildings.

Tourism (020.03-6) and Economic Development (02.03-6) strategies include promotion of economic development by: encouraging economic employment focused use and development, and tourism is facilitated which responds to economic growth particularly all-year round activities and in this case, those which can contribute towards visitation to the volcanic crater and lake landscape, as a significant tourism attraction in Victoria.

6.3.8 DOES THE AMENDMENT MAKE PROPER USE OF THE VICTORIA PLANNING PROVISIONS?

The extension of the Township Zone area is the most appropriate planning tool to achieve the required outcome, which is to enable adequate area for appropriate site utilities associated with an existing community use.

6.3.9 HOW DOES THE AMENDMENT ADDRESS THE VIEWS OF ANY RELEVANT AGENCY?

Formal preliminary advice has not been sought from any external agencies by the proponents. The proposal was informally discussed with the CFA. It is expected that this will occur as part of Colac Otway Shire's assessment processes.

6.3.10 DOES THE AMENDMENT ADDRESS RELEVANT REQUIREMENTS OF THE TRANSPORT INTEGRATION ACT 2010?

The proposal is unlikely to have a significant impact on the transport system as defined by Section 3 of the TIA. There are no Statements of Policy Principles issued in relation to the area in accordance with Section 22 of the TIA.

6.3.11 WHAT IMPACT WILL THE NEW PLANNING PROVISIONS HAVE ON THE ADMINISTRATIVE COSTS OF THE RESPONSIBLE AUTHORITY?

The new planning provisions will not result in any notable increase in planning permit applications to require additional planning staff resources. There are no other miscellaneous costs to administering the changes to the scheme following approval.

7.0 CONCLUSION

The proposal is highly consistent with relevant planning policy, zones, overlays and the relevant particular provisions which apply. In particular, the planning policy framework which seeks to encourage economic development to support local communities and land use and development which respects and continues ongoing use of a valued heritage place.

Support of the proposals will provide net community benefit to residents of Cororooke and district through improving site safety and environmental conditions, in addition to facilitating a new business to establish which will contribute positively to the local community, wider district visitors, and tourists.

8.0 ATTACHMENTS

8.1 COLAC OTWAY HERITAGE STUDY STATEMENT OF SIGNIFICANCE

Colac Otway Heritage Study

Volume II

Name of Place : ST DAVID'S CHURCH & HALL

Ref. No. : 166

Location : 520 Corangamite Lake Road
Cororooke



STATEMENT OF SIGNIFICANCE :

The small local red brick St David's Church, located on Corangamite Lake Road, Cororooke, was dedicated in 1903. St David's flat roof cream brick Hall was built in the decades following the Second World War. St David's Church and Hall are historically, aesthetically and socially important to the Shire of Colac Otway. St. David's Church is of historic importance through association with the Presbyterian Scots who predominated as a denominational and national group. St David's Church and Hall are historically important in demonstrating ethnographic settlement and distribution in the district. St David's Church is aesthetically important as a good representative example of a typical early Gothic Revival church built at the beginning of the twentieth century in a remote rural area of Victoria. St David's Hall is historically and socially important in demonstrating the continued social and cultural associations of the district's parishioners in the second half of the twentieth century.

RECOMMENDATIONS :

RECOMMENDED LISTING : Local

The site to be retained in the Colac Otway Shire Planning Scheme (Individual Listing)

THEMES : Religious Institutions (9.1)

Mary Sheehan & Assoc.

HISTORY :

Because the Colac area was initially settled predominantly by Scottish immigrants, the first churches in the Shire were Presbyterian.

In 1877 the foundation stone was laid for St Andrew's Presbyterian Church at Colac. Presbyterian congregations had been established at Alvie, Ondit (Beeac) and Cororooke by 1898. These parishes developed in response to the districts increased numbers, brought about by the division of the large pastoral estates in the area and the closer settlement policies enacted by colonial and State governments. The district also received a fillip when the railway was put through to Beeac in 1889. This railway was later extended to Ballarat via Cressy in 1912.

The foundation stone of St David's Presbyterian Church at Cororooke was laid in 1903. The church was built of local red brick in a simple Gothic Revival style for a small, predominantly rural, community.

The church provides information about the importance of religion in rural communities, as well as the settlement patterns of the colony's migrants, a significant portion of whom, in this district, were Scots. Churches like St David's helped new settlers to feel at home and played an important role in serving as settler societies.

An attached cream brick hall was built at the rear of the church in about the 1970s.

PHYSICAL DESCRIPTION :

An attractive, typical Presbyterian, small local red brick early Gothic Revival church with contrasting cement window, door and gable dressing. The building comprises an enclosed brick porch to the west, a two bay nave and small chancel in the liturgical east. It was built in 1903, with a circa 1970s attached cream brick hall at the rear. The church is built on blue stone foundations and stout wall buttresses mark the structural bays. A large trefoil lancet window with hood mould is set above the base course on the west white washed wall, which seems to have been painted in order to reflect the intense heat of the west afternoon sun. The corrugated metal sheeting to the roof has been replaced in the recent past. The attached flat roof cream brick hall to the rear is unsympathetic to the original design of the church, although it reflects design concepts of the time and is similar in style to the adjacent rectory and front brick fence. The modern utilitarian design of the hall is typical of its type with decorative concrete block breezeway entrance, high clerestory windows and patterned brick end wall.

Condition :	Excellent	<u>Good</u>	Fair	Poor	Ruins
Integrity :	<u>Substantially intact</u>		Altered sympathetically		
	Damaged/disturbed		Altered unsympathetically		

8.2 BUSHFIRE ATTACK LEVEL ASSESSMENT REPORT

Property Details: 520 Corangamite Lake Road, Cororooke
 Lot 1 TP563474
 30 Factory Road, Cororooke
 Lot 2 LP135009

Applicant's Name: Red Rock Regional Theatre & Gallery

Municipality: COLAC OTWAY

Description of building work: Alterations/Additions to an existing building. Public/Place of Assembly/Commercial/Cafe.

Bush Fire Attack Level (BAL) for PROPOSED BUILDINGS (existing excluded)

Step 1: Relevant fire danger index: (see clause 2.2.2) FDI 50 FDI 100

Step 2: Assess the vegetation within 100m in all directions (tick relevant group)

Note 1: Refer to Table 2.3 and Figures 2.3 & 2.4 for description and classification of vegetation.

Note 2: If there is no classified vegetation within 100 m of the site then the BAL is LOW for that part of the site.

Vegetation classification (see Table 2.3)	<input checked="" type="checkbox"/> North	<input checked="" type="checkbox"/> South	<input checked="" type="checkbox"/> East	<input checked="" type="checkbox"/> West
	<input type="checkbox"/> North-East	<input type="checkbox"/> South-West	<input type="checkbox"/> South-East	<input type="checkbox"/> North-West
Group A Forest				
Group B Woodland				
Group C Shrub-land				
Group D Scrub				
Group E Mallee/Mulga				
Group F Rainforest				
Group G (FDI 50) Grassland	Grassland	Grassland	Grassland	Grassland

	Circle relevant paragraph descriptor from clause 2.2.3.2.			
Exclusions (where applicable)	(b) (c) (d) (e) (f)	(b) (c) (d) (e) (f)	(b) (c) (d) (e) (f)	(b) (c) (d) (e) (f)
	Dwelling	Existing RRRTAG gallery		Road

Step 3: Distance of the site from classified vegetation (see clause 2.2.4)

	Show distances in metres			
Distance to classified vegetation	~40m	8.7m - Existing gallery to boundary 15.8m - new tram-lounge to boundary	~58m Proposed boundary	~28m Front setback + road

Step 4: Determine the effective slope of land under the classified vegetation

Effective slope	Upslope			
Slope under the classified vegetation	Upslope/0° <input checked="" type="checkbox"/>	Upslope/0° <input type="checkbox"/>	Upslope/0° <input type="checkbox"/>	Upslope/0° <input type="checkbox"/>
	Downslope			
	>0 to 5 <input type="checkbox"/>	>0 to 5 <input checked="" type="checkbox"/>	>0 to 5 <input checked="" type="checkbox"/>	>0 to 5 <input checked="" type="checkbox"/>
	>5 to 10 <input type="checkbox"/>	>5 to 10 <input type="checkbox"/>	>5 to 10 <input type="checkbox"/>	>5 to 10 <input type="checkbox"/>
	>10 to 15 <input type="checkbox"/>	>10 to 15 <input type="checkbox"/>	>10 to 15 <input type="checkbox"/>	>10 to 15 <input type="checkbox"/>
	>15 to 20 <input type="checkbox"/>	>15 to 20 <input type="checkbox"/>	>15 to 20 <input type="checkbox"/>	>15 to 20 <input type="checkbox"/>

BAL value for each side of the site	12.5	40 Existing (gallery/former church) 19 Proposed (tram lounge)	12.5	12.5
-------------------------------------	------	--	------	------

Step 5—Determination of Bushfire Attack Level (BAL)

Refer to Table 2.4.2 for FDI 100 or Table 2.4.4 for FDI 50 (applicable to Alpine areas)

Using the relevant table determine the Bushfire Attack Level (BAL) for each of the vegetation classifications determined at Step 2, the distance from the site determined at Step 3 and the effective slope determined at Step 4.

Select the highest Bushfire Attack Level (BAL) obtained above.

The BAL for this site is:

BAL40 Existing gallery/former church (HIGHEST BAL AT SITE)

BAL 19 Proposed south façade tram lounge.

BAL 12.5 All other areas within the site.

Date of assessment: 27 July 2020.

Assessors name: Katy Bright

Assessors contact number:

Work: 5231 4883

Mob: 0415 635 420

Statement:

I have taken all reasonable steps to ensure that the information provided in this assessment is accurate and reflects the conditions on and around the site and allotment on the date of this assessment.

Signed:

Date: 08/08/2020.

ATTACHMENT 1- SITE PLAN



Notes:

- Vegetation to the east is excluded within the development site - expected to be low threat vegetation due to presence of secondary water treatment plant.

ATTACHMENT 2 – BAL ASSESSMENT PHOTOS (27 July 2020).



Photo 29: View to south. Grassland vegetation.



Photo 30: View to South-East. Excluded cypress trees.



Photo 31: Southern boundary fenceline.



Photo 32: View to west. Road as exclusion. Landscape strip along RRRRTAG fenceline as exclusion.



Photo 33: View to north – Grassland to north of excluded dwelling.



Photo 34: View to north. Dwelling as exclusion.



Photo 35: View to East. Grassland. No exclusions but proposed stormwater and effluent treatment will ensure low risk.

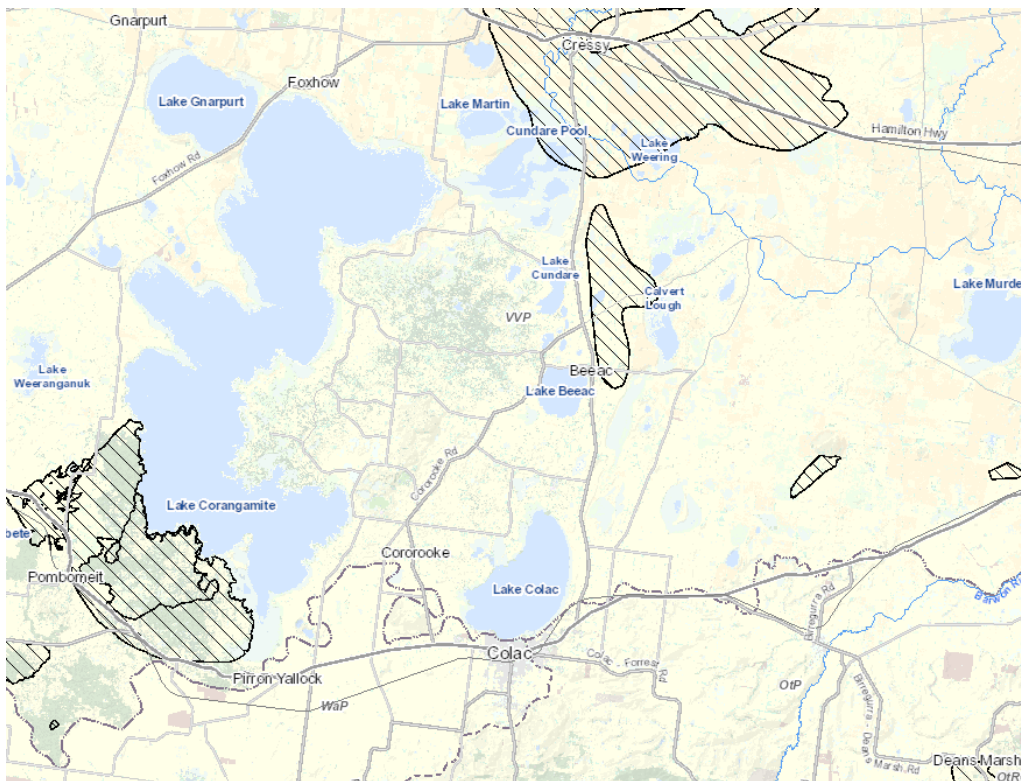
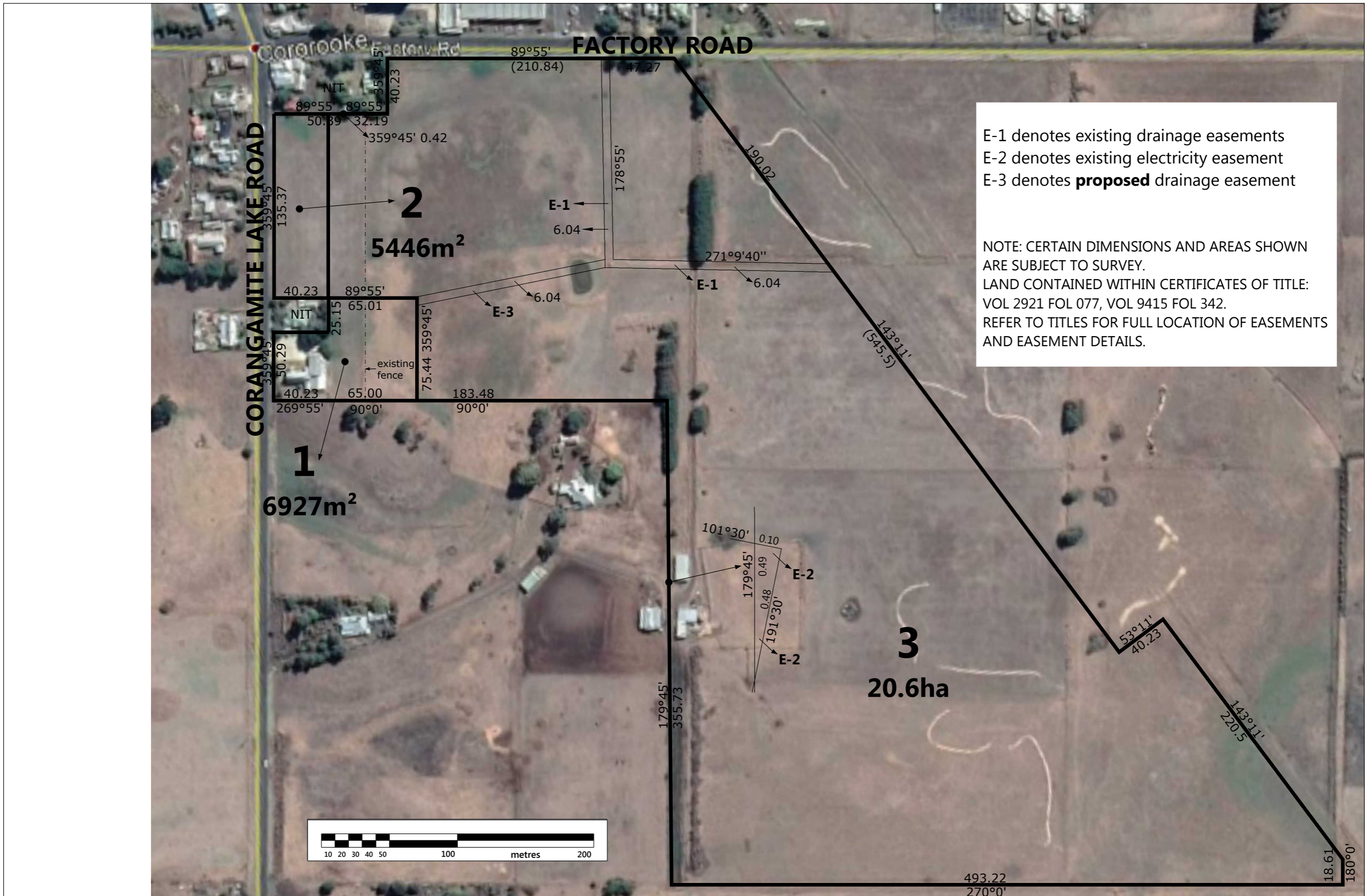
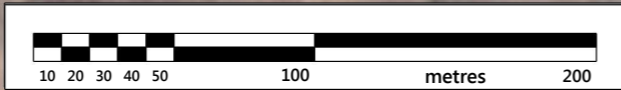


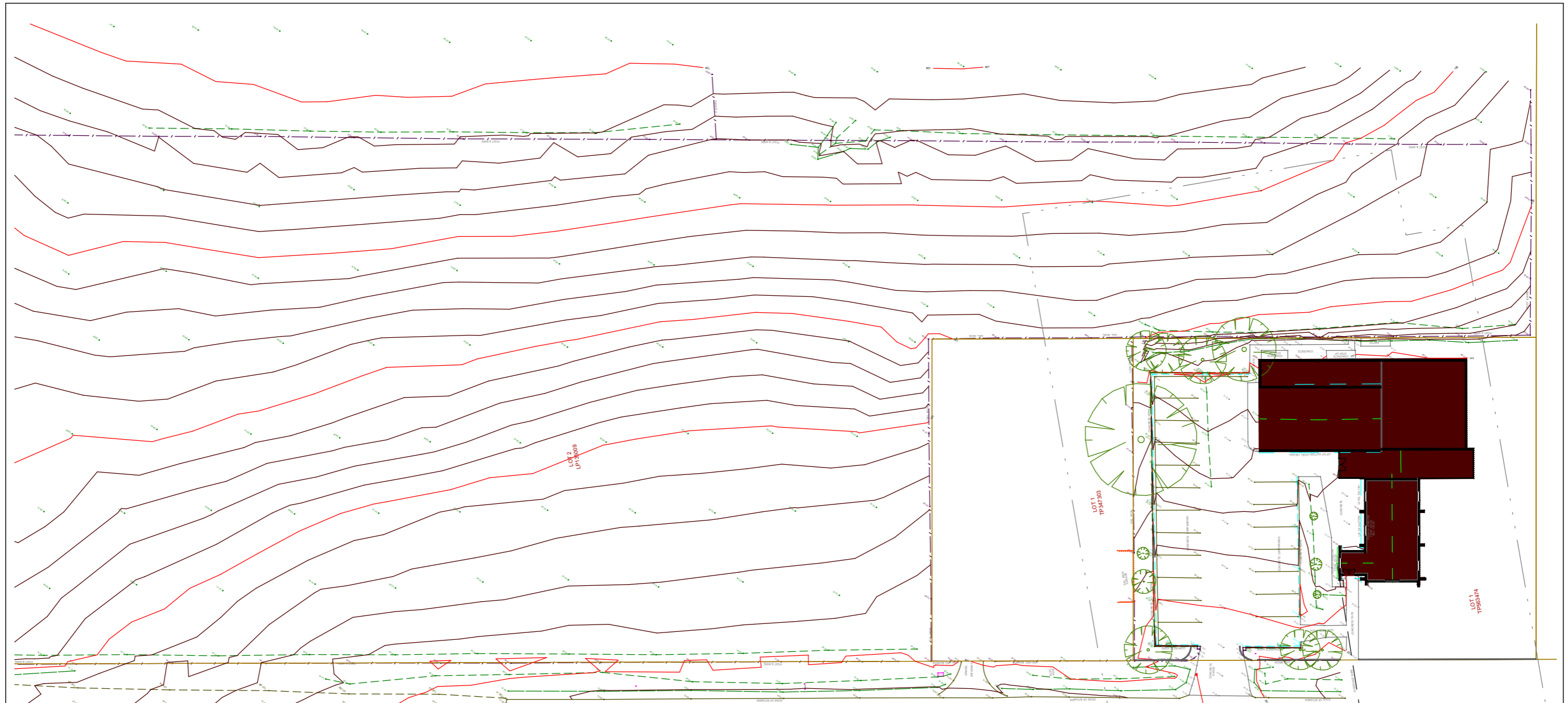
Figure 8: Bushfires 1970 to present day. Source: NatureKit, State Government of Victoria.



E-1 denotes existing drainage easements
 E-2 denotes existing electricity easement
 E-3 denotes **proposed** drainage easement

NOTE: CERTAIN DIMENSIONS AND AREAS SHOWN ARE SUBJECT TO SURVEY.
 LAND CONTAINED WITHIN CERTIFICATES OF TITLE: VOL 2921 FOL 077, VOL 9415 FOL 342.
 REFER TO TITLES FOR FULL LOCATION OF EASEMENTS AND EASEMENT DETAILS.





1 EXISTING SITE PLAN
1:500

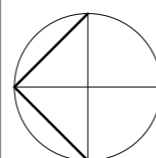


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REVISIONS:		
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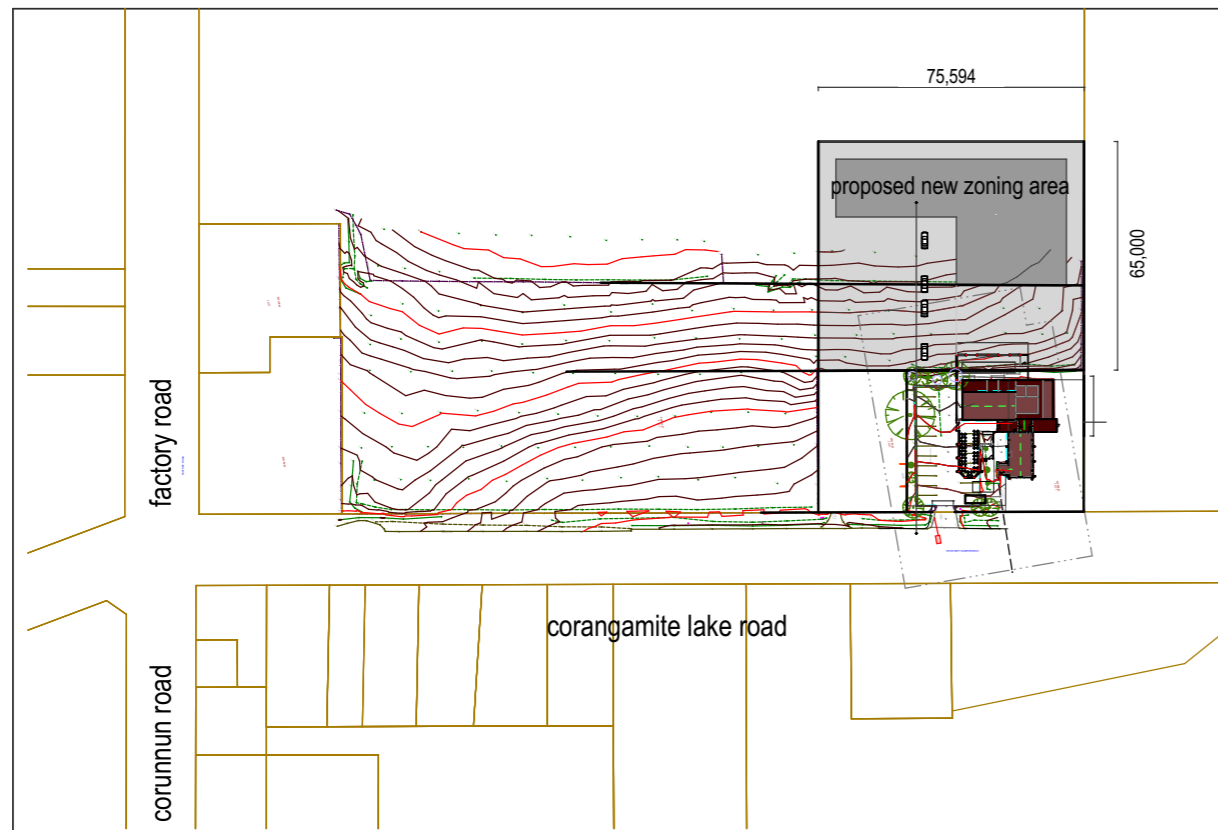
NOTES
DO NOT SCALE OFF THE DRAWINGS REFER TO FIGURED DIMENSIONS ONLY BUILDER TO VERIFY DIMENSIONS ON SITE CONFIRM ALL LEVELS & SITE FEATURES NOTIFY DISCREPANCIES TO THIS OFFICE



PROJECT: **rrrtag extension**
CLIENT: **andrew beale**
SITE: **520 corangamite lake road, cororooke**
TITLE: **existing site plan**

DESIGN: GAD	SCALE: as shown
DRAWN: CS	ISSUED:
CHECK: GAD	TO:
DATE: 16-Mar-21	FOR:

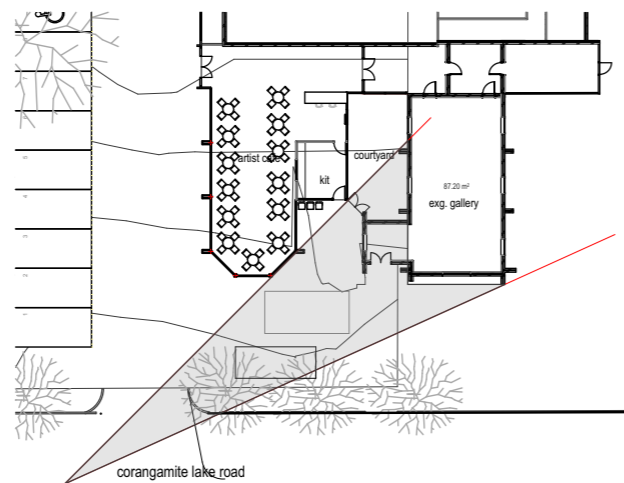
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PROJECT NUMBER	
01	A3
SHEET: OF: REV:	FORMAT



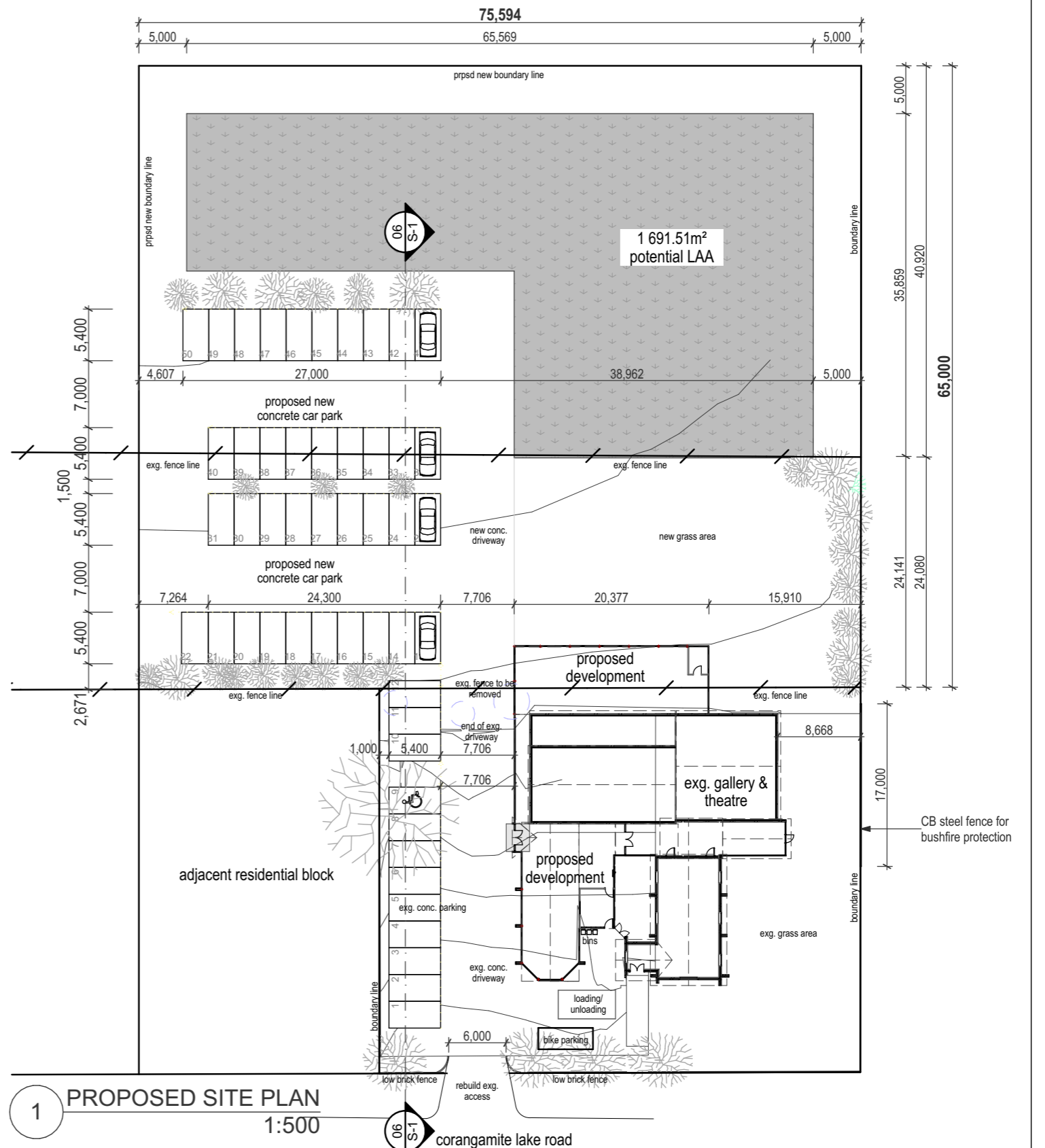
3 PROPOSED NEW ZONING PLAN
1:2000

VEGETATION LEGEND

Area/ Vegetation	Species
 for LAA area	Juncus paladosa (pale rush)
	juncus procerus (tall rush)
	Carex appressa (tall sedge)
	poa lab and the lignin.
 trees and shrubs along fences where shown	Eucalyptus leucoxydon 'Rosea'
	Tangled Lignum (under-storey)



2 VISIBILITY DIAGRAM



1 PROPOSED SITE PLAN
1:500



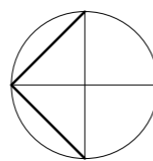
Geoff De La Rue
b arch, raia, hdav

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mobile 0419 351 185
info@gdarchitecture.com.au
www.gdarchitecture.com.au

REVISIONS:

NOTES

DO NOT SCALE OFF THE DRAWINGS REFER TO FIGURED DIMENSIONS ONLY BUILDER TO VERIFY DIMENSIONS ON SITE CONFIRM ALL LEVELS & SITE FEATURES NOTIFY DISCREPANCIES TO THIS OFFICE

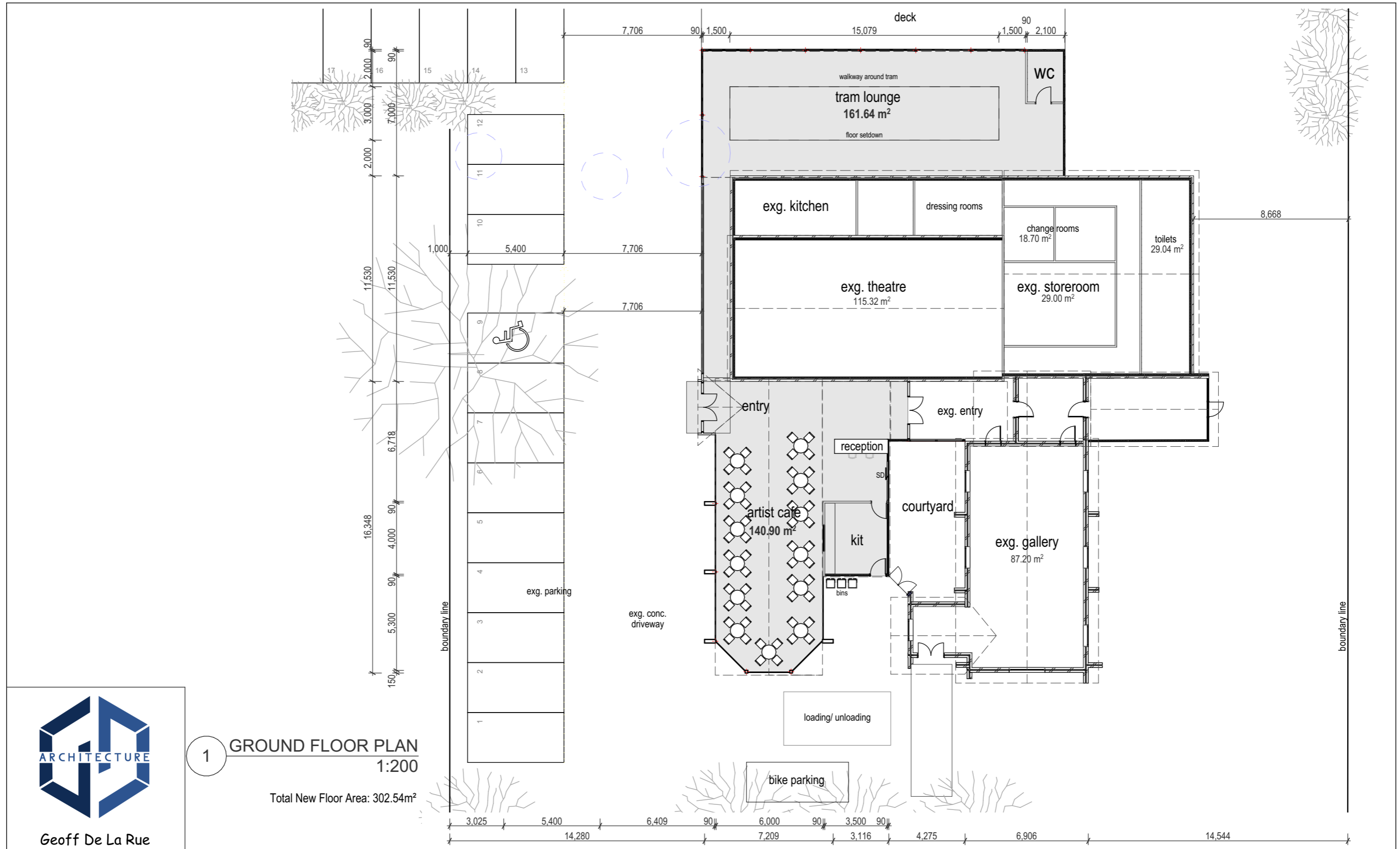


PROJECT: rrtag extension
CLIENT: andrew beale
SITE: 520 corangamite lake road, cororooke
TITLE: proposed site plan

DESIGN: GAD	SCALE: as shown
DRAWN: CS	ISSUED:
CHECK: GAD	TO:
DATE: 19-Mar-21	FOR:

19-58

PROJECT NUMBER	
02	SHEET OF: REV:
A3 FORMAT	



1 GROUND FLOOR PLAN
1:200

Total New Floor Area: 302.54m²

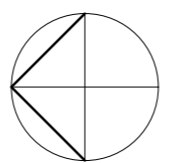


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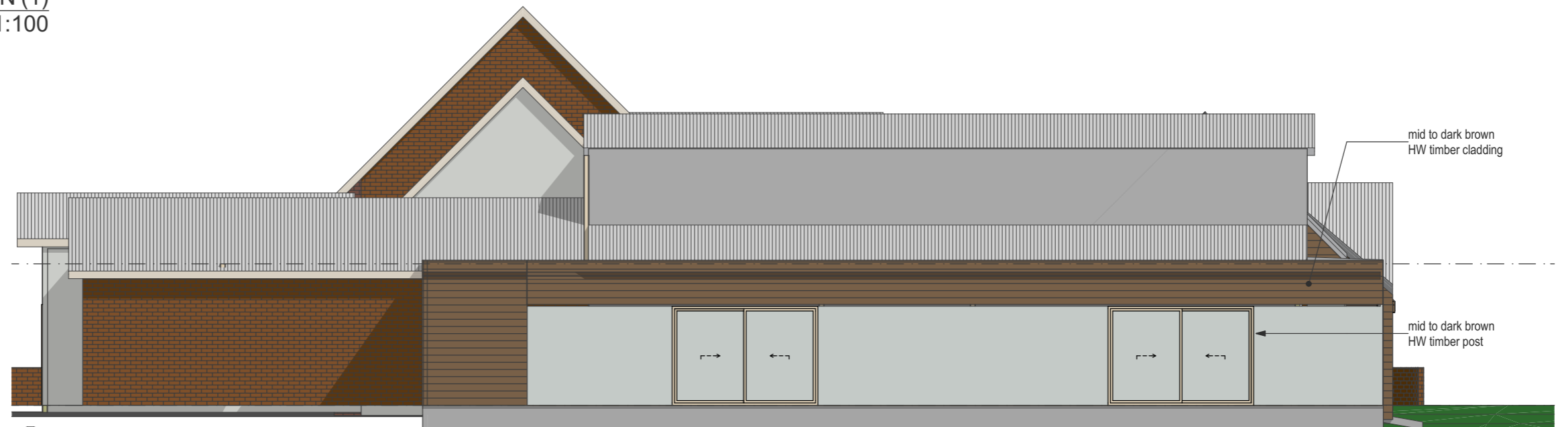
PROJECT: **rrrtag extension**
CLIENT: **andrew beale**
SITE: **520 corangamite lake road, cororooke**
TITLE: **floor plan**

DESIGN: GAD	SCALE: as shown
DRAWN: CS	ISSUED:
CHECK: GAD	TO:
DATE: 16-Mar-21	FOR:

19-58
PROJECT NUMBER
03
SHEET: OF: REV: A3
 FORMAT



E-1 NORTH ELEVATION (1)
1:100



E-2 EAST ELEVATION
1:100



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REVISIONS:

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PROJECT: rrtag extension

CLIENT: andrew beale

SITE: 520 corangamite lake road, cororooke

TITLE: elevation 1

DESIGN: GAD

DRAWN: CS

CHECK: GAD

DATE: 16-Mar-21

SCALE: as shown

ISSUED:

TO:

FOR:

19-58

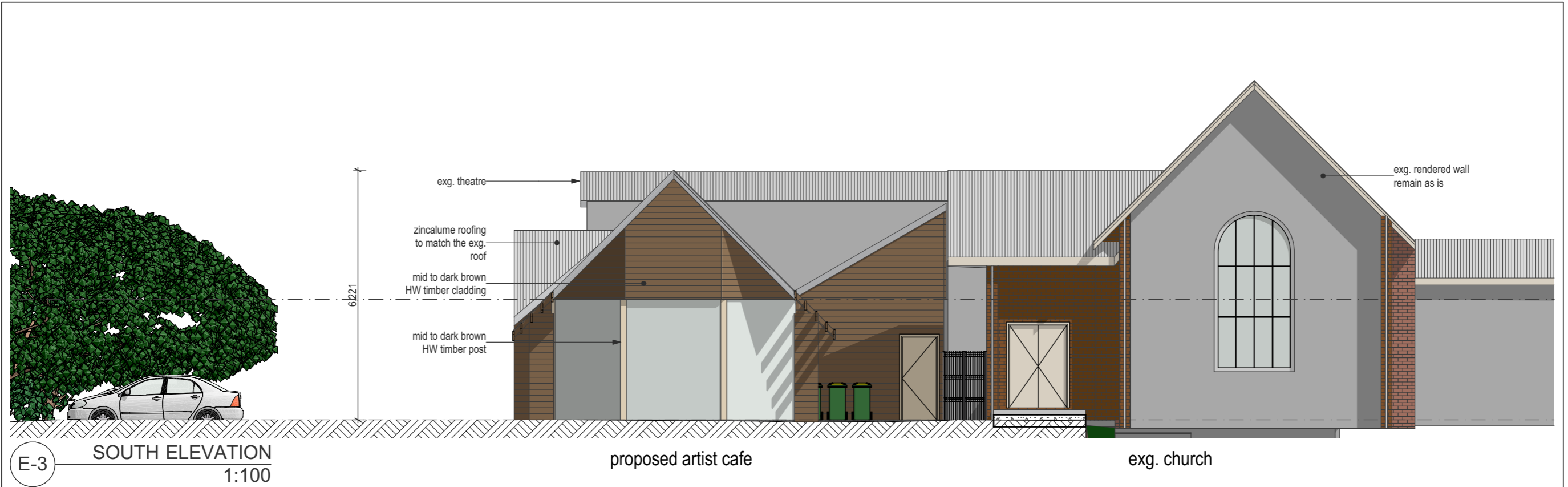
PROJECT NUMBER

04

SHEET: OF: REV:

A3

FORMAT



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REVISIONS:

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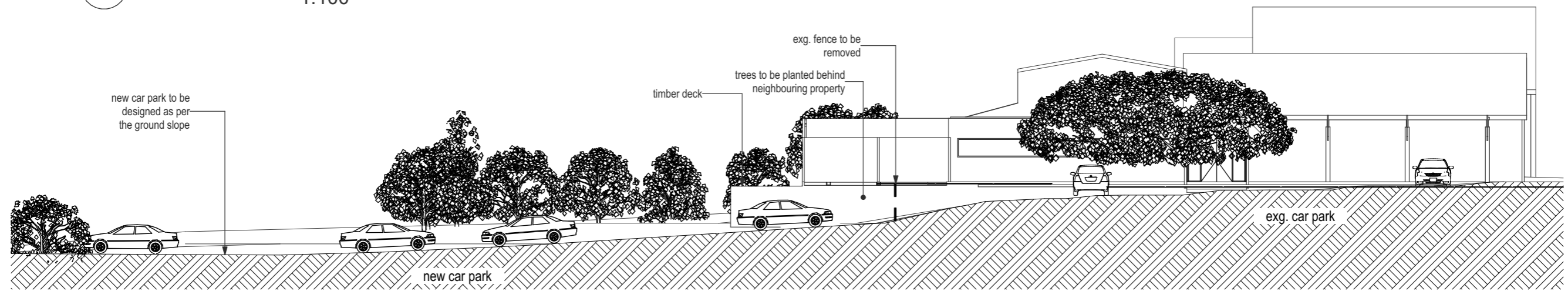
PROJECT: **rrrtag extension**
 CLIENT: **andrew beale**
 SITE: **520 corangamite lake road, cororooke**
 TITLE: **elevation 2**

DESIGN: GAD	SCALE: as shown
DRAWN: CS	ISSUED:
CHECK: GAD	TO:
DATE: 16-Mar-21	FOR:

19-58
 PROJECT NUMBER
 05
 SHEET: OF: REV: A3
 FORMAT



E-3 SOUTH ELEVATION
1:100



S-1 SITE SECTION
1:200



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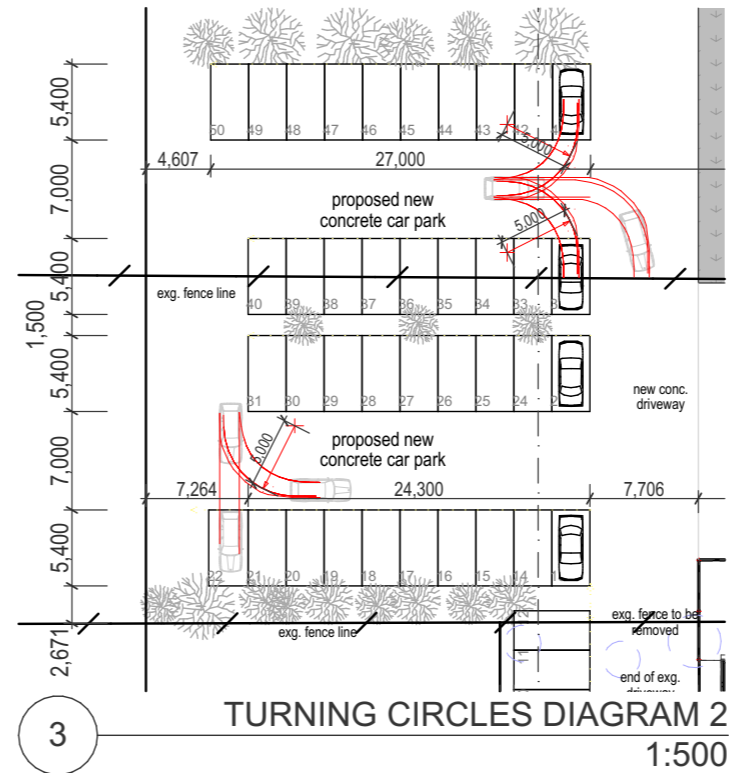
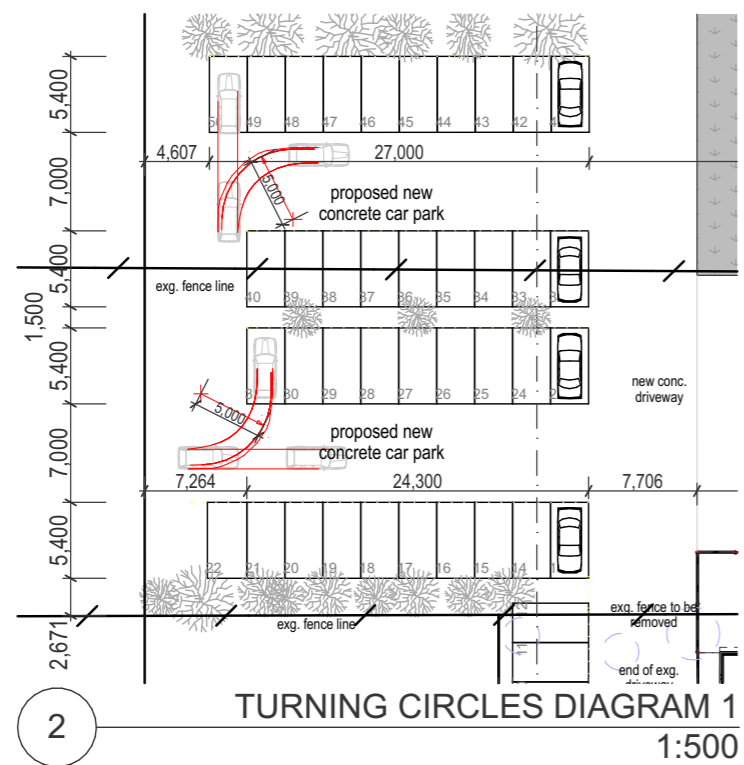
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PROJECT: **rrrtag extension**
CLIENT: **andrew beale**
SITE: **520 corangamite lake road, cororooke**
TITLE: **elevation 3**

DESIGN: GAD	SCALE: as shown
DRAWN: CS	ISSUED:
CHECK: GAD	TO:
DATE: 19-Mar-21	FOR:

19-58	
PROJECT NUMBER	
06	A3
SHEET: OF: REV:	FORMAT

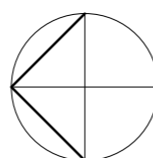


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PROJECT: rrrtag extension
CLIENT: andrew beale
SITE: 520 corangamite lake road, cororooke
TITLE: parking layouts

DESIGN: GAD	SCALE: as shown
DRAWN: CS	ISSUED:
CHECK: GAD	TO:
DATE: 16-Mar-21	FOR:

19-58	
PROJECT NUMBER	
07	A3
SHEET: OF: REV:	FORMAT

RRRTAG extension - proposed signage



Existing signage (above). 'Now Open' sign (as shown below) is currently utilised and hung from frame with hooks and eyes.



Proposed signage (above). No change to overall sign dimensions.

Draft Conditions for PP219/2020-1

Proposal: Re-subdivision of the Land into Three Lots, Extensions and Alterations to Building and Associated Works, Construction of Car Park and Erection of Fence, Use of the Land as a Food and Drink Premises (Café) and for the Sale and Consumption of Liquor (On-Premises Licence), Temporary Use of the Land as a Store (Storage of Tram), Alteration of Access to a Road in a Road Zone Category 1, Display of Signage and Reduction of Bicycle Parking Requirements

Site Address: 520 Corangamite Lake Road COROROOKE
Lot 1 TP: 563474 V/F: 2921/077 Parish of Nalangil

30 Factory Road COROROOKE
Lot 2 PS135009 Parish of Nalangil V/F: 9415/342

Conditions

Endorsed Plans

1. The use and development as shown on the endorsed plans must not be altered without the written consent of the Responsible Authority.
2. The location and details of the signage and any supporting structures, as shown on the endorsed plans, must not be altered without the written consent of the Responsible Authority.
3. The area in which liquor is allowed to be consumed or supplied under a licence hereby permitted must not be altered without the written consent of the Responsible Authority.
4. The layout and site dimensions of the subdivision hereby permitted, as shown on the endorsed plan/s, must not be altered or modified without the written consent of the Responsible Authority. There are no requirements to alter or modify the endorsed plan if a plan is certified under the provisions of the Subdivision Act 1988 that is generally in accordance with the endorsed plan/s.

USE AND DEVELOPMENT CONDITIONS

Timing of Development/Use

5. Other than works associated with the subdivision hereby permitted, which may commence following the certification of the plan of subdivision under the *Subdivision Act* 1988, the development permitted outside Lot 1 PS563474 must not commence until the land has been subdivided in accordance with the endorsed plans.
6. The use of the premises as a café must not commence until the approved wastewater system has been installed and is operational.

Hours of Operation

7. The café must only operate between the hours of:
 - 10am and 10pm, Sunday – Thursday
 - 10am and 12am on Fridays and Saturdays.
8. The sale and consumption of liquor must only occur between the hours of:
 - 10am and 10pm, Sunday – Thursday
 - 10am and 11pm on Fridays and Saturdays
 - 12 noon and 10pm on Good Friday and ANZAC day
9. Unless otherwise approved in writing by the Responsible Authority, deliveries to and from the site (excluding fresh produce) must only take place between the hours of 7am and 6pm from Monday to Friday (inclusive).

Patron Numbers

10. No more than 179 patrons in total may be on the site at any time and no more than 80 seats may be made available at any one time to café patrons, unless otherwise approved in writing by the Responsible Authority. All seating must be within the areas identified as the 'artist café' and 'courtyard' on the endorsed plans.

Liquor Licence

11. The owner/operator must take all responsible measures to ensure that patrons consuming alcohol remain within the licensed area, so as not to breach conditions of the liquor licence, and that patrons' behaviour is acceptable, so as not to create a nuisance to pedestrians or road users.

Access

12. Details of any alterations proposed to the access from Corangamite Lake Road must be submitted to and approved in writing by the Responsible Authority prior to such works being undertaken. Any alterations to the access must be in accordance with the approved details, to the satisfaction of the Responsible Authority.

Car Parking

13. Prior to the commencement of the café use hereby permitted, the area/s set aside for the parking of vehicles and access lanes as shown on the endorsed plans must be:
 - a) Constructed;
 - b) Properly formed to such levels that they can be used in accordance with the plans;
 - c) Surfaced with an all-weather seal coat to the satisfaction of the Responsible Authority;
 - d) Drained;
 - e) Line-marked to indicate each car space and all access lanes;
 - f) Clearly marked to show the direction of traffic along access lanes/driveways;
 - g) Properly illuminated for both pedestrians and vehicles, with lighting designed, baffled and located to the satisfaction of the Responsible Authority to prevent any adverse effect on adjoining land;

to the satisfaction of the Responsible Authority.

The areas must be constructed, and drained to prevent diversion of flood or drainage waters, and maintained in a continuously useable condition to the satisfaction of the Responsible Authority.

Car spaces, access lanes and driveways must be kept available for these purposes at all times

Loading/Unloading

14. The loading and unloading of goods from service vehicles must only be carried out in the designated loading bay on the site and must not disrupt the circulation and parking of vehicles in the car park to the satisfaction of the Responsible Authority.

Stormwater Management

15. Prior to the commencement of development, a Stormwater Management Plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. The Stormwater Management Plan must show how the developed site will be effectively drained without causing detrimental downstream effects, which includes construction details of the works on the drainage easement, to the satisfaction of the Responsible Authority.

The design must also provide details on the bio-retention swale drain to the satisfaction of the Responsible Authority.

All works must be undertaken in accordance with the approved Stormwater Management Plan to the satisfaction of the Responsible Authority.

16. During construction works, the site must be developed and managed to ensure there is no stormwater pollution through the contamination of runoff by chemicals, sediments, wastes or pollutants in accordance with 'Best Practice Environmental Management Guidelines for Stormwater Management and Construction Techniques for Sediment Pollution Control' (EPA), to the satisfaction of the Responsible Authority.

Construction Management Plan

17. Prior to the commencement of development, unless otherwise approved in writing by the Responsible Authority, a Construction Management Plan must be submitted to and approved by the Responsible Authority. The plan must detail how the site will be managed prior to and during the construction period, and must set out requirements for managing:

- Erosion and sediment.
- The deposit of any sediment or other material by vehicles on the abutting roads.
- Dust.
- Runoff.
- Litter, concrete and other construction wastes.
- Chemical contamination.
- Vegetation and natural features planned for retention.

The plan must include a detailed photographic record of the road reserve/s in the vicinity of the site, which shows the condition of the existing public infrastructure.

18. All construction works must be undertaken in accordance with the approved Construction Management Plan. The developer must ensure that all contractors are aware of the requirements of the approved Construction Management Plan and understand how to implement them. No polluted and/or sediment laden runoff is to be discharged directly or indirectly into Colac Otway Shire drains and/or watercourses at any time during construction or operation to the satisfaction of the Responsible Authority.

Wastewater

19. An onsite wastewater management system must be constructed concurrently with the extensions hereby permitted, so that all liquid waste is at all times contained within the curtilage of proposed Lot 1 on the endorsed plans. The design and installation of any wastewater disposal system for any building on the land must comply with 'Code of Practice - Onsite Wastewater Management', July 2016 (EPA Publication No. 891.4, or as amended), to the satisfaction of the Responsible Authority.

20. Prior to the commencement of development, EPA approval must be obtained for the proposed onsite wastewater treatment and disposal system and, if required by the EPA prior to works, also a development licence and operating licence.

Noise Management

21. The use hereby permitted must comply with the *Environment Protection Regulations 2021* in relation to noise assessment, control and management from commercial premises and from premises that provide outdoor or indoor entertainment or events, including with noise limits set for day, evening and night.

22. The use hereby permitted must comply with the Noise Control Guidelines (EPA publication 1254.2) in relation to noise from deliveries to shops, public address systems, commercial and industrial waste collection, mobile vendors and truck mounted refrigeration units.

External Colours

23. Unless otherwise approved in writing by the Responsible Authority, the timber cladding on the proposed café and lounge extensions must be a mid-brown tone rather than a dark-brown tone.

Landscaping

24. Prior to commencement of the use hereby permitted, or by such later date as is approved by the Responsible Authority in writing, the landscaping works shown on the endorsed plans must

be completed to the satisfaction of the Responsible Authority. The landscaping must thereafter be maintained to the satisfaction of the Responsible Authority, including that any dead, diseased or damaged plants are to be replaced.

General Amenity

25. All security alarms or similar devices installed on the land must be of a silent type in accordance with any current standard published by Standards Australia International Limited and must be connected to a security service.
26. External lighting must be designed, baffled and located so as to prevent any adverse effect on adjoining land to the satisfaction of the Responsible Authority.
27. No external sound amplification equipment or loudspeakers are to be used for the purpose of announcement, broadcast, playing of music or similar purpose, except with the prior written approval of the Responsible Authority for an individual event.
28. The use must be managed so that the amenity of the area is not detrimentally affected, through the:
 - a) transport of materials, goods or commodities to or from the land;
 - b) appearance of any building, works or materials;
 - c) emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil;

all to the satisfaction of the Responsible Authority.

Signage

29. The sign must be constructed and maintained to the satisfaction of the Responsible Authority, and must not be illuminated by external or internal light except with the prior written consent of the Responsible Authority.

Temporary Store

30. Unless otherwise approved in writing by the Responsible Authority, or the tram is moved into the building as shown on the endorsed plans, the use of the land to store the tram must cease within 5 years of the date of this permit.

CFA Conditions

Amended Plans

31. Amended plans that show defensible space of 19 metres between the grassland vegetation to the east and south of the proposed tram lounge.
32. Amended plans that show defensible space from the existing former church and gallery/theatre to the southern property boundary.
33. Amended plans that show the provision of a solid non-combustible fence between the existing former church and gallery/theatre and the grassland hazard vegetation to the south.

Bushfire Management Plan

34. Before the development starts, a Bushfire Management Plan (BMP) must be submitted to and endorsed by the Responsible Authority. The plan must show the following bushfire protection measures, unless otherwise agreed in writing by the CFA and the Responsible Authority:
 - a) Defendable Space
Show an area of defensible space for a distance of 19 metres around the proposed buildings and to the property boundary to the south where vegetation (and other flammable materials) will be modified and managed in accordance with the following requirements:

- Grass must be short cropped and maintained during the declared fire danger period.
- All leaves and vegetation debris must be removed at regular intervals during the declared fire danger period.
- Within 10 metres of a building, flammable objects must not be located close to the vulnerable parts of the building.
- Plants greater than 10 centimetres in height must not be placed within 3m of a window or glass feature of the building.
- Shrubs must not be located under the canopy of trees.
- Individual and clumps of shrubs must not exceed 5 sq. metres in area and must be separated by at least 5 metres.
- Trees must not overhang or touch any elements of the building.
- The canopy of trees must be separated by at least 5 metres.
- There must be a clearance of at least 2 metres between the lowest tree branches and ground level.

b) Construction Standard

Nominate a minimum Bushfire Attack Level of BAL – 12.5 that the building will be designed and constructed.

c) Water Supply

Show 10,000 litres of effective water supply for fire fighting purposes which meets the following requirements:

- Be stored in an above ground water tank constructed of concrete or metal.
- Have all fixed above ground water pipes and fittings required for firefighting purposes made of corrosive resistant metal.
- Include a separate outlet for occupant use.
- Be readily identifiable from the building or appropriate identification signage to the satisfaction of the relevant fire authority.
- Be located within 60 metres of the outer edge of the approved building.
- The outlet/s of the water tank must be within 4 metres of the accessway and unobstructed.
- Incorporate a separate ball or gate valve (British Standard Pipe (BSP 65 millimetre) and coupling (64 millimetre CFA 3 thread per inch male fitting).
- Any pipework and fittings must be a minimum of 65 millimetres (excluding the CFA coupling)

d) Access

Show the access for fire fighting purposes which meets the following requirements:

- All weather construction.
- A load limit of at least 15 tonnes.
- Provide a minimum trafficable width of 3.5 metres
- Be clear of encroachments for at least 0.5 metre on each side and at least 4 metres vertically.
- Curves must have a minimum inner radius of 10m.

Bushfire Emergency Plan

35. Certification of emergency management arrangements

Within six (6) months from the works commencing, a suitably qualified person in emergency planning must provide certification to CFA and the Responsible Authority that an Emergency Management Plan (or other named document) for the entire site/facility has been prepared that:

- a) Is generally consistent with Australian Standard AS3745-2010 Planning for emergencies in facilities (as appropriate).

- b) Specifically identifies bushfire as a hazard to which the facility and occupants may be vulnerable to.
- c) Contains appropriate procedures so that the facility is closed on a days of a Code Red Fire Danger Rating.

SUBDIVISION CONDITIONS

Easements

36. Prior to the certification of the plan of subdivision under the *Subdivision Act* 1988, all easements deemed necessary to protect existing or future drainage lines within the subject site, and any easements required between the subject site and the nominated legal point of discharge must be created to the satisfaction of the Responsible Authority.

Stormwater Management

37. Prior to the issue of a statement of compliance under the *Subdivision Act* 1988, all stormwater runoff from the development, including overflow from water storage, must be taken to a legal point of discharge to the satisfaction of the Responsible Authority.
38. Prior to the issue of a statement of compliance under the *Subdivision Act* 1988, a Stormwater Management Plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. The Stormwater Management Plan must show how the developed site will be effectively drained without causing detrimental downstream effects, which includes construction details of the works on the drainage easement, to the satisfaction of the Responsible Authority.

The design must also provide details on the bio-retention swale drain to the satisfaction of the Responsible Authority.

All works must be undertaken in accordance with the approved Stormwater Management Plan to the satisfaction of the Responsible Authority, prior to the issue of a statement of compliance under the *Subdivision Act* 1988.

Construction Management Plan

39. Prior to the issue of a statement of compliance under the *Subdivision Act* 1988, a Construction Management Plan must be submitted to and approved by the Responsible Authority. The plan must detail how the site will be managed prior to and during the construction period, and must set out requirements for managing:
 - Erosion and sediment.
 - The deposit of any sediment or other material by vehicles on the abutting roads.
 - Dust.
 - Runoff.
 - Litter, concrete and other construction wastes.
 - Chemical contamination.
 - Vegetation and natural features planned for retention.

The plan must include a detailed photographic record of the road reserve/s in the vicinity of the site, which shows the condition of the existing public infrastructure.

40. All construction works must be undertaken in accordance with the approved Construction Management Plan. The developer must ensure that all contractors are aware of the requirements of the approved Construction Management Plan and understand how to implement them. No polluted and/or sediment laden runoff is to be discharged directly or indirectly into Colac Otway Shire drains and/or watercourses at any time during construction or operation to the satisfaction of the Responsible Authority.

Servicing Authorities

41. The owner of the land must enter into agreements with the relevant authorities for the provision of water supply, drainage, sewerage facilities, electricity and gas services to each lot shown on

the endorsed plan in accordance with the authority's requirements and relevant legislation at the time.

42. All existing and proposed easements and sites for existing or required utility services and roads on the land must be set aside in the plan of subdivision submitted for certification in favour of the relevant authority for which the easement or site is to be created.
43. The plan of subdivision submitted for certification under the *Subdivision Act 1988* must be referred to the relevant authority in accordance with Section 8 of that Act.

Telecommunications

44. The owner of the land must enter into an agreement with:
 - a telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time; and
 - a suitably qualified person for the provision of fibre ready telecommunication facilities to each lot shown on the endorsed plan in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.
45. Before the issue of a Statement of Compliance under the *Subdivision Act 1988*, the owner of the land must provide written confirmation from:
 - a telecommunications network or service provider that Lots 1 and 2 are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the time; and
 - a suitably qualified person that fibre ready telecommunication facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

Expiry

46. This permit will expire if one of the following circumstances applies:
 - a) The plan of subdivision has not been certified within two (2) years of the date of this permit;
 - b) The development has not commenced within three (3) years of the date of this permit;
 - c) A statement of compliance is not issued within five (5) years of the date of certification;
 - d) The development is not completed within five (5) years of the date of this permit.

In accordance with section 69 of the *Planning and Environment Act 1987*, an application may be made to the Responsible Authority to extend the periods referred to in this condition.

Notes:

1. This permit does not authorise the commencement of any building works. Prior to commencement of development, it will also be necessary to obtain a building permit.
2. Prior to preparing drainage plans, a legal point of discharge (LPOD) must be obtained in accordance with Building Regulation 133. A copy of the LPOD, which incurs a fee in accordance with the Building Regulations, must be submitted with the engineering plans.
3. The conditions in this permit relating to telecommunications do not apply to the lot in the Farming Zone.

4. A works within road reserve permit is required prior to any works being undertaken on Council managed road reserves within the Colac Otway Shire.
5. At least seven (7) days before any works start, an Asset Protection Permit must be obtained from Council. Council infrastructure must be maintained in a safe condition during the construction period. Any damage caused by these works to Council assets must be reinstated to the satisfaction of the Council prior to the completion of works.
6. The consumption of liquor within the development allowed by this permit must not commence until such time as a Liquor Licence has been issued by the Victorian Commission for Gambling and Liquor Regulation (VCGLR), pursuant to the *Liquor Control Reform Act 1988*, as amended.
7. Restrictions to the numbers of persons allowed onsite at the proposed facility (theatre) including the café may be imposed by either the EPA Victoria or Colac Otway Shire's Health Protection Unit should the proposed wastewater volumes (hydraulic/organic loading) pose a risk to the environment or human health and/or where off-site discharge is occurring.

A detailed system design and an addendum to Land Capability Assessment produced by Landtech Consulting project number 596, dated March 27 2021, may be requested by either the EPA of Victoria or Council's Health Protection Unit to support the wastewater application.

Environment Protection Authority (EPA)

8. This permit is not an EPA permission/approval. Before the use or development authorised under this permit starts, the permit holder must ensure that any obligations or duties that arise under the *Environment Protection Act 2017* are met. This may include obtaining an EPA permission, approval or exemption, in accordance with the *Environment Protection Regulations 2021*.
9. The amended *Environment Protection Act 2017* has now come into effect as of 1 July 2021.

The amended *Environment Protection Act 2017* imposes new duties on individuals and/or businesses undertaking the activity permitted by this permit. If your business engages in activities that may give rise to a risk to human health or the environment from pollution or waste, you must understand those risks and take action to minimise them as far as reasonably practicable.



cfa.vic.gov.au

Our patron, Her Excellency the Honourable Linda Dessau AC, Governor of Victoria

CFA Fire Prevention and Preparedness
8 Lakeside Drive Burwood East Vic 3151
Email: firesafetyreferrals@cfa.vic.gov.au

CFA Ref: 6000-71348-110168
Council Ref: PP219/2020-1, C111COLA, PP217/2020-1

14 October 2021

Erin Sonogo
Colac Otway Shire
P.O. Box 283
COLAC VIC 3250

Dear Helen,

**SUBMISSION TO COMBINED PLANNING SCHEME
AMENDMENT & PERMIT APPLICATION**

Proposal: Rezoning, re-subdivision, buildings and works and use application
Location: 520 Corangamite Lake Road, Cororooke

Thank you for providing CFA additional information in relation to how the proposed planning scheme amendment and planning permit in accordance with the Section 96A of the *Planning and Environment Act 1987*, addresses Clause 13.02-1S Bushfire planning.

CFA understands that the area to the east of the existing buildings at 520 Corangamite Lake Road is proposed to be rezoned from the Farming Zone to provide adequate area to satisfy the requirements for a septic system on the site. The land is proposed be rezoned to the Township Zone.

Council has also received an application for a boundary realignment to incorporate the area for the septic system; a use application associated with a café and place of assembly and associated buildings and works.

CFA identifies the site as being within a lower risk landscape and provides no objection to the rezoning subject to the incorporation of the following bushfire protection measures as part of the permit application:

- Defendable space for the proposed tram lounge of 19 metres to the east and south.
- Defendable space for the existing buildings being the former church and gallery/theatre to the southern property boundary.
- Vegetation management in areas identified for defendable space.
- Non-combustible fencing along the southern boundary between the existing former church and gallery/theater and the grassland hazard to the south.

Advice in relation to planning permit application

CFA's advice in relation to the draft planning permit conditions may change as the application proceeds.

- Start of conditions -

Amended plans

1. Amended plans that show defensible space of 19 metres between the grassland vegetation to the east and south of the proposed tram lounge.
2. Amended plans that show defensible space from the existing former church and gallery/theatre to the southern property boundary.
3. Amended plans that show the provision of a solid non-combustible fence between the existing former church and gallery/theatre and the grassland hazard vegetation to the south.

Bushfire Management Plan

4. Before the development starts, a Bushfire Management Plan (BMP) must be submitted to and endorsed by the Responsible Authority. The plan must show the following bushfire protection measures, unless otherwise agreed in writing by the CFA and the Responsible Authority:

a) Defendable Space

Show an area of defendable space for a distance of 19 metres around the proposed buildings and to the property boundary to the south where vegetation (and other flammable materials) will be modified and managed in accordance with the following requirements:

- Grass must be short cropped and maintained during the declared fire danger period.
- All leaves and vegetation debris must be removed at regular intervals during the declared fire danger period.
- Within 10 metres of a building, flammable objects must not be located close to the vulnerable parts of the building.
- Plants greater than 10 centimetres in height must not be placed within 3m of a window or glass feature of the building.
- Shrubs must not be located under the canopy of trees.
- Individual and clumps of shrubs must not exceed 5 sq. metres in area and must be separated by at least 5 metres.
- Trees must not overhang or touch any elements of the building.
- The canopy of trees must be separated by at least 5 metres.
- There must be a clearance of at least 2 metres between the lowest tree branches and ground level.

b) Construction Standard

Nominate a minimum Bushfire Attack Level of BAL – 12.5 that the building will be designed and constructed.

c) Water Supply

Show 10,000 litres of effective water supply for fire fighting purposes which meets the following requirements:

- Be stored in an above ground water tank constructed of concrete or metal.
- Have all fixed above ground water pipes and fittings required for firefighting purposes made of corrosive resistant metal.

- Include a separate outlet for occupant use.
- Be readily identifiable from the building or appropriate identification signage to the satisfaction of the relevant fire authority.
- Be located within 60 metres of the outer edge of the approved building.
- The outlet/s of the water tank must be within 4 metres of the accessway and unobstructed.
- Incorporate a separate ball or gate valve (British Standard Pipe (BSP 65 millimetre) and coupling (64 millimetre CFA 3 thread per inch male fitting).
- Any pipework and fittings must be a minimum of 65 millimetres (excluding the CFA coupling)

d) Access

Show the access for fire fighting purposes which meets the following requirements:

- All weather construction.
- A load limit of at least 15 tonnes.
- Provide a minimum trafficable width of 3.5 metres
- Be clear of encroachments for at least 0.5 metre on each side and at least 4 metres vertically.
- Curves must have a minimum inner radius of 10m.

Bushfire Emergency Plan

5. Certification of emergency management arrangements

Within six (6) months from the works commencing, a suitably qualified person in emergency planning must provide certification to CFA and the Responsible Authority that an Emergency Management Plan (or other named document) for the entire site/facility has been prepared that:

- a) Is generally consistent with Australian Standard AS3745-2010 Planning for emergencies in facilities (as appropriate).
- b) Specifically identifies bushfire as a hazard to which the facility and occupants may be vulnerable to.
- c) Contains appropriate procedures so that the facility is closed on a days of a Code Red Fire Danger Rating.

– End of conditions –

If you wish to discuss this matter in more detail, please do not hesitate to contact me on

.

Yours sincerely

Luci Johnston
Land Use Planning Coordinator
CFA Community Preparedness

Item: 10.12

Colac Yacht Club Lease - 4 Hamilton Street Colac

OFFICER	Mark McLennan
GENERAL MANAGER	Tony McGann
DIVISION	Environment & Infrastructure
ATTACHMENTS	<ol style="list-style-type: none">1. Map - Colac Yacht Club - 4 Hamilton Street COLAC - 20210706 [10.12.1 - 1 page]2. Draft Lease - DELWP - Colac Yacht Club - 4 Hamilton St COLAC - 20210517 [10.12.2 - 37 pages]3. Colac Yacht Club - Incorporation Check - Consumer Affairs Victoria - 20210628 [10.12.3 - 1 page]
PURPOSE	To seek Council's endorsement to enter into a lease agreement with the Colac Yacht Club at 4 Hamilton Street, Colac (Crown Land).

1. EXECUTIVE SUMMARY

This report outlines a recommendation for Council to grant a lease to the Colac Yacht Club Inc. (the Club) to occupy the premises at 4 Hamilton Street, Colac (the Site).

The site is located on Crown Land, for which Council is the appointed Committee of Management. The Club have occupied the site under lease for many years.

The previous lease term was 3 years and expired on 30 April 2020. A new draft lease with a 9-year term has been prepared in accordance with the Department of Environment, Land, Water and Planning's (DELWP) Leasing Policy for Crown Land in Victoria 2010.

The proposed terms of the lease have been discussed with and agreed to by DELWP and the Club. The proposed rental amount is a reduced rate following an appraisal undertaken by an accredited valuer in June 2021 and with consideration of the Club's ongoing contribution to the maintenance and development of the premises. The Draft Lease can be found at Attachment 1 to this report.

2. RECOMMENDATION

That Council:

1. *Enters into a new lease agreement with the Colac Yacht Club Inc. for the use of 4 Hamilton Street, Colac and all that land forming a portion of Allotment 70B and Allotment 70A, Township of Colac, Parish of Colac, for the purpose of recreational facilities, with the following terms:*
 - a. *Term of lease to be nine (9) years.*
 - b. *Rent to be \$421.00 (including GST) per annum.*
 - c. *Rent reviewed annually with CPI increases.*
 - d. *Tenant to pay \$20 million public liability insurance.*
 - e. *Tenant to pay all outgoings.*
 - f. *Tenant is responsible for all maintenance.*
2. *Notes the Chief Executive Officer will execute the Lease and any subsequent assignment of the Lease on behalf of Council.*

3. KEY INFORMATION

Background

Key information:

- The subject site is known as 4 Hamilton Street, Colac and described as CA70B, Parish of Colac - refer image 1.
- It is Crown Land, zoned Public Park and Recreation Zone (PPRZ).
- The Land is owned by DELWP and Council is the appointed Committee of Management.
- The property has been leased to the Colac Yacht Club Inc. for many years.



Image 1: Yacht Club building pictured top centre, north-west of the Colac Bowling club site on the Lake Colac foreshore.

The Club has been active for many years and forms an important part of Lake Colac's history. Over the last few years, the low water levels at Lake Colac have resulted in membership numbers dropping from 130 members to 30 members, causing financial strain on the Club.

The Club is experiencing a reduction in income due to the decrease in membership numbers, which it relies upon to maintain the facilities and pay the annual rent. In the past year the water level has risen to a point where sailing activities are permitted and the Club are hopeful that this will continue. The Club has been supplementing its income by allowing sessional use the premises to GenU, a not-for-profit organisation that has a branch in Colac. The Club's executive would like to continue this arrangement.

The Club have invested in the development and maintenance of the premises with a recently completed kitchen upgrade, the installation of fire extinguishers and a new roof (installed at the Club's expense). The Club has painted the bathrooms, installed a security system and a participated in a jointly funded project to install a retaining wall and flood protection at the rear of the property. The Club were also successful in receiving funding for installation of a defibrillator, with the unit now available on the exterior of the building for emergency use by any member of the public.

A Building Condition Report was completed on 28 August 2020 and updated in April 2021, which demonstrates that the building condition has been improving over the last 2 years as a result of the Club's investment (refer confidential attachments).

Subject Site

The irregular shaped site is located on the Lake Colac Foreshore. On the site is a double storey brick veneer and hardiplank building with corrugated iron roof (clubrooms and amenities) and north facing balcony. There is an attached double lock-up garage with two separate single roller doors, asphalt hardstand surrounds and sundry shedding. In a recent condition report, the facilities were deemed to be in average condition.

Valuation

A valuation was conducted by Preston Rowe Paterson (accredited valuers) for the land and building on 4 June 2021. The valuation is included as a confidential attachment to this report.

Proposed Lease Terms

The proposed lease terms are guided by the Department of Environment, Land, Water and Planning's (DELWP) Leasing Policy in accordance with the provision of the *Crown Land (Reserves) Act 1978* and Council's Leasing Policy.

Considering the Club's ongoing investment in maintaining and improving their premises, annual public liability, building and contents insurance costs (in the vicinity of \$4,500 to \$6,000), and in line with the DELWP minimum rate, officers are recommending a reduced rent amount of \$421 per annum (including GST), instead of the full valuation amount. The amount proposed for rent is in line with the DELWP base rate of rent.

The previous lease expired on 30 April 2020. The recommended lease term of nine years has been increased from three years to encourage the Club to continue to invest in the upkeep and development of the building. A special condition will be included in the lease, acknowledging that the lease is subject to and conditional upon the property not being required to facilitate the Lake Colac Foreshore Master Plan.

The Club and DELWP have discussed and agreed to the following terms of the lease:

Agreement Type	Lease
Lease Term	9 years
Rent	\$421.00 per annum (incl. GST)
Option	Nil
Rent Review	Reviewed annually with CPI%
Rates and Charges	100% Lessee
Utilities	100% Lessee
Maintenance	100% Lessee
Insurance Public Liability	\$20 million

4. COMMUNITY CONSULTATION & ENGAGEMENT

Council officers from Strategic Property have conducted face to face meetings with the club in relation to the Lease proposal.

There is no requirement to undertake a community engagement process under section 115 of the *Local Government Act 2020*.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

1. Plan infrastructure, assets and land use with a long-term vision for economic growth.
3. Strengthen partnerships with key stakeholders to benefit the whole community.

Theme 2 - Our Places

1. Assets and infrastructure meet community needs.
2. Our places are managed for long-term sustainability.

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.
4. Provide value for money services for our community.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

There are no environmental considerations at this time.

The Club plays an important part in the social and cultural fabric of Colac Otway Shire. It also contributes to the local economy when holding regional events.

LEGAL & RISK

Legal risks in relation to liability have been mitigated within the Lease tenure as drafted by DELWP and annexed to this report.

FINANCIAL & BUDGETARY

The Club fully funds the maintenance of the building. Council has not contributed to the maintenance of this building for over 5 years.

Administrative costs associated with the preparation of the Lease will be absorbed by the Strategic Property operational budget.

7. IMPLEMENTATION STRATEGY

TIMELINE

Resolution of Council to enter into Lease	27 October 2021
Execute Lease	On or before 14 November 2021

8. OFFICER DIRECT OR INDIRECT INTEREST

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

Map Colac Yacht Club – 4 Hamilton Street COLAC



EXISTING IMPROVEMENTS

COLAC OTWAY SHIRE COUNCIL

(ABN: 32 430 819 755)

AND

COLAC YACHT CLUB INC.

(ABN: 28 137 048 084)

**Section 17D Crown Land (Reserves) Act 1978
Lease
(Non Retail)**

DEPARTMENT OF ENVIRONMENT, LAND, WATER AND PLANNING

DELWP File Ref: 2014732

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SCHEDULE 1 - LEASE PARTICULARS

SCHEDULE 2 - RENT REVIEW

SCHEDULE 3 - FURTHER OBLIGATIONS

APPENDIX ONE (PLAN OF LAND)

THIS LEASE is made on _____ and commences on the date in Item 4 of schedule 1
BETWEEN THE LANDLORD whose name appears in Item 1 (**Landlord**)
AND THE TENANT whose name appears in Item 2 (**Tenant**)

RECITALS

- A** The Land is reserved pursuant to Section 4 of the Act for the purpose set out in Item 13.
- B** The Minister has appointed the Landlord as the Committee of Management of the Land and has power to enter into this Lease pursuant to Section 17D of the Act subject to the approval in writing of the Minister.
- C** The Landlord has agreed to lease the Land to the Tenant pursuant to Section 17D of the Act subject to the conditions, covenants, reservations, restrictions and exceptions and at the Rent set out in this Lease.

OPERATIVE PROVISIONS

1 PART 1 – DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this document:

Act means the *Crown Land (Reserves) Act 1978*

Authority includes any government, local government, statutory, public or other Person, authority, instrumentality or body having jurisdiction over the Land, the Premises or any part of it or anything in relation to it;

Bank Guarantee means an unconditional and irrevocable undertaking in a form acceptable to the Landlord given by a bank authorised under the provisions of *the Banking Act 1959* (Cth.) or an Act of the Parliament of Victoria;

Business Day means any day (except a Saturday, Sunday or public holiday) on which banks are open for business in Melbourne, Victoria;

Claim includes any claim, demand, remedy, suit, injury, damage, loss, Cost, liability, action, proceeding and right of action;

Clause means a clause of this Lease; ("sub-clause" has a similar meaning); a reference to a Clause followed by a number refers to the relevant Clause in this Lease;

Commencement Date means the date set out in Item 4;

Cost includes any cost, charge, expense, outgoing, payment or other expenditure of any nature whatever;

Crown means the Crown in right of the State of Victoria;

Default Rate means the rate for the time being fixed under section 2 of the *Penalty Interest Rates Act 1983*; if that rate ceases to be published then it means any rate substituted in its place;

Further Obligations means any obligations set out in Schedule 3;

Further Term means the further term or terms set out in Item 8;

GST means any consumption, goods and services or value added tax, by whatever name called, imposed, levied or collected by any Federal or State Government which operates at any time or times during the Term or any renewal or overholding of the Lease including, without limitation, GST as defined in the GST Act and any replacement tax;

GST Act means *A New System (Goods and Services Tax) Act 1999*;

Guaranteed Sum means the amount set out in Item 9;

Hazardous Materials includes any substance, material, thing, component or element which is hazardous, a contaminant or a pollutant to persons or property;

Insured Sum means the amount set out in Item 12;

Her Majesty means Her Majesty Queen Elizabeth II and her heirs and successors;

Item means the relevant item in Schedule 1 to this Lease;

Land means the land described in Item 3 to a depth of 15 metres below the surface and all rights, easements and appurtenances usually and normally enjoyed with that land and all improvements, fixtures, fittings, plant, equipment and chattels listed in Item 15 of Schedule 1 together with any other improvements, fixtures, fittings, plant, equipment and chattels on it at the Commencement Date;

Landlord means the Landlord named in this Lease and the person for the time being entitled to the Lease reversion when the Lease ends;

Landlord's Agents means the employees, contractors, agents and any other Person appointed from time to time by the Landlord as agent of the Landlord;

Law includes any requirement of any statute, rule, regulation, proclamation, ordinance or local law, present or future, and whether State, Federal or otherwise;

Minister means the Minister having responsibility for the administration of the Act or such other Minister of the Crown or Authority to whom responsibility for this Lease may at any time be given;

Minister's Agents and Officers includes any person, committee or delegate (including any statutory authority or statutory body corporate or committee for the time being responsible for the administration, care and management of the Land) from time to time responsible for carrying out functions, including the functions of the Minister, under this Lease;

Name and Notice Address means the name and address in Item 11 as it may be changed from time to time;

Notice means any notice or other written communication;

Party means a party to this Lease and includes any Guarantor;

Permitted Use means the permitted use of the Land set out in Item 7;

Person includes any corporation and vice versa;

Premises means the Land and the Tenant's Improvements;

Proposed Work means the construction, alteration, addition, renovation, refurbishment, demolition, removal of or to any improvement on the Land;

Rates and Taxes means all existing and future rates (including any special rates or levies) taxes (including land tax on a single holding basis), duties, charges, assessments, impositions and outgoings whatsoever now or at any time imposed, charged or assessed on or against the Land or the Landlord or the Tenant or payable by the owner or occupier of the Land;

Rent means the annual Rent set out in Item 6;

Requirement includes any lawful Notice, order or direction received from or given by any Authority or pursuant to any Law, in writing or otherwise, and notwithstanding to whom such Requirement is addressed or directed but if not addressed to the Tenant then the Tenant must be given a copy;

Review Date means at the date or dates set out in Item 10.

Services means all services installed or to be installed and connected to the Premises including, without limitation, gas, electricity, telephone and telecommunication, water, sewerage and drainage;

Supply means the supply of any good, service or thing by either Party under this Lease.

Tenant means the Tenant named in this Lease and includes in the case of a:

- (a) corporation the Tenant, its successors and permitted assigns;
- (b) natural Person the Tenant, his executors, administrators and permitted assigns;

Tenant's Employees means each of the Tenant's employees, agents, contractors, invitees or others (whether with or without invitation), sublessees, licensees and concessionaires or others (whether expressly or impliedly) who may at any time be in or upon the Land;

Tenant's Improvements means those items listed in Item 16 of Schedule 1 and all buildings, structures, fixtures, fittings, plant, equipment, partitions, signs or other material or articles and chattels of all kinds which are at any time erected or installed by the Tenant in or on the Land;

Term means the term of this Lease set out in Item 5 commencing from and including the Commencement Date; and

this Lease or "the Lease" means this lease and includes all schedules, appendices, attachments, plans and specifications, annexures and exhibits to it.

1.2 Interpretation

- (a) The singular includes the plural and vice versa;

- (b) A gender includes all genders;
- (c) An obligation imposed by this Lease on more than one Person binds them jointly and severally;
- (d) Every covenant by the Tenant includes a covenant by the Tenant to procure compliance with the covenant by each of the Tenant's Employees;
- (e) A reference to legislation includes a modification or re-enactment of it, a legislative provision substituted for it or amendment of it and a regulation, rule or statutory instrument issued under it;
- (f) This Lease must be interpreted so that it complies with all Laws applicable in Victoria. Any provision must be read down so as to give it as much effect as possible. If it is not possible to give a provision any effect at all, then it must be severed from the rest of the Lease. If any provision or part of it cannot be so read down, such provision or part shall be deemed to be void and severable and the remaining provisions of this Lease shall not in any way be affected or impaired;
- (g) Unless otherwise stated, no provision of this Lease limits the effect of any other provision of this Lease. "Including" and similar expressions are not and must not be treated as words of limitation;
- (h) A reference to the Land, Premises or any thing includes the whole and each part of it;
- (i) The Landlord and the Tenant agree that:
 - (i) the terms contained in this Lease constitute the whole of the agreement in respect of the Land and Premises between the Landlord and the Tenant and all previous negotiations and agreements are negated;
 - (ii) no further terms are to be implied or arise between the Landlord and the Tenant by way of collateral or other agreement made by or on behalf of the Landlord or by or on behalf of the Tenant on or before or after the execution of this Lease, and any implication or collateral or other agreement is excluded and negated;
 - (iii) no information, representation or warranty by the Landlord or the Landlord's agents was supplied or made with the intention or knowledge that it would be relied on by the Tenant in entering into this Lease; and
 - (iv) no information, representation or warranty has been relied on by the Tenant in entering into this Lease.
- (j) Headings and the index to this Lease are for guidance only and do not affect the interpretation of this Lease;
- (k) If a reference is made to any Person, body or Authority and that person, body or Authority has ceased to exist, then the reference is deemed to be a reference to the Person, body or Authority that then serves substantially the same or equivalent objects as the Person, body or Authority that has ceased to exist;

- (l) Reference to the President of a Person, body or Authority must, in the absence of a President, be read as a reference to the senior officer or equivalent employee for the time being of the Person, body or Authority or such other Person fulfilling the duties of President;
- (m) A reference to "writing" or "written" and any words of similar import include printing, typing, lithography and any other means of reproducing characters in tangible and visible form, including any communication effected through any electronic medium if such communication is subsequently capable of reproduction in tangible or visible form;
- (n) A reference to "corporation" and any other words or expressions used or defined in the *Corporations Act 2001*, unless the context otherwise requires, has the same meaning that is given to them in the *Corporations Act 2001*;
- (o) This Lease is governed by Victorian law. The Parties irrevocably submit to the non-exclusive jurisdiction of the courts of that State and courts of appeal from them. Except as expressly agreed in writing by both Parties or for an action required at a federal level, each Party waives any right it has to object to an action being brought in any court outside Victoria including, without limitation, by claiming that the action has been brought in an inconvenient forum or that those courts do not have jurisdiction;
- (p) If the day or last day for doing anything or on which an entitlement is due to arise is not a Business Day, the day or last day for doing the thing or date on which the entitlement arises for the purposes of this Lease shall be the next Business Day;
- (q) Each provision of this Lease continues to have full force and effect until it is satisfied or completed;
- (r) Where a word or phrase is defined, its other grammatical forms have a corresponding meaning; and
- (s) A reference to an agreement or a document is to that agreement or document as amended, novated, supplemented, varied or replaced from time to time except to the extent prohibited by this Lease.

1.3 Minister's delegations

- (a) Wherever this Lease refers to an action, consent, approval or other thing to be done by, or matter to be considered by the Minister, the reference to the Minister shall be deemed to include a reference to the Minister's Agents and Officers.
- (b) The Minister may appoint any person as the Minister's delegate to exercise all powers conferred by this Lease on the Minister expressly, including without limitation, the power to give any consent or approval pursuant to this Lease.
- (c) The Minister may change the appointment at any time.

2 PART 2 - EXCLUSION OF STATUTORY PROVISIONS

2.1 Moratorium

To the extent permitted by law, the application to this Lease or to any Party of any Law or any Requirement or any moratorium having the effect of extending or reducing the Term, reducing or postponing the payment of Rent or any part of it or otherwise affecting the operation of the terms of this Lease or its application to any Party is excluded and negated.

2.2 Exclusion of Statutory Provisions

The covenants, powers and provisions implied in leases by virtue of the *Transfer of Land Act 1958* are expressly negated.

3 PART 3 - LEASE OF LAND

3.1 Lease of Land for Term

The Landlord leases the Land to the Tenant for the Term.

3.2 Landlord's Reservations

The Landlord reserves the right for the Landlord and the Landlord's Agents to:

- (a) carry out any works that may be required to comply with any applicable Law or Requirement; and
- (b) create any registered or unregistered easement or other right over the Land as long as it does not adversely affect the Tenant's rights under this Lease;
- (c) enter the Land and the Premises for the purposes set out in this Clause.

3.3 Other Reservations

This Lease is granted subject to the following reservations:

- (a) the reservation to the Crown of all gold and minerals within the meaning of the *Mineral Resources Development Act 1990* and petroleum within the meaning of the *Petroleum Act 1958*, all of which are described as the "reserved minerals";
- (b) the reservation to the Crown of the rights of access for the purpose of searching for and obtaining the reserved minerals in any part of the Land;
- (c) the reservation to the Crown of the rights of access for any pipeline works and other purposes necessary for obtaining and conveying on and from the Land any of the reserved minerals obtained in any part of the Land; and
- (d) the right to resume the Land for mining purposes under Section 205 of the *Land Act 1958*.

3.4 Landlord's Exercise of Rights

Except in an emergency, the Landlord must give the Tenant reasonable notice of the Landlord's intended exercise of the rights set out in this Clause. The Landlord must only

exercise the rights at reasonable times and must minimise interference to the Tenant when doing so.

3.5 Ownership of Tenant's Improvements

The Tenant owns all of the Tenant's Improvements unless the Act requires any buildings and structures erected on the Land by the Tenant to be and to remain the property of the Landlord.

4 PART 4 - RENT

4.1 Tenant to pay Rent

The Tenant covenants to pay the Rent:

- (a) at the times and in the manner set out in Item 6 without demand by the Landlord;
- (b) without any abatement, deduction or right of set-off;
- (c) to the Landlord at the address set out in Item 14 or to any other address or in any other way the Landlord directs the Tenant by Notice.

4.2 Apportionment of Rent

If the Commencement Date is not the first day of a rent period, the first and last instalments of Rent will be apportioned on a pro-rata daily basis for the periods from:

- (a) the Commencement Date to the first day of the next rent period;
- (b) the first day of the last rent period of the Term until the date on which the Term expires.

5 PART 5 - RATES AND TAXES AND GST

5.1 Tenant to pay Rates and Taxes

The Tenant must pay the Rates and Taxes:

- (a) to the assessing Authority on time if assessed directly against the Tenant or the Land; but otherwise
- (b) to the Landlord by the date which is 10 Business Days before the due date for payment if the Landlord must pay the Rates and Taxes and has given the Tenant a copy of the notice at least 10 Business Days before then.

5.2 Tenant to Produce Receipts

The Tenant must produce receipts to the Landlord evidencing payment of the Rates and Taxes by the due date for payment if the Tenant is required to pay them to the assessing Authority.

5.3 Pro-rata apportionment

If necessary, the Rates and Taxes will be apportioned on a pro-rata daily basis at the beginning and at the end of the Term.

5.4 Goods and Services Tax

- (a) If GST is or will be or is purported to be payable on any Supply the Party receiving the Supply must pay the Party making the Supply a sum equal to any GST payable by the supplier for that Supply.
- (b) To the extent that one Party is required to reimburse the other Party for costs incurred by the other Party, those costs do not include any amount in respect of GST for which the Party is entitled to claim an input tax credit.
- (c) A Party's obligation to pay an amount under this Clause is subject to a valid tax invoice being delivered to that Party. For the avoidance of any doubt, the Rent and all other payments under this Lease are exclusive of GST.

6 PART 6 - COST OF SERVICES

The Tenant must pay Costs for all Services (including any special, additional or unusual Services separately supplied, metered, consumed or connected as appropriate in, to or on the Land or the Premises):

- (a) by direct payment on or before the due date if assessed directly against the Land or the Premises; but otherwise
- (b) by reimbursing the Landlord by the date which is 5 Business Days before the due date for payment if the Landlord has given a copy of the Notice to the Tenant at least 10 Business Days before then.

7 PART 7 - COSTS

The Tenant must pay to the Landlord all the Landlord's reasonable legal and other Costs including the costs of valuers, quantity surveyors and other consultants engaged by the Landlord of and incidental to:

- (a) the negotiation, preparation and execution of this Lease;
- (b) any consent required under this Lease;
- (c) any assignment or subletting for which the Landlord's consent is required by this Lease;
- (d) any variation, extension, surrender or termination of this Lease otherwise than by effluxion of time;
- (e) any default by the Tenant or the Tenant's Employees in observing or performing any covenants contained or implied in this Lease.

8 PART 8 - INTEREST**8.1 Payment**

The Tenant must pay on demand interest at the Default Rate on any Rent or other moneys which the Tenant has not paid within 30 days of the due date for payment.

8.2 Calculation

Interest is to be calculated daily from the due date and is to continue until the overdue money is paid. The interest will be capitalised on the last day of each month and may be recovered in the same way as Rent in arrears.

8.3 No Prejudice

If the Landlord requires a Tenant to pay interest, it is without prejudice to any other rights, powers and remedies which the Landlord may have under this Lease or at law.

9 PART 9 - USE OF PREMISES**9.1 Tenant's Permitted Use and negative covenants**

The Tenant must not:

- (a) use the Premises for any purpose other than the Permitted Use;
- (b) do anything in or on the Premises which in the reasonable opinion of the Landlord causes or may cause nuisance, damage, disturbance or danger to the Landlord or the occupiers or owners of any other property;
- (c) use or allow the use of any radio, television or other sound producing equipment at a volume that can be heard outside the Premises except with the prior written consent of the Landlord which is not to be unreasonably withheld but may be given conditionally;
- (d) affix any television or radio mast or antennae, satellite dish or any other communication device to any part of the Premises except with the prior written consent of the Landlord which is not to be unreasonably withheld but may be given conditionally;
- (e) write, paint, display, hang or affix any sign, advertisement, placard, name, flagpole, flag or notice on any part of the Premises except with the prior written consent of the Landlord which is not to be unreasonably withheld but may be given conditionally;
- (f) overload the floor, walls, roof or any other part of the Premises, or, bring onto or remove from the Premises any plant or heavy equipment which by reason of its weight or vibration in its operation or in any way is likely in the reasonable opinion of the Landlord to cause damage to any part of the Premises or the Services;
- (g) except to the extent that they are necessary for the Permitted Use and then only in compliance with any Law or Requirement and in such quantities as are reasonably appropriate, store Hazardous Materials on or in the Premises;
- (h) install any equipment or system in the Premises that overloads or may overload the electrical or other Services to the Premises;
- (i) use the Premises as a residence unless it is a Permitted Use;
- (j) use the Premises for an illegal purpose;

- (k) burn any rubbish or waste on the Premises other than the burning of vegetation in accordance with all necessary permits.

9.2 Tenant's positive covenants

The Tenant at its Cost must:

- (a) at all times carry out the Permitted Use in a business like and reputable manner;
- (b) keep the Premises clean and not permit any accumulation of useless property or rubbish in them;
- (c) keep the Premises free of pests, insects and vermin;
- (d) provide the Landlord (and keep updated when it changes) with the name, postal address, e-mail address, telephone and facsimile transmission numbers of a person or persons to contact during and after business hours if an emergency arises which affects the Premises;
- (e) comply with the Landlord's reasonable operational requirements for the Services and not interfere with the Services;
- (f) on vacating the Premises, remove all lettering, signs, flagpoles, flags, and other distinctive marks from the Premises and make good any damage caused by the removal;
- (g) obtain, maintain and comply with all consents or approvals from all Authorities which from time to time are necessary or appropriate for the Permitted Use. The Tenant must not by any act or omission cause or permit any consent or approval to lapse or be revoked;
- (h) maintain documented risk management identification and treatment programs for the Premises and the Services;
- (i) arrange for the regular and efficient removal from the Premises of its refuse and rubbish;
- (j) the Tenant must if a notifiable infectious illness occurs in the Premises promptly give Notice to the Landlord and all relevant Authorities and thoroughly fumigate and disinfect the Premises to the satisfaction of the Landlord and all relevant Authorities;
- (k) undertake all fire protection works on the Land required by Law to the satisfaction of the Landlord and all relevant Authorities;
- (l) permit the Landlord or the Landlord's servants or agents with or without vehicles and equipment, workmen or others at all times to enter the Land for fire protection and suppression purposes;
- (m) comply with the further obligations, if any, set out in Schedule 3.

9.3 No warranty as to use

- (a) The Landlord gives no warranty (either present or future) that the Land or the Premises are fit for the Permitted Use.
- (b) The Tenant has entered into this Lease with full knowledge of and subject to any prohibitions or restrictions contained in any Law or any Requirement on how the Land or the Premises may be used.

9.4 To Let Signs and Inspection

The Landlord may after giving reasonable notice and at reasonable times:

- (a) place advertisements and signs on those parts of Land and Premises as are reasonable having regard to the interests of the Landlord and the Tenant where the Premises are available for lease if the Tenant does not exercise any option to renew this Lease for a Further Term;
- (b) by appointment with the Tenant, show prospective tenants through the Land and the Premises.

The Landlord in exercising rights under this Clause must endeavour to minimise any inconvenience to the Tenant.

9.5 Cost of alteration

Pay to the Landlord on demand the Cost reasonably incurred by the Landlord of any alteration to any Services, sprinkler or fire prevention equipment and installations (including alarms) which may become necessary because of the non-compliance of the Tenant or of the Tenant's Employees with any Requirements, including those of any Tenant's insurer of the Premises or any Tenant's fittings within the period required or, if no period is required, within a reasonable period to meet those requirements.

10 PART 10 - COMPLIANCE WITH LAWS AND REQUIREMENTS

10.1 Compliance with Laws

- (a) The Tenant at its Cost must comply with and observe all Laws and Requirements relating to the Land, the Premises, the Services and the Permitted Use. If the Tenant receives any Notice from an Authority, the Tenant must immediately provide a complete copy of it to the Landlord;
- (b) Before complying with any Law or Requirement, the Tenant must:
 - (i) obtain the written consent of the Landlord which is not to be unreasonably withheld and;
 - (ii) observe the provisions of this Lease.

10.2 Landlord may comply with Laws if Tenant defaults

If the Tenant fails to do so, the Landlord may comply with any Law or Requirement referred to in this Clause either in part or whole. If the Landlord does this:

- (a) any Costs incurred by the Landlord must be paid or reimbursed to the Landlord by the Tenant;
- (b) it is without prejudice to any of the Landlord's other rights in respect of non-compliance by the Tenant with its obligations under this Lease.

11 PART 11 - MAINTENANCE REPAIRS ALTERATIONS AND ADDITIONS

11.1 General repairing obligation

- (a) The Tenant at its Cost during the Term and any extension or holding over must keep the Premises and the Services in good repair and condition and clean and tidy. For the avoidance of any doubt, the Tenant acknowledges that the Landlord will have no responsibility for any repairs or maintenance to the Premises and the Services;
- (b) Before carrying out any repairs or maintenance to the Premises, the Tenant must obtain the written approval of the Landlord and all relevant Authorities but the Tenant will not be required to obtain written or any form of approval from the Landlord for maintenance of a non-structural nature.

11.2 Landlord's right of inspection

The Landlord or the Landlord's Agents may enter the Premises and view the state of repair and condition of the Premises and Services:

- (a) in the presence of the Authorised Officer of the Tenant if required by the Tenant;
- (b) at reasonable times on giving to the Tenant reasonable notice in writing (except in the case of emergency when no notice is required) .

11.3 Enforcement of repairing obligations

The Landlord may serve on the Tenant a Notice:

- (a) specifying any failure by the Tenant to carry out any repair, replacement or cleaning of the Premises or the Services which the Tenant is required to do under this Lease; and/or
- (b) require the Tenant to carry out the repair, replacement or cleaning within a reasonable time. If the Tenant does not comply with the Notice, the Landlord may elect to carry out such repair, replacement or cleaning and any Costs incurred must be paid by the Tenant when demanded by the Landlord.

11.4 Landlord may enter to repair

The Landlord, the Landlord's Agents and others authorised by the Landlord may at all reasonable times after giving the Tenant reasonable notice (except in the case of emergency when no notice is required) enter the Land and the Premises to carry out any works and repairs in the circumstances set out below. In doing so, the Landlord must endeavour not to cause undue inconvenience to the Tenant.

- (a) The circumstances for entry are:

- (i) to carry out any repairs on or to the Premises or the Services, which the Landlord considers necessary or desirable or which relate to anything which the Landlord is obliged or entitled to do under this Lease;
- (ii) if an Authority requires any repair or work to be undertaken on or to the Premises or the Services which the Landlord is either required or in the Landlord's discretion elects to do and for which the Tenant is not liable under this Lease; and/or
- (iii) if the Landlord elects to carry out any repair work which the Tenant is required or liable to do under this Lease by any Law or by any Requirement but fails to do so within the time specified or otherwise allowed for that work to be done.

11.5 Alterations to Premises

- (a) The Tenant must not and must not permit any other person to carry out any Proposed Work without the Landlord's and the Minister's prior written consent which must not be unreasonably withheld or delayed;
- (b) In seeking the Landlord's and the Minister's consent the Tenant must submit plans and specifications of the Proposed Work for the approval of the Landlord together with a list of the Persons (if any) from or to whom the Tenant proposes to call a tender or award a contract for the Proposed Work;
- (c) the Landlord and the Minister may give consent subject to the Tenant satisfying the following requirements:
 - (i) any Proposed Work must be supervised by a Person approved by the Landlord;
 - (ii) any Proposed Work must be executed promptly and continuously in a proper and workmanlike manner, using the materials and by contractors or tradesmen approved by the Landlord, in accordance with all Laws and Requirements;
 - (iii) the Tenant must pay on demand all Costs incurred by the Landlord and the Minister in considering or inspecting the Proposed Work and its supervision, including the reasonable fees of architects, engineers or other building consultants reasonably engaged by or on behalf of the Landlord;
 - (iv) the Tenant must obtain and keep current and comply with all necessary approvals or permits from all Authorities necessary to enable any Proposed Work to be lawfully effected, and must on request by the Landlord produce for inspection by the Landlord copies of all such approvals and permits;
 - (v) on completion of the Proposed Work the Tenant must immediately obtain and produce to the Landlord, any unconditional certificates of compliance or of satisfactory completion issued by relevant Authorities and, a certificate by a consultant approved by the Landlord that the

Proposed Work has been carried out in accordance with the plans and specifications approved by the Landlord.

11.6 Notice to Landlord of damage, accident etc

The Tenant must immediately give Notice to the Landlord of any:

- (a) damage however caused, accident to or defects in the Premises or the Services;
- (b) circumstances likely to cause any damage or injury occurring within the Premises of which the Tenant has actual or constructive notice;
- (c) any fault in the Services; or
- (d) Notice from any Authority.

12 PART 12 - ASSIGNMENT AND SUBLETTING

12.1 No disposal of Tenant's interest

The Tenant must not without the prior written consent of the Landlord and the Minister:

- (a) assign, transfer, sub-let, grant any licence, mortgage, encumber, charge or part with or share the possession of or otherwise deal with or dispose of the Tenant's estate or interest in the Land or any part of the Land or the Premises;
- (b) declare itself trustee of the Land or any part of the Land or of any legal or equitable estate or interest in the Land or the Premises.

12.2 Deemed assignment on change of shareholding

There is a deemed assignment under this Clause if the Tenant is a Corporation (other than an incorporated association) and there is any change in any of the following which results in a change in the effective control of the Tenant:

- (a) the membership of the Corporation or any holding Company of the Corporation;
- (b) the beneficial ownership of any shares in the capital of the Corporation or any holding Company of the Corporation; or
- (c) the beneficial ownership of the business or assets in the Corporation or part of it.

If any of these events occur then the Tenant must obtain the Landlord's written consent under this Clause. This does not apply in relation to the sale of shares in the Tenant or the Tenant's holding company that is listed on a recognised stock exchange.

12.3 Acceptance of Rent by Landlord

The acceptance by the Landlord of any Rent or other payment from any Person other than the Tenant does not constitute an acknowledgment by the Landlord that it recognises that person as the Authorised assignee or sub tenant.

12.4 S.144 excluded

Section 144 of the *Property Law Act 1958* does not apply to this Lease.

13 PART 13 - INSURANCE AND INDEMNITIES

13.1 Insurances to be taken out by Tenant

The Tenant must effect and maintain at the Tenant's Cost:

- (a) a standard public liability insurance policy endorsed to extend the indemnity under the policy to include the Tenant's liability under Clause 13.5. The policy must:
 - (i) be for an amount of not less than the Insured Sum or such higher amount as the Landlord may reasonably require in respect of any single occurrence; and
 - (ii) be on terms that the insurer waives all rights of subrogation against the Landlord;
- (b) insurance for the Premises and all Tenant's property for their full replacement value; and
- (c) any other insurance reasonably required by the Landlord.

13.2 Tenant's insurance obligations

The Tenant must:

- (a) ensure that all policies of insurance effected by the Tenant pursuant to this Clause are taken out with an insurance office or company authorised by the Australian Prudential Regulation Authority to conduct new or renewal insurance business in Australia including policies underwritten by Lloyd's of London or otherwise approved by the Landlord.
- (b) by 30 July in each year of the Term, produce to the Landlord a certificate of currency; and
- (c) pay all premiums and other money payable in respect of the insurance policies when they become due and payable.

13.3 Non-vitiating of policies

The Tenant must not do anything in, to or on the Premises and must use its best endeavours not to allow anything to be done which may vitiate or render void or voidable any Tenant's insurances or any condition of any insurance taken out by the Landlord of which the Tenant has been made aware in respect of the Premises or any property in or on it.

13.4 Exclusion of Landlord's liability

- (a) In the absence of any negligence or deliberate act or omission or material breach of this Lease by the Landlord or the Landlord's Agents, the Tenant acknowledges that all property which may be in or on the Premises will be at the sole risk of the Tenant and the Landlord will not be liable for any Claim that the Tenant or the Tenant's Employees or any Person claiming by, through or under the Tenant may incur or make or any which arises from:

- (i) any fault in the construction or state of repair of the Premises or any part of it; or
 - (ii) the collapse of the Premises irrespective of the cause; or
 - (iii) any defect in any Services; or
 - (iv) the flow, overflow, leakage, condensation or breakdown of any water, air-conditioning, gas, oil or other sources of energy or fuel, whether from the roof, walls, gutter, downpipes or other parts of the Premises.
- (b) In the absence of any negligence or deliberate act or omission or material breach of this Lease by the Landlord or the Landlord's Agents, the Tenant agrees that the Landlord will not be responsible for and releases the Landlord, the Crown and the Landlord's Agents from liability in respect of any:
- (i) Claim relating to any property of the Tenant or any other Person in or on the Premises or any part of it however occurring; or
 - (ii) death, damage or injury to any Person or property in on or under the Premises or on any land near it suffered as a direct consequence of the construction, operation, presence or maintenance of the Premises and including, without limitation, damage or injury to any person or property resulting from any collision with or the collapse of the Premises.

13.5 Indemnities

In the absence of any negligence or deliberate act or omission or material breach of this Lease by the Landlord or the Landlord's Agents and Officers and despite:

- (a) any Claims having resulted from anything which the Tenant may be authorised or obliged to do under this Lease; and/or
- (b) at any time any waiver or other indulgence having been given to the Tenant in respect of any obligation of the Tenant under this Clause,

the Tenant will indemnify and keep indemnified the Landlord, the Landlord's Agents and the Crown from and against all Claims for which any of them will or may be or become liable, during or after the Term, in respect of or arising from:

- (i) any cause whatever in respect of damage or injury to the Premises, to any property or to any Person or the death of any Person inside or outside the Premises caused or contributed to by any neglect or default of the Tenant or the Tenant's Employees under this Lease or by the use of the Premises by the Tenant or by the Tenant's Employees including, without limitation, injury or death to any Person or property resulting from any collision with or collapse of the Premises;
- (ii) the negligent or careless use or neglect of the Services and facilities of the Premises by the Tenant or the Tenant's Employees or any other Person claiming through or under the Tenant or of any trespasser while such trespasser is in or on the Premises caused or contributed to by any default or negligent act or omission of the Tenant;

- (iii) overflow or leakage of water (including rain water) or from any Services whether originating inside or outside the Premises caused or contributed to by any act or omission on the part of the Tenant or the Tenant's Employees or other Person claiming through or under the Tenant;
- (iv) failure of the Tenant to give Notice to the Landlord of any defect in any of the mechanical or any other Services in the Premises within a reasonable time of the Tenant becoming aware of it; and
- (v) damage to plate, float and other glass caused or contributed to by any act or omission on the part of the Tenant or the Tenant's Employees.

14 PART 14 - DAMAGE AND DESTRUCTION

14.1 Tenant to reinstate Premises

If the Premises or any part of them are at any time damaged or destroyed by any disabling cause then the Tenant must expeditiously re-instate the Premises and make them fit for the occupation and use by the Tenant as if it was Proposed Work.

14.2 Obligation to reinstate is absolute

The Tenant's obligation under Clause 14.1 to reinstate the Premises applies irrespective of how the damage and destruction occurred and irrespective of whether any policy of insurance effected for the Premises is avoided or payment refused or reduced.

14.3 Rent and Rates and Taxes

The Tenant must continue to pay the Rent and the Rates and Taxes even if the Premises are destroyed or damaged.

15 PART 15 - LANDLORD'S COVENANT

15.1 Quiet Enjoyment

If the Tenant pays the Rent and observes and performs in a timely fashion the covenants and conditions on its part contained in this Lease, the Tenant may occupy and enjoy the Land during the Term without any interruption by the Landlord or by any Person claiming through the Landlord except as provided in this Lease.

16 PART 16 - TERMINATION AND DEFAULT

16.1 Events of Default

The following are Events of Default:

- (a) if the Rent or any other money payable under this Lease is not paid within 30 days of the due date for payment whether legally demanded or not;
- (b) if the Tenant at any time fails to perform or observe any of its obligations under this Lease;
- (c) if the Tenant or the Guarantor are companies then if either the Tenant or the Guarantor:

- (i) enter into any compromise or arrangement with any of its creditors or if an application is made to any court for an order summoning a meeting of creditors; or
 - (ii) has a receiver or receiver and manager or administrator or controller appointed of any of its assets; or
 - (iii) is wound up or dissolved or notice is given of intention to propose a resolution for winding up or an order is made or resolution passed or an application is made for winding up or dissolution; or
 - (iv) has a resolution passed by the directors that in their opinion the company can no longer continue its business; or
 - (v) calls a meeting of its creditors pursuant to the *Corporations Act 2001*; or
 - (vi) is placed under official management or if the members determine to convene a meeting of creditors for the purpose of placing the company under official management; or
 - (vii) has an inspector appointed pursuant to the *Australian Securities and Investments Commission Act 2001*; or
 - (viii) is unable to pay its debts as and when they fall due; or
 - (ix) makes an assignment for the benefit of or enters into an arrangement or composition or a moratorium whether formal or informal with its creditors or financiers; or
 - (x) has a provisional liquidator or a liquidator by any means appointed;
- (d) if any execution exceeding ten thousand dollars is issued, levied or enforced against the Tenant or the Guarantor or on any of the assets of the Tenant or the Guarantor unless such execution is fully paid or satisfied within seven days from the date of the issue, levy or enforcement, or appropriate legal proceedings to invalidate the execution are taken within seven days of the issue, levy or enforcement; and
- (e) if the Tenant or the Guarantor is a natural person and becomes or is made bankrupt or makes any assignment of his estate or any part of it for the benefit of creditors or otherwise seeks relief under or takes advantage of any Law for the time being in force relating to bankruptcy or insolvent debtors or causes or permits his goods to be levied on or under any execution or other legal process.

16.2 Forfeiture of Lease

If an Event of Default occurs the Landlord may, without prejudice to any other Claim which the Landlord has or may have against the Tenant or any other Person at any time re-enter into and upon the Land or any part of it in the name of the whole and thereupon this Lease will be absolutely determined.

16.3 Re-entry

The right of re-entry for breach of any covenant or condition to which section 146(1) of the *Property Law Act 1958* applies must not be exercised until the expiration of 30 days after the Landlord has served on the Tenant the notice required pursuant to that section.

16.4 Landlord may rectify

If the Tenant is in default under this Lease and fails to commence to rectify that default within 7 days of the Landlord notifying the Tenant in writing of that default and requiring its rectification or, having commenced, fails to expeditiously complete that rectification within a reasonable time, the Landlord may, but will not be obliged to, remedy at any time without further notice any default by the Tenant under this Lease. If the Landlord so elects all reasonable Costs incurred by the Landlord (including legal costs and expenses) in remedying the default will constitute a liquidated debt and must be paid by the Tenant to the Landlord on demand.

16.5 Waiver

- (a) The Landlord's failure to take advantage of any default or breach of covenant by the Tenant will not be or be construed as a waiver of it, nor will any custom or practice which may grow up between any of the Parties in the course of administering this Lease be construed to waive or to lessen the right of the Landlord to insist upon the timely performance or observance by the Tenant of any covenant or condition of this Lease or to exercise any rights given to the Landlord in respect of any such default;
- (b) A waiver by the Landlord of a particular breach is not deemed to be a waiver of the same or any other subsequent breach or default;
- (c) The demand by the Landlord for, or subsequent acceptance by or on behalf of the Landlord of, Rent or any other money payable under this Lease will not constitute a waiver of any earlier breach by the Tenant of any covenant or condition of this Lease, other than the failure of the Tenant to make the particular payment or payments of Rent or other moneys so accepted, regardless of the Landlord's knowledge of any earlier breach at the time of acceptance of such Rent or other moneys.

16.6 Tender after determination

If the Landlord accepts money from the Tenant after the Landlord ends this Lease the Landlord may (in the absence of any express election of the Landlord) apply it:

- (a) first, on account of any Rent and other moneys accrued and due under this Lease but unpaid at the date the Lease is ended; and
- (b) secondly, on account of the Landlord's Costs of re-entry.

16.7 Essential terms

The Landlord and the Tenant agree that each of the following covenants by the Tenant are essential terms of this Lease:-

- (a) to pay the Rent;

- (b) to keep the Premises open for use;
- (c) to carry on the Permitted Use;
- (d) to comply with Laws and Requirements;
- (e) subject to this Lease, to repair and maintain and, if necessary, reinstate or demolish the Tenant's Improvements;
- (f) not to assign this Lease or sub-let the Land or any part of it;
- (g) to take out and keep current those insurances required to be taken out by the Tenant;
- (h) to pay or reimburse Rates and Taxes.

16.8 Damages for Breach

The Tenant covenants to compensate the Landlord for any breach of an essential term of this Lease. The Landlord may recover damages from the Tenant for such breaches. The Landlord's entitlement under this Clause is in addition to any other remedy or entitlement to which the Landlord is entitled (including to terminate this Lease).

16.9 Repudiation by Tenant

- (a) The Tenant covenants to compensate the Landlord for any loss or damage suffered by reason of the Tenant's conduct (whether acts or omissions):
 - (i) constituting a repudiation of this Lease or of the Tenant's obligations under this Lease; or
 - (ii) breaching any Lease covenants.
- (b) The Landlord may recover damages against the Tenant in respect of repudiation or breach of covenant for the loss or damage suffered by the Landlord during the entire term of this Lease.

16.10 Acts by the Landlord not to constitute forfeiture

The Landlord's entitlement to recover damages shall not be affected or limited if any of the following events occur:-

- (a) the Tenant abandons or vacates the Land; or
- (b) the Landlord elects to re-enter the Land or to terminate the Lease; or
- (c) the Landlord accepts the Tenant's repudiation; or
- (d) the Parties' conduct (or that of any of their servants or agents) constitutes a surrender by operation of law.

16.11 Mitigation

Nothing in this Clause will operate to relieve the Landlord of any obligation which would otherwise apply to mitigate any loss or damage suffered by the Landlord.

17 PART 17 - DETERMINATION OF TERM**17.1 Tenant to yield up**

When this Lease ends the Tenant at its Cost, if required by the Landlord must remove the Tenant's Improvements in a proper and workmanlike manner in compliance with the requirements of all Authorities and to the satisfaction of the Landlord. If the Landlord does not require the Tenant to remove the Tenant's Improvements those improvements that have not vested in the Landlord by operation of Law will revert to and become the absolute property of the Crown (except for the Tenant's trade fixtures, fittings and chattels) without any payment or compensation.

17.2 Tenant to continue pay rent etc

If the Tenant is required to remove the Tenant's Improvements the Tenant must continue to pay the Rent, the Rates and Taxes and all other money payable under this Lease until it has demolished and removed the Tenant's Improvements.

17.3 Tenant not to cause damage

- (a) The Tenant must not cause or contribute to any damage to the Land in the demolition and removal of the Tenant's Improvements.
- (b) If the Tenant causes any such damage in the demolition and removal of the Tenant's Improvements, the Tenant must make good any such damage and must leave the Land in a condition that is acceptable to the Landlord and all Authorities.
- (c) If the Tenant fails to do so within a reasonable time, the Landlord may make good any such damage at the Cost of and as agent for the Tenant and recover from the Tenant the reasonable cost to the Landlord of doing so as a liquidated debt payable on demand.

17.4 Failure by Tenant to remove the Tenant's Improvements

If the Tenant fails to remove the Tenant's Improvements in accordance with this Clause or if the Landlord re-enters the Land, the Landlord at the Landlord's option (without prejudice to any action or other remedy which the Landlord has) may:

- (a) demolish and remove the Tenant's Improvements; and
- (b) without being guilty of any manner of trespass, cause any of the Tenant's property to be removed and stored in such manner as is reasonable at the risk and at the Cost of Tenant and/or at the option of the Landlord sell it as the attorney of the Tenant and appropriate the proceeds of sale in payment of any Rent or other money owing by the Tenant to the Landlord and pay any residue without interest to the Tenant; or
- (c) treat the Tenant's property as if the Tenant had abandoned its interest in it and it had become the property of the Landlord, and deal with it in such manner as the Landlord thinks fit without being liable in any way to account to the Tenant for them.

17.5 Tenant to indemnify and pay Landlord's Costs

The Tenant must:

- (a) indemnify and keep indemnified the Landlord in respect of the reasonable cost of the removal and storage of the Tenant's property, the cost of demolishing and removing the Tenant's Improvements that the Tenant was required to remove and also in respect of all Claims which the Landlord may suffer or incur at the suit of any Person (other than the Tenant) claiming an interest in the Premises or the Tenant's property by reason of the Landlord acting in any manner permitted in this Clause; and
- (b) pay to the Landlord as a liquidated debt payable on demand any reasonable Costs incurred by the Landlord in exercising its rights pursuant to this Clause, including any excess of Costs over moneys received in disposal of the Tenant's property pursuant to the Landlord's rights contained in Clause 17.4 except to the extent caused by any negligent act or omission of the Landlord.

17.6 Condition at Termination

At the end of this Lease the Tenant must return the Premises to the Landlord in the condition required by this Lease.

17.7 Earlier breaches

The ending of this Lease does not prejudice or affect any rights or remedies of the Landlord against the Tenant in respect of any earlier breach by the Tenant of any Lease covenants and conditions.

18 PART 18 – MISCELLANEOUS**18.1 Notices**

- (a) Any Notice served or given by either Party pursuant to this Lease will be valid and effectual if signed by either Party or by any director, alternate director, secretary, executive officer, attorney, managing agent, Authorised Officer or solicitors for the time being of that Party or any other Person nominated from time to time by that Party.
- (b) Each Party must immediately provide the other Party with a Notice containing full particulars of the address and facsimile information of the Party giving the Notice and must update such notice in the event of any change.
- (c) Any Notice required to be served or which the Landlord may elect to serve on the Tenant shall be sufficiently served if:
 - (i) served personally
 - (ii) sent by facsimile transmission
 - (iii) forwarded by prepaid security post to the Tenant at its address in this Lease.
- (d) Any Notice required to be served on the Landlord shall be sufficiently served if:

- (i) served personally
- (ii) sent by facsimile transmission
- (iii) forwarded by prepaid security post addressed to the Landlord to the Name and Notice Address.

All such Notices must be addressed to the Landlord at that address or at such other address as the Landlord from time to time nominates.

- (e) Any Notice is deemed to have been duly served if given:-
 - (i) by post, two Business Days after the day it was posted;
 - (ii) by facsimile, at the time of transmission to the Party's facsimile number unless the time of dispatch is later than 5.00 p.m. at the place to which the facsimile transmission is sent in which case it shall be deemed to have been received at the commencement of business on the next Business Day in that place. A copy of any Notice sent by facsimile transmission must also on the date of dispatch be sent by mail to the Party to whom it was sent by facsimile transmission;
 - (iii) personally, on the date of service.

18.2 Overholding

If the Tenant continues in occupation of the Land after the Term has expired without objection by the Landlord:

- (a) the Tenant will be deemed a tenant on the terms of this Lease from month to month for a period not exceeding the period permitted by the Act (if any) at a rent to be agreed and failing agreement at a rent to be determined by a qualified valuer acting as an expert and not as an arbitrator and his costs must be paid equally by the Parties;
- (b) either Party may end the Lease by giving to the other Party at any time one month's Notice.

18.3 Set-Off

If the Tenant defaults in the payment of the Rent, the Rates and Taxes or any other money payable under this Lease to the Landlord or any Authority, the Landlord may set-off that amount against any moneys which may from time to time be payable by the Landlord to the Tenant on any account whatsoever but any set-off will not relieve the Tenant from its default for any non-payment of the Rent, the Rates and Taxes or other moneys under this Lease.

18.4 Easements

The Landlord may grant rights of support and enter into any arrangement or agreement with any party with an interest in any adjacent land or with any Authority as the Landlord thinks fit for the purpose of:

- (a) public or private access to the Land; or

- (b) support structures erected on adjoining land;
- (c) the provision of Services.

The Landlord must not exercise any rights under this Clause if it substantially and permanently derogates from the enjoyment of the rights of the Tenant under this Lease.

18.5 Guarantee

If a Guarantee and Indemnity is annexed to this Lease, the Tenant must on the same date as the execution of this Lease procure its execution by the Guarantors named in it and deliver the executed Guarantee and Indemnity to the Landlord. If that Landlord elects, this Lease will not take effect until the Guarantee and Indemnity has been properly executed by the Guarantors and delivered to the Landlord.

18.6 Waiver

No waiver by one Party of a breach by or on behalf of the other Party of any obligation, provision or condition of this Lease expressed or implied shall operate as a waiver to or of any other breach of the same or any other obligation, provision or condition of this Lease expressed or implied.

19 PART 19 – FURTHER TERM

19.1 Option for new lease

The Landlord must grant the Tenant and the Tenant must take a new lease for the next Further Term if:

- (a) the Tenant gives the Landlord a renewal Notice not more than six months or less than three months before the Term expires;
- (b) there is no unremedied default of which the Landlord has given the Tenant written notice;
- (c) the Tenant has not persistently defaulted under this Lease throughout its Term and the Landlord has not given the Tenant Notices of the defaults; and
- (d) the Tenant does not default under this Lease after giving the Landlord the renewal Notice.

19.2 Terms of new lease

The new lease will:

- (a) commence on the day after the Term expires;
- (b) be at an initial annual Rent from the commencement of the Further Term determined in the manner set out in this Lease and the Second Schedule; and
- (c) be on the terms and conditions contained in this Lease including any provision for the review of Rent but not including any provision for renewal if there are no Further Terms.

19.3 Execution of extension of lease

The Landlord and the Tenant, at the Landlord's option, must execute either a new lease or an extension of lease to be prepared at the direction of the Landlord and at the Tenant's Cost.

19.4 Guarantor to execute extension of lease or guarantee

- (a) If the Tenant is a corporation, then the Tenant must procure the Guarantor to execute a guarantee of the Tenant's obligations under the new lease.
- (b) The Landlord does not have to grant the new lease if the Tenant does not procure the Guarantor to execute the guarantee in accordance with the preceding sub-Clause.

20 PART 20 – BANK GUARANTEE**20.1 Tenant to provide Bank Guarantee**

If asked to do so by the Landlord, in order to secure the performance of the obligations of the Tenant under this Lease the Tenant must procure in favour of the Landlord a Bank Guarantee for the Guaranteed Sum. The following provisions apply to the Bank Guarantee:-

- (a) The Bank Guarantee will remain in force until the bank is notified in writing by the Landlord that it is no longer required.
- (b) The Bank Guarantee must be provided to the Landlord and come into effect on the Commencement Date;
- (c) If the Tenant is in breach of or fails to perform its obligations under this Lease the Landlord may, without prejudice to all other rights and remedies available to it, draw down the whole or any part of the Bank Guarantee and apply the proceeds drawn down to remedy or assist in remedying and to compensate the Landlord for that default and to assist the Landlord in exercising any or all of the Landlord's rights and remedies under this Lease;
- (d) If the Landlord is entitled to exercise any rights and remedies under this Lease the whole of the Bank Guarantee or such of it remaining may be drawn down and the amount deposited in an interest bearing bank account in the name and under the control of the Landlord and the amount together with interest applied to remedy or assist in remedying the default and to compensate the Landlord for the reasonable loss, cost, expense and damage resultant upon the Tenant's default and the Landlord having to exercise its rights and remedies and to assist in the exercise of any rights and remedies under this Lease;
- (e) The Bank Guarantee must require the bank to pay to the Landlord the Guaranteed Sum or such part of the Guaranteed Sum which has not already been paid to the Landlord without any form of deduction, counterclaim or set off whatsoever on receipt by the bank of a copy of a notice of default certified by or on behalf of the Landlord or its solicitors and without reference or regard to the Tenant or any communication or direction given by the Tenant to the bank to the contrary. The bank must have no responsibility to investigate the entitlement of the Landlord to

terminate or seek specific performance of this Lease or demand the payment of any money under this Lease.

20.2 Return of Bank Guarantee

The Landlord must return the Bank Guarantee to the Tenant when this Lease comes to an end and the Tenant has no outstanding obligations under this Lease or liability or potential liability in damages for any breach or non-performance of any obligations under this Lease.

20.3 Assignment or sale does not affect guarantee

The Landlord will not be deemed to have waived or relinquished any right under the Bank Guarantee if the Tenant assigns this Lease. If that occurs, the Bank Guarantee will remain in full force and effect as if it had been provided by the assignee and it will be read accordingly. The Landlord may, as a condition of assignment, require the assignee to provide an equivalent replacement Bank Guarantee and if that occurs, the Landlord must return the Bank Guarantee provided by the Tenant assigning this Lease.

EXECUTED as a deed.

THE COMMON SEAL of the **COLAC**)
OTWAY SHIRE COUNCIL was hereto)
affixed in accordance with Local Law No 4:)

.....
Chief Executive Officer (Signature)

.....
Chief Executive Officer (Name)

THE COMMON SEAL of **COLAC**)
YACHT CLUB INC. was hereunto affixed)
in the presence of:)

.....
President (Signature)

.....
Secretary (Signature)

.....
President (Name)

.....
Secretary (Name)

MINISTERIAL ATTESTATION

Under Section 17D of the *Crown Land (Reserves) Act 1978* I, Tim O’Neil, Program Manager, Land and Built Environment, Barwon South West Region, in the Department of Environment, Land, Water and Planning, as delegate of the Minister for Energy, Environment and Climate Change hereby:

- Consent to the grant of this lease;
- Approve the covenants, exceptions, reservations and conditions contained therein;
- Am satisfied that the purpose for which the lease is being granted is not detrimental to the purpose for which the land is reserved.

Tim O’Neil
Program Manager
Land and Built Environment
DELWP Barwon South West Region

SCHEDULE 1

1	LANDLORD:	Colac Otway Shire Council (ABN: 32 430 819 755)
2	TENANT:	Colac Yacht Club Inc. (ABN: 28 137 048 084)
3	LAND:	All that land containing approximately 1274 square metres as indicated by red outline on the attached plan in Appendix One forming portion of Lake Colac Reserve and Western Bay Reserve Colac
4	COMMENCEMENT DATE:	TBA
5	TERM:	Nine (9) years
6	RENT:	\$TBA per annum incl. GST payable annually in advance
7	PERMITTED USE:	Yacht Club and associated activities
8	FURTHER TERM:	Nil
9	GUARANTEED SUM:	Not Applicable
10	REVIEW DATE(S):	Annual CPI increase
11	NAME AND NOTICE ADDRESS:	Landlord: Colac Otway Shire Council PO Box 283 Colac Victoria 3250 Tenant: Colac Yacht Club Inc. PO Box 308 Colac Victoria 3250
12	INSURED SUM:	\$20 Million
13	RESERVATION:	Portion of Allotment 70B, Township of Colac, Parish of Colac, being Crown land temporarily reserved for Public Recreation by Order in Council dated 25 February 1992, and portion of Allotment 70A, Township of Colac, Parish of Colac, being Crown land temporarily reserved for Public Purposes by Order in Council dated 25 September 1902.
14	PAYMENT ADDRESS:	Colac Otway Shire Council PO Box 283 Colac Victoria 3250

- 15 LANDLORD'S IMPROVEMENTS:** Nil

- 16 TENANT'S IMPROVEMENTS:** Club building and shed.

SCHEDULE 2

RENT REVIEW

The Landlord may review the annual rent on each Review Date as follows;

- 1 Not earlier than three months before the Review Date and not later than sixty days after the Review Date the Landlord must give the Tenant notice of the new rental it proposes be paid by the Tenant during that period or part thereof.
- 2 Time shall not be of the essence in respect of the Landlord's rent review notice and any delay by the Landlord in giving notice will not affect the Landlord's rights.
- 3 Within twenty eight days of being notified in writing of the proposed new rent the Tenant may give to the Landlord written notice of objection to the proposed new rent and within a further thirty days from the notice of objection supply the Landlord with a rent valuation from a qualified valuer. If no notice of objection is given or if notice is given and no rent valuation is supplied the new rent will be the new rent as proposed in the Landlord's notice.
- 4 If within thirty days from the lodgment with the Landlord of the Tenant's rent valuation the Landlord and the Tenant are unable to agree on the new rent and a conference of the Landlord's and Tenant's valuer's has failed to result in agreement on the rent the new rent shall be determined by a valuer nominated by the President for the time being of the Australian Property Institute (the **nominated valuer**) who in making a determination, must accept representations from either Party received within twenty one days of the appointment.
- 5 The decision of the nominated valuer will be final and binding and the nominated valuer's costs and fees must be paid by the parties equally.
- 6 Until the new rent is agreed or determined the Tenant must pay rent at the rate applicable immediately prior to the date fixed for review until such time as the new rent is determined.
- 7 After the new rent is determined the Tenant must pay the difference if any between the amount of the new rent paid since the date fixed for review.

Method of Determination:

- 1 In determining a new rent for the Premises the nominated valuer must as nearly as possible determine the open market rent value on the date when that rent is to apply for the Premises having regard to the following matters:
 - (a) act as an expert and not as an arbitrator and his decision will be final and binding on the parties;
 - (b) there is a reasonable period within which to negotiate the new rent having regard to the nature of the property and the state of the market;
 - (c) the Landlord and the Tenant are well acquainted with the Premises and aware of any factors which might affect its value.

- (d) The length of the Term and the period between rent reviews.
- (e) The terms and obligations of the Lease.
- (f) The Permitted Use.
- (g) The rental of comparable premises
- (h) Rents paid to the Tenant under any sub leases or licences

but must disregard the value of any improvements on the Land regardless of who owns those improvements.

SCHEDULE 3
FURTHER OBLIGATIONS

APPENDIX ONE

PLAN OF LAND

Search for...

1 result(s) found for 'colac yacht club'.

Name and registration number	Date registered	Status
COLAC YACHT CLUB INC. A0006897J	16 October 1985	Registered

Item: 10.13

Sale of Council Land Update

OFFICER	Mark McLennan
GENERAL MANAGER	Tony McGann
DIVISION	Environment & Infrastructure
ATTACHMENTS	Nil
PURPOSE	To provide an update on the sale/disposal of Council property.

1. EXECUTIVE SUMMARY

On June 2021 Council resolved to receive a report detailing property that is vacant or under-utilised and that could be reasonably disposed of within the 2021/22 financial year. Officers have identified Council owned properties that:

- are ready to proceed to Council with a recommendation for disposal (2 properties).
- require further investigation prior to consideration for disposal (19 properties).
- have the potential to be sold but may not be feasible to sell due to low estimated sale value or unknown value (12 properties).
- have been considered and are not recommended for disposal (86 properties).

2. RECOMMENDATION

That Council:

- 1. Notes the outcomes of the preliminary property review which includes identification of:**
 - a. Potential properties to be considered for sale,**
 - b. Properties requiring further investigation prior to consideration for sale, and**
 - c. Properties not recommended for sale.**
- 2. Receives a further report regarding 80A Hart Street, Colac and 8-16 Great Ocean Road, Lavers Hill outlining due diligence considerations prior to consideration of a notice of intention to sell.**

3. KEY INFORMATION

Council owned property with potential for sale

Investigations have been underway over the past 24 months regarding properties that may be surplus to the needs of Council.

This process has involved consultation with strategic, operational and technical departments in Council. More recently, a process of referral has been developed to the internal Property Advisory Committee (PAC) in accordance with Council's Acquisition and Disposal of Council Property Policy. The PAC is chaired by the Strategic Property Co-ordinator and consists of representatives from Planning, Rates, Assets, Economy and Business Enterprises, Healthy Active Communities, Infrastructure Development, Facilities Maintenance and Environment.

As a result of considerations to date, a number of properties have been categorised as either:

- Recommended for sale;
- Potential for sale following further investigation; or
- Not recommended for sale.

Two properties are currently recommended for sale, being;

1. 80A Hart Street Colac
2. 8–16 Great Ocean Road Lavers Hill (former Lavers Hill pound)

The newly adopted Acquisition and Disposal of Council Property Policy sets out the requirements for a property to be considered surplus to Council's needs. All properties nominated for sale will be the subject of a report outlining these requirements, prior to seeking a resolution from Council to advertise a notice of intent to sell. A further report will be prepared outlining due diligence considerations for these two properties prior to being presented to Council for a resolution of intent to sell.

The estimated combined value of the above properties is difficult to assess at this time. The properties will be valued at such time as each property is presented to Council.

A further 31 properties have been identified as having the potential to be sold. Nineteen of these properties each has an estimated value of over \$5000, based on current land and capital improved rates valuations. These are recommended for further investigation.

The other 12 properties either have an unknown value or estimated value below \$5000 and have not been prioritised for further investigation at this time. Further action is required to inform a due diligence assessment and determination of whether the property is surplus to Council's needs or feasible for sale (in terms of cost benefit, strategic and technical considerations) prior to a resolution of intent to sell.

A further 86 properties have been assessed by officers, who have determined that they are not recommended for sale. The reasons why these properties are not recommended for sale is because they are either:

- required for a current use, i.e., not surplus; or
- are too small to return a profit from sale e.g., splay corners; or
- are heavily encumbered e.g., are in a Flood Overlay.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Prior to a resolution to sell property, Council must firstly resolve to advertise its intention to sell. A period of community engagement would follow, in accordance with the Colac Otway Shire Community Engagement Policy, with submissions considered by Council prior to sale.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

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

Theme 2 - Our Places

1. Assets and infrastructure meet community needs.
2. Our places are managed for long-term sustainability.

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.
4. Provide value for money services for our community.
5. Communicate regularly with our community and involve them in decision-making.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Each property will be individually assessed in relation to any implications that relate to environmental, social, cultural or economic impacts.

Sale of property can result in a short-term profit for Council and improve Council's long-term financial position with regards to ongoing renewal and operational expenses.

LEGAL & RISK

Each parcel of land, that has been considered for disposal, will undergo procedures as set out in the Colac Otway Shire Acquisition and Disposal of Council Property Policy. This will ensure Community consultation and a fair and equitable disposal process that complies with Council's legislative obligations.

Council engages Local Solicitors to act on its behalf in relation to resolutions that require disposal of property. In the event of complex transactions, Council engages Solicitors that are experienced in the field, to minimise any risk of legal complications.

FINANCIAL & BUDGETARY

The following minimum expenses are incurred each time a property is disposed of:

1. Valuation Fees – fee depends on property value. On average \$650.00 per valuation.
2. Surveyor's fees – fee depending on work required. On average \$1,000.00
3. Legal Fees – average \$1,400.00 including disbursements and out of pocket expenses.

Further to this, officer time is spent in negotiating, procuring the services listed above and undertaking various investigations. This time and costs listed above are currently absorbed into operational budgets. A maximum of 3-5 properties per year can be investigated and progressed for sale, depending on complexity, within current resources.

7. IMPLEMENTATION STRATEGY

Investigations will continue for properties that have been identified as having potential to be sold, within available resources. The two properties identified for sale in this report will be brought to Council for a resolution of intention to sell.

COMMUNICATION

As outlined in Section 4.

TIMELINE

Action	Timeframe
80A Hart Street Colac and 8-16 Great Ocean Road Lavers Hill – Report to Council for resolution of intent to sell	December Briefing January 2022 OCM

8. OFFICER DIRECT OR INDIRECT INTEREST

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

Item: 10.14

Traffic Management in Old Coach Road, Skenes Creek

OFFICER	Timothy Brain
GENERAL MANAGER	Tony McGann
DIVISION	Environment & Infrastructure
ATTACHMENTS	Nil
PURPOSE	To present the responses to community consultation regarding alternative trial gate locations on Old Coach Road, Skenes Creek.

1. EXECUTIVE SUMMARY

In March 2021, Council resolved to conduct a trial of self-closing gates on Old Coach Road to address traffic and amenity concerns on Old Coach Road, Skenes Creek.

Officers recently undertook consultation with directly affected property owners and residents on Old Coach Road regarding a proposal to alter the gate locations that were formally endorsed by Council as part of the March 2021 resolution.

A letter and survey was distributed to directly affected residents with a 31% response rate received, with 70% of respondents in support of the new northern gate location and 60% in support of the new southern gate location. Those who opposed the recommendation are concerned about:

- Inconvenience to residents and Council operations staff.
- Potential for vandalism.
- Gate closing times being insufficient to deter vehicles from using Old Coach Road as a short cut.
- Visual amenity impacts.

Following the survey, officers received phone calls and emails from residents who had not responded to the survey. Two of these residents supported both of the new gate locations and five others did not support the southern gate location. In total 81% of respondents supported the new northern gate location and 50% were in support of the southern gate relocation.

Given the concerns raised by residents in the southern section, particularly regarding inconvenience and visual amenity, officers recommend to proceed with the relocation of the northern gate and the retention of the southern gate location as per the March 2021 resolution.

2. RECOMMENDATION

That Council:

- 1. Notes the outcomes of the recent consultation undertaken with directly affected property owners and residents on Old Coach Road, Skenes Creek, regarding alternative locations for the Old Coach Road Traffic Trial gates.***
- 2. Endorses the installation of a gate at 93-115 Old Coach Road and on Old Coach Road, approximately 20 metres south of the Skenes Creek Road intersection, instead of at 160 Old Coach Road, noting that this resolution supersedes point 3 of the 24 March 2021 resolution.***
- 3. Notes officers will write to all residents and property owners of Old Coach Road advising of the outcome of Council's decision with regards to the gate locations, prior to installation.***

3. KEY INFORMATION

Background

In response to a petition requesting that Council address traffic and amenity concerns on Old Coach Road, Skenes Creek, Council resolved at the 24 March Council Meeting to install two unlocked, self-closing gates with affixed signage (e.g: slow down – automatic gate) in the vicinity of the Council Depot area in the north and the Barwon Water tanks in the south for a period of one year as a trial.

The map at Figure 1 shows the 2 locations referred to in the Council resolution (refer dark blue circles) and the alternative locations now proposed by officers following further site investigations (refer green circles).

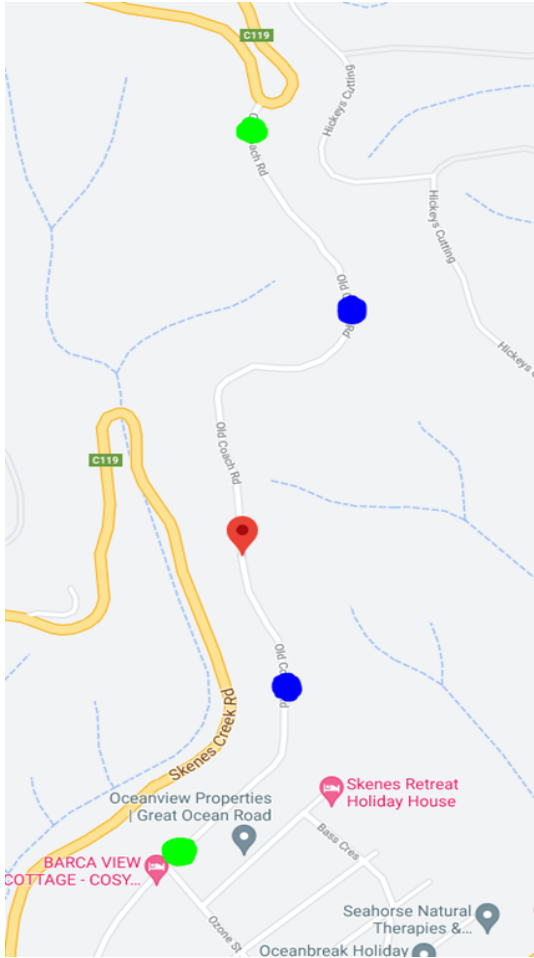


Figure 1: Previously proposed gate locations (as per the Council resolution in blue) and new gate locations proposed by officers (green).

Following the six weeks' public consultation on the proposal to install gates during September/October 2020, officers received feedback from local farmers who require access off Old Coach Road. They identified:

1. Potential impacts to farming operations. Both of the proposed locations are on an incline and could cause issues for farming machinery or larger vehicles that need to slow down on the approach, whilst waiting for the gates to open. Placement on flatter sections was requested.
2. Gates may not deter motorists if located too far into the route. It was suggested that if gates were closer to the northern and southern ends of the road, where people have the option to take an alternative route, without having to turnaround and back track (effectively doubling traffic movements) it may act as a more effective deterrent. For example, when approaching from the south, motorists could turn right down Ozone Street and get back onto the Great Ocean Road. If coming from the north along Skenes Creek Road, there is ample turning area at the entry to Old Coach Road if motorists decide to avoid the gates and continue their journey along the arterial route.
3. Dust issues will not be addressed. If the southern gate is placed before the unsealed section of the road, near Ozone Street, dust would be minimised in the residential area.

Officers considered that the alternative locations were worth considering, as the new locations may better address the intent of the trial (to slow and deter through traffic and minimise dust).

At a Briefing on 7 July 2021, Councillors agreed to undertake further consultation with directly affected residents in the northern and southern sections of Old Coach Road regarding the proposed alternative gate locations, prior to committing to the change.

Results of recent consultation

A letter was sent to residents at 32 addresses in the Northern and Southern sections of Old Coach Road on 6 August 2021. Each of these addresses sat between the previously proposed gate locations and the newly proposed locations. Residents were invited to complete a short survey regarding the proposed alternative gate locations.

10 out of the 32 residents responded to the letter, which is approximately a 31% response rate. 4 out of the 10 respondents provided written comments to the survey.

The majority of respondents supported both gate locations. 70% supported the northern location and 60% supported the southern location. Comments from those in support indicated that their support was conditional upon fire access not being impeded and limiting the amount of signage that is installed.

Two residents provided detailed written responses in opposition to the new gate locations. Both residents had previously indicated their support for the trial and the previously committed gate locations. Their responses covered aspects of Council's resolution that are independent of the proposal to relocate the gates, these include; the time it is taking to implement the trial and the speed reduction limit, which they believe is too high.

The key concerns raised relating to the new gate locations are:

- Inconvenience to residents wishing to access their properties (the need to slow down to 20km/h at the gates when passing through).
- Inconvenience to Council operations staff accessing the depot storage area.
- Slowing vehicles to 20km/h at the gates will not reduce overall travel times sufficiently to deter through traffic – request to ensure cars come to a full stop at the gates.
- Concern that cars will bank up at the Skenes Creek Road end waiting to pass through gates.
- Potential for vandalism and a request to consider security camera installation.

One owner/ occupier, who would be directly affected by the installation of the southern gate just south of their driveway, was opposed to the proposal. They support the northern gate as they believe the majority of tourists come from that direction, however they did not support the southern gate due to concerns of inconvenience, visual amenity impacts, potential for traffic noise and impediments to access during times of malfunction or fire/ emergency.

Following the conclusion of the consultation period, officers were contacted by a resident who had not received an invitation to provide comment on the southern gate relocation. They were not in support of the southern relocation, however supported the originally endorsed location just south of the Barwon Water tanks, and did not oppose the relocation of the northern gate. The resident indicated that there were other residents of Old Coach Road that oppose the relocation of the southern gate and that they had not received a survey.

All addresses were double checked and those who had not received a survey were invited to comment. 3 further comments were received, with 2 in support of the southern gate relocation and 1 undecided.

At the conclusion of the consultation period, considering all feedback received, responses were as follows:

- Northern Gate – 11 responses in total. 9 (81%) in favour.
- Southern Gate – 12 responses in total. 6 (50%) in favour.

Responses to concerns raised

- **Access to the depot / storage area:** Services and operations have been consulted and are comfortable with the new northern gate location as long as they can have a key to keep the gate open whilst they are carting. This is possible and has been confirmed with the manufacturer.
- **Malfunctions:** Depending on the nature of the damage or malfunction, maintenance and repair of the gates may be undertaken by Services and Operations or a technician under warranty. If there is a delay to a technician attending site, the gates will be manually locked by Council staff to an 'open' position until the repairs have been completed.
- **Timing of gates/ inconvenience:** Settings on the gates can be adjusted to control timing (between 1-6 seconds), to ensure a fair balance is achieved between achieving the aim of deterring through traffic and not inconveniencing locals. The degree of inconvenience to residents is something that can be measured by the trial via a pre-commencement and follow up survey.
- **Visual amenity impacts:** It is agreed that the style of the gates does not compliment the natural bush setting, however there are no suitable alternatives that meet the requirements of the trial. Efforts will be made to reduce the visual impact by selecting a sympathetic colour scheme and limiting signage.
- **Queuing of cars at Skenes Creek Road:** Traffic volumes are insufficient to cause this to happen and there is adequate space between Skenes Creek Road and the proposed gate location to accommodate at least 6 stationary, standard sized vehicles.
- **Inconvenience:** The main, consistent concern, of those opposed to the relocation of the southern gate was with regards to the inconvenience it would cause in accessing their property on a daily basis. The extent of the inconvenience would be that motorists are required to slow down as they approach and move through the gates, thereby slowing travel times by a few minutes each time. Whilst this is not technically a substantial inconvenience it is acknowledged that the perceived inconvenience of being slowed down multiple times a day would cause annoyance for residents.

Next steps

Given the majority of residents support the relocation of the northern gate it is recommended to proceed with that change.

Although 60% of survey respondents supported the relocated southern gate, the limited response rate (10), combined with further resident feedback against the proposal and consideration of the number of people impacted by the change, it is proposed to proceed with the originally endorsed southern gate location.

Further to this, the following actions will be taken:

- Signage will be limited and sensitively placed to reduce visual amenity impacts; and
- The colour of the gates will be selected to be visible but visually sensitive to the bush setting.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Details of consultation undertaken with regards to this proposal are outlined in the section above.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 3 - Our Community

1. Increase social connection opportunities and community safety.

Theme 4 - Our Leadership & Management

2. Openness and accountability in decision making.

5. Communicate regularly with our community and involve them in decision-making.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Environmentally, fewer vehicles, travelling at lower speeds is a positive result for wildlife in the area. Socially and culturally, there will be benefits as the road will be able to be used as a walking and mountain bike riding track if vehicle speeds and volumes are reduced on the road. Whilst visitors to the area are proposed to be deterred from this route, this is not anticipated to have a negative effect on tourism in the area.

LEGAL & RISK

Road safety risks will be reduced by limiting the amount of through traffic, and reducing speeds. There is a risk of malfunction and vandalism which will be monitored throughout the trial period.

FINANCIAL & BUDGETARY

Total costs for implementation of all initial treatments (signage, gates) are estimated to be between \$10,000 - \$15,000:

- Supply and install of 2 gates - \$8-10,000;
- Signage (New) - \$2-5,000;
- Signage – remove – within existing operational budgets; and
- Vandalism costs – within existing operational budgets, unless full replacement is required.

Proposed treatments can be implemented from existing budgets.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

The CFA will be informed of the alteration to the trial via the quarterly MFMP (Municipal Fire Management Planning Committee) meeting. All residents and property owners will be advised of the outcome of Council's decision by letter, following a formal resolution of Council.

TIMELINE

Residents will be advised of the outcome of Council's decision within 2 weeks of the Council meeting. Gates and signage will be installed once received (lead times to be confirmed with the manufacturer).

8. OFFICER DIRECT OR INDIRECT INTEREST

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

Item: 10.15

City Deal Projects - Clause 52.31 'State projects' Planning Approval Pathway

OFFICER	Frank Castles
GENERAL MANAGER	Tony McGann
DIVISION	Environment & Infrastructure
ATTACHMENTS	1. Attachment - Clause 52.30 & 52.31 - State Projects Planning - City Deals - 20210928 [10.15.1 - 7 pages]
PURPOSE	To inform Councillors about the Clause 52.30 State projects and Clause 52.31 Local Government Projects planning approach for the City Deal Projects.

1. EXECUTIVE SUMMARY

The Colac Otway Shire has received \$18.9 million for various improvements to coastal infrastructure as part of the City Deal by the Federal and Victorian State Governments.

The projects are:

- Kennett River Tourism Infrastructure Improvements
- Apollo Bay Harbour Redevelopment
- Apollo Bay to Skenes Creek Coastal Trail.

Works along the Great Ocean Road generally require various levels of government and authority approvals, including planning permits. Colac Otway Shire is the Responsible Authority for determining planning permits within the Shire boundary.

However, as a response to the economic recovery requirements of the COVID-19 Pandemic, all Victorian planning schemes (including the Colac Otway Planning Scheme) were amended on 25 March 2021. This amendment exempted certain developments from the need to require a planning permit, thus streamlining the development process and promoting urgently needed economic stimulus and job creation.

The Amendment to planning schemes was in two parts.

1. *Clause 52.30 State projects* generally exempts all requirements for a planning permit for projects by, or on behalf of, or funded by the State of Victoria or a public authority, or on Crown land carried out by or on behalf of a municipal Council.
2. *Clause 52.31 Local government projects* exempts the need for a planning permit for any permit requirements of a zone or schedule to a zone for works by or on behalf of a Council. The works must be less than \$10 million in value.

Clause 52.30 allows the Minister for Planning, on request from Council, to exempt all planning permit requirements. There is no avenue for appeal of any decision by the Minister to VCAT.

Clause 52.31 exempts the need for planning permits for any zone requirements. However, a planning permit is still triggered by overlays and other relevant provisions such as vegetation removal under Clause 52.31.

To progress the Skenes Creek Trail City Deal project to the construction phase in an adequate timeframe and on budget, it is recommended that the provisions of Clause 52.30 State projects be used to support the Skenes Creek proposal. This is seen as the most appropriate way to ensure Council minimises the risk of significant delays and cost overruns. The Skenes Creek project is considered to be best suited to utilising this provision. Whilst most of the current planning permit triggers in Skenes Creek exempt notice and review rights (public advertising and the potential for an appeal to VCAT), the Significant Landscape Overlay (SLO) on the land is not exempted from these provisions. Therefore, any planning permit would be advertised by the Responsible Authority and review rights will apply.

It is recommended that a planning permit be lodged with Council for the Kennett River and Apollo Bay projects. Whilst Clause 52.31 generally exempts the zone requirements, the overlay and other provisions still trigger the requirement for a planning permit. However, all applicable planning permit triggers within the Kennett River and Apollo Bay project areas are exempted from the notice and review requirements of the *Planning and Environment Act 1987*. A full planning permit application would still be lodged with and assessed by Council in its role as the Responsible Authority. It must include all relevant documentation to the satisfaction of Council.

To ensure that the local community is properly engaged and has the opportunity to meaningfully comment on all of the projects, it is recommended that a community consultation program be established and that the community be invited to comment on the three proposals. The provisions of Clause 52.30 State projects also require a community consultation process approved by the Minister for Planning.

2. RECOMMENDATION

RECOMMENDATION 1

That Council acknowledges the importance of the City Deal projects on the Great Ocean Road in facilitating tourism, providing urgently needed public infrastructure and assisting in the recovery from the COVID-19 Pandemic.

RECOMMENDATION 2

That Council, in relation to the Apollo Bay to Skenes Creek Coastal Trail project:

- 1. Authorises the Chief Executive Officer to make application to the Minister for Planning to determine if the project is a 'State Project' under Clause 52.30 of the Planning Scheme.***
- 2. Requires that if the Minister for Planning determines the Apollo Bay to Skenes Creek Coastal Trail project in the Colac Otway Shire is a 'State Project', any subsequent applications lodged with the Minister for Planning under Clause 52.30 of the Planning Scheme be endorsed by Council before lodgement***
- 3. Notes that any application under point 2 above, must demonstrate that public consultation has been undertaken to the satisfaction of the Minister, including a report summarising how feedback has been received, considered and responded to, and this consultation report will also be presented to Council prior to its endorsement of an application.***

RECOMMENDATION 3

That Council, in relation to the Kennett River Tourism Infrastructure Improvements project:

- 1. Requires that community consultation is undertaken and that community views on any application for planning approvals are presented to Council when it considers any application.***
- 2. Considers any planning permit application lodged for the project will be determined under Clause 52.31, Local Government Projects, of the Planning Scheme.***

RECOMMENDATION 4

That Council, in relation to the Apollo Bay Harbour Redevelopment project:

- 1. Requires that community consultation is undertaken and that community views on any application for planning approvals are presented to Council when it considers any application.***
- 2. Considers any planning permit application lodged for the project will be determined under Clause 52.31, Local Government Projects, of the Planning Scheme.***

3. KEY INFORMATION

BACKGROUND

The Colac Otway Shire has received \$18.9 Million for various improvements to coastal infrastructure as part of the City Deal by the Federal and Victorian State Governments.

City Deal is working to align the planning, investment and governance necessary to accelerate growth and job creation, stimulate urban renewal and drive economic reforms. City Deals will help to secure the future prosperity and liveability of our cities across Australia.

The Federal and Victorian Governments are working with the Colac Otway Shire to deliver the Great Ocean Road projects located within Colac Otway Shire. The Colac Otway Shire City Deal projects are:

- Kennett River Tourism Infrastructure Improvements
- Apollo Bay Harbour Redevelopment

- Apollo Bay to Skenes Creek Coastal Trail.

All City Deal projects include a commitment to support Indigenous, local and social employment and procurement opportunities which have been included within the grant agreement as requirements.

The Apollo Bay Harbour City Deal improvements are funded for \$12M and include:

- Upgrading of Mother's Beach car park.
- Harbour precinct entry road upgrade.
- Breakwater Road upgrade.
- Provision or upgrade of pedestrian and bicycle paths connecting the harbour precinct with Apollo Bay, including interpretive signage.
- A new boardwalk along the harbour water's edge.
- Extension of the Fisherman's Co-operative building.
- Upgrading of the boat trailer parking area.
- New port operations depot, and public room and amenities.
- Replacement of fencing in the harbour.
- Utility upgrades.

The Apollo Bay (Wild Dog Creek) and Skenes Creek Coastal Trail is funded for \$5M and is a 2.84km shared use trail on the coast side of the Great Ocean Road. The nominal width of the trail will be 3m, where constraints permit.

The works will include:

- Several bridges across gullies, creeks and streams
- A combination of low and medium elevation boardwalks through low lying areas of the route
- The provision of rest areas and interpretive/regulatory signage
- The provision of viewing podiums/platforms
- Barrier ring-lock wire fencing to some gravel sections and low boardwalks and handrails to more elevated boardwalks
- Gravel paths (approx. 2km) where minimum elevation is obtainable.

Improvements to tourism infrastructure in Kennett River are funded for \$1.9M and includes:

- Road and parking improvements
- New public toilet
- Wastewater treatment plant for the public toilet.

All proposed works and the uses on the land must be in accordance with the requirements of the Colac Otway Planning Scheme. Planning permits are generally required for such works in the coastal environment. Such applications are often complex and time consuming. In response to the economic impacts of the Covid-19 Pandemic, the Victorian Government reviewed all planning schemes in the State. In March 2021 the Colac Otway Planning Scheme was amended to include a new State project provision at Clause 52.30 and Local Government projects of the Scheme at Clause 52.31. These changes introduced a number of permit exemptions and revised processes to streamline the planning process.

Clause 52.30 State Projects

The purpose of Clause 52.30 State projects is;

- To facilitate the development and delivery of projects by or on behalf of, or jointly or in partnership with, or funded by the State of Victoria or a public authority, or on Crown land.
- To prioritise the planning and assessment of those state projects to support Victoria's economic recovery from the coronavirus (COVID-19) pandemic.

This Clause exempts all requirements of the Planning Scheme if the Minister for Planning is satisfied that a proposed use or development is a state project which;

- will be:
 - carried out by or on behalf of, or jointly or in partnership with, the State of Victoria or a public authority; or
 - funded, or partly funded by, the State of Victoria or a public authority; or
 - carried out on Crown land;
- will support Victoria's economic recovery from the impact of the coronavirus (COVID-19) pandemic;
- is consistent with any Great Ocean Road strategic framework plan, Statement of Planning Policy or Yarra Strategic Plan that applies to the land;
- will not subdivide green wedge land into more lots or into smaller lots than allowed for by this planning scheme;
- is consistent with any approved regional strategy plan under Part 3A of the Act and any approved strategy plan under Part 3C or Part 3D of the Act; and
- does not form part of public works declared under section 3, or works subject to a notice under section 8B(4)(a)(i), or does not require an environment effects statement under the *Environment Effects Act 1978*.

In determining whether a proposed use or development is a State project, the Minister will consider such matters as the planning objectives in Victoria, relevant planning provisions and Ministerial Directions. The Minister will also require a community consultation strategy to his satisfaction and other planning reports typically required when lodging a planning permit application with Council.

It is noted that there are no formal advertising requirements or ability of community appeal to VCAT.

Clause 52.31 Local Government projects

The purpose of Clause 52.31 Local Government projects is:

- To facilitate the development of land by or on behalf of municipal councils.

This Clause exempts local councils from requiring a planning permit for the use of land or works triggered by a zone or schedule to a zone in the planning scheme. The exemption does not apply to:

- A development with an estimated cost of more than \$10 million.
- A development in the Urban Floodway Zone unless the development is carried out to the satisfaction of the relevant floodplain management authority.
- A development associated with the use of land for accommodation, earth and energy resources industry, energy generation facility, industry or warehouse.
- A development for which an environment effects statement has been, or is required to be, prepared under the *Environment Effects Act 1978*.

- A development for which the Minister for Planning has decided that an assessment through an environment effects statement under the *Environment Effects Act 1978* is not required if the Minister's decision is subject to conditions.

It is noted that this exemption only applies to planning scheme zones. Other planning permit triggers such as Overlay requirements still require a planning permit. A planning permit application must still be prepared and lodged with Council.

KEY INFORMATION

The proposed works at Apollo Bay Harbour, Skenes Creek and Kennett River all require planning permits due to various triggers including zones, overlays, car parking provisions and native vegetation removal. The City Deals team is currently working through the necessary approval required for the different projects, and is engaging contractors to prepare the documentation and specialised reports as required.

The Skenes Creek project will require the removal of native vegetation on land within a Significant Landscape Overlay (SLO). This Overlay requires Council, acting as the Responsible Authority, to notify all concerned parties (such as surrounding residents). These parties may lodge an objection to the proposal and may appeal any decision to VCAT. Mandatory notice and review provisions contained within the planning scheme could lead to significant delays in the planning process through the advertising of any proposal, and the ability of third parties to appeal any decision to VCAT. Delays of over 12 months could be expected, with subsequent cost impacts. Given this uncertainty, the critical nature of the proposed public infrastructure and the fact that a community consultation session is proposed as part of the process, a delayed development process could threaten the viability of the project and its funding agreements.

Clause 52.30 seeks to ensure Victoria's economic recovery from the coronavirus (COVID-19) pandemic. Utilising the Ministerial exemption provision of the Clause still ensures that the community is engaged in the planning process and that the merits of the project are considered within a planning framework. Clause 52.30 is considered to be the most appropriate way forward to advance the Skenes Creek process in a timely and cost-effective manner.

Clause 52.31 of the Colac Otway Planning Scheme was introduced to facilitate the timely delivery of local government infrastructure projects in Victoria. It sought to reduce delays in planning approval processes to unlock construction sector activity and position the State for an early economic recovery from the impact of the coronavirus (COVID-19) pandemic. However, despite this provision, the planning scheme overlays are not exempted from permit requirements. Planning permits are still required, with associated advertising and appeal rights.

The Kennett River and Apollo Bay projects all trigger planning scheme overlay permit requirements. However, none of these permit triggers have mandated notice and review requirements. It is also noted that the Special Use Zone Schedule 2 which has been applied to support the redevelopment of the Apollo Bay Harbour exempts all works in accordance with the adopted Development Plan from notice and review. Any planning permit application lodged with Council must automatically consider the exemptions of Clause 52.31. Any planning permit application would be assessed by Council officers and considered on its merits and in accordance with the provisions of Colac Otway Planning Scheme.

Other approvals under legislation such as the *Marine and Coastal Act 2018*, *Aboriginal Heritage Act 2006* and *Flora and Fauna Guarantee Act 1988* are still required for the three sites.

4. COMMUNITY CONSULTATION & ENGAGEMENT

The Kennett River Tourism Infrastructure Improvements, Apollo Bay Harbour Redevelopment and extensive community consultation activities and a public submissions process which resulted in preferred concept designs for the infrastructure improvements. Extensive further consultation has been undertaken in 2020 and 2021.

- The Apollo Bay Harbour Development Plan has included significant community consultation over a number of years and included a further round of consultation as part of the public exhibition of the Development Plan, which was adopted in December 2020.
- The Apollo Bay to Skenes Creek Coastal Trail has been to date a community driven project. The Feasibility Study driven by the Skenes Creek Advancement Association considered by Council included community engagement activities. Furthermore, the Marengo, Apollo Bay and Skenes Creek Community Infrastructure Project currently being drafted has also included significant community engagement activities as part of its development.

The Project Reference Group includes community members as part of the engagement process, together with a Working Group for the Kennett River project. It is also noted that the State projects approval requires a further public consultation process.

Council will consult with the local community as it considers necessary.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

1. Plan infrastructure, assets and land use with a long-term vision for economic growth.
3. Strengthen partnerships with key stakeholders to benefit the whole community.
4. Improve strategic planning and coordination of the Great Ocean Road.

Theme 2 - Our Places

1. Assets and infrastructure meet community needs.
2. Our places are managed for long-term sustainability.
3. Towns and places are welcoming and attractive.
5. Delivery of our capital works program.

Theme 4 - Our Leadership & Management

5. Communicate regularly with our community and involve them in decision-making.

The City Deal projects align to several themes in the Council Plan by delivering much needed infrastructure in coastal communities, to facilitate economic development and tourism, place making, and build partnerships with key agencies and communities.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

The projects are being informed by technical assessments which consider cultural heritage, traffic and flora and fauna amongst other matters. Further assessments are being commissioned to inform detailed design and approvals processes.

LEGAL & RISK

There are significant risks associated with the delivery of the City Deal projects. Specifically, as the agency responsible, Council has taken on the:

- financial risk associated with delivery at or under the budget. There is a risk that Council would need to fund over runs.
- OHS risk associated with the construction of the projects.

FINANCIAL & BUDGETARY

No Council funds are to be spent on the City Deal.

To date, Council has received \$1.57M excluding GST as part of the first three milestone payments for the grants.

Milestone four payment is expected in October-November 2021. This is dependent on satisfying payment deliverables for milestone four, audit of project expenditure and statutory declaration. The statutory declaration is required to demonstrate Council's compliance with Aboriginal employment targets, compliance with GROW commitments, compliance with Local Jobs First commitments, and delivery of an engagement plan. The Project team is on target to delivering these items on time or within the 60-day extension period permitted by Regional Development Victoria.

7. IMPLEMENTATION STRATEGY

Delivery of the City Deal projects is being overseen by the City Deal project team who are delivering the projects in line with the detailed project plans which were finalised for the second milestone payment and endorsed by the Australian Government.

COMMUNICATION

City Deals has engaged a dedicated Communications and Stakeholder Engagement Officer, with an updated Communications and Engagement Plan developed for the projects, to align with the updated program of works. The Plan identifies; governance, key stakeholders, engagement principles, communication methods/mediums/content management and a schedule of activities.

Regular communications are programmed as part of the project delivery to keep communities informed in relation to the different stages of design development through to construction.

TIMELINE

Construction of the Kennett River project is expected to be completed by late March 2023.

The Apollo Bay Harbour Redevelopment and the Apollo Bay to Skenes Creek Trail are expected to be constructed by late September 2023.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

VICTORIA PLANNING PROVISIONS

52.3025/03/2021
VC194**STATE PROJECTS****Purpose**

To facilitate the development and delivery of projects by or on behalf of, or jointly or in partnership with, or funded by the State of Victoria or a public authority, or on Crown land.

To prioritise the planning and assessment of those state projects to support Victoria's economic recovery from the coronavirus (COVID-19) pandemic.

52.30-125/03/2021
VC194**Application**

This clause applies to the use or development of land declared by the Minister for Planning under clause 52.30-2 to be a state project.

In this clause:

- **Director of Housing** means 'Director of Housing' as defined in the *Housing Act 1993* and the body corporate established under the *Housing Act 1993*;
- **green wedge land** has the same meaning as in Division 1 of Part 3AA of the Act;
- **Guidelines** means the *Guidelines for removal, destruction or lopping of native vegetation* (Department of Environment, Land, Water and Planning, December 2017);
- **levy area** has the same meaning as in the *Melbourne Strategic Assessment (Environment Mitigation Levy) Act 2020*;
- **Secretary** means the Secretary to the Department of Environment, Land, Water and Planning (as constituted under Part 2 of the *Conservation, Forests and Lands Act 1987*).

The provisions of this clause prevail over any inconsistent provision in this planning scheme.

52.30-225/03/2021
VC194**State project decision**

The exemption in clause 52.30-3 applies if the Minister is satisfied that a proposed use or development is a state project which:

- will be:
 - carried out by or on behalf of, or jointly or in partnership with, the State of Victoria or a public authority; or
 - funded, or partly funded by, the State of Victoria or a public authority; or
 - carried out on Crown land;
- will support Victoria's economic recovery from the impact of the coronavirus (COVID-19) pandemic;
- is consistent with any Great Ocean Road strategic framework plan, Statement of Planning Policy or Yarra Strategic Plan that applies to the land;
- will not subdivide green wedge land into more lots or into smaller lots than allowed for by this planning scheme;
- is consistent with any approved regional strategy plan under Part 3A of the Act and any approved strategy plan under Part 3C or Part 3D of the Act; and
- does not form part of public works declared under section 3, or works subject to a notice under section 8B(4)(a)(i), or does not require an environment effects statement under the *Environment Effects Act 1978*.

In deciding whether a proposed use or development of land is a state project, the Minister for Planning may, where relevant:

- Consider the objectives of planning in Victoria.

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- Have regard to any relevant Minister's directions.
- Have regard to the *Victoria Planning Provisions*.
- Take into account any significant effects which the Minister considers the proposed use or development may have on the environment or which the Minister considers the environment may have on the proposed use or development.
- Take into account any significant social effects and economic effects which the Minister considers the proposed use or development may have.
- Consider any existing specific control under clause 45.12 or 51.01 that applies to the proposed use or development.

The Minister for Planning's decision under this clause that a proposed use or development of land is state project must not be made after 30 June 2025.

52.30-3

25/03/2021
VC194

Exemption from planning scheme requirements

Any requirement of this planning scheme to obtain a permit or any provision of this planning scheme that prohibits the use or development of land, requires the use or development of land to be carried out in a particular manner, or requires a specified thing to be done to the satisfaction of a specified person or body, does not apply to the use or development of land determined by the Minister for Planning under clause 52.30-2 to be a state project if the requirements of clause 52.30 are met.

This exemption does not apply to the following:

- The subdivision of green wedge land into more lots or into smaller lots than allowed for by this planning scheme.
- A development for which an environment effects statement has been, or is required to be, prepared under the *Environment Effects Act 1978*.
- A use or development carried out by or on behalf of, or jointly or in partnership with, the Director of Housing.
- A use or development to which clause 52.03 applies.
- A requirement in clauses 45.07, 45.08 or 51.03, or in any schedule to those clauses.

52.30-4

25/03/2021
VC194

Use and development requirements

The use and development of land must be carried out generally in accordance with the plans and documents approved under this clause, to the satisfaction of the Minister for Planning.

52.30-5

25/03/2021
VC194

Consultation requirements

Before the use or development commences:

- Public consultation, including consultation with relevant public authorities and the municipal council for the municipal district within which the proposed use or development will be carried out, must be carried out to the satisfaction of the Minister for Planning.
- A report that summarises the consultation undertaken and the feedback received, and explains how the feedback has been considered and responded to must be prepared to the satisfaction of the Minister for Planning.

The requirements of this clause may be varied or waived by the Minister for Planning.

52.30-6

25/03/2021
VC194

Other pre-commencement requirements

Before the use or development commences, the following plans, documents and information must be prepared and submitted to the satisfaction of the Minister for Planning:

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- A plan that shows the boundary of the land on which the use or development will be carried out.
- A site and context description that accurately describes and analyses the natural, physical, cultural heritage, built heritage, landscape, vegetation, access and any other notable features, characteristics and significance of the land and surrounding area, including any existing use and development.
- A description of the proposed use including:
 - The activities that will be carried out.
 - The likely effects, if any, on the land, and surrounding land and land uses, including noise levels, traffic, air-borne emissions, emissions to land and water, light spill, glare, solar access and hours of operation.
- Detailed plans and elevations of the proposed development drawn to scale and dimensioned, including details of any buildings or works proposed to be demolished or removed, and any vegetation proposed to be retained or removed.
- A report that addresses how the proposed use or development responds to purposes, objectives, or statements of significance or risk of any zone, overlay, or other provision that would apply to the use or development but for the exemption in clause 52.30-3.
- A schedule of works and development including staging and the expected commencement and completion times.
- If the Minister for Planning has decided that an assessment under the *Environment Effects Act 1978* is not required for the proposed development and the Minister's decision is subject to conditions:
 - A report that details how each condition has been considered and addressed in the design, construction and operation of the proposed development.
 - A copy of any report, plan or other document required to be prepared under those conditions.
- A plan for the management or mitigation of potential adverse effects or impacts on the environment or amenity from the proposed use or development, during and following construction.
- If the proposed use or development would require a permit but for the exemption in clause 52.30-3 and a copy of the application for that permit would be required to be given to a referral authority under section 55 of the Act, the comments of that referral authority on the proposed use or development.
- A report that demonstrates that the environmental conditions of the land are or will be suitable for the proposed use or development including any significant effects which the use or development may have on the environment or which the environment may have on the use or development including water, noise, air or land pollution impacts on the environment, amenity or human health.
- Any other plan, document or information the Minister for Planning considers necessary to assist the Minister's assessment of the proposed use or development or the plans and documents required to be prepared under this clause.

The requirements of this clause may be:

- Satisfied in separate components or stages of a use or development, but each requirement must be satisfied prior to the commencement of the use or development for that component or stage.
- May be varied or waived by the Minister for Planning.

The plans and other documents required by this clause may be amended during the use or development to the satisfaction of the Minister for Planning.

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52.30-7

25/03/2021
VC194

Native vegetation requirements

Before the removal, destruction or lopping of native vegetation outside the levy area:

- Information about the native vegetation in accordance with application requirements in Tables 4 and 5 of the Guidelines must be prepared to the satisfaction of the Secretary.
- The biodiversity impacts from the removal, destruction or lopping of that native vegetation must be offset in accordance with the Guidelines.
- Evidence that the required offset has been secured must be provided to the satisfaction of the Secretary.

The Secretary may vary the timing of the offset requirement.

The secured offset for a state project to which this clause applies may be reconciled at the completion of a project to the satisfaction of the Secretary.

Before the removal, destruction or lopping of native vegetation inside the levy area, information about the native vegetation in accordance with application requirements in Tables 4 and 5 (other than requirement 9) of the Guidelines must be prepared to the satisfaction of the Secretary.

The information requirements of this clause may be varied or waived by the Secretary.

The requirements of this clause may be satisfied in separate components or stages of a development, but each requirement must be satisfied before the removal, destruction or lopping of native vegetation for that component or stage.

VICTORIA PLANNING PROVISIONS

52.3125/03/2021
VC194**LOCAL GOVERNMENT PROJECTS****Purpose**

To facilitate the development of land by or on behalf of municipal councils.

52.31-125/03/2021
VC194**Permit exemptions**

Any requirement in a zone or a schedule to a zone to obtain a permit to construct a building or construct or carry out works does not apply to the development of land carried out by or on behalf of a municipal council. This exemption does not apply to:

- A development with an estimated cost of more than \$10 million.
- A development in the Urban Floodway Zone unless the development is carried out to the satisfaction of the relevant floodplain management authority.
- A development associated with the use of land for accommodation, earth and energy resources industry, energy generation facility, industry or warehouse.
- A development for which an environment effects statement has been, or is required to be, prepared under the *Environment Effects Act 1978*.
- A development for which the Minister for Planning has decided that an assessment through an environment effects statement under the *Environment Effects Act 1978* is not required if the Minister's decision is subject to conditions.

Any requirement in the Floodway Overlay, Land Subject to Inundation Overlay and Special Building Overlay to obtain a permit to construct a building or construct or carry out works does not apply to the development of land carried out by or on behalf of a municipal council to the satisfaction of the relevant floodplain management authority.

This clause prevails over any inconsistent provision in this planning scheme.

52.31-225/03/2021
VC194**Exemption from notice and review**

An application under any provision of this planning scheme to develop land by or on behalf of a municipal council is exempt from the notice requirements of section 52(1)(a), (b) and (d), the decision requirements of section 64(1), (2) and (3) and the review rights of section 82(1) of the Act. This exemption does not apply to:

- An application for a development with an estimated cost of more than \$10 million.
- An application for a development associated with the use of land for accommodation, earth and energy resources industry, energy generation facility, industry or warehouse.
- An application to remove, destroy or lop more than:
 - 0.5 hectares of native vegetation other than a tree; or
 - 15 native trees with a trunk diameter of less than 40 centimetres at a height of 1.3 metres above ground level; or
 - 5 native trees with a trunk diameter of 40 centimetres or more at a height of 1.3 metres above ground level.

Council Planning Approval compared to State project status

The proposed redevelopment of Apollo Bay Harbour, the development and upgrading of Kennett River tourist infrastructure and development of the Apollo Bay to Skenes Creek Coastal Trail triggers the need for a planning permit under the requirements of the Colac Otway Planning Scheme.

Whilst the Apollo Bay Harbour Development Plan, approved by Council in December 2020, exempts most planning permit triggers that would otherwise be in force (subject to certain requirements), native vegetation and heritage requirements must still be assessed and approved as part of a planning permit process.

Planning permit triggers at Kennett River and the Apollo Bay to Skenes Creek trail include zone and overlay provisions and the removal of native vegetation.

Council is traditionally the Responsible Authority tasked with accepting, considering and determining a planning permit application under the provisions of the Colac Otway Planning Scheme. However, an amendment to all Victorian planning schemes in March 2021 included a new provision title *Clause 52.30 State Projects*. The purpose of this provision is;

- To facilitate the development and delivery of projects by or on behalf of, or jointly or in partnership with, or funded by the State of Victoria or a public authority, or on Crown land.
- To prioritise the planning and assessment of those state projects to support Victoria's economic recovery from the coronavirus (COVID-19) pandemic is provision allows

The provision allows the Minister for Planning to declare the use of development of land to be declared a State Project. This declaration removes the requirements for any planning permit requirements under the *Planning and Environment Act 1987*. Whilst no planning permit would be required, all other requirements under other legislation (eg Marine and Coastal Act, Aboriginal Heritage Act, Flora and Fauna Guarantee Act etc) must still be considered.

In making the decision as to whether a project is a State Project, the Minister must be satisfied that a proposed use or development is a project which is undertaken by or on behalf of a public authority and on crown land. The Minister must be satisfied the project will support Victoria's economic recovery from the impact of the coronavirus (COVID-19) pandemic, is consistent with the Great Ocean Road strategic framework plan and considers all relevant planning requirements.

Clause 52.30 also mandates public and authority consultation. Importantly, consultation must be undertaken before development commences, that is the Minister will grant a permit exemption prior to any consultation process. Any plans, reports or other requirements must also be provided and approved prior to development commencing.

Utilising the provisions of Clause 52.30 requires a full assessment of planning merits of the proposal by the Department of Environment, Land, Water and Planning in a similar way to any traditional planning assessment by Council. However, there are key differences between the two process as explained below.

Council approval process

Steps involved in Council considering a planning permit application;

- Planning permit application and all documentation prepared by proponent
- Application lodged with Council with required documentation and the required fee
- Council officers consider the application material submitted and resolves it is complete or requests further information to be provided
- Once all information is received, Council officers refers application internally and to relevant external authorities
- Council officers advertise application and engage with community
- Council officers consider application and any advice and objections received
- Council officers prepares a report for Council consideration
- Council considers application and makes a decision
- Appeal period of 28 days for third party (community, authorities) appeal
- Permit issued or appeal to VCAT

Clause 52.30 State approval process

Steps involved in Minister considering State project status;

- Initial liaison with DELWP (completed)
- Undertake pre-application project briefing with DELWP
- Provide relevant supporting documentation to DELWP requirements (general project and planning information and Council authority) to achieve approval of State project status
- Once State project status is achieved, provide detailed project information to DELWP such as consultation program, detailed designs, response to specific Development Plan requirements, traffic and native vegetation reports, visual assessment analysis and referral replies
- Submitted documentation assessed by DELWP staff
- Approval by Minister and commencement of construction (subject to other non-planning approval processes).
- No appeal mechanism against State project process

The key difference between the two proposals is the right to appeal a decision of Council to VCAT. Current wait times at VCAT are up to 12 months. The State project facilitation process is designed to expedite the development process, and will ensure the works are not delayed by administrative process and can commence in the shortest possible timeframe.

Item: 10.16

Chief Executive Officer Employment and Remuneration Policy

OFFICER	Marlo Emmitt
COMMITTEE	Chief Executive Officer Employment Matters Advisory Committee
ATTACHMENTS	<ol style="list-style-type: none"> 1. CEO Employment and Remuneration Policy [10.16.1 - 8 pages] 2. CEOEMAC Terms of Reference - adopted 28 April 2021 Council Meeting [10.16.2 - 8 pages]
PURPOSE	To present the Chief Executive Officer Employment and Remuneration Policy to Council for adoption.

1. EXECUTIVE SUMMARY

Pursuant to section 45 of the *Local Government Act 2020* (Act), a Council must develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy.

The Policy must—

- (a) provide for the Council to obtain independent professional advice in relation to the matters dealt with in the Chief Executive Officer Employment and Remuneration Policy; and
- (b) provide for the following—
 - (i) the recruitment and appointment process;
 - (ii) provisions to be included in the contract of employment;
 - (iii) performance monitoring;
 - (iv) an annual review; and
- (c) include any other matters prescribed by the regulations.

The Policy must be adopted within six months of the commencement of section 45 of the Act (in other words, by no later than 31 December 2021).

2. RECOMMENDATION

That Council:

- 1. Adopts the Chief Executive Officer Employment and Remuneration Policy as endorsed by the Chief Executive Officer Employment Matters Advisory Committee (as Attachment 1).**
- 2. Notes that in developing the Chief Executive Officer Employment and Remuneration Policy the Chief Executive Officer Employment Matters Advisory Committee Terms of Reference (as Attachment 2) have been reviewed and support and align with the Policy.**
- 3. Publishes the Chief Executive Officer Employment and Remuneration Policy on Colac Otway Shire's website.**

3. KEY INFORMATION

Section 45 of the *Local Government Act 2020* requires all Councils to adopt a Chief Executive Officer Employment and Remuneration Policy (Policy) by 31 December 2021.

The attached Policy provides for the following matters which Council is responsible for under the Act or as a requirement of this Policy:

- The recruitment and appointment of the Chief Executive Officer.
- Approving the Contract of Employment entered into between Council and the Chief Executive Officer.
- The appointment of an Acting Chief Executive Officer.
- The provision of independent professional advice in relation to the matters dealt with in the Policy.
- The monitoring of the Chief Executive Officer's performance.
- An annual review of the Chief Executive Officer's performance.
- Determining the Chief Executive Officer's remuneration.

The current *Chief Executive Officer Employment Matters Advisory Committee* (Committee) was established on 28 November 2018 and the Terms of Reference reviewed by Council on 22 April 2021. A copy of the Terms of Reference is also attached for information. Membership of the Committee comprises all Councillors and the Independent member, Peter R Brown.

4. COMMUNITY CONSULTATION & ENGAGEMENT

The draft Policy was reviewed by the Chief Executive Officer Employment Matters Advisory Committee (comprising all Councillors and the independent member) at its meeting held on Wednesday 13 October 2021 and is presented to Council for adoption.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 4 - Our Leadership & Management

3. Organisational development and legislative compliance.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

There are no environmental, social, cultural and economic implications arising from the recommendation contained in this report.

LEGAL & RISK

The *Chief Executive Officer Employment and Remuneration Policy* will support the Council to effectively manage the Chief Executive Officer employment lifecycle and employment related matters and meet its obligations under the *Local Government Act 2020*.

FINANCIAL & BUDGETARY

There are no financial implications in relation to the recommendation in this report.

7. IMPLEMENTATION STRATEGY

No implementation strategy is required.

COMMUNICATION

The *Chief Executive Officer Employment and Remuneration Policy* will be uploaded to the Colac Otway Shire website following adoption by Council.

TIMELINE

The *Chief Executive Officer Employment and Remuneration Policy* is required to be adopted by Council prior to 31 December 2021.

8. OFFICER DIRECT OR INDIRECT INTEREST

The Council's Chief Executive Officer (CEO), Anne Howard, has declared a material conflict of interest in this matter, as the Policy relates directly to the role of CEO. The CEO has had no involvement in developing the policy or report.



Council Policy

CHIEF EXECUTIVE OFFICER EMPLOYMENT AND REMUNERATION POLICY

1. PURPOSE

This is the Chief Executive Officer Employment and Remuneration Policy (**Policy**) of Colac Otway Shire Council (**Council**), made in accordance with section 45 of the *Local Government Act 2020*.

This Policy provides for the following matters which Council is responsible for under the Act or as a requirement of this Policy:

- (a) the recruitment and appointment of the Chief Executive Officer;
- (b) approving the Contract of Employment entered into between Council and the Chief Executive Officer;
- (c) the appointment of an Acting Chief Executive Officer;
- (d) the provision of independent professional advice in relation to the matters dealt with in the Policy;
- (e) the monitoring of the Chief Executive Officer's performance;
- (f) an annual review of the Chief Executive Officer's performance; and
- (g) determining the Chief Executive Officer's remuneration.

2. DATE OF COMMENCEMENT AND REVIEW

This Policy commences operation on 1 November 2021.

3. DEFINITIONS

3.1 In this Policy, unless the context suggests otherwise the following words and phrases mean:

Act means the *Local Government Act 2020*.

Annual Review Report has the meaning given in paragraph 12.1.

Chief Executive Officer or **CEO** means the Chief Executive Officer of Council.

Committee means the Chief Executive Officer Employment Matters Advisory Committee established under this Policy.

Contract of Employment means the contract of employment between Council and the CEO, including any schedules.

Council means Colac Otway Shire Council.

Councillors means the individuals holding the office of a member of Colac Otway Shire Council.

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Council meeting has the same meaning as in the Act.

Executive Search Consultant means a consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles.

Independent Person means the consultant appointed by Council from time to time to provide independent advice in accordance with section 45(2)(a) of the Act.

KPIs means Key Performance Indicators or performance criteria however described.

Mayor means the Mayor of Council.

Performance Plan means the annual performance plan setting out KPIs for the CEO.

Policy means this CEO Employment and Remuneration Policy adopted in accordance with section 45 of the Act.

Public Sector Wages Determination means any Determination that is currently in effect under section 21 of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 in relation to remuneration bands for executives employed in public service bodies.

Recruitment Policy means the recruitment policy adopted by the CEO under section 48(2) of the Act.

Regulations means the Regulations made under Division 7 of Part 2 of the Act.

Remuneration Package means the total gross remuneration package paid to the CEO pursuant to the Contract of Employment.

Resolution means a resolution of Council made at a properly constituted Council meeting.

4. OVERVIEW

4.1 This Policy outlines the mechanisms which support Council in fulfilling its obligations regarding the CEO's employment and under the Act.

4.2 The aims of the CEO in relation to this Policy are to:

4.2.1 work collaboratively with the Committee in determining the Performance Plan on an annual basis;

4.2.2 actively participate in the performance appraisal process as required by the Committee;

4.2.3 make use of constructive feedback from Councillors and Committee Members in relation to performance appraisals;

4.2.4 undertake professional development on an as needed basis, or as part of the Performance Plan; and

4.2.5 promptly draw the Committee's attention to any situation where any variation of the Performance Plan may be required in light of the current circumstances.

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- 4.3 The aims of Council (including via the Committee) in relation to this Policy are to:
- 4.3.1 establish the Committee;
 - 4.3.2 provide processes for the recruitment of a natural person, and their appointment, to the position of CEO;
 - 4.3.3 draft and approve the Contract of Employment entered into between Council and the CEO;
 - 4.3.4 seek and be guided by independent professional advice in relation to the matters dealt with in this Policy;
 - 4.3.5 provide processes for determining and reviewing the CEO’s Remuneration Package;
 - 4.3.6 provide processes for the monitoring of the CEO’s performance including setting the Performance Plan and conducting an annual review;
 - 4.3.7 determine, as required, whether any variations to the Remuneration Package and terms and conditions of employment of the CEO; and
 - 4.3.8 provide processes for the appointment of an Acting Chief Executive Officer.

5. CHIEF EXECUTIVE OFFICER EMPLOYMENT MATTERS ADVISORY COMMITTEE

- 5.1 Council will establish a Chief Executive Officer Employment Matters Advisory Committee (**Committee**).
- 5.2 The Committee will be an advisory committee to Council.
- 5.3 The purpose of the Committee is to consider, and make recommendations to Council with respect to, the:
 - 5.3.1 selection and appointment of the Independent Person;
 - 5.3.2 independent advice received from time to time from the Independent Person;
 - 5.3.3 performance monitoring of the CEO, including with respect to achievement of the KPIs;
 - 5.3.4 annual review of the CEO’s performance, including against the KPIs;
 - 5.3.5 CEO’s remuneration;
 - 5.3.6 recruitment and appointment of a CEO, if required;
 - 5.3.7 provisions to be included in the Contract of Employment from time to time;
 - 5.3.8 appointment of an Acting CEO; and
 - 5.3.9 implementation of this Policy.
- 5.4 The Committee must include at least the Mayor and two Councillors.

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- 5.5 The Committee is to be chaired by:
 - 5.5.1 the Mayor; or
 - 5.5.2 if the Mayor is absent, a Councillor who is present at the Committee meeting and is appointed by the members of the Committee who are also present.
- 5.6 The Committee is to hold meetings as often as is necessary to:
 - 5.6.1 prepare documentation relevant to the CEO’s employment and remuneration, including Council reports and contractual documents, for the approval of Council;
 - 5.6.2 conduct and maintain appropriate records regarding performance reviews of the CEO; and
 - 5.6.3 review the Remuneration Package and conditions of employment of the CEO,

provided that the Committee meets at least twice in each year.
- 5.7 The Committee will provide a report to Council following each meeting describing its activities and making recommendations about any action to be taken by Council.
- 5.8 The Committee will determine its procedures (Terms of Reference) at its first meeting, which will include:
 - 5.8.1 the rules for its meetings, noting that meetings should be conducted with as little formality and technicality as appropriate to fulfil the Committee’s purposes;
 - 5.8.2 how often the Committee will meet, provided that the Committee meets at least twice in each year;
 - 5.8.3 quorum, provided that the quorum is not less than the Mayor and two Councillors;
 - 5.8.4 means of attendance at Committee meetings (eg in person or electronically); and
 - 5.8.5 the taking of the minutes of the Committee meetings,

and will communicate the procedures to Council.

6. RECRUITMENT OF THE CEO

- 6.1 The Committee will establish and manage the process to recruit the CEO, designed to ensure that Council can select the best available candidate from a short list of preferred candidates (with or without a recommendation from the Committee).
- 6.2 The Committee will determine, and make a recommendation to Council, as to:
 - 6.2.1 whether there is a need to engage an Executive Search Consultant to run the recruitment process; and, if so
 - 6.2.2 the Executive Search Consultant to be appointed to run the recruitment process.

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- 6.3 If an Executive Search Consultant is engaged, the Committee must liaise with the Executive Search Consultant in connection with the recruitment process.
- 6.4 The Committee must ensure that the Executive Search Consultant publicly advertises the CEO role.
- 6.5 The Committee must direct the Executive Search Consultant to prepare, and provide to Council, a schedule of dates for key decisions to be made by resolution of Council throughout the recruitment process.
- 6.6 The Committee must provide a report and recommendation to Council so that each key decision identified in the schedule prepared under paragraph 6.5 can be made by resolution of Council.

7. APPOINTMENT OF THE CEO

- 7.1 Council will receive a report from the Committee on the completion of its role in the recruitment process, and Council will proceed to decide on a preferred candidate with the support of the Committee to negotiate and finalise the Contract of Employment.
- 7.2 The Committee will provide a recommendation to Council on the provisions to be contained in the proposed Contract of Employment.
- 7.3 The appointment of the CEO must be made by a resolution of Council.

8. REAPPOINTMENT OF THE CEO

- 8.1 Within 6 months prior to the expiry of the current CEO’s Contract of Employment, the Committee will provide a recommendation to Council on:
 - 8.1.1 whether the CEO should be reappointed under a new Contract of Employment; and
 - 8.1.2 if the recommendation is to reappoint the CEO, the proposed provisions of the further Contract of Employment.
- 8.2 Any reappointment of the current CEO must be made by a resolution of Council.

9. CONTRACT OF EMPLOYMENT

- 9.1 The Contract of Employment is to be read in conjunction with this Policy (but the terms of the Policy are not incorporated into the Contract of Employment).
- 9.2 The Contract of Employment will, at a minimum, outline the following:
 - 9.2.1 the employment term, which must not exceed 5 years in accordance with section 44(2) of the Act;
 - 9.2.2 the responsibilities and duties of the position, including compliance with the Act and the Code of Conduct;
 - 9.2.3 the conflict of interest management requirements;

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- 9.2.4 the CEO’s Remuneration Package and other entitlements;
 - 9.2.5 any legislative and contractual obligations, including those during and continuing after appointment;
 - 9.2.6 the CEO’s leave entitlements;
 - 9.2.7 dispute resolution procedures;
 - 9.2.8 processes for managing unsatisfactory performance;
 - 9.2.9 processes for early termination, including notice of termination provisions with notice of termination by Council being restricted to a maximum of six [6] months; and
 - 9.2.10 any other matters required to be contained in the Contract of Employment by the Regulations.
- 9.3 The Contract of Employment may only be varied by a resolution of Council and accepted by the CEO, recorded in a deed of variation.

10. REMUNERATION AND EXPENSES

- 10.1 The Remuneration Package provided to the CEO will form part of the Committee’s annual review, having regard to (in accordance with section 45(3) of the Act):
- 10.1.1 any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent); and
 - 10.1.2 any Public Sector Wages Determination.
- 10.2 Remuneration will be reviewed on an annual basis, in accordance with the CEO’s Performance Plan and contractual requirements.
- 10.3 Council will meet expenses incurred by the CEO in relation to:
- 10.3.1 membership and subscription fees payable to professional associations which are reasonably necessary in order to carry out duties;
 - 10.3.2 reasonable costs incurred where attending conferences, seminars or other networking functions; and
 - 10.3.3 reasonable costs incurred in performance of required duties.

11. PERFORMANCE MONITORING

- 11.1 Council will adopt an annual Performance Plan for the CEO, which will include KPIs. The Performance Plan must be developed collaboratively between the CEO and the Committee.
- 11.2 The CEO is to provide progress reports against the Performance Plan to the Committee on a bi-annual basis.
- 11.3 The Committee may meet with the CEO following each progress report to discuss the matters contained in the progress report.

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- 11.4 Following the initial 6 months of the CEO’s term, a workshop with Committee members and the CEO should be coordinated so that:
 - 11.4.1 the CEO can prepare and present an overview of their findings during the early months, and highlight any projections or forecasts of relevance to Council during their tenure;
 - 11.4.2 Councillors can provide feedback to the CEO on their perspective of the CEO’s performance during the initial period; and
 - 11.4.3 Council and CEO can agree to projects and priorities for inclusion in the CEO’s Performance Plan and KPIs.
- 11.5 Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO’s performance on an ongoing basis.

12. ANNUAL REVIEW

- 12.1 In preparation for Council’s review, the Committee is required to submit an annual review report (**Annual Review Report**) to Council which includes recommendations on the following:
 - 12.1.1 whether, and to what extent, the CEO has met the KPIs under the Performance Plan;
 - 12.1.2 whether any KPIs or other criteria ought to be varied under the Performance Plan;
 - 12.1.3 whether the Remuneration Package ought to be varied; and
 - 12.1.4 any other necessary matters.
- 12.2 The Committee will submit the Annual Review Report to Council only after meeting with the CEO to discuss the Committee’s proposed recommendations.
- 12.3 Council shall, after receipt of the Annual Review Report, review the recommendations in the Annual Review Report and advise the CEO of the outcomes of the review process.

13. ACTING CEO

- 13.1 Council must appoint an Acting CEO when there is a vacancy in the office of the CEO or the CEO is unable to perform their duties of the office of Chief Executive Officer.
- 13.2 The appointment of the CEO must be made by a resolution of Council unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council pursuant to section 11(3) of the Act.
- 13.3 The Committee may advise Council on the selection and appointment of an Acting CEO.

14. INDEPENDENT ADVICE

- 14.1 The Independent Person is responsible for providing independent professional advice in relation to the matters dealt with under this Policy in accordance with section 45(2)(a) of the Act.

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14.2 The Independent Person will be appointed on the recommendation of the Committee following a process to seek experienced and suitably qualified persons but must not be the Executive Search Consultant appointed by Council to assist in the recruitment process.

14.3 Council will determine the:

14.3.1 term of appointment of the Independent Person; and

14.3.2 remuneration of the Independent Person.

14.4 Council, or the Committee with the approval of a Resolution, can, on an as needed basis, obtain additional independent professional advice in relation to the matters dealt with under this Policy.

15. INTERACTION WITH ACT AND REGULATIONS

15.1 This Policy applies subject to any inconsistent obligations in the Act or the Regulations.

16. CONFIDENTIALITY

16.1 Council is not required to disclose any personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

17. DELEGATIONS

17.1 Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however, it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (sections 11(2)(d) and 11(3) of the Act).

17.2 Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (section 11(2)(e) of the Act).

18. REVIEW OF POLICY

18.1 This Policy will be reviewed at least every 2 years (or as required) by the Committee and within 6 months of each Council election, and the Committee will make a recommendation to Council with respect to any suggested changes.

DOCUMENT CONTROL

Policy owner	Manager Governance and Communications	Division	Executive
Adopted by Council		Policy Number	
File Number		Review date	

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Chief Executive Officer Employment Matters Advisory Committee

Terms of Reference

Version 4

Adopted at 28 April 2021 Council Meeting

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1. Establishment of the Committee

The Chief Executive Officer Employment Matters Advisory Committee (Committee), is an Advisory Committee of the Colac Otway Shire Council for the purposes of the *Local Government Act 2020* (Act).

The membership of this Committee and these Terms of Reference will be adopted by resolution of the Colac Otway Shire Council at an Ordinary Council Meeting.

2. Objectives

The Committee's role is to report to the Council and provide recommendations, appropriate advice, information and feedback on matters relevant to these Terms of Reference in order to facilitate decision making by the Council in relation to the discharge of its responsibilities.

The Committee is an Advisory Committee only and has no delegated authority to make decisions binding Council.

2.1. The Committee is established to:

- 2.1.1. Assist the Council in fulfilling its responsibilities concerning Chief Executive Officer employment matters, being:
 - 2.1.1.1. The recruitment and appointment of the Chief Executive Officer.
 - 2.1.1.2. Determining the Chief Executive Officer's Performance Plan (Plan).
 - 2.1.1.3. Assessing the Chief Executive Officer's performance against set criteria in the Plan.
 - 2.1.1.4. Determining the remuneration of the Chief Executive Officer.

2.2. The Committee will carry out the following in order to achieve the objectives set:

- 2.2.1. Conduct the process to appoint the CEO with the assistance of a suitably qualified independent person (Independent Person). The Independent Person will be appointed as follows:
 - 2.2.1.1. A number of prospective Independent Persons will be recommended by the Manager People and Culture to the Committee;
 - 2.2.1.2. Each Independent Person recommended by the Manager People and Culture will be a neutral person with appropriate experience and not a Councillor or member of Council staff;
 - 2.2.1.3. The Committee will consider the recommendations made by the Manager People and Culture and make a recommendation to Council for appointment; and
 - 2.2.1.4. Council will consider the Committee's recommendation and resolve to appoint an Independent Person to assist the Committee.
- 2.2.2. Provide a recommendation to Council on the remuneration and conditions of appointment of the CEO;
- 2.2.3. Provide a recommendation on any extension of the appointment of the CEO;
- 2.2.4. Conduct the process for the CEO's regular performance reviews as follows:
 - 2.2.4.1. Engage in and undertake a developmental process to determine, in conjunction with the CEO, relevant Key Performance criteria for the CEO;

- 2.2.4.2. Make recommendations to Council for the adoption of appropriate Key Performance criteria;
- 2.2.4.3. Undertake the formal review process of the performance of the CEO against the agreed Key Performance criteria in accordance with these Terms of Reference and the CEO contract; and
- 2.2.4.4. Make recommendations to Council about the CEO's performance against the Key Performance criteria for the relevant period.
- 2.2.5. Assist in the development of the Chief Executive Officer Employment and Remuneration Policy as prescribed in the Act (required within 6 months of 1 July 2021).
- 2.2.6. Undertake any other functions or responsibilities prescribed by the Act and make any other recommendations to Council relevant to the employment and performance of the CEO in accordance with the CEO's employment contract and the Act.

3. Role and Responsibilities of the Chief Executive Officer

The CEO has roles and responsibilities that are determined by Statute, including the Act, by resolution of Council, and by the CEO's adopted position description and performance criteria and plan.

3.1. Statutory Functions

The legislative functions of the CEO are provided for in the *Local Government Act 2020* and come into effect on 1 July 2021.

A Chief Executive Officer is responsible for:

- Supporting the Mayor and the Councillors in the performance of their roles, including:
 - ensuring that the decisions of the Council are implemented without undue delay;
 - ensuring that the Council receives timely and reliable advice about its legal obligations under this Act and any other Act;
 - supporting the Mayor in the performance of his or her role as Mayor;
 - setting the agenda for Council meetings after consulting with the Mayor;
 - when requested by the Mayor, reporting to the Council in respect of the implementation of a Council decision;
 - Carrying out the responsibilities as a deemed employer with respect to Councillors, as deemed workers, which arise under or with respect to the *Workplace Injury Rehabilitation and Compensation Act 2013* (note: refer clause 15 of Schedule 1).
- Ensuring the effective and efficient management of the day to day operation of the Council, including:
 - establishing and maintaining an organisational structure for the Council, including:
 - developing and maintaining a workforce plan that-
 - describes the organisational structure of the Council; and
 - specifies the projected staffing requirements for a period of at least 4 years; and
 - sets out measures to seek to ensure gender equality, diversity and inclusiveness.
 - informing the Council before implementing an organisational restructure that will affect the capacity of the Council to deliver the Council Plan;

- consulting members of Council staff affected by a proposed organisational restructure, before implementing the organisational restructure;
 - being responsible for all staffing matters, including appointing, directing, managing and dismissing members of Council staff;
 - managing interactions between members of Council staff and Councillors and ensuring that policies, practices and protocols that support arrangements for interaction between members of Council staff and Councillors are developed and implemented;
 - performing any other function or duty of the Chief Executive Officer specified in this Act or any other Act.
- Giving effect to gender equality, diversity and inclusiveness, comply with any processes and requirements prescribed by the regulations for the purposes of this section.
 - Ensuring that the Mayor, Deputy Mayor, Councillors and members of Council staff have access to the workforce plan.
 - Developing the first workforce plan under this part within 6 months of 1 July 2021.

A reference to Council staff in this section does not include a reference to the Chief Executive Officer.

4. Independent Person on the CEO Employment Matters Advisory Committee

4.1. Qualities and Qualifications:

The Independent Person will have the following key competencies:

- 4.1.1. Demonstrated human resource management skills, senior business experience and/or local government experience and/or employment law background
- 4.1.2. Demonstrated ability in relation to performance management and development of Executive level staff; and
- 4.1.3. Previous experience or facilitation experience working with Executive, Governance bodies or Board Members in membership and or/facilitation roles.

4.2. Appointment Timeframe

The appointment of the Independent Person will be made for two (2) years. The Independent Person can be re-appointed by Council.

Where the incumbent resigns from their position on the Committee or is not reappointed by the Council, the Committee will follow the process outlined in sections 2.2.1.1 to 2.2.1.4.

4.3. Remuneration

The Independent Person will be remunerated at a rate to be determined in accordance with Council's Procurement Policy.

5. Membership

5.1. Composition of the Committee

5.1.1. Subject to any revocation of membership under clause 4 of these Terms of Reference, the Committee shall comprise eight members, being:

- 5.1.1.1. The Mayor, who will Chair the Committee;
- 5.1.1.2. All other (six) Councillors; and
- 5.1.1.3. The Independent Person.

5.2. Length of appointment

The Committee shall continue for as long as Council sees fit and the appointment of members shall be for a term determined by Council and set out in these Terms of Reference.

5.3. Support to the Committee

5.3.1. The Committee may request the Manager People and Culture to assist in, or provide advice on, any of its functions specified in these Terms of Reference.

5.3.2. The Committee may also request a suitably qualified independent expert to assist in, or provide advice on, any functions specified in these Terms of Reference where:

5.3.2.1. The Committee considers it would benefit from the assistance or advice; and

5.3.2.2. Where there is not a consensus on the person requested:

5.3.2.3. The Manager People and Culture will recommend a suitably qualified independent expert for appointment; and

5.3.2.4. Council will resolve to appoint the suitably qualified independent expert, who will be a neutral person with appropriate experience, after receiving recommendations from the Committee.

5.4. Attendance at meetings

5.4.1. All Committee members are expected to attend each meeting.

5.4.2. Attendance by teleconference or over the internet (eg. Skype, FaceTime) is acceptable.

5.4.3. An independent Committee member who misses two consecutive meetings without a formal apology may, at the discretion of Council, have their membership revoked.

5.4.4. An independent Committee member who is unable to attend the majority of meetings during the year may, at the discretion of Council, have their membership revoked.

6. Proceedings

6.1. Chair

6.1.1. The Mayor shall Chair the meetings of the Committee.

6.1.2. If the Mayor is unavailable, he/she shall delegate to another Committee member to Chair the meeting.

6.2. Meeting schedule

- 6.2.1. The Committee will meet at least six monthly, and report to Council (including by providing confirmed minutes of its meetings) on a six monthly basis.
- 6.2.2. Meetings of the Committee may be held more frequently if deemed necessary by the Committee to fulfil its objectives, taking into account the CEO Contract of Employment, Remuneration and Performance Review processes.
- 6.2.3. All meetings of the Committee will be set by the Mayor, with the aim of including all Councillors.

6.3. Meeting procedures

- 6.3.1. Meetings of the Committee will follow the standard meeting procedures established in any guidance material for Advisory Committees and outlined in these Terms of Reference.
- 6.3.2. All meetings of the Committee and its records are considered confidential and the information provided to the Committee will be designated as confidential in accordance with section 3(1)(f) of the *Local Government Act 2020* as it relates to personal information.
- 6.3.3. Consideration will be given to where the information referred by the Committee to Council can be released to the public following resolution by Council.
- 6.3.4. All recommendations, proposals and advice must be directed through the Chair.

6.4. Quorum

- 6.4.1. A majority of the councillors of the Committee constitute a quorum.
- 6.4.2. If at any meeting of the Committee a quorum is not present within 30 minutes after the time appointed for the meeting, the meeting shall be deemed adjourned.

6.5. Voting

All councillors shall have equal voting rights and voting shall be by show of hands. **Note:** The Independent Person appointed to the Committee will not have voting rights.

6.6. Minutes of the Meeting

- 6.6.1. The Manager People and Culture will take the minutes for each meeting of the Committee.
- 6.6.2. The minutes shall be in a format determined by the Manager People and Culture, provided that they will include a record of:
 - 6.6.2.1. Committee members present;
 - 6.6.2.2. Apologies for absence;
 - 6.6.2.3. Adoption of previous minutes of meetings of the Committee; and
 - 6.6.2.4. All adopted actions and resolutions of the Committee.

- 6.6.3. The agenda for each meeting of the Committee shall be distributed at least five (5) working days in advance of the meeting to all Committee members, including alternative representatives, and a call for agenda items will be made prior to the issue of the agenda.
- 6.6.4. Questions of Committee members are to be put to the Manager People and Culture within 48 hours prior to meeting of the Committee at which they are to be asked.
- 6.6.5. A copy of the minutes shall be distributed to all Committee members within 10 working days of the meeting.

6.7. Report to Council

- 6.7.1. A report to Council will be tabled by the Chair as soon as practicable following a meeting.
- 6.7.2. Reports to Council will address the Committee's performance against its objectives and should reflect a consensus view. Where consensus cannot be reached, the report should clearly outline the differing points of view.

7. Review of the Committee and Duration of the Committee

These Terms of Reference will be reviewed by the Committee every two (2) years, unless otherwise determined by Council.

Input on the review will be sought from Council, the Manager People and Culture, all Committee members, other relevant staff and any other stakeholders, as determined by Council.

8. Authority and Compliance Requirements

The Committee is an Advisory Committee only and has no delegated authority to make decisions that bind Council.

A meeting of the Committee constitutes a meeting conducted under the auspices of the Council. The record of Informal Meetings of Councillors will be reported within the agenda of the next practicable Open Council Meeting.

Failure to comply with the provisions outlined in this Terms of Reference may result in termination of a Member's appointment.

9. Conflict of Interest

If a Committee Member has a conflict of interest relating to any item on the agenda, the member must verbally disclose the type and nature of the interest immediately before consideration of the agenda item in question and leave the room prior to the matter being discussed.

Item: 10.17

Reappointment of Independent Audit and Risk Committee member and appointment of Audit and Risk Committee Chairperson

OFFICER	Errol Lawrence
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	Nil
PURPOSE	To consider the extension of appointment and election of a chairperson for the Audit and Risk Committee

1. EXECUTIVE SUMMARY

Council's Audit and Risk Committee (ARC) Charter directs:

Independent ARC members shall be appointed for an initial term of three years. They have a right of reappointment after the first term, by application of the ARC member. The maximum term of an independent ARC member is three terms or nine years.

Independent member, Brian Keane's, initial term of 3 years ends on 5 December 2021. Brian has advised in writing that he wishes to continue as an Independent Member for a further 3 years.

Mike Said, who commenced as an Independent Member on 1 December 2005, has retired from the ARC at the end of his current term, on 1 December 2021. Mike's appointments to the ARC predated that current Charter and so his term exceeds what is now allowable under the charter. Mike is the current chairperson of the ARC.

At the ARC meeting on 8 September 2021, the ARC members unanimously voted to recommend Brian Keane to replace Mike as the ARC chairperson for one year from 1 December 2021.

2. RECOMMENDATION

That Council:

- 1. Approves the reappointment of Brian Keane as an Independent Audit and Risk Committee member for a further three years, commencing on 1 December 2021.**
- 2. Approves the appointment of Brian Keane as the Chairperson of the Audit and Risk Committee for one year, commencing on 1 December 2021.**

3. KEY INFORMATION

Brian Keane has served his initial 3-year term as an Independent ARC member. Brian is a valued member of the committee. He has attended all ARC meetings since he commenced and has provided exceptional service to the committee.

Brian has advised that he wishes to continue as an Independent Member for a further 3 years. To align all memberships and allow for an orderly rotation, it is recommended his reappointment commences on 1 December 2021. This is the date that all memberships will be aligned with. This is in line with the ARC Charter, which directs:

The terms of each independent ARC member will be arranged so that there is an orderly rotation of membership, with the turnover and replacement of independent members programmed to maintain the integrity of the ARC. Unless there is a substantive reason not to, the terms of appointment will commence at the first meeting after the review of the Annual Financial and Performance Statements.

The Charter also directs:

The Chair of the ARC must not be a Councillor of the Council (see note). The whole ARC will recommend appointment of the Chair to the Council. Only the Council can formally appoint the Chair, which will be subject to a resolution at a Council meeting.

Note: Section 53(4) of the Local Government Act 2020: A chairperson of an Audit and Risk Committee must not be a Councillor of the Council.

At the ARC meeting on 8 September 2021, Brian was unanimously endorsed as the Chairperson of the ARC for the next 12 months, commencing 1 December 2021.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable because the ARC is advisory to Council and operates under the conditions of the *Local Government Act 2020* and the adopted ARC Charter.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 4 - Our Leadership & Management

2. Openness and accountability in decision making.
3. Organisational development and legislative compliance.
5. Communicate regularly with our community and involve them in decision-making.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Not applicable.

LEGAL & RISK

The matters addressed by this report, and its recommendations, are in accordance with the *Local Government Act 2020* and the adopted ARC Charter.

FINANCIAL & BUDGETARY

All ARC member costs have been budgeted in the 2021-22 budget.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

Council's decision will be communicated to the ARC members in writing.

TIMELINE

Council's decision will be implemented by the 1 December 2021 or alternative timeline depending on Council's decision.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

Item: 10.18

Appointment of Independent Audit and Risk Committee Member

OFFICER	Maree Powell
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	Nil
PURPOSE	To appoint a suitably qualified independent professional to Council's Audit and Risk Committee

1. EXECUTIVE SUMMARY

On 26 August 2020, Council at its Ordinary Council meeting, by way of resolution, adopted the new Audit and Risk Committee (ARC) Charter. The ARC Charter sets out the authority of the ARC to carry out the responsibilities established for it by the Council as articulated within the ARC Charter.

As a result of current Independent ARC Member and Chairperson, Mike Said's, term as an Independent Member ending, Council is required to appoint a new Independent Member to the ARC, with the new member's term commencing 1 December 2021.

2. RECOMMENDATION

That Council appoints Melissa Field as an Independent Member to the Audit and Risk Committee for a term of three years commencing 1 December 2021, as per the requirements of Council's Audit and Risk Committee Charter.

3. KEY INFORMATION

On 26 August 2020, Council adopted the new Audit and Risk Committee (ARC) Charter which was established under Section 53 of the *Local Government Act 2020* (the Act) (and previously Section 139 of the *Local Government Act 1989*). The ARC Charter sets out the authority of the ARC to carry out the responsibilities established for it by the Council as articulated within the ARC Charter.

Section 53(3) of the *Local Government Act 2020* states that “An Audit and Risk Committee must— (a) include members who are Councillors of the Council; and (b) consist of a majority of members who are not Councillors of the Council”. The Act has specific requirements about the ARC collectively having expertise in financial management and risk and experience in public sector management. In addition, ARC members should collectively possess sufficient knowledge of audit, specific industry knowledge, IT, law, governance, and control.

Council’s ARC Chair, Mike Said, has had a contract with Council as an Independent Member commencing 1 December 2005. Under the new ARC Charter, Independent Members may only serve for a maximum of 3 terms or 9 years.

In his time as an Independent Member on Council’s ARC, Mike has made an enormous contribution to the ARC and its work for, and recommendations to Council.

Council undertook to advertise in the Colac Herald, Warrnambool Standard and the Geelong Advertiser on 27 and 28 August 2021, calling for Expressions of Interest from suitably qualified candidates to fill the position of Independent ARC member.

In response to the advertisement, four enquiries were received resulting in all four submitting a formal Expression of Interest applications.

The written applications were assessed by the General Manager Corporate Services (GMCS) and ARC Independent Members.

After a thorough assessment Melissa Smith was selected as the stand out candidate for interview. Melissa’s interview served to reinforce the decision to recommend that Council appoint her as the new independent member of the ARC for an initial term of 3 years commencing 1 December 2021.

Melissa has exceptional professional qualifications and a diverse professional background, extensive experience as an ARC independent member and chairperson and her EOI addressed the Key Selection Criteria extremely well.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.
3. Organisational development and legislative compliance.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Not applicable.

LEGAL & RISK

Section 53(3) of the *Local Government Act 2020* states that “An Audit and Risk Committee must— (a) include members who are Councillors of the Council; and (b) consist of a majority of members who are not Councillors of the Council”. Audit and Risk Committee Chair, Mike Said’s contract is due to expire on 1 December 2021 and therefore Council is required to appoint a new member to ensure it meets the requirements of the Act.

FINANCIAL & BUDGETARY

The costs for the Independent ARC members are included in the 2021-2022 budget.

7. IMPLEMENTATION STRATEGY

Immediately following the Council meeting on 27 October 2021, a letter of offer will be forwarded to the successful applicant to take up the position on the Audit and Risk Committee for the meeting scheduled on 8 December 2021.

COMMUNICATION

On confirmation of appointment, all unsuccessful applicants will be notified of Council’s decision.

TIMELINE

It is anticipated that Melissa Smith will attend her first ARC meeting on 8 December 2021.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

Item: 10.19

Authorisation of Officers under the Planning and Environment Act 1987

OFFICER	Maree Powell
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	<ol style="list-style-type: none">1. Signed Instrument of Appointment and Authorisation - Stewart Anderson [10.19.1 - 1 page]2. Signed Instrument of Appointment and Authorisation - Tony Gullone [10.19.2 - 1 page]
PURPOSE	For Council to revoke authorisation for officers as authorised officers under section 147(4) of the <i>Planning and Environment Act 1987</i> .

1. EXECUTIVE SUMMARY

The purpose of the report is for Council to revoke the Instruments of Appointment and Authorisation for Stewart Anderson and Tony Gullone under section 147(4) of the *Planning and Environment Act 1987* as these officers are no longer employed by Council.

2. RECOMMENDATION

That Council revokes the Instruments of Appointment and Authorisation for:

- *Stewart Anderson (Manager Environment and Community Safety).*
- *Tony Gullone (Health Protection Coordinator).*

3. KEY INFORMATION

BACKGROUND

The *Planning and Environment Act 1987* establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians.

Various staff members within the Council's Planning, Environment and Community Safety units are required to undertake assessments, give advice or investigate various issues in relation to the Act. In order to undertake these assessments legally, particularly during issues of non-compliance, authorisation under the Act is required.

KEY INFORMATION

Council's former Manager Environment & Community Safety and Health Protection Co-ordinator are no longer working for Council and therefore their current Authorisations are required to be revoked by Council.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 4 - Our Leadership & Management

3. Organisational development and legislative compliance.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Authorisation is required for officers to investigate and enforce planning and land use issues to protect the wider environment in line with the requirements of the planning scheme and *Planning and Environment Act 1987*. These authorisations must be revoked by Council when no longer required.

LEGAL & RISK

Not applicable.

FINANCIAL & BUDGETARY

Not applicable.

7. IMPLEMENTATION STRATEGY

TIMELINE

The attached Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) is immediately revoked upon resolution.

8. OFFICER DIRECT OR INDIRECT INTEREST

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



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(*Planning and Environment Act 1987*)

In this Instrument "officer" means –

STEWART ANDERSON

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

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. Under section 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this Instrument.

It is declared that this Instrument –

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

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 26 August 2020.

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



A handwritten signature in black ink, appearing to be "Stewart Anderson", written over a dotted line.

Chief Executive Officer

Dated

28/8/20



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(*Planning and Environment Act 1987*)

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

TONY GULLONE

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

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. Under section 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this Instrument.

It is declared that this Instrument –

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

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 16 December 2020.

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


.....
Chief Executive Officer

Dated 18/12/2020



Item: 10.20

Delegation Review - Council to Delegated Committee

OFFICER	Marlo Emmitt
CHIEF EXECUTIVE OFFICER	Anne Howard
DIVISION	Executive
ATTACHMENTS	<ol style="list-style-type: none">1. Revised Instrument of Delegation to Planning Committee and Terms of Reference [10.20.1 - 4 pages]2. Signed Instrument of Delegation - Planning Committee of Council [10.20.2 - 4 pages]
PURPOSE	To review the Council delegation to the Planning Committee of Council.

1. EXECUTIVE SUMMARY

The purpose of this report is for Council to review and update the Council delegation to the Planning Committee of Council, made under section 11 of the *Local Government Act 2020*.

Section 11(1) provides a Council may be instrument of delegation, delegate to:

- a) members of a delegated committee; or
- b) the Chief Executive Officer,
any power, duty or function of a Council under the *Local Government Act 2020* or any other Act, other than a power, duty or function specifically restricted under legislation.

Section 11(7) of the Act provides that within 12 months after a general election, the Council must review delegations made under section 11.

2. RECOMMENDATION

That Council:

1. Pursuant to section 11(7) of the *Local Government Act 2020 (LGA 2020)*, reviews the delegation made to the 'Planning Committee of Council', which has been made under section 11 of the LGA 2020.

2. *In exercise of the powers conferred by section 63 of the Local Government Act 2020 and section 188 of the Planning and Environment Act 1987, resolves to:*
 - 2.1. *Establish the 'Planning Committee' (Committee) as a delegated committee of Council, to fulfil the purposes set out in the Schedule to the Instrument of Delegation.*
 - 2.2. *Appoint all Councillors as members of the Committee.*
 - 2.3. *Subject to the Act, will appoint the Chairperson of the Committee annually.*
3. *Determines that the:*
 - 3.1. *Instrument comes into force immediately the common seal of Council is affixed to it.*
 - 3.2. *Instrument remains in force until council resolves to vary or revoke it.*
 - 3.3. *Powers, discretions and function conferred on the Committee by the Instrument must be exercised in accordance with the conditions and limitations set out in the Instrument and with any guidelines or policies adopted by Council from time to time and authorises the Common seal of Council to be affixed to the Instrument.*
4. *Authorises the use of the common seal in accordance with Colac Otway Shire's Governance Local Law No 4 – 2020.*
5. *Revokes the Instrument of Delegation dated 1 September 2020 to the 'Planning Committee of Council', such revocation to take effect on the day the new Instrument comes into force.*

3. KEY INFORMATION

Council may delegate powers, duties and functions under section 11(1) of the *Local Government Act 2020* (LGA 2020).

Section 11(7) of the LGA 2020 provides that within 12 months after a general election, the Council must review delegations made under section 11.

The following Instruments of Delegation were created by resolution of Council on 27 May 2020 pursuant to section 11 of the LGA 2020:

- **Delegation by Council to the Chief Executive Officer:** subsequently reviewed on 24 June 2021 and 28 July 2021.
- **Delegation by Council to Members of Council Staff** (used specifically where another Act provides for a power of delegation by Council to members of Council staff, such as the *Planning and Environment Act 1987*): subsequently reviewed on 24 March 2021, 24 June 2021 and 22 September 2021.

Delegation by Council to Delegated Committee

At its meeting on 22 July 2020, the Council resolved to establish a delegated Committee known as the '*Planning Committee of Council*', pursuant to section 63 of the Act. The Planning Committee of Council came into force on 1 September 2020.

Having reviewed the Instrument of Delegation to the Committee, the following changes are recommended:

- Rename the delegated committee, to the '*Planning Committee*'.

- Change reference from delegating to ‘the committee’ to ‘members of the committee’ in accordance with the legislation.
- Update the Committee Terms of Reference to remove all specific references to meeting times and frequency; and other minor changes.

The review and establishment of a new Committee, revised Instrument of Delegation and Terms of Reference does not impact on the current conditions and limitations listed in the current Delegation by Council to Members of Council Staff, setting out which matters cannot be determined by a staff member and need to be referred to the Committee for consideration.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 4 - Our Leadership & Management

2. Openness and accountability in decision making.
3. Organisational development and legislative compliance.
4. Provide value for money services for our community.
5. Communicate regularly with our community and involve them in decision-making.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

There are no environmental, social, cultural and economic implications arising from the recommendation contained in this report.

LEGAL & RISK

The *Local Government Act 2020* empowers councils to establish delegated committees of the Council and to delegate certain powers, duties and functions to members of a committee.

Section 11(7) of the Act provides that within 12 months after a general election, the Council must review all delegations which it has made under the Act.

Maintaining the currency of delegations in our complex legal and legislative environment is challenging. To reduce the risk of non-compliance Council subscribes to an update service provided by Maddocks Lawyers. This service provides updates on legislative changes and therefore Council updates the delegations on a half yearly basis or more if required.

The Delegation by Council to Members of Council Staff (s6 Delegation) includes unnecessary reference to the current Planning Committee of Council. This reference will be removed when the s6 Delegation is next reviewed by Council.

FINANCIAL & BUDGETARY

No financial implications arise from the recommendation in the report.

7. IMPLEMENTATION STRATEGY

The Instrument of Delegation will come into force following the affixing of the common seal.

COMMUNICATION

The report is a statutory review of delegations and therefore, no stakeholder consultation is required. The new Instrument of Delegation will be uploaded to Colac Otway Shire's website as soon as practicable following the affixation of the common seal.

TIMELINE

As above.

8. OFFICER DIRECT OR INDIRECT INTEREST

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



Colac Otway Shire Council

Instrument of Delegation Planning Committee

Colac Otway Shire Council (**Council**) delegates to each person who is from time to time appointed as a member of the delegated committee established by resolution of Council passed on 27 October 2021 and known as the "**Planning Committee**" (**the Committee**), the powers, discretions and authorities set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 27 October 2021;
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 remains in force until Council resolves to vary or revoke it; and
 - 2.3 is to be exercised in accordance with the exceptions, conditions and limitations set out in the Schedule and with the guidelines or policies which Council from time to time adopts; and
3. all members of the Committee have voting rights.

The COMMON SEAL of the)
 COLAC OTWAY SHIRE Council)
 was hereto affixed in accordance)
 with Local Law No. 4.)

This day of..... 2021

Anne Howard
 Chief Executive Officer

SCHEDULE

Purpose

To exercise Council's powers, discretions and authorities to perform Council's functions under the *Planning and Environment Act 1987* in accordance with relevant policies and guidelines of the Council and to do all things necessary or convenient to be done for or in connection with the performance those functions, duties and powers.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument to:

1. operate outside the Planning Committee Terms of Reference; and
2. exercise the powers which, under section 11(2) of the *Local Government Act 2020* or section 188 of the *Planning and Environment Act 1987*, cannot be delegated to the Committee.

Planning Committee Terms of Reference

Purpose

To exercise the Council's powers and discretions and to perform the Council's functions under the *Planning and Environment Act 1987* in accordance with relevant policies and guidelines of the Council and to do all things necessary or convenient to be done for or in connection with the performance those functions, duties and powers.

The Planning Committee may consider and determine

All matters referred to it pursuant to the Instrument of Delegation, matters relating to strategic issues, and other matters referred to the Committee as seen fit, including:

- Planning permit applications and related matters such applications to amend existing planning permits and Extension of Time requests requiring a decision.
- Development Plans prepared and submitted under specific Planning Scheme controls.
- Consideration of submissions received in relation to Planning Scheme amendments (recognising that the Committee could only make a recommendation to the Council for decisions on these matters).
- Consideration of submissions to other strategic planning matters (recognising that the Committee could only make a recommendation to the Council for decisions on these matters).
- Other planning matters as referred by the Council.

Membership

The Committee shall consist of all Councillors.

Quorum

The quorum of the Committee will be at least a majority of the members of the Committee, in accordance with Council's Governance Rules.

Chair

A Councillor appointed by the Council or the Mayor to chair meetings of the Committee.

If the Councillor appointed by the Council or the Mayor to chair meetings of the Committee is not present at the meeting, a Councillor who is present at the meeting and is appointed by the members of the Planning Committee who are present at the meeting.

Voting

At least a majority of the members of the Planning Committee, in accordance with the Council's Governance Rules.

Meeting time and frequency

A schedule of meetings (date, place and time) will be set by the Committee or Council annually.

Unscheduled meetings may be called as required, in accordance with Council's Governance Rules.

Reporting requirements

Matters to be determined at a Council meeting must be presented to Council as soon as practicable after a meeting of the Planning Committee.

Right to speak at the Planning Committee meeting

Subject to a written request being received by close of business two (2) days prior to any meeting and approval of the Chair, a proponent, objector and/or submitter in support of an application could be given the opportunity to be heard at the time that the subject application was being considered by the Committee; or, at the discretion of the Chair, the allowance of any person to be similarly heard who did not register within the prescribed time.

Generally one speaker on behalf of each party would be given the right to be heard with a restriction of five (5) minutes in each case, or for a longer period for a presentation if warranted by circumstances, at the discretion of the Chair.



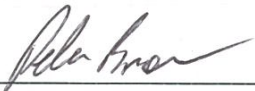
Instrument of Delegation – Planning Committee of Council

**Colac Otway Shire Council
Instrument of Delegation
Planning Committee of Council**

Colac Otway Shire Council (**Council**), pursuant to and in accordance with section 188(1) of the *Planning and Environment Act 1987*, delegates to the committee established by resolution of the Council made on 22 July 2020 pursuant to section 63 of the *Local Government Act 2020* and known as the 'Planning Committee of Council' (**the Committee**), the powers, discretions and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of the Council made on 22 July 2020;
2. the delegation:
 - 2.1 comes into force on 1 September 2020;
 - 2.2 remains in force until the Council resolves to vary or revoke it; and
 - 2.3 is to be exercised in accordance with the exceptions, conditions and limitations set out in the Schedule and with the guidelines or policies which the Council from time to time adopts; and
3. all members of the Committee have voting rights.

The COMMON SEAL of the)
COLAC OTWAY SHIRE Council)
was hereto affixed in accordance)
with Local Law No. 4.)



Peter Brown
Chief Executive



SCHEDULE

Purpose

To exercise the Council's powers and discretions and to perform the Council's functions under the *Planning and Environment Act 1987* in accordance with relevant policies and guidelines of the Council and to do all things necessary or convenient to be done for or in connection with the performance those functions, duties and powers.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument to:

1. exercise the powers which, under section 188 of the *Planning and Environment Act 1987* or section 11 of the *Local Government Act 2020*, cannot be delegated to the Committee.

PLANNING COMMITTEE OF COUNCIL

Purpose	to exercise the Council's powers and discretions and to perform the Council's functions under the <i>Planning and Environment Act 1987</i> in accordance with relevant policies and guidelines of the Council and to do all things necessary or convenient to be done for or in connection with the performance those functions, duties and powers
Composition:	all Councillors
Quorum:	at least a majority of the members of the Committee
Chair:	a Councillor appointed by the Council or the Mayor to chair meetings of the Delegated Committee; or if the Councillor appointed by the Council or the Mayor to chair meetings of the Delegated Committee is not present at the meeting, a Councillor who is present at the meeting and is appointed by the members of the Delegated Committee who are present at the meeting
Voting:	all members are entitled to vote (except in the case of a conflict of interest) with the Chair having a casting vote, in accordance with the Governance Rules
Meeting time and frequency:	second Wednesday of each month, commencing at 4.00pm, or such other dates and times as the Council determines from time to time
Reporting requirements:	matters to be determined at a Council meeting must be presented to Council as soon as practicable after a meeting of the Delegated Committee
Right to speak at a Committee meeting:	subject to a written request being received by close of business two (2) days prior to any meeting and approval of the Chair, a proponent, objector and/or submitter in support of an application could be given the opportunity to be heard at the time that the subject application was being considered by the Committee; or, at the discretion of the Chair, the allowance of any person to be similarly heard who did not register within the prescribed time; generally one speaker on behalf of each party would be given the right to be heard with a restriction of five (5) minutes in each case, or for a longer period for a presentation if warranted by circumstances, at the discretion of the Chair
To consider and determine:	all matters referred to it pursuant to the Instrument of Delegation, matters relating to strategic issues, and other matters referred to the Committee as seen fit, including: <ul style="list-style-type: none">• Planning permit applications and related matters such applications to amend existing planning permits and Extension of Time requests requiring a decision

- Development Plans prepared and submitted under specific Planning Scheme controls
- Consideration of submissions received in relation to Planning Scheme amendments (recognising that the Committee could only make a recommendation to the Council for decisions on these matters)
- Consideration of submissions to other strategic planning matters (recognising that the Committee could only make a recommendation to the Council for decisions on these matters)
- Other planning matters as referred by the Council.

Item: 10.21

Report of Informal Meetings of Councillors

OFFICER	Lyndal McLean
CHIEF EXECUTIVE OFFICER	Anne Howard
DIVISION	Executive
ATTACHMENTS	<ol style="list-style-type: none"> 1. Informal Meeting of Councillors - Councillor Briefing - 8 September 2021 - CB 20210908 [10.21.1 - 2 pages] 2. Informal Meeting of Councillors Record - City Deals Executive Steering Committee - 20210914 [10.21.2 - 1 page] 3. Informal Meeting of Councillors - Councillor Briefing - 15 September 2021 - CB 20210915 [10.21.3 - 3 pages] 4. Informal Meeting of Councillors - Council Preparation Meeting - 22 September 2021 CM 20210922 [10.21.4 - 2 pages] 5. Informal Meeting of Councillors Record - City Deals Executive Steering Committee - 20210923 [10.21.5 - 1 page] 6. Informal Meeting of Councillors - Councillor Briefing - 29 September 2021 - CB 20210929 [10.21.6 - 2 pages] 7. Informal Meeting of Councillors - Councillor Briefing - 6 October 2021 - CB 20211006 [10.21.7 - 2 pages] 8. Informal Meeting of Councillors - Planning Committee Meeting Preparation - 13 October 2021 PCM 20211 [10.21.8 - 1 page]
PURPOSE	To report the Informal Meetings of Councillors.

1. EXECUTIVE SUMMARY

INFORMAL MEETINGS OF COUNCILLORS

The Colac Otway Shire Governance Rules require that records of Informal Meetings of Councillors which meet the following criteria:

If there is a meeting of Councillors that:

- *is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;*

- *is attended by at least one member of Council staff; and*
- *is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting*

be tabled at the next convenient meeting of Council and recorded in the minutes of that Council meeting.

All relevant meetings have been recorded and documented, as attached.

2. REPORTING

The Informal Meetings of Councillors are reported herewith:

- | | |
|---|---------------------------------|
| • <i>Councillor Briefing</i> | <i>8 September 2021</i> |
| • <i>City Deals Executive Steering Committee</i> | <i>14 September 2021</i> |
| • <i>Councillor Briefing</i> | <i>15 September 2021</i> |
| • <i>Council Meeting Preparation</i> | <i>22 September 2021</i> |
| • <i>City Deals Executive Steering Committee</i> | <i>23 September 2021</i> |
| • <i>Councillor Briefing - Workshop</i> | <i>29 September 2021</i> |
| • <i>Councillor Briefing</i> | <i>6 October 2021</i> |
| • <i>Planning Committee Meeting Preparation</i> | <i>13 October 2021</i> |

3. KEY INFORMATION

The following Informal Meetings of Councillors have been held and are attached to this report:

- | | |
|---|-------------------|
| • Councillor Briefing | 8 September 2021 |
| • City Deals Executive Steering Committee | 14 September 2021 |
| • Councillor Briefing | 15 September 2021 |
| • Council Meeting Preparation | 22 September 2021 |
| • City Deals Executive Steering Committee | 23 September 2021 |
| • Councillor Briefing - Workshop | 29 September 2021 |
| • Councillor Briefing | 6 October 2021 |
| • Planning Committee Meeting Preparation | 13 October 2021 |

4. OFFICER DIRECT OR INDIRECT INTEREST

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



Informal Meeting of Councillors Record

Councillor Briefing

Date: 8 September 2021

Time: 12:00pm

Meeting Location: By videoconference

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt
Attendees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Louise Harvey, James Myatt, Tamzin McLennan, Melanie Duvé, Doug McNeill, Fiona Maw, Frank Castles, Sean O’Keeffe, Paul Carmichael, Amanda Barber, Tony Gullone
External attendees:
Chair, Audit and Risk Committee
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 12:02pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing 8 September 2021		
Time	Item	Attendees
12.02pm - 12.49pm	Audit and Risk Committee - Biannual Audit and Risk Report	Chair, Audit and Risk Committee
12.49pm - 12.50pm	Councillor and EA to CEO, Mayor and Councillors catch up	Louise Harvey
12.50pm - 1.03pm	General Business: <ul style="list-style-type: none"> ▪ Annual report regarding Contract 1803 – Digital Mobile Radio (DMR) Network Managed Service ▪ Governor General catchup ▪ Recognition of indigenous heritage and place names ▪ Councillor catchup 	
1.03pm - 1.12pm	Break	
1.12pm- 1.31pm	Domestic Animal Management Plan - Pre Consultative Report	Tony Gullone
1.31pm - 2.38pm	Council Plan - Review Councillor revisions	Tamzin McLennan Melanie Duvé
2.38pm - 2.51pm	Break	
2.51pm – 3.19pm	Key and Essential Worker Housing Crisis	James Myatt Doug McNeill Fiona Maw
3.19pm – 3.39pm	Christmas 2021 Decorations Plan	Fiona Maw
3.39pm – 4.15pm	City Deal Projects - Clause 52.30 'State projects' Planning Approval Pathway	Frank Castles Sean O'Keeffe
4.15pm – 5.06pm	2022-25 Rating Strategy - Consideration of Issues	Amanda Barber Paul Carmichael
5.06pm	Meeting closed	



Informal Meeting of Councillors Record

This form must be completed by the attending Council Officer and the completed form must be provided to governance@colacotway.vic.gov.au for reporting at the next practicable Council Meeting.

Please refer to Chapter 5 (Disclosure of Conflict of Interest) and Chapter 6 (Informal Meetings of Councillors) of the Governance Rules and the guidelines over page.

Meeting Details

Meeting name: City Deal Projects COS Executive Steering Committee Meeting

Date: 14/09/2021 **Time:** 11:00 am

Meeting Location: Online – Microsoft Teams

(eg. COPACC; Colac Otway Shire Offices – 2-6 Rae Street, Colac; Shire Offices – Nelson Street, Apollo Bay)

Matter/s Discussed: Kennett River Tourism Infrastructure Improvements City Deal, Apollo Bay to Skenes Creek Coastal Trail City Deal, Apollo Bay Harbour Redevelopment City Deal and Geelong City Deal

(eg. Discussions with property owners and/or residents; Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay; Council Plan steering committee with Councillors and officers.)

In Attendance:

Councillors:
Cr Stephen Hart
Officers:
Anne Howard (COS CE), Errol Lawrence (COS GM Corporate Services), Tony McGann (COS GM Environment & Infrastructure), Ian Seuren (COS GM Development & Community), Marlo Emmit (Manager COS Governance), Frank Castles (City Deals - Project Director), Lisa Healey (City Deals - Administrator & Projects)

Conflict of Interest Disclosures for Councillors and Officers: (refer to over page for guidelines)

Name	Type of interest	Left meeting at	Returned to meeting at
Nil			

Completed by: Lisa Healey

Updated 24 October 2020



Informal Meeting of Councillors Record

Councillor Briefing

Date: 15 September 2021

Time: 11:30am

Meeting Location: Meeting Rooms 1 and 2 COPACC and by videoconference

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt
Attendees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Doug McNeill, Simon Clarke, Erin Sonogo, Bláithín Butler, Sean O’Keefe, Louise Harvey, Tamzin McLennan, Melanie Duvé, Ben McLaughlin, Frank Castles, Kristy Cochrane, Madeleine Bisits, Paul Carmichael, Amanda Barber, Nicole Frampton
External attendees:
Nil
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 11:37am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing 15 September 2021		
Time	Item	Attendees
11:37am – 11:51am	Erosion Management Overlay Review	Doug McNeill Simon Clarke Erin Sonogo Bláithín Butler Sean O’Keefe
11:51am – 11:54am	Councillor and EA to CEO, Mayor and Councillors catch up	Louise Harvey
11:54am – 11:55am	Councillor update from Committee Meetings	
11:55am – 12:32pm	Councillor Only Time	
12:32pm – 12:59pm	Council Plan Process - Next Steps Cr Bell attended the meeting at 12:37pm.	Tamzin McLennan Ian Seuren Melanie Duvé Marlo Emmitt
12:59pm - 1:35pm	Project Update: Bruce Street Residential Land	Ben McLaughlin Doug O’Neill Ian Seuren
1:35pm – 1:59pm	City Deal - Quarterly Update	Frank Castles
1:59pm 2:00pm	Contract 2127 - Morris Access Landslip Reconstruction	Kristy Cochrane Madeleine Bisits
2:00pm – 2:25pm	Strategic Planning update	Doug McNeill Simon Clarke
2:25pm – 2:28pm	Social Housing Plan update	Doug McNeill
2:28pm – 2:37pm	Break	
2:37pm – 2:52pm	2022-2025 Rating Strategy	Paul Carmichael Amanda Barber
2:52pm – 3:06pm	Approval and Certification of In Principle Financial Statements and Performance Statement 2020/21	Amanda Barber
3:06pm – 3:16pm	General Business: ▪ Long Term Financial Plan	



Councillor Briefing 15 September 2021		
Time	Item	Attendees
3:16pm – 3:23pm	Council Plan 2017-2021 Review	Marlo Emmitt Melanie Duvé
3:23pm – 3:30pm	Draft Annual Report 2020/21	Melanie Duvé
3:30pm – 3:36pm	Contract 2126 - Concrete Footpath Construction and Repair Services	Kristy Cochrane Madeleine Bisits
3:36pm – 3:47pm	G21 and AFL Barwon Towards 2030 Strategy Cr McCracken left the meeting at 3:45pm and did not return.	Nicole Frampton
3:47pm – 3:52pm	General Business: <ul style="list-style-type: none"> ▪ Entrance signs ▪ Great South Coast politician meetings ▪ Amy's Gran Fondo ▪ Western Oval drainage review 	
3:52pm	Meeting closed	



Informal Meeting of Councillors Record

Council Meeting Preparation

Date: 22 September 2021

Time: 2:00pm

Meeting Location: By videoconference

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Doug McNeill, Marlo Emmitt, Lyndal McLean
Attendees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Doug McNeill, Marlo Emmitt, Lyndal McLean, Graham Murphy, Dora Novak, James Myatt, Fiona Maw, Kristy Cochrane
External attendees:
Nil
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 2:07pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Council Meeting Preparation 22 September 2021		
Time	Item	Attendees
2:07pm – 2:45pm	Council Meeting preparation	Graham Murphy Dora Novak James Myatt Fiona Maw Kristy Cochrane
2:45pm	Meeting closed	



Informal Meeting of Councillors Record

This form must be completed by the attending Council Officer and the completed form must be provided to governance@colacotway.vic.gov.au for reporting at the next practicable Council Meeting.

Please refer to Chapter 5 (Disclosure of Conflict of Interest) and Chapter 6 (Informal Meetings of Councillors) of the Governance Rules and the guidelines over page.

Meeting Details

Meeting name: City Deal Projects COS Executive Steering Committee Meeting

Date: 23/09/2021 **Time:** 12:00pm

Meeting Location: Online – Microsoft Teams

(eg. COPACC; Colac Otway Shire Offices – 2-6 Rae Street, Colac; Shire Offices – Nelson Street, Apollo Bay)

Matter/s Discussed: Kennett River Tourism Infrastructure Improvements City Deal, Apollo Bay to Skenes Creek Coastal Trail City Deal, Apollo Bay Harbour Redevelopment City Deal and Geelong City Deal

(eg. Discussions with property owners and/or residents; Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay; Council Plan steering committee with Councillors and officers.)

In Attendance:

Councillors:
Cr Stephen Hart
Officers:
Anne Howard (COS CE), Tony McGann (COS GM Environment & Infrastructure), Doug McNeill (COS Manager Planning Building & Health), Frank Castles (City Deals - Project Director), Lisa Healey (City Deals - Administrator & Projects)

Conflict of Interest Disclosures for Councillors and Officers: (refer to over page for guidelines)

Name	Type of interest	Left meeting at	Returned to meeting at
Nil			

Completed by: Lisa Healey

Updated 24 October 2020



Informal Meeting of Councillors Record

Councillor Briefing

Date: 29 September 2021

Time: 11:30am

Meeting Location: Videoconference

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt
Attendees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Amanda Barber, Tamzin McLennan, Melanie Duvé
External attendees:
Nil
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 11:38am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing 29 September 2021		
Time	Item	Attendees
11:38am – 1:23pm	Long Term Financial Plan Cr Bell attended the meeting at 12:00pm.	Amanda Barber
1:23pm – 1:48pm	Break	
1:48pm – 2:27pm	Review of feedback received during Council Plan/Community Vision exhibition period	Tamzin McLennan Melanie Duvé
2:27pm – 2:34pm	Break	
2:34pm – 3:28pm	Review of feedback received during Council Plan/Community Vision exhibition period	Tamzin McLennan Melanie Duvé
3:28pm – 3:36pm	Break	
3:36pm – 4:32pm	Review of feedback received during Council Plan/Community Vision exhibition period	Tamzin McLennan Melanie Duvé
4:32pm	Meeting closed	



Informal Meeting of Councillors Record

Councillor Briefing

Date: 6 October 2021

Time: 12:30pm

Meeting Location: By videoconference

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt
Attendees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Nicole Frampton, Ryan Supple, Tamzin McLennan, Amanda Barber, James Myatt, Fiona Maw, Maddison Harty, Doug McNeill, Bláithín Butler, Ian Williams, Madeleine Bisits, Mark McLennan
External attendees:
Director, Insight Leisure Planning
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 12:38pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing 6 October 2021		
Time	Item	Attendees
12:38pm – 1:29pm	Colac City Reserves Planning Project	Director, Insight Leisure Planning Tamzin McLennan Nicole Frampton Ryan Supple
1:29pm – 1:41pm	Break	
1:41pm – 2:35pm	Long Term Financial Plan	Amanda Barber
2:35pm – 3:14pm	Australia Day Event Public Consultation Results	James Myatt Fiona Maw Maddison Harty
3:14pm – 3:22pm	Break	
3:22pm - 3:39pm	PP76/2021-1 – 111-117 Great Ocean Road, Apollo Bay – Proposed Extension of Bar, General Liquor Licence and Four Lot Subdivision	Doug McNeill Bláithín Butler Ian Williams
3:39pm – 3:55pm	Sale of Council Land Update	Madeleine Bisits Mark McLennan
3:56pm – 4:12pm	Traffic Management in Old Coach Road, Skenes Creek Cr Bell left the meeting at 3:58pm and did not return.	Madeleine Bisits
4:12pm – 4:32pm	General Business	
4:32pm	Meeting closed	



Informal Meeting of Councillors Record

Planning Committee Meeting Preparation

Date: 13 October 2021

Time: 1:00pm

Meeting Location: By videoconference

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Lyndal McLean
Attendees:
Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Lyndal McLean, Doug McNeill, Bláithín Butler, Ian Williams
External attendees:
Nil
Apologies:
Cr Jamie Bell
Absent:
Nil

Meeting Commenced at: 12:55pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			

Planning Committee Meeting Preparation 11 August 2021		
Time	Item	Attendees
12:55pm – 1:32pm	Planning Committee meeting preparation	Doug McNeill Bláithín Butler Ian Williams
1:32pm	Meeting closed	

CLOSED SESSION

RECOMMENDATION

That pursuant to the provisions of Section 66 of the Local Government Act 2020, the meeting be closed to the public and Council move into Closed Session in order to deal with:

SUBJECT	REASON	SECTION OF ACT
<i>Minutes of the Closed Session Council Meeting held on 28 April 2021.</i>	This matter deals with personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.	Section 3(1)(f)
<i>Minutes of the Closed Session Special Council Meeting held on 16 June 2021.</i>	This matter deals with personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.	Section 3(1)(f)
<i>Minutes of the Closed Session Council Meeting held on 24 June 2021.</i>	This matter deals with personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.	Section 3(1)(f)
<i>Council Business Information and Personal Information.</i>	This matter deals with Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released; and this matter deals with personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.	Section 3(1)(a) & Section 3(1)(f)
<i>Personal Information.</i>	This matter deals with personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.	Section 3(1)(f)