

**OM162704-2 COUNCIL PLAN REVIEW (INCLUDING THE STRATEGIC RESOURCE PLAN)**

AUTHOR:	Margaret Giudice	ENDORSED:	Mark Lyons
DEPARTMENT:	Corporate Services	FILE REF:	CLF11/8

**Purpose**

To provide Council with a draft of the revised Council Plan 2013-2017 and Strategic Resource Plan 2016-17 to 2019-20 for consideration prior to being released for public comment.

**Declaration of Interests**

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

**Background**

The Council Plan 2013-2017 is an important high level strategic document that responds to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the term of the current Council. The Plan has been developed to meet the requirements of the *Act* and includes:

- Pillars or Themes
- Goals
- Strategies
- Key Strategic Activities
- Performance Indicators and Targets
- Strategic Resource Plan.

Under section 125(7) of the *Local Government Act 1989* Council must review at least annually whether the current Council Plan requires any adjustment for the remaining period of the Plan to ensure it remains consistent with Council's strategic direction.

If adjustments are made Council is required to undertake a submission process under section 223 of the *Act*.

The Strategic Resource Plan (SRP) is a component of the Council Plan and outlines the resources required to achieve Council's Key Strategic Activities expressed in the Council Plan.

Under section 126(3) of the *Act*, Council must review the Strategic Resource Plan (SRP) as part of the review of the Council Plan. The SRP is intended to have a 4-year time frame and must include:

- Details of financial resources (financial statements).
- Details of non-financial resources, including human resources.
- Financial performance indicators

The SRP provides a framework and model for Council to consider its future financial direction and to confirm that operating trends are affordable.

The *Act* requires that the Council Plan, including the SRP, be adopted not later than 30 June each year.

Following a review by Council officers and Councillors some adjustments have been proposed to the Council Plan.

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

### **Good Governance**

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

#### *Our Goal:*

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

### **Issues / Options**

#### **Changes made to the Council Plan**

Following a review by Council officers and Councillors there are no proposed changes to the structure of the Council Plan; however there are some adjustments to the 'Challenges facing Council' and to the Key Strategic Activities and measures. In addition, administrative adjustments have been made to address changes in Councillor roles and changes in the Executive Management Team.

Detailed changes to the Council Plan:

#### ***Challenges facing Council***

Two new challenges have been added (in full below and abbreviated on page 3,):

#### ***Influencing our Economy*** (page 11)

*A key challenge for council is to help facilitate growth and change in the local economy, building on the strengths of the region. The agriculture, forestry, fishing, manufacturing and tourism sectors all play an important economic role for the shire and its future. Council can contribute to creating a vibrant and engaging environment that welcomes investment and growth in these sectors combined with sustainable residential growth and community support services. Building economic opportunities will also rely on advocacy for key infrastructure upgrades and transport links to support key business development.*

#### ***Bushfire Recovery*** (page 13)

*The Christmas Day fires in the Otways destroyed 109 dwellings in Wye River and Separation Creek and left many more damaged. Colac Otway Shire faces an ongoing challenge to ensure the clean-up of the bushfire damaged properties and to rebuild the infrastructure and the communities. There are a range of challenges ahead for the Shire including:*

- *Ensuring public safety in and around fire affected areas*
- *Facilitating the economic recovery of the region*
- *Ensuring individuals have access to psycho-social support services*
- *Rebuilding the community connectedness*
- *Managing the environmental impacts of the fires – both short and long term*
- *Streamlining of planning regulations to facilitate rebuilding lost homes*
- *Ensuring costs associated with fire recovery activities are recovered from State and Federal funding sources and do not adversely impact on the finances of the Shire*

Adjustments to existing challenges include (in italics):

#### ***Financial constraints*** (page 3 and 11)

*The introduction of rate capping by the State Government challenges Council to become more adept and innovative in how we do business to enable the ongoing delivery of our diverse range of services.*

### **Significant levels of disadvantage** (page 12)

Colac Otway Shire has pockets of high socio-economic disadvantage characterised by lower incomes, education and skill levels, alongside higher levels of unskilled occupations, family and health issues. *There has been a 340% increase in reports of family violence in the Colac Otway Shire between 2010 and 2015, impacting profoundly on women and children.*

### Early Years (page 12)

A higher level of children in Colac Otway are specifically vulnerable in physical health and wellbeing, *emotional maturity*, communication skills and general knowledge.

### Youth (page 12)

*The latest Census shows that 57.2% of students in Colac Otway completed Year 12 or equivalent. This is well below the Australian average of 75.4%. The Great South Coast Councils' Beyond the Bell Project has set a goal to raise this rate to 90% over a ten year period.* Increased educational achievement in the region is a community issue because it is a limiting factor for both the life chances of individuals and the regional economy.

### Access to technology (page 12):

Access to the National Broadband Network (NBN) is expected to be available in Colac, Colac East and Elliminyt beginning in February 2016 and *across many other parts of the Shire* by mid 2016.

### Access to diverse housing types (page 12)

There is a growing demand for different types of residential property within the Shire to meet the needs of different age groups, especially the older section of the population. This will increase over the next five to ten years. *There is also an emerging need to accommodate potential surges in population associated with new industrial development or construction projects. The need to service these different markets needs to be considered holistically.*

### **Transport Network** (page 13)

*The condition of State Government managed key arterial routes within the shire will be an enduring challenge. The threat to the Great Ocean Road from storm surges and rising sea levels in particular, is an issue that could threaten the tourism industry, which is a major employment sector within the shire.* There is increasing pressure and growing need to increase public transport services including:

Supporting VicRoads to develop *appropriate* truck routes *throughout the shire*.

### **Climate Change** (page 13)

Potential need to relocate *or reinforce* infrastructure and assets.

## **Key Strategic Activities**

### **Pillar 1: Good Governance**

Six Key Strategic Activities (KSA) have been added:

	<b>Performance Indicators</b>	<b>Targets</b>
Preparation for 2016 Council elections.	All governance requirements met in accordance with the <i>Local Government Act 1989</i> .	100%
Post-election induction of Councillors.	Program developed and induction completed.	100%
Council Plan 2017-2021 adopted.	Background research for Council Plan completed.	100%

	Community engagement strategy developed and implemented.	100%
	Adoption of the Council Plan.	100%
Review of the Long Term Financial Plan.	Review completed.	100%
New Council website.	Website development completed.	100%
	Public launch of the website.	100%
Ongoing review of Council services.	Outcomes of the Planning Services review implemented.	100%

The following KSA's were deleted as projects have been successfully completed:

1. *Implement Council's Risk Management System.*
2. *Staged implementation of the National Asset Management Framework.*

## Pillar 2: A Planned Future

Two Key Strategic Activities (KSA's) have been added:

	Performance Indicators	Targets
Great Ocean Road Tourism Destination Master Plan Implementation.	Stage 1: Master Plan priority projects identified	100%
	Stage 2: Implementation strategy developed.	100%
Review mapping of the heritage overlay to inform the red tape reduction planning scheme amendment.	Red tape reduction planning scheme amendment includes heritage overlay changes.	100%

Five existing KSA's have been altered (in italics):

	Performance Indicators	Targets
<i>Colac 2050 Plan</i>	<i>Draft Commercial and Industry Land Use Strategy completed.</i>	<i>100%</i>
	<i>Amendment to implement the Commercial and Industry Land Use Strategy completed.</i>	<i>100%</i>
	<i>Draft 2050 report prepared.</i>	<i>100%</i>
<i>Economic Development Strategy implementation</i>	<i>Staged implementation of the Economic Development Strategy.</i>	<i>100%</i>
<i>Staged implementation of the Colac CBD &amp; Entrances Project.</i>	<i>Stage 3: Inner Eastern Entrance completed.</i>	<i>100%</i>
	<i>Budget met with a tolerance of</i>	<i>=/- 5%</i>
<i>Apollo Bay Harbour Master Plan.</i>	<i>Stage 1: Amendment to the Colac Otway Shire Planning Scheme to rezone the harbour to Special Use Zone completed.</i>	<i>100%</i>
	<i>Stage 2: Expression of Interest process completed for preparation of a Development Plan.</i>	<i>100%</i>
<i>Acquisition of 30% of the former Colac High School site for public open space.</i>	<i>Stage 1: Complete former Colac High School site land rezoning.</i>	<i>100%</i>
	<i>Stage 2: Complete acquisition process for 30% of former school.</i>	<i>100%</i>

## Pillar 3: A Place to Live and Grow

Two Key Strategic Activities (KSA) have been added:

	Performance Indicators	Targets
Joint implementation of the Beyond the Bell/GROW projects to increase Year 12 attainment and local opportunities for work.	Key objectives for first 12 months initiated.	100%
	Budget met with a tolerance of	=/-5%

Develop a Property Management Plan	Property Management Plan completed.	100%
------------------------------------	-------------------------------------	------

One KSA has been altered (in italics):

	Performance Indicators	Targets
Staged implementation of the Open Space Strategy.	<i>Priority actions implemented.</i>	100%
	<i>Budget met with a tolerance of</i>	=/- 5 %

#### **Pillar 4: A Healthy Community and Environment**

One Key Strategic Activity (KSA) has been added:

	Performance Indicators	Targets
Implement the Bushfire Recovery Plan for the resettlement of Wye River and Separation Creek	Actions implemented	90%

The following KSA has been deleted:

*Implement the Active Transport Strategy.* This project has been successfully completed.

#### ***Administrative changes***

The following alterations are required to account for the changes in Councillor roles and in the Executive Management Team:

- Councillor Terry Woodcroft replaced Councillor Brian Crook as Deputy Mayor.
- Mark Lyons, General Manager Corporate Services replaced Colin Hayman.
- Sandra Wade, General Manager Bushfire Recovery – new temporary position (and Division) in the corporate structure.

#### **Changes made to the Strategic Resource Plan (SRP)**

The Strategic Resource Plan (SRP) contains the following information:

- Details of financial resources (financial statements).
- Details of non-financial resources, including human resources.
- Financial performance indicators.

The revised SRP indicates a rate increase of average rates and charges per assessment by 2.50% in the 2016-2017 financial year.

Capital Expenditure is indicated at \$17.827 million in the SRP for 2015-2016. This includes \$16.387 million of new works and \$1.440 million in works carried over from previous years.

Council must adopt the SRP by 30 June each year. The SRP is intended to have a 4-year time frame, but is reviewed on an annual basis.

The Council is required by the *Local Government Act 1989* to submit its Council Plan to the Local Government Minister by 30 June each year.

### **Proposal**

That Council endorses the revised Council Plan 2013-2017 and Strategic Resource Plan 2016-17 to 2019-20 and releases the document for public comment for a five week period.

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

The Strategic Resource Plan has been adjusted in line with projections for the four year period.

The financial details included in the SRP for 2016-2017 are consistent with the Draft Budget document for 2016-2017.

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

The Council Plan 2013-2017 meets the legislative requirements of sections 125, 126 and 223 of the *Local Government Act 1989*:

- Section 125 - "Council Plan"
- Section 126 - "Strategic Resource Plan"
- Section 223 - "Right to make submission"

and the *Local Government (Planning and Reporting) Regulations 2014*:

- Part 2 – "Strategic Resource Plan"

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

Considerations have been applied in the development of the Council Plan 2013-2017 and Strategic Resource Plan 2016-17 to 2019-20.

### **Community Engagement**

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

The method selected has been to inform and consult.

As per the Council's Community Engagement Policy and section 223 of the *Local Government Act 1989*, the Council Plan (including the SRP) is required to go on public display. Section 223 of the Act stipulates at least a 28 day submission process. Under section 223 of the *Local Government Act 1989*, Council must consider any written submissions received by Council within 28 days after the publication of a public notice.

A consultation period of five (5) weeks is proposed in line with the process adopted for the 2015 review of the plan. It will also mirror the consultation period for the draft 2016/17 budget.

Advertisements will be placed in the local papers advising the community that documents are available for viewing on Council's website, and from Council's Service Centres and Libraries from Monday 2 May 2016.

Submissions can be made in writing by Friday 3 June 2016 and Council will consider any submissions received at a Special Council Meeting on Wednesday 15 June 2016 prior to the final Council Plan and SRP being adopted on Wednesday 22 June 2016.

Anyone wishing to be heard in support of their submission needs to advise Council of their intention to do so in the written submission provided by Friday 3 June 2016.

### **Implementation**

The timelines allow for the revised Council Plan 2013-2017 and Strategic Resource Plan 2016-2017 to 2019-2020 to be presented to Council for endorsement at the 22 June 2016 Council meeting. Any person wishing to

be heard on their submission will be given the opportunity at a Special Council meeting on Wednesday 15 June 2016 at a time to be confirmed.

Following adoption by Council, the revised documents will be forwarded to the Minister for Local Government by 30 June 2016.

### **Conclusion**

The Council Plan has been reviewed following discussions with Councillors and officers resulting in a number of changes/additions.

The SRP will continue to be reviewed on an annual basis in line with the review of the Council Plan. The SRP and the Draft Budget for 2016-17 are before Council at the same time to ensure consistency between these key documents.

### **Attachments**

1. Council Plan 2013-2017 Review 2015-16 20160427

### **Recommendation:**

#### **That Council:**

1. ***Endorses the proposed revised Council Plan 2013-2017 including a draft Strategic Resource Plan 2016-2017 to 2019-2020 for the purposes of sections 125 and 126 of the Local Government Act 1989.***
2. ***Considers and hears submissions received in respect of the revised Council Plan 2013-2017 and draft Strategic Resource Plan 2016-2017 to 2019-2020, in accordance with section 223 of the Local Government Act 1989, at a special Council Meeting to be held on Wednesday 15 June 2016 at COPACC (time to be confirmed).***
3. ***Notes that written submissions will be accepted for a 5 week period closing 5:00pm Friday 3 June 2016.***
4. ***Authorises the General Manager Corporate Services to give public notice, in accordance with section 223 of the Local Government Act 1989, that Council has prepared a revised Council Plan 2013-2017 and draft Strategic Resource Plan 2016-2017 to 2019-2020, and pursuant to section 223 (3) to carry out the administrative procedures necessary to enable the Council to carry out its functions under section 223 of the Act.***
5. ***Considers for adoption the revised Council Plan 2013-2017 and Strategic Resource Plan 2016-2017 to 2019-2020 at the Ordinary Council meeting on Wednesday 22 June 2016 at 4.00 pm at COPACC, after consideration of any submissions received by the Council at its Meeting on Wednesday 15 June 2016.***

~~~~~







# Council Plan 2013-2017

## 2015/16 Review



*Banksia in bloom in the Colac Botanic Gardens.*

## Contents

|                                                  |    |
|--------------------------------------------------|----|
| Executive Summary .....                          | 3  |
| Our Vision, Mission and Values .....             | 4  |
| Mayor and CEO's Message .....                    | 5  |
| Our Council.....                                 | 6  |
| How Council Operates.....                        | 7  |
| Our Organisation .....                           | 8  |
| Our Shire Profile .....                          | 9  |
| Challenges Facing Council .....                  | 11 |
| Council's Integrated Planning Framework.....     | 14 |
| Pillars, Goals and Key Strategic Activities..... | 15 |
| Reference Documents .....                        | 21 |
| Strategic Resource Plan .....                    | 22 |
| Objectives of the Strategic Resource Plan .....  | 22 |
| Key Strategies.....                              | 22 |
| Resourcing the Council Plan.....                 | 23 |
| Comprehensive Income Statement.....              | 24 |
| Balance Sheet .....                              | 25 |
| Statement of Cash Flows.....                     | 26 |
| Statement of Capital Works .....                 | 27 |
| Statement of Changes in Equity.....              | 28 |
| Statement of Human Resources .....               | 29 |
| Financial Performance Indicators.....            | 30 |

## Executive Summary

Welcome to our Council Plan 2013-2017, which is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the four-year life of the plan.

The key issues faced by our community informed the choice of major projects/activities that Council identified as its highest priority. Council committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects also underpin our goals and strategies and are contained in our Annual Operational Plan.

### Our Community

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of and National Park and Forest Park. Our estimated population for 2014 is 20,501. Our Shire experiences a higher employment rate, 97% (full time, 57%; part time, 40%) than for regional Victoria, at 94.8%.

### Our Vision - Our Challenges

Our vision for the community is for a sustainable, vibrant future. Along the way we face a number of key challenges, these are:

- *Financial constraints.* Financial sustainability is a key challenge with limited capacity to raise funds through traditional means, resulting in the need to find a balance between the financial burden faced by the community and the ability to meet future needs and aspirations. The introduction of rate capping by the State Government challenges Council to become more adept and innovative in how we do business to enable the ongoing delivery of our diverse range of services.
- *Complex Regulatory Environment.* Colac Otway Shire operates in a highly regulated environment, with complex planning and building control systems administered by the State Government. These have an important purpose but in some instances have the effect of discouraging development and being unnecessarily complex for the public and Council alike.
- *Influencing our Economy* - by helping to facilitate growth in the local economy which builds on the strengths of the region and contributes to creating a vibrant and engaging environment that attracts investment.
- *Ageing population.* Our demographic indicates a significant ageing population, which presents challenges for the future provision of services.
- *Significant levels of disadvantage.* Research highlights that the particular challenges faced by our community are in the areas of Early Years, Youth, access to technology and diverse housing types.
- *Public transport networks.* Poor public transport infrastructure impacts those groups in our community that need to travel to access health, tourism, recreation facilities and other services.
- *Climate change.* The effects of climate change will have social and environmental impacts, effect current infrastructure and has implications for future planning and development.
- *Assets – renewal, maintenance and new.* The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows.
- *Bushfire Recovery.* The Christmas Day fires destroyed 116 dwellings in Wye River and Separation Creek and left many more damaged. The ongoing challenge is the clean-up of the bushfire damaged properties and to rebuild the infrastructure and the communities.

### Our response

We will address these challenges through a combination of direct action and strong advocacy by Council. We will also strengthen partnerships with our community, State and Federal Government and the private sector.

## Our Vision, Mission and Values

### Vision

A sustainable community with a vibrant future

### Mission

Council will work with our community and partners to provide:

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

### Values

|           |                                                                                                                                                                                                                                                                   |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Respect   | Be open and consistent in our dealings with people and respect their views.<br>Continually work on developing relationships built on trust. Treat others as we would like others to treat us. Acknowledge the opinions of others and their right to be different. |
| Integrity | We will work in an open and transparent way, ensuring our processes, decisions and actions are ethical, responsible and honest.                                                                                                                                   |
| Goodwill  | We will have an attitude of kindness or friendliness and build a good relationship with our customers and community.                                                                                                                                              |
| Honesty   | We will be consistent, keep our promises, admit our mistakes and clearly communicate our decisions.                                                                                                                                                               |
| Trust     | We will act honestly, openly and fairly to build levels of trust.                                                                                                                                                                                                 |

### Our Commitment

We commit to being open and responsive to community needs; to being an effective Council, and to strive to make our Shire an inclusive, safe and desirable place to live.

## Mayor and CEO's Message



Mayor, Cr Frank Buchanan and CEO Sue Wilkinson

### **We welcome you to the 2013-2017 Council Plan.**

The Council Plan is based on what Council understands to be most important to people's lives, their hopes and aspirations, and what kind of Shire we all want in the years ahead. This information comes from community consultation and research.

The Council Plan 2013-2017 is Colac Otway Shire's key corporate document; it is a high level plan that sets out our goals, key strategic activities and performance indicators for the four-year life of the plan. It is underpinned by the annual operational plan (financial year based), which provides the detail of the works and activities to be achieved.

Our plan is structured around four key themes or 'pillars'. These are: Good Governance, A Planned Future, A Place to Live and Grow and A Healthy Community and Environment.

### **The important things**

Council developed this Plan through a collaborative process with key stakeholders: elected Councillors, the organisation, the general community, business groups and progress associations. We conducted 14 community forums around the Shire during February/March 2013 to help us build this plan. For the first time we used social media and our website to help us more actively engage the younger members of our community. Also taken into consideration were the results of detailed research undertaken on key factors and issues impacting on the future growth and development of the Shire.

The Council Plan guides our financial plans, the annual budget, annual operational plans and continuous improvement of our services. Other key plans such as the Municipal Public Health Plan, Strategic Resource Plan, Long Term Financial Plan and Budget as well as business plans and specific topic strategies are aligned to the Council Plan.

Progress against our performance indicators is measured quarterly. Results are reported to Council and in the publication of our Annual Report.

This document also describes how the Council organisation is managed to achieve benefits for the community. It also provides some information about the Colac Otway Shire community itself.

**Cr Frank Buchanan**  
Mayor

**Sue Wilkinson**  
Chief Executive Officer

## Our Council



**Cr Frank Buchanan**  
Mayor

Mobile: 0437 780 070  
0455 949 212  
Email: [frank.buchanan@colacotway.vic.gov.au](mailto:frank.buchanan@colacotway.vic.gov.au)



**Cr Terry Woodcroft**  
Deputy Mayor

Telephone: 5232 9407  
Mobile: 0417 559 258  
Email: [councillor.woodcroft@colacotway.vic.gov.au](mailto:councillor.woodcroft@colacotway.vic.gov.au)



**Cr Brian Crook**

Telephone: 5232 9410  
5231 3885 (AH)  
Mobile: 0448 352 583  
Email: [councillor.crook@colacotway.vic.gov.au](mailto:councillor.crook@colacotway.vic.gov.au)  
[bcrook88@gmail.com](mailto:bcrook88@gmail.com)



**Cr Michael Delahunty**

Telephone: 5232 9408  
Mobile: 0409 155 904  
Email: [councillor.delahunty@colacotway.vic.gov.au](mailto:councillor.delahunty@colacotway.vic.gov.au)



**Cr Stephen Hart**

Telephone: 5232 9406  
5237 3196 (AH & BH)  
Mobile: 0407 962 412  
Email: [lavershill7@gmail.com](mailto:lavershill7@gmail.com)



**Cr Lyn Russell**

Telephone: 5232 9405  
5231 5191 (AH)  
Mobile: 0449 326 624  
Email: [councillor.russell@colacotway.vic.gov.au](mailto:councillor.russell@colacotway.vic.gov.au)



**Cr Chris Smith**

Telephone: 5232 9411  
5235 1255 (AH & BH)  
Mobile: 0419 351 255  
Fax: 5235 1451  
Email: [cjmsmith@bigpond.com](mailto:cjmsmith@bigpond.com)

## How Council Operates

Our seven Councillors make up Colac Otway Shire Council, a statutory body constituted under the *Local Government Act 1989*. Council is responsible for setting the organisation's strategic objectives and for making decisions on the activities and key issues that impacts the liveability of our community. It also promotes policy and ensures that the organisation performs effectively on behalf of the community.

The Mayor is elected by the other councillors and is the leader of the Council, chairs council meetings and represents the Shire at important government, business and community meetings. The Mayor acts as the ceremonial head at civic events.

Councillors attend formal council meetings and community meetings. They also represent the council at civic events and functions and attend to issues raised by the community. The Council is responsible for making statutory decisions, approval of policy, advocacy and the appointment of the Chief Executive Officer.

### Council Meetings

Council meetings are generally held on the 4<sup>th</sup> Wednesday of each Month and are open to the public. Council meetings are held at the Council offices in Colac, with two meetings a year held in Apollo Bay and one in Birregurra. Council's meeting agendas and minutes are available on the Colac Otway Shire website [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

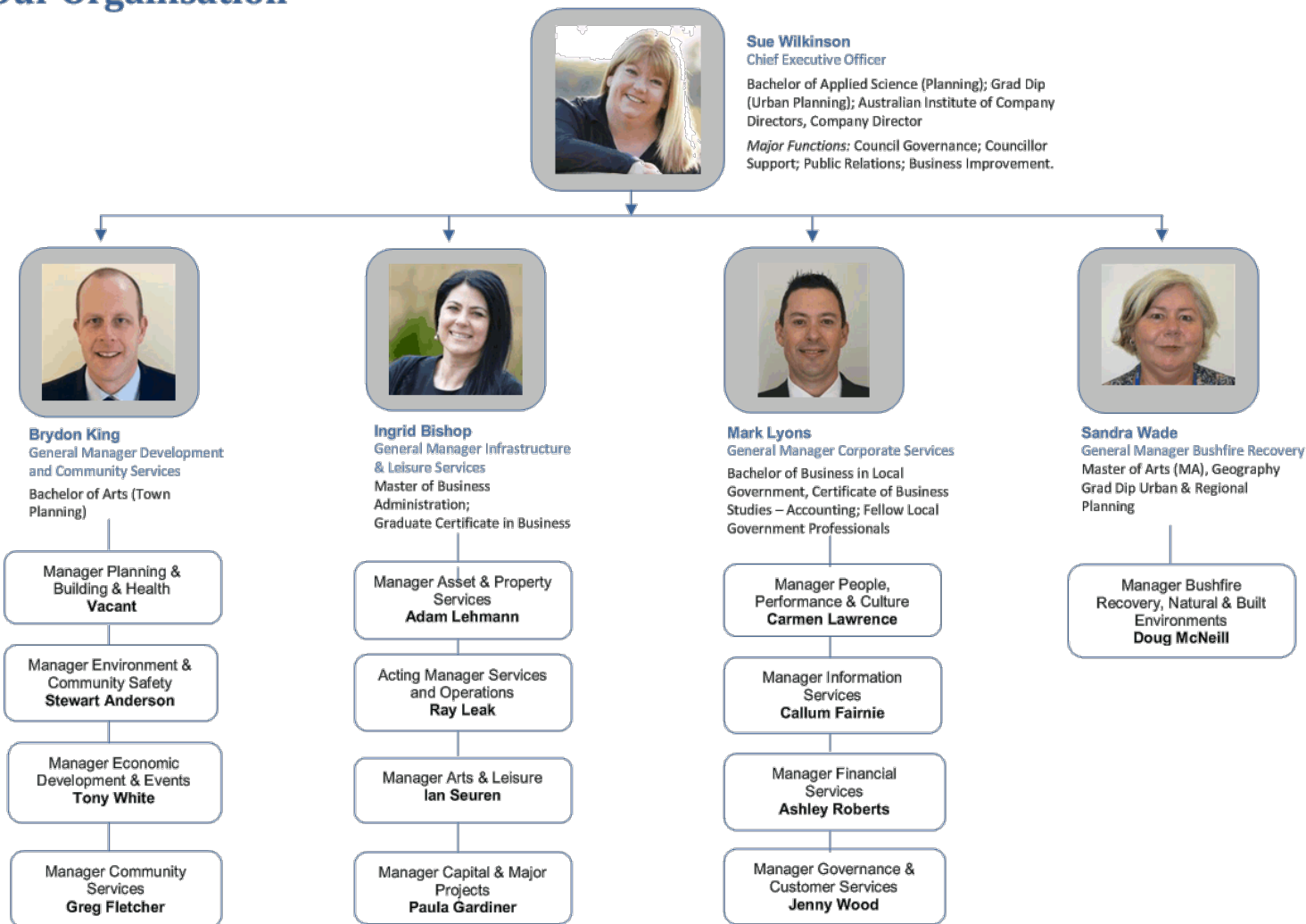
Committee appointments are made annually by Council. Committees of Council are as follows:

| Committee                                              | Purpose/Comments                                                                                                                                                                                                                                       |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audit Committee<br>(Advisory Committee)                | To review financial and risk management systems and assist Council to carry out its corporate governance responsibilities. It has an independent member as the chairperson.                                                                            |
| Australia Day Advisory Committee                       | To review nominations and select Australia Day Award winners in the various categories.                                                                                                                                                                |
| Festival & Events Support Scheme<br>Advisory Committee | To consider the applications received for the Festival & Events Support Scheme and make any recommendations to Council on any strategic directions for specific events or the Support Scheme.                                                          |
| Grants/Community Funding<br>Advisory Committee         | To consider the applications received for the Community Funding program and make recommendations on any strategic directions for the specific projects or funding programs.                                                                            |
| Planning Committee<br>(Special Committee)              | To consider and determine all matters referred to it pursuant to the instrument of delegation, matters relating to strategic issues, receiving regular reports on key performance indicators, and other matters referred to the Committee as seen fit. |
| Small Town Improvement Program<br>Advisory Committee   | To consider the applications received for the Small Town Improvement Program.                                                                                                                                                                          |

**Note:** A number of the committees include external members and staff.

On an annual basis, Council also appoints Councillors to a number of other committees and external bodies.

## Our Organisation



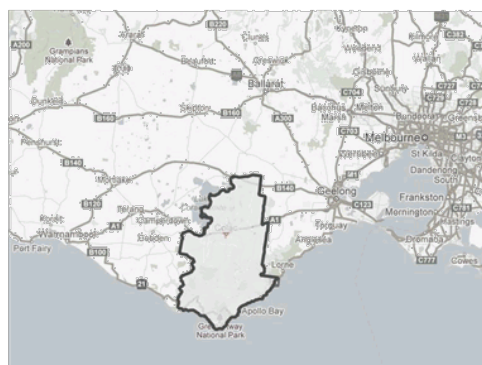


## Our Shire Profile

### Location and history

Colac Otway Shire is located in Victoria's south west within a two hour drive of Melbourne, and approximately an hour to the large regional cities of Geelong to the east and Warrnambool to the west.

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of Forest Park and National Park.



Development in the Shire dates from the 1850s when pastoralists and timber-getters established themselves in the areas around Colac. Colac experienced significant growth in the first half of the 20th century as it became the major service centre to the agricultural areas to the north and the timber getting areas to the south. Apollo Bay was established in the 1860s as a port for the timber being harvested in the Otway Ranges. The construction of the Great Ocean Road in the 1930s opened up the coastal strip for development and in more recent years Apollo Bay has established itself as a holiday destination.

### People

Our estimated population for 2015 is 20,501. The forecast through to 2036 is for a growth of approximately 0.53% per annum; however we expect this to increase once the dual highway to Geelong is completed as it will open up the region making commuting an attractive option for both the local population and for those seeking a lifestyle change.

Growth over the coming 21 years is also predicted to be steady; however with an increasingly ageing population.



### Age Structure

Age structure is an important indicator of an area's residential role and function and how it is likely to change in the future. The age structure of a population is usually indicative of an area's era of settlement and provides key insights into the level of demand for services and facilities, as most services and facilities are age-specific.

|               |       |
|---------------|-------|
| 0 – 4 years   | 6.0%  |
| 5 – 19 years  | 19.4% |
| 20 – 34 years | 14.8% |
| 35 – 59 years | 34.0% |
| over 60 years | 25.6% |

### The Shire at a Glance

Area: 3,427 sq kilometres.  
 Length of Local Roads: 1,632 kilometres.  
 Coastline: 95 kilometres.  
 Forest and National Park: 110,000 hectares.  
 Estimated population: 20,501  
 Population born overseas: 7.5%  
 Population growth rate: -0.78%  
 Employment rate: 97% (full time, 57%)  
 Rateable properties: 14,964

### **Education and Employment**

Young people in Colac Otway Shire tend to leave school earlier and are less inclined to go to university, compared with regional Victoria. Overall, 41% of the population left school at Year 10 or below, and 31.9% went on to complete Year 12 or equivalent, compared to 39.0% and 35.6% respectively for regional Victoria.

On the other hand, our Shire experiences a higher employment rate, 96.3% (full time, 55.3%; part time, 38.3%) when compared with regional Victoria, at 94.8%.

The major industry sectors are:

- Manufacturing (1,204 persons or 12.7%)
- Health Care and Social Assistance (1,197 persons or 12.6%)
- Agriculture, Forestry & Fishing (1,134 persons or 12.0%)
- Retail Trade (992 persons or 10.5%)
- Tourism (807 persons or 8.5%)
- Education and Training (568 persons or 6%)
- Public Administration and Safety (includes Local Government) (460 persons or 4.8%)

In combination, these industries employed a total of 6,248 people or 74% of the employed resident population.

### **Housing**

The housing market in our Shire shows distinct variations. Colac and the rural areas primarily provide housing for families, with rural areas recording some population decline in recent years due to ongoing structural change in agriculture and the ageing of the population.

By contrast, our coastal areas have a dual housing market focussed on families and retirees. However, the vacancy rates are extremely high, reflecting their role and function as holiday destinations. It is expected that demand for housing in the coastal areas will predominantly come from further afield, such as Geelong and Melbourne.

There are significant differences in the supply of residential property within the Shire, which will have a major influence during the next five to ten years due to changing needs. New development opportunities have been identified in Elliminyt and the coastal areas, while the established areas of Colac and the rural areas have relatively low numbers of new dwellings expected over the forecast period.

#### **Sources**

Australian Bureau of Statistics Census 2011  
.id Consulting, Melbourne 2015  
REMPPLAN 2012

## Challenges Facing Council

The challenges we face can be clustered into two broad areas, these are:

1. **Council specific challenges** – these challenges are directly under the control or responsibility of Council and Council will need to decide if the challenge requires a strategic response and resource allocation.
2. **Broad Shire community challenges** – these liveability issues are faced by the whole Shire, not just the Council as a Local Government Authority, and therefore require multi-agency collaboration if they are to be addressed. Council therefore has a choice whether it gets involved through a leadership, advocacy, facilitation or participant role in addressing the challenge.

Our major current and future challenges are identified below. We will address these challenges through a combination of direct action and strong advocacy by Council. We will also strengthen partnerships and collaboration with our community and the State and Federal Government, along with the private sector. The challenges identified below have informed the development of our Council Plan, our Goals and Key Strategic Activities.

### Financial Constraints

Council has limited capacity to raise funds through traditional means i.e. rates. This results in a tension in finding a balance between the financial burden faced by the community and the ability to meet future needs and aspirations. The introduction of rate capping by the State Government challenges Council to become more adept and innovative in how we do business to enable the ongoing delivery of our diverse range of services.

### Complex Regulatory Environment

Colac Otway Shire operates in a highly regulated environment, with complex planning and building control systems administered by the State Government.

Given the topography and location of the Shire, properties along the southern extent of the Shire are burdened by an array of zones and overlay controls that apply to ensure that important land use and development issues are addressed. These issues range from protecting water quality in declared water catchments, protection of nationally significant landscapes, avoiding landslip potential, protecting significant flora and fauna, responding to bushfire threat and protecting the valued neighbourhood character of the smaller coastal towns. In many areas there is a concentration of these planning controls.

Whilst these controls have an important purpose, they in some instances have the effect of discouraging development and being unnecessarily complex for the public and Council alike.

### Influencing our Economy

A key challenge for council is to help facilitate growth and change in the local economy, building on the strengths of the region. The agriculture, forestry, fishing, manufacturing and tourism sectors all play an important economic role for the shire and its future. Council can contribute to creating a vibrant and engaging environment that welcomes investment and growth in these sectors combined with sustainable residential growth and community support services. Building economic opportunities will also rely on advocacy for key infrastructure upgrades and transport links to support key business development.

### Ageing Population

Colac Otway Shire has a growing ageing population, which presents challenges to future planning for:

- community care services
- arts, culture and open space facilities and events
- infrastructure to ensure accessibility
- pressure will increase for access to:
  - age-friendly built environment

- appropriate housing
- health services, especially outlying areas
- transport opportunities throughout the shire
- internet throughout the shire
- community events throughout the shire.

An ageing population also has workforce implications, with a potential mass exodus of 'baby boomers' related to retirement and consequent loss of talent and experience.

#### **Significant Levels of Disadvantage**

Colac Otway Shire has pockets of high socio-economic disadvantage characterised by lower incomes, education and skill levels, alongside higher levels of unskilled occupations, family and health issues. There has been a 340% increase in reports of family violence in the Colac Otway Shire between 2010 and 2015, impacting profoundly on women and children.

The median net income of couple families is comparatively low, the proportion of sole parent families is higher than that for the rest of Victoria and education attainment for parents is lower.

#### *Early Years*

This has implications for early years' development including:

- Early years' service provision. Overall demand for services is higher and the proportion of complex cases is greater. It is critical that services are affordable and physically accessible.
- A higher level of children in Colac Otway are specifically vulnerable in physical health and wellbeing, emotional maturity, communication skills and general knowledge.

#### *Youth*

- We lose significant numbers of young adults as they seek employment and education and training opportunities in larger centres. This is a trend common to most rural and regional areas in Australia; however it is a particular issue for our Shire.
- Ongoing issues with helping young people find a sense of place and connection.
- The latest Census shows that 57.2% of students in Colac otway completed Year 12 or equivalent. This is well below the Australian average of 75.4% . The Great South Coast Councils' Beyond the Bell Project has set a goal to raise this rate to 90% over a ten year period. Increased educational achievement in the region is a community issue because it is a limiting factor for both the life chances of individuals and the regional economy.

#### *Access to technology*

- Colac Otway has the highest proportion of homes without internet connection of all Great South Coast municipalities, 19% below the Victorian average and the lowest in the Barwon South West.
- Growing community demand to communicate with Council via social media.
- Demand for increased online services.
- Access to the National Broadband Network (NBN) is expected to be available in Colac, Colac East and Elliminyt beginning in February 2016 and across many other parts of the Shire by mid-2016.

#### *Access to diverse housing types*

There is a growing demand for different types of residential property within the Shire to meet the needs of different age groups, especially the older section of the population. This will increase over the next five to ten years. There is also an emerging need to accommodate potential surges in population associated with new industrial development or construction projects. The need to service these different markets needs to be considered holistically.

### **Transport Network**

The condition of State Government managed key arterial routes within the shire will be an enduring challenge. The threat to the Great Ocean Road from storm surges and rising sea levels in particular, is an issue that could threaten the tourism industry, which is a major employment sector within the shire. There is increasing pressure and growing need to increase public transport services including:

- Connection with Geelong
- Connection within the Shire e.g. Apollo Bay – Colac
- Within the city of Colac

The potential for significant increases in road freight volumes will impact on liveability and tourism values across the shire. Responses to this may need to include:

- Supporting VicRoads to develop appropriate truck routes throughout the shire.
- Improved pedestrian and cycling infrastructure

### **Climate Change**

Implications for future planning and development:

- Minimise the impact of human settlement on the environment and protect significant landscapes and natural assets, including the natural functions of the region's waterways, wetlands, riparian areas (on or relating to the banks of a natural watercourse) and floodplains.
- Continued pressure for development along the coast for lifestyle choice and holiday destinations creates environmental and service delivery challenges.
- Development of the area immediately surrounding coastal settlements and further development of existing, old subdivisions will continue to generate policy challenges and can create long-term transport, health service and employment issues.
- Potential need to relocate or reinforce infrastructure and assets.
- Increase community resilience to extreme climate events such as heatwaves, floods and drought.

### **Assets – Renewal, Maintenance and New**

The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows. Other issues include:

- Major drainage issues across the Shire.
- Asset renewal, maintenance and provision of new infrastructure. Assets include roads, footpaths, drainage, bridges, public spaces, buildings and recreation facilities.
- The current standards do not meet community expectations.
- There is an unfunded community infrastructure renewal gap.

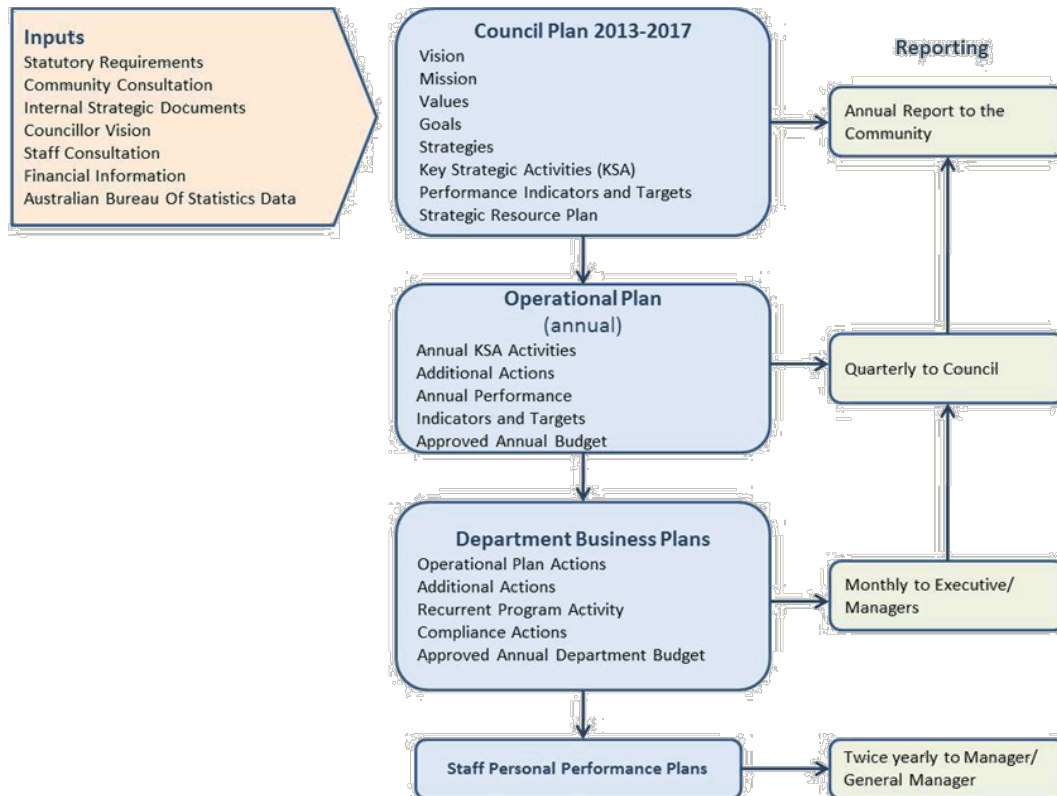
### **Bushfire Recovery**

The Christmas Day fires in the Otways destroyed 116 dwellings in Wye River and Separation Creek and left many more damaged. Colac Otway Shire faces an ongoing challenge to ensure the clean-up of the bushfire damaged properties and to rebuild the infrastructure and the communities. There are a range of challenges ahead for the Shire including:

- Ensuring public safety in and around fire affected areas
- Facilitating the economic recovery of the region
- Ensuring individuals have access to psycho-social support services
- Rebuilding the community connectedness
- Managing the environmental impacts of the fires – both short and long term
- Streamlining of planning regulations to facilitate rebuilding lost homes
- Ensuring costs associated with fire recovery activities are recovered from State and Federal funding sources and do not adversely impact on the finances of the Shire

## Council's Integrated Planning Framework

Our integrated planning framework illustrates Council's planning and reporting cycle, which is structured around the Council Plan, our key corporate strategic document. It is underpinned by the Colac Otway Shire annual Operational Plan, along with Department Business Plans that support the achievement of our Council Plan strategies.



### Continuous Improvement

Colac Otway Shire is committed to continuous improvement, ensuring we derive the best value from the resources we use and deliver the best possible services for our community.

Councils are required by the *Local Government Act 1989* to ensure their services take into account the following Best Value principles:

- Specific quality and cost standards for every Council service
- Responsiveness to community needs
- Accessibility and appropriately targeted services
- Continuous improvement
- Regular community consultation on all services and activities
- Frequent reporting to the community

Council applies these principles to continuously improve strategic and service planning as well as service delivery. This ongoing improvement assists Council to maintain flexibility and provide resources to meet the community's needs, thereby building on our commitment to provide high quality, value for money services and facilities that promote community wellbeing.

## Pillars, Goals and Key Strategic Activities

The Council Plan is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the four years from 2013 to 2017. The Council Plan is underpinned by annual operational plans (financial year based) that provide the detail of the works and activities to be achieved.

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects also underpin our goals and strategies and are contained in our Annual Operational Plan (see page 14 for Council's integrated planning framework).

Our plan is structured around four key themes or 'pillars'. These are:

### 1. Good Governance

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

#### **Our Goal:**

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

### 2. A Planned Future

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

#### **Our Goal:**

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

### 3. A Place to Live and Grow

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

#### **Our Goal:**

Improve access to buildings, spaces, services and education to support and enable quality of life.

### 4. A Healthy Community and Environment

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

#### **Our Goal:**

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

### Key Strategic Activities

The key issues faced by our community informed the choice of major projects/activities that Council has identified as its highest priority. Council committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

## Pillar 1: Good Governance

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

### This is about:

- Effective Governance
- Excellence in Local Government
- The Best Place to Work
- Engaging with the Community
- Customer Focus

### Services/Activities:

- Governance
  - Corporate
  - Democratic
- Local Laws (ensuring adequacy and currency of laws)
- Resource Management (maintaining the assets we use to deliver services to the community):
  - Assets e.g.:
    - ✓ Plant
    - ✓ Vehicles
    - ✓ Information Management Systems
- Our People
- Finance

### Our Goal:

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

### Strategies

1. Transparent and accountable decision making.
2. Prudent and accountable financial, asset, risk and resource management.
3. Effective community engagement and participation.
4. Embed an organisation culture of a high performance, service excellence and safety.

### Key Strategic Activities

|                                             | Performance Indicators                                                                    | Targets |
|---------------------------------------------|-------------------------------------------------------------------------------------------|---------|
| Implement Council's internal audit program. | Complete internal audits as per audit schedule.                                           | 100%    |
|                                             | Respond to all audit recommendations.                                                     | 100%    |
|                                             | Budget met with a tolerance of                                                            | =/- 5%  |
| Preparation for 2016 Council elections.     | All governance requirements met in accordance with the <i>Local Government Act 1989</i> . | 100%    |
| Post-election induction of Councillors.     | Program developed and induction completed.                                                | 100%    |
| Council Plan 2017-2021 adopted.             | Background research for Council Plan completed.                                           | 100%    |
|                                             | Community engagement strategy developed and implemented.                                  | 100%    |
|                                             | Adoption of the Council Plan.                                                             | 100%    |
| Review of the Long Term Financial Plan.     | Review completed.                                                                         | 100%    |
| New Council website.                        | Website development completed.                                                            | 100%    |
|                                             | Public launch of the website.                                                             | 100%    |
| Ongoing review of Council services.         | Outcomes of the Planning Services review implemented.                                     | 100%    |



## Pillar 2: A Planned Future

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

### This is about:

- Places and Buildings
- Travel and Transport
- Activity and Economy

### Services/Activities:

- Land use and planning
- Economic development
- Tourism
- Infrastructure (planning for the built environment and future growth needs – improving access to services)
- Emergency management planning
- Port of Apollo Bay

### Our Goal:

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

### Strategies

1. Plan for future land use to respond to population growth and changing needs.
2. Develop an integrated response to meet future infrastructure needs.
3. Advocate for improved public transport.
4. Promote local business, services and foster employment opportunities.
5. Grow tourism to support the local economy.

### Key Strategic Activities

|                                                                                                    | Performance Indicators                                                                                           | Targets |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------|
| Colac 2050 Plan                                                                                    | Draft Commercial and Industry Land Use Strategy completed.                                                       | 100%    |
|                                                                                                    | Amendment to implement the Commercial and Industry Land Use Strategy completed.                                  | 100%    |
|                                                                                                    | Draft 2050 report prepared.                                                                                      | 100%    |
| Economic Development Strategy implementation                                                       | Staged implementation of the Economic Development Strategy                                                       | 100%    |
| Community infrastructure and asset renewal plan.                                                   | Develop Asset Management Plans for key community infrastructure types.                                           | 100%    |
|                                                                                                    | Develop an Asset Renewal Plan with forward projections of funding requirements.                                  | 100%    |
|                                                                                                    | Identified asset renewal priorities funded.                                                                      | 100%    |
| Develop a Colac Otway Shire Footpath Strategy.                                                     | Strategy Developed                                                                                               | 100%    |
| Staged implementation of the Colac CBD & Entrances Project.                                        | Stage 3: Inner Eastern Entrance completed.                                                                       | 100%    |
|                                                                                                    | Budget met with a tolerance of                                                                                   | =/- 5%  |
| Apollo Bay Harbour Master Plan.                                                                    | Stage 1: Amendment to the Colac Otway Shire Planning Scheme to rezone the harbour to Special Use Zone completed. | 100%    |
|                                                                                                    | Stage 2: Expression of Interest process completed for preparation of a Development Plan.                         | 100%    |
| Acquisition of 30% of the former Colac High School site for public open space.                     | Stage 1: Complete former Colac High School site land rezoning.                                                   | 100%    |
|                                                                                                    | Stage 2: Complete acquisition process for 30% of former school.                                                  | 100%    |
| Great Ocean Road Tourism Destination Master Plan Implementation.                                   | Stage 1: Master Plan priority projects identified                                                                | 100%    |
|                                                                                                    | Stage 2: Implementation strategy developed.                                                                      | 100%    |
| Review mapping of the heritage overlay to inform the red tape reduction planning scheme amendment. | Red tape reduction planning scheme amendment includes heritage overlay changes.                                  | 100%    |

### Pillar 3: A Place to Live and Grow

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and where people have access to gain the skills and education needed to reach their potential.

**This is about:**

- Health and Wellbeing services
- Places and Buildings
- Skills development and Education

**Services/Activities:**

- Arts and culture (management of Colac Otway Performing Arts and Cultural Centre)
- Sport and Recreation facilities (management of Bluewater leisure centre etc)
- Older Persons and Ability Support Services
  - Community ambassadors (improving liveability for older people in small communities)
  - Home Care
  - Home maintenance
  - Meals on wheels
- Maternal and Child Health
- Family Services
- Library Facilities
- Infrastructure (maintaining the built environment):
  - Roads
  - Footpaths
  - Bridges
  - Buildings
  - Parks and gardens

**Our Goal:**

Improve access to buildings, spaces, services and education to support and enable quality of life.

**Strategies**

1. Address the health and wellbeing needs of people of all ages and abilities.
2. Advocate for access to an increased range of education and training opportunities.
3. Increase the diversity of arts, culture and social spaces.
4. Maintain existing infrastructure.

**Key Strategic Activities**

|                                                                   | Performance Indicators                                                                               | Targets  |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------|
| Develop and implement the Public Health and Wellbeing Plan.       | Plan developed.                                                                                      | 100%     |
|                                                                   | Plan implemented.                                                                                    | 100%     |
|                                                                   | Budget met with a tolerance of                                                                       | =/- 5%   |
| Staged implementation of the Beechy Precinct development program. | \$11.8 million Bluewater leisure centre redevelopment completed.                                     | 100%     |
|                                                                   | Budget met with a tolerance of                                                                       | =/- 2.5% |
| Staged implementation of the Open Space Strategy.                 | Priority actions implemented.                                                                        | 100%     |
|                                                                   | Budget met with a tolerance of                                                                       | =/- 5%   |
| Implement the asset renewal and maintenance programs.             | Asset renewal project completion                                                                     | 90%      |
|                                                                   | Budget met with a tolerance of                                                                       | =/- 3%   |
|                                                                   | Inspect and maintain Council's road and footpath assets in accordance with the Road Management Plan: |          |
|                                                                   | • Inspections completed as per schedule.                                                             | 100%     |
|                                                                   | • Maintenance responsiveness.                                                                        | 85%      |
|                                                                   | Road and footpath maintenance budget met with a tolerance of                                         | =/- 1.5% |

|                                                                                                                            | Performance Indicators                        | Targets |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------|
| Joint implementation of the Beyond the Bell/GROW projects to increase Year 12 attainment and local opportunities for work. | Key objectives for first 12 months initiated. | 100%    |
|                                                                                                                            | Budget met with a tolerance of                | =/-5%   |
| Develop a Property Management Plan                                                                                         | Property Management Plan completed.           | 100%    |



*Hiking overland to Apollo Bay*

## Pillar 4: A Healthy Community and Environment

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

### This is about:

- Places and Buildings
- Community Wellbeing and Safety
- Events
- Sport and Recreation
- The Environment

### Services/Activities:

- Sport and Recreation activities
- Events
- Arts and Culture activities
- Compliance activities (keeping the community safe)
- Emergency management coordination
- Environmental Health activities
- Onsite Wastewater Management
- Food inspections
- Immunisation
- Environmental Sustainability
  - Waste Management
  - Water use
  - Power consumption
  - Climate change
  - Street lighting

### Our Goal:

Respect cultural differences, support a range of healthy and creative activities, foster community safety and promote environmental sustainability.

### Strategies

1. Encourage active participation in recreation, arts and leisure pursuits.
2. Promote respect and inclusion of social and cultural differences.
3. Increase environmental sustainability through direct initiatives and advocacy.
4. Protect and care for the natural environment.
5. Support community safety initiatives, local law enforcement and emergency management.

### Key Strategic Activities

|                                                                                             | Indicators                                               | Target  |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement the relevant stages of the Environment Strategy 2010-18.                          | Develop bi-annual action plans.                          | 100%    |
|                                                                                             | Completion of bi-annual plan actions.                    | 80%     |
|                                                                                             | Budget met with a tolerance of                           | =/- 5%  |
| Implement the Municipal Emergency Management Plan.                                          | Annual review and realignment completed.                 | 100%    |
|                                                                                             | Colac Otway Shire Municipal Fire Plan actions completed. | 80%     |
|                                                                                             | Budget met with a tolerance of                           | =/- 10% |
| Implement the Bushfire Recovery Plan for the resettlement of Wye River and Separation Creek | Actions implemented                                      | 90%     |

## Reference Documents

During the development of the Council Plan for the Colac Otway Shire (COS), the following Strategies and Plans were used as reference documents:

- Apollo Bay Structure Plan
- Colac Otway Public Open Space Strategy
- COS Arts & Culture Strategic Plan
- COS Positive Ageing Strategy Research Paper
- COS Recreation Strategy
- Early Years Plan 2010-2013
- Environment Strategy 2010-2018
- G21 Strategy
  - G21 Regional Growth Plan
- Health and Wellbeing Pillar – Community Health and Wellbeing Profile 2009
- ID Profile - Colac Otway Shire Community Profile
- Local Government Area Profiles – Department of Health – 2011
- Road Management Plan
- Public Health Plan & Wellbeing Plan 2010 - 2013
- State of the Regions Report 2012-13
- The Great South Coast Regional Strategic Plan

## Strategic Resource Plan

The Strategic Resource Plan (SRP) is a requirement under the *Local Government Act 1989*. The SRP details the financial and non-financial (includes people and assets) resources required to achieve Council's goals, as outlined in the Council Plan. The Strategic Resource Plan is updated annually and is reflected in Council's annual budget.

### Objectives of the Strategic Resource Plan

- Establish a financial framework and an assessment of the resources (financial and non-financial) to ensure Council achieves the goals of the Council Plan 2013-2017.
- Establish a basis to measure Council's adherence to financial policies and strategies.
- Support Council's compliance with sound financial management principles.
- Support the medium to long-term financial sustainability of the municipality.

### Key Strategies

The SRP builds a sustainable framework containing strategies, including financial and non-financial resources, to support the achievement of Council Plan goals. These are:

|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Colac Otway financial indicators</b>    | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.</li> <li>• That Colac Otway Shire Council applies the outcomes of this SRP to the 2016-2017 Budget.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Long-term borrowing strategies</b>      | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council, based on previous Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.</li> <li>• That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate &amp; charges revenue dollar, towards interest and principal, over the life of this SRP.</li> <li>• That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Notional reserves</b>                   | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.</li> <li>• Reserves are fully backed with cash at the end of each financial year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Rating and other revenue strategies</b> | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.</li> <li>• That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.</li> <li>• That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Asset management</b>                    | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.</li> <li>• That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.</li> <li>• That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.</li> </ul> |

---

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Capital works</b>                  | <ul style="list-style-type: none"><li>• That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.</li><li>• That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.</li></ul> |
| <b>Service provision and planning</b> | <ul style="list-style-type: none"><li>• That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.</li></ul>                                                                                                                                                                                                                                                                        |
| <b>Strategic Financial Plan</b>       | <ul style="list-style-type: none"><li>• That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.</li></ul>                                                                                                                                                                                                                                                        |

---

### Resourcing the Council Plan

Financial statements depict how the Plan is resourced.

- **Comprehensive Income Statement** shows the operating costs and income during the period.
- **Balance Sheet** provides the value of Council's assets and obligations or liabilities for the period.
- **Statement of Cash Flows** indicates the cash expenses paid and cash income received for the period.
- **Statement of Capital Works** outlines the value of the capital works and capital purchases during the period.
- **Statement of Changes in Equity** indicates movement in investments in net assets.
- **Statement of Human Resources** indicates the anticipated human resource requirements for the period.
- **Financial Performance Indicators** show current and projected performance across a range of key financial performance indicators.

The following table summarises the key financial results for the next four years, as set out in the SRP.

## Comprehensive Income Statement

For the four years ending 30 June 2020

|                                                                                     | Forecast      | Budget        | Strategic Resource Plan |               |               |
|-------------------------------------------------------------------------------------|---------------|---------------|-------------------------|---------------|---------------|
|                                                                                     | Actual        |               | Projections             |               |               |
|                                                                                     | 2015/16       | 2016/17       | 2017/18                 | 2018/19       | 2019/20       |
|                                                                                     | \$'000        | \$'000        | \$'000                  | \$'000        | \$'000        |
| <b>Income</b>                                                                       |               |               |                         |               |               |
| Rates and charges                                                                   | 27,974        | 28,744        | 29,451                  | 30,176        | 30,918        |
| Statutory fees and fines                                                            | 548           | 570           | 587                     | 605           | 623           |
| User fees                                                                           | 4,414         | 4,588         | 4,728                   | 4,868         | 5,014         |
| Grants - Operating                                                                  | 9,304         | 11,061        | 9,655                   | 9,897         | 10,144        |
| Grants - Capital                                                                    | 6,834         | 8,194         | 4,636                   | 4,728         | 4,823         |
| Contributions - monetary                                                            | 562           | 371           | 160                     | 164           | 224           |
| Net gain/(loss) on disposal of property, infrastructure, plant and equipment        | 83            | 83            | 100                     | 100           | 100           |
| Other income                                                                        | 746           | 799           | 755                     | 756           | 756           |
| <b>Total income</b>                                                                 | <b>50,465</b> | <b>54,412</b> | <b>50,072</b>           | <b>51,294</b> | <b>52,602</b> |
| <b>Expenses</b>                                                                     |               |               |                         |               |               |
| Employee costs                                                                      | 18,031        | 19,507        | 19,180                  | 19,776        | 20,388        |
| Materials and services                                                              | 17,700        | 16,233        | 15,925                  | 16,345        | 16,777        |
| Bad and doubtful debts                                                              | 2             | 2             | -                       | -             | -             |
| Depreciation and amortisation                                                       | 9,338         | 10,237        | 10,887                  | 11,387        | 11,887        |
| Borrowing costs                                                                     | 326           | 289           | 217                     | 181           | 134           |
| Other expenses                                                                      | 1,245         | 1,184         | 530                     | 542           | 555           |
| Asset Write Off/Impairment                                                          | 1,000         | -             | -                       | -             | -             |
| <b>Total expenses</b>                                                               | <b>47,642</b> | <b>47,452</b> | <b>46,739</b>           | <b>48,231</b> | <b>49,741</b> |
| <b>Surplus/(deficit) for the year</b>                                               | <b>2,823</b>  | <b>6,960</b>  | <b>3,333</b>            | <b>3,063</b>  | <b>2,861</b>  |
| <b>Other comprehensive income</b>                                                   |               |               |                         |               |               |
| <b>Items that will not be reclassified to surplus or deficit in future periods:</b> |               |               |                         |               |               |
| Net asset revaluation increment /(decrement)                                        | -             | -             | -                       | 8,755         | -             |
| <b>Total comprehensive result</b>                                                   | <b>2,823</b>  | <b>6,960</b>  | <b>3,333</b>            | <b>11,818</b> | <b>2,861</b>  |



## Balance Sheet

For the four years ending 30 June 2020

|                                              | Forecast       | Budget         | Strategic Resource Plan |                |                |
|----------------------------------------------|----------------|----------------|-------------------------|----------------|----------------|
|                                              | Actual         |                | Projections             |                |                |
|                                              | 2016           | 2017           | 2018                    | 2019           | 2020           |
|                                              | \$'000         | \$'000         | \$'000                  | \$'000         | \$'000         |
| <b>Assets</b>                                |                |                |                         |                |                |
| <b>Current assets</b>                        |                |                |                         |                |                |
| Cash and cash equivalents                    | 11,406         | 10,026         | 10,779                  | 11,648         | 10,445         |
| Trade and other receivables                  | 2,675          | 2,932          | 2,001                   | 2,003          | 2,004          |
| Inventories                                  | 147            | 147            | 147                     | 147            | 147            |
| <b>Total current assets</b>                  | <b>14,228</b>  | <b>13,105</b>  | <b>12,927</b>           | <b>13,798</b>  | <b>12,596</b>  |
| <b>Non-current assets</b>                    |                |                |                         |                |                |
| Trade and other receivables                  | -              | -              | -                       | -              | -              |
| Investments in associates and joint ventures | 274            | 274            | 274                     | 274            | 274            |
| Property, infrastructure, plant & equipment  | 294,909        | 302,423        | 305,958                 | 316,631        | 320,259        |
| Investment property                          | -              | -              | -                       | -              | -              |
| Intangible assets                            | 132            | 132            | 141                     | 151            | 161            |
| <b>Total non-current assets</b>              | <b>295,315</b> | <b>302,829</b> | <b>306,373</b>          | <b>317,056</b> | <b>320,694</b> |
| <b>Total assets</b>                          | <b>309,543</b> | <b>315,934</b> | <b>319,300</b>          | <b>330,854</b> | <b>333,290</b> |
| <b>Liabilities</b>                           |                |                |                         |                |                |
| <b>Current liabilities</b>                   |                |                |                         |                |                |
| Trade and other payables                     | 1,700          | 1,752          | 2,207                   | 2,408          | 2,508          |
| Trust funds and deposits                     | 336            | 336            | 336                     | 336            | 336            |
| Provisions                                   | 4,640          | 4,733          | 4,828                   | 4,924          | 5,023          |
| Interest-bearing loans and borrowings        | 636            | 604            | 649                     | 711            | 272            |
| <b>Total current liabilities</b>             | <b>7,312</b>   | <b>7,425</b>   | <b>8,020</b>            | <b>8,379</b>   | <b>8,139</b>   |
| <b>Non-current liabilities</b>               |                |                |                         |                |                |
| Provisions                                   | 4,243          | 4,328          | 4,415                   | 4,503          | 4,593          |
| Interest-bearing loans and borrowings        | 4,137          | 3,370          | 2,721                   | 2,010          | 1,738          |
| <b>Total non-current liabilities</b>         | <b>8,380</b>   | <b>7,698</b>   | <b>7,136</b>            | <b>6,513</b>   | <b>6,331</b>   |
| <b>Total liabilities</b>                     | <b>15,692</b>  | <b>15,123</b>  | <b>15,156</b>           | <b>14,892</b>  | <b>14,470</b>  |
| <b>Net assets</b>                            | <b>293,851</b> | <b>300,811</b> | <b>304,144</b>          | <b>315,962</b> | <b>318,820</b> |
| <b>Equity</b>                                |                |                |                         |                |                |
| Accumulated surplus                          | 133,558        | 140,583        | 143,916                 | 146,979        | 149,340        |
| Reserves                                     | 160,293        | 160,228        | 160,228                 | 168,983        | 169,480        |
| <b>Total equity</b>                          | <b>293,851</b> | <b>300,811</b> | <b>304,144</b>          | <b>315,962</b> | <b>318,820</b> |

## Statement of Cash Flows

For the four years ending 30 June 2020

|                                                                     | Forecast        | Budget          | Strategic Resource Plan |                 |                 |
|---------------------------------------------------------------------|-----------------|-----------------|-------------------------|-----------------|-----------------|
|                                                                     | Actual          |                 | Projections             |                 |                 |
|                                                                     | 2014/15         | 2015/16         | 2017/18                 | 2018/19         | 2019/20         |
|                                                                     | \$'000          | \$'000          | \$'000                  | \$'000          | \$'000          |
|                                                                     | Inflows         | Inflows         | Inflows                 | Inflows         | Inflows         |
|                                                                     | (Outflows)      | (Outflows)      | (Outflows)              | (Outflows)      | (Outflows)      |
| <b>Cash flows from operating activities</b>                         |                 |                 |                         |                 |                 |
| Rates and charges                                                   | 27,987          | 28,744          | 29,451                  | 30,176          | 30,918          |
| Statutory fees and fines                                            | 603             | 627             | 646                     | 666             | 685             |
| User fees                                                           | 5,345           | 5,014           | 5,976                   | 5,353           | 5,514           |
| Grants - operating                                                  | 9,431           | 11,211          | 9,655                   | 9,897           | 10,144          |
| Grants - capital                                                    | 6,834           | 8,194           | 4,636                   | 4,728           | 4,823           |
| Contributions - monetary                                            | 618             | 426             | 176                     | 180             | 246             |
| Interest received                                                   | 369             | 420             | 650                     | 480             | 350             |
| Dividends received                                                  | -               | -               | -                       | -               | -               |
| Trust funds and deposits taken                                      | 44              | -               | -                       | -               | -               |
| Other receipts                                                      | 275             | 233             | 116                     | 287             | 417             |
| Net GST refund / payment                                            | -               | -               | -                       | -               | -               |
| Employee costs                                                      | (17,857)        | (19,329)        | (18,998)                | (19,592)        | (20,199)        |
| Materials and services                                              | (20,819)        | (17,938)        | (16,629)                | (17,260)        | (17,828)        |
| Trust funds and deposits repaid                                     | -               | -               | -                       | -               | -               |
| Other payments                                                      | 19              | -               | -                       | -               | -               |
| <b>Net cash provided by/(used in) operating activities</b>          | <b>12,849</b>   | <b>17,602</b>   | <b>15,679</b>           | <b>14,915</b>   | <b>15,070</b>   |
| <b>Cash flows from investing activities</b>                         |                 |                 |                         |                 |                 |
| Payments for property, infrastructure, plant and equipment          | (16,647)        | (18,163)        | (14,541)                | (15,156)        | (15,714)        |
| Proceeds from sale of property, infrastructure, plant and equipment | 427             | 269             | 286                     | 286             | 286             |
| Payments for investments                                            | -               | -               | -                       | -               | -               |
| Proceeds from sale of investments                                   | -               | -               | -                       | -               | -               |
| Loan and advances made                                              | -               | -               | -                       | -               | -               |
| Payments of loans and advances                                      | -               | -               | -                       | -               | -               |
| <b>Net cash provided by/ (used in) investing activities</b>         | <b>(16,220)</b> | <b>(17,894)</b> | <b>(14,255)</b>         | <b>(14,870)</b> | <b>(15,428)</b> |
| <b>Cash flows from financing activities</b>                         |                 |                 |                         |                 |                 |
| Finance costs                                                       | (326)           | (289)           | (217)                   | (181)           | (134)           |
| Proceeds from borrowings                                            | -               | -               | -                       | -               | -               |
| Repayment of borrowings                                             | (593)           | (799)           | (604)                   | (649)           | (711)           |
| <b>Net cash provided by/(used in) financing activities</b>          | <b>(919)</b>    | <b>(1,088)</b>  | <b>(821)</b>            | <b>(830)</b>    | <b>(845)</b>    |
| <b>Net increase/(decrease) in cash &amp; cash equivalents</b>       | <b>(4,290)</b>  | <b>(1,380)</b>  | <b>754</b>              | <b>869</b>      | <b>(1,203)</b>  |
| Cash and cash equivalents at the beginning of the financial year    | 15,696          | 11,406          | 10,026                  | 10,780          | 11,648          |
| <b>Cash and cash equivalents at the end of the financial year</b>   | <b>11,406</b>   | <b>10,026</b>   | <b>10,780</b>           | <b>11,648</b>   | <b>10,445</b>   |

**Statement of Capital Works**  
For the four years ending 30 June 2020

|                                                | Forecast      | Budget        | Strategic Resource Plan |               |               |
|------------------------------------------------|---------------|---------------|-------------------------|---------------|---------------|
|                                                | Actual        |               | Projections             |               |               |
|                                                | 2015/16       | 2016/17       | 2017/18                 | 2018/19       | 2019/20       |
|                                                | \$'000        | \$'000        | \$'000                  | \$'000        | \$'000        |
| <b>Property</b>                                |               |               |                         |               |               |
| Land                                           | -             | -             | -                       | -             | -             |
| Land improvements                              | 25            | -             | -                       | -             | -             |
| <b>Total land</b>                              | <b>25</b>     | <b>0</b>      | <b>0</b>                | <b>0</b>      | <b>0</b>      |
| Buildings                                      | 3,990         | 3,646         | 1,672                   | 1,117         | 1,059         |
| <b>Total buildings</b>                         | <b>3,990</b>  | <b>3,646</b>  | <b>1,672</b>            | <b>1,117</b>  | <b>1,059</b>  |
| <b>Total property</b>                          | <b>4,015</b>  | <b>3,646</b>  | <b>1,672</b>            | <b>1,117</b>  | <b>1,059</b>  |
| <b>Plant and equipment</b>                     |               |               |                         |               |               |
| Plant, machinery and equipment                 | 1,458         | 1,142         | 1,200                   | 1,276         | 1,308         |
| Fixtures, fittings and furniture               | 504           | 428           | 445                     | 473           | 485           |
| Computers and telecommunications               | 381           | 265           | -                       | -             | -             |
| <b>Total plant and equipment</b>               | <b>2,343</b>  | <b>1,835</b>  | <b>1,645</b>            | <b>1,749</b>  | <b>1,793</b>  |
| <b>Infrastructure</b>                          |               |               |                         |               |               |
| Roads                                          | 6,252         | 9,347         | 7,674                   | 8,144         | 8,826         |
| Bridges                                        | 910           | 250           | 1318                    | 798           | 654           |
| Footpaths and cycleways                        | 607           | 1525          | 627                     | 638           | 654           |
| Drainage                                       | 150           | 450           | 532                     | 532           | 586           |
| Recreational, leisure and community facilities | 491           | 302           | -                       | -             | -             |
| Parks, open space and streetscapes             | 1,100         | 210           | 1,577                   | 590           | 605           |
| Off street car parks                           | 112           | -             | -                       | -             | -             |
| Other infrastructure                           | 323           | -             | -                       | 2,227         | 2,283         |
| <b>Total infrastructure</b>                    | <b>9,945</b>  | <b>12,084</b> | <b>11,728</b>           | <b>12,929</b> | <b>13,608</b> |
| <b>Total capital works expenditure</b>         | <b>16,303</b> | <b>17,565</b> | <b>15,045</b>           | <b>15,795</b> | <b>16,460</b> |
| <b>Represented by:</b>                         |               |               |                         |               |               |
| New asset expenditure                          | 2,047         | 290           | 200                     | 213           | 218           |
| Asset renewal expenditure                      | 10,956        | 12,481        | 10,887                  | 11,387        | 11,887        |
| Asset upgrade expenditure                      | 3,300         | 4,794         | 3,958                   | 4,195         | 4,355         |
| <b>Total capital works expenditure</b>         | <b>16,303</b> | <b>17,565</b> | <b>15,045</b>           | <b>15,795</b> | <b>16,460</b> |

### Statement of Changes in Equity

For the four years ending 30 June 2020

|                                             | Total<br>\$'000 | Accumulated<br>Surplus<br>\$'000 | Revaluation<br>Reserve<br>\$'000 | Other<br>Reserves<br>\$'000 |
|---------------------------------------------|-----------------|----------------------------------|----------------------------------|-----------------------------|
| <b>2017</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 293,851         | 133,558                          | 150,684                          | 9,609                       |
| Surplus/(deficit) for the year              | 6,960           | 6,960                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | -               | -                                | -                                | -                           |
| Transfer to other reserves                  | -               | (9,426)                          | -                                | 9,426                       |
| Transfer from other reserves                | -               | 9,491                            | -                                | (9,491)                     |
| <b>Balance at end of the financial year</b> | <b>300,811</b>  | <b>140,583</b>                   | <b>150,684</b>                   | <b>9,544</b>                |
| <b>2018</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 301,811         | 140,583                          | 150,684                          | 9,544                       |
| Surplus/(deficit) for the year              | 3,333           | 3,333                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | -               | -                                | -                                | -                           |
| Transfer to other reserves                  | -               | -                                | -                                | -                           |
| Transfer from other reserves                | -               | -                                | -                                | -                           |
| <b>Balance at end of the financial year</b> | <b>304,144</b>  | <b>143,916</b>                   | <b>150,684</b>                   | <b>9,544</b>                |
| <b>2019</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 304,144         | 143,916                          | 150,684                          | 9,544                       |
| Surplus/(deficit) for the year              | 3,063           | 3,063                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | 8,755           | -                                | 8,755                            | -                           |
| Transfer to other reserves                  | -               | -                                | -                                | -                           |
| Transfer from other reserves                | -               | -                                | -                                | -                           |
| <b>Balance at end of the financial year</b> | <b>315,962</b>  | <b>146,979</b>                   | <b>159,439</b>                   | <b>9,544</b>                |
| <b>2020</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 315,962         | 146,979                          | 159,439                          | 9,544                       |
| Surplus/(deficit) for the year              | 2,861           | 2,861                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | -               | -                                | -                                | -                           |
| Transfer to other reserves                  | (3)             | (500)                            | (3)                              | 500                         |
| Transfer from other reserves                | -               | -                                | -                                | -                           |
| <b>Balance at end of the financial year</b> | <b>318,820</b>  | <b>149,340</b>                   | <b>159,436</b>                   | <b>10,044</b>               |

## Non-financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements is shown below:

### Statement of Human Resources

For the four years ending 30 June 2020

|                                | Forecast<br>Actual | Budget            | Strategic Resource Plan<br>Projections |                   |                   |
|--------------------------------|--------------------|-------------------|----------------------------------------|-------------------|-------------------|
|                                | 2015/16<br>\$'000  | 2016/17<br>\$'000 | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Staff expenditure</b>       |                    |                   |                                        |                   |                   |
| Employee costs - operating     | 18,031             | 19,507            | 19,180                                 | 19,776            | 20,388            |
| Employee costs - capital       | 531                | 607               | 637                                    | 669               | 669               |
| <b>Total staff expenditure</b> | <b>18,562</b>      | <b>20,114</b>     | <b>19,180</b>                          | <b>19,776</b>     | <b>20,388</b>     |
|                                | EFT                | EFT               | EFT                                    | EFT               | EFT               |
| <b>Staff numbers</b>           |                    |                   |                                        |                   |                   |
| Employees                      | 221.1              | 230.6             | 218.1                                  | 218.1             | 218.1             |
| <b>Total staff numbers</b>     | <b>221.1</b>       | <b>230.6</b>      | <b>218.1</b>                           | <b>218.1</b>      | <b>218.1</b>      |

## Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

| Indicator                  | Measure                                                                                   | Notes | Forecast |         | Strategic Resource Plan |         |         | Trend<br>+ / o / - |
|----------------------------|-------------------------------------------------------------------------------------------|-------|----------|---------|-------------------------|---------|---------|--------------------|
|                            |                                                                                           |       | Actual   | Budget  | Projections             |         |         |                    |
|                            |                                                                                           |       | 2015/16  | 2016/17 | 2017/18                 | 2018/19 | 2019/20 |                    |
| <b>Operating position</b>  |                                                                                           |       |          |         |                         |         |         |                    |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue                       | 1     | -3.1%    | 3.5%    | -0.2%                   | -0.9%   | -1.4%   | -                  |
| <b>Liquidity</b>           |                                                                                           |       |          |         |                         |         |         |                    |
| Working Capital            | Current assets / current liabilities                                                      | 2     | 194.6%   | 176.5%  | 161.2%                  | 164.7%  | 154.8%  | -                  |
| Unrestricted cash          | Unrestricted cash / current liabilities                                                   |       | 122.9%   | 123.0%  | 123.3%                  | 128.4%  | 117.4%  | o                  |
| <b>Obligations</b>         |                                                                                           |       |          |         |                         |         |         |                    |
| Loans and borrowings       | Interest bearing loans and borrowings / rate revenue                                      | 3     | 17.1%    | 13.8%   | 11.4%                   | 9.0%    | 6.5%    | +                  |
| Loans and borrowings       | Interest and principal repayments on interest bearing loans and borrowings / rate revenue |       | 3.3%     | 3.8%    | 2.8%                    | 2.8%    | 2.7%    | o                  |
| Indebtedness               | Non-current liabilities / own source revenue                                              |       | 24.9%    | 22.2%   | 20.1%                   | 17.9%   | 17.0%   | +                  |
| Asset renewal              | Asset renewal expenditure / depreciation                                                  | 4     | 117.3%   | 121.9%  | 100.0%                  | 100.0%  | 100.0%  | -                  |
| <b>Stability</b>           |                                                                                           |       |          |         |                         |         |         |                    |
| Rates concentration        | Rate revenue / adjusted underlying revenue                                                |       | 56.1%    | 53.2%   | 59.0%                   | 59.0%   | 59.0%   | o                  |
| Rates effort               | Rate revenue / CIV of rateable properties in the municipality                             |       | 0.4%     | 0.4%    | 0.4%                    | 0.4%    | 0.4%    | o                  |
| <b>Efficiency</b>          |                                                                                           |       |          |         |                         |         |         |                    |
| Expenditure level          | Total expenditure / no. of property assessments                                           | 5     | \$3,170  | \$3,157 | \$3,079                 | \$3,146 | \$3,212 | o                  |

| Indicator          | Measure                                                                                                    | Notes | Forecast |         | Strategic Resource Plan |         |         | Trend |
|--------------------|------------------------------------------------------------------------------------------------------------|-------|----------|---------|-------------------------|---------|---------|-------|
|                    |                                                                                                            |       | Actual   | Budget  | Projections             |         |         |       |
|                    |                                                                                                            |       | 2015/16  | 2016/17 | 2017/18                 | 2018/19 | 2019/20 |       |
| Revenue level      | Residential rate revenue / No. of residential property assessments                                         |       | \$1,204  | \$1,244 | \$1,262                 | \$1,281 | \$1,300 | o     |
| Workforce turnover | No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year |       | 12.7%    | 11.9%   | 12.3%                   | 12.3%   | 12.3%   | o     |

#### Key to Forecast Trend

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

#### Notes to indicators

##### 1 Adjusted underlying result

*Definition:* An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

*Comment:* Anticipated decline over the forecast periods (2017/18 and beyond) highlights the greater reliance Council will have on grant funding as an impact of rate capping.

The movement between forecast actual and 16/17 budget:

- The improved operating result between 15/16 and 16/17 is due mainly to the receipt of a full year's Victoria Grants Commission funding budgeted for 2016/17 (\$3.03 million);

The downward trend over the forecast SRP period (17/18 to 19/20), is a function of (noting that the result is improved compared to previous year forecasts):

- The estimates have used conservative income predictions
- The restricted ability to generate own source revenue (i.e. rate capping)
- Increases in Depreciation expense\*1 due to the undertaking of major capital works and expansion of community facilities. Please note when adding back depreciation expense from Apollo Bay<sup>1</sup> we reach a balanced/surplus position for all of the forecast SRP periods.

<sup>1</sup> It is also important to note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required. If this expense was not recognised Council would generate a positive underlying result for the forecast period.

##### 2 Working Capital

*Definition:* Our ability to meet our short-term obligations.

*Comment:* The actual result for 2014/15 was inflated by including the pre-payment of \$2.99 million by Victoria Grants Commission. The forecast indicates that council will maintain above the minimum required working capital ratio even when using conservative income estimates.

##### 3 Debt compared to rates

*Definition:* This is a debt servicing measure comparing the interest bearing borrowings we have against the revenue used to service this debt.

*Comment:* Positive trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

**4 Asset renewal**

*Definition:* This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

*Comment:* The upward trend from 2015 to 2017 demonstrates councils continuing commitment to maintain our assets. The forecast periods represent our minimum commitment to maintaining our assets.

**5 Expenditure level**

*Definition:* The cost of providing services to each rate payer in the Shire. Slightly negative trend indicating growth in Council costs.

*Comment:* Council has been able to constrain expenditure levels to minimise the need for future rate increases above the cap.



**OM162704-3 ENDORSEMENT OF DRAFT WYE RIVER & SEPARATION CREEK  
RESETTLEMENT PLAN**

|             |                   |           |             |
|-------------|-------------------|-----------|-------------|
| AUTHOR:     | Doug McNeill      | ENDORSED: | Sandra Wade |
| DEPARTMENT: | Bushfire Recovery | FILE REF: | F15/6079    |

**Purpose**

To seek endorsement in principle by Council of the draft Wye River and Separation Creek Resettlement Plan which has been developed collaboratively between Emergency Management Victoria (EMV), Colac Otway Shire, Department of Environment, Water, Land and Planning (DEWLP), Department of Health and Human Services (DHHS) and Regional Development Victoria (RDV) to provide a consolidated plan for the resettlement of the fire affected communities.

**Declaration of Interests**

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

**Background**

The Wye River-Jamieson Track Fire commenced north of Jamieson Track in the Great Otway National Park, eight kilometres west of Wye River. Fire ignition was due to a lightning strike on 19 December 2015.

On Christmas Day 2015, strong northerly winds caused the fire to create spot fires outside containment lines. The Great Ocean Road was closed between Skenes Creek and Lorne and the communities of Separation Creek, Wye River and Kennett River were evacuated. The fire burnt north of Separation Creek burning public land in the Otways National Park and also private dwellings in the coastal townships of Separation Creek and Wye River.

|                     |          |
|---------------------|----------|
| Total Area Burnt    | 2,520 Ha |
| Public Land Burnt   | 2,125 Ha |
| Private Land Burnt  | 395 Ha   |
| Dwellings Destroyed | 109      |

State and local government, namely Emergency Management Victoria (EMV), Colac Otway Shire, the Department of Environment, Land, Water and Planning (DELWP), Department of Health and Human Services (DHHS) and Regional Development Victoria (RDV) have joined together to ensure that the communities of Wye River and Separation Creek are able to access the necessary assistance to aid their recovery and maximise their ability to rebuild and resettle with minimum barriers over the coming weeks, months and years. All the agencies have been working together to ensure resettlement happens in a way that is safe, timely, efficient, cost effective and respectful of those different needs.

Council has a lead role in bushfire recovery, in working with our fire affected communities to ensure their needs and priorities are heard and liaising with all levels of government to assist in the resettlement of Wye River and Separation Creek while ensuring a good long term outcome is achieved for these communities.

Council has worked closely with the many state agencies to produce the Wye River Separation Creek Resettlement Plan. The Draft Public Document of April 2016 is attached.

The purpose of the Plan is to present, in a single document, the strategic approach for the delivery of the Wye River Separation Creek Resettlement. The document includes key actions to be taken, identifies responsibility for delivery of each focus area/delivery stream and actions and identifies key partners and their responsibilities.

In the weeks following the Wye River & Separation Creek fire, EMV initiated a new recovery management structure. The new model includes:

- The establishment of a 'Leadership Group' comprising Council's CEO, Sue Wilkinson (as Chair), the Secretary of DELWP, Adam Fennessy, and the Emergency Management Commissioner, Craig Lapsley. Since establishment, this group has met regularly and has a key role of providing direction, resolving issues and ensuring sufficient resourcing supports the successful delivery of the Resettlement Plan.
- The establishment of a 'Program Delivery Office', run by Major Projects Victoria.
- Eight program areas which give focus to recovery actions
  1. Clean-up
  2. Planning & Building
  3. Community Connection
  4. Community Wellbeing
  5. Tourism
  6. Business
  7. Flora Fauna & Beachscape
  8. Infrastructure.
- A Community Resilience Committee, which has been appointed comprising the Mayor, CEO, EMV Commissioner and eight community representatives to help identify community priorities and issues and to provide ongoing input into the Resettlement Project Plans.

The Plan continues to develop and evolve and a number of actions in the plan have either commenced or are completed. For example, Grocon was engaged by State Government to undertake a coordinated clean-up of bushfire debris. This is well underway. The plan provides a snapshot of the resettlement program as at early April and will continue to evolve to respond to emerging issues. Also in some areas, as projects move from one phase to the next and responsibility for delivery and accountability will transition. For example DELWP have had primary responsibility under the Planning & Building topic as they have commissioned technical studies and amended the Planning Scheme to streamline process and facilitate the rebuilding. As this topic progresses Colac Otway Shire will take on the responsibility for the determining planning, building and waste water permit applications.

Council's main responsibilities for delivery under the draft Plan are primarily in Planning & Building, Community Connections and Infrastructure areas. In other areas, Council will play key supporting roles, but not necessarily be the lead delivery agency.

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

#### **Good Governance**

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

#### *Our Goal:*

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

In late 2015 EMV formally assumed responsibilities for disaster recovery as well as emergency response. Recovery has traditionally focused on the state supporting local government to deliver support at the local level.

The Draft Resettlement Plan has several governance structures to ensure delivery of the resettlement projects via the Program Management Office which coordinates the many projects and agencies, the Leadership Group which facilitates State and Local Government oversight and the establishment of the Community Resilience Committee which ensures close connections between Council and the Wye River Separation Creek communities.

Community meetings have been held at least monthly in both Wye River and Melbourne to provide information to the community and to hear their comments and concerns.

The WyeSep portal has been developed which facilitates wide community access to progress on the many aspects of the resettlement including minutes of the Community Resilience Committee meetings.

### **Issues / Options**

The Resettlement Plan has continue to evolve since the fire as Council, the State Government and various other agencies have worked together under a new framework to develop a recovery plan. It must be flexible and agile as new issues arise and new opportunities emerge. It will continue to evolve in response to ongoing consultation on elements of the plan and as further community priorities are identified.

While it is not proposed to consult on this particular draft, it is important to note that a number of projects within the document will be individually consulted on. Others need to occur to manage public risk or because of statutory responsibilities of various agencies. Many have been completed but are still included in the plan to provide the community with an understanding of the breadth and complexities of works that have occurred to date.

Now that the eight program streams that constitute the Resettlement Plan have been pulled together in a single document, it is important that it be endorsed in principle by Council. This then facilitates the wider release of the Plan under the joint auspices of Colac Otway Shire and the Victorian State Government. To date this partnership between State and Local government has delivered significant benefits to the communities of Wye River and Separation Creek including the state facilitating a coordinated clean up with Grocon, substantial investment in tourism initiatives, investment in community infrastructure and a streamlined rebuild process.

### **Proposal**

It is recommended that Council endorse in principle the draft Wye River and Separation Creek Resettlement Plan prepared by EMV in partnership with Colac Otway Shire and other agencies involved in the bushfire recovery. Council is also asked to note that there is targeted engagement occurring under the auspices of the plan in a number of areas and that the Resettlement Plan is a working document and will continue to evolve.

The Resettlement Plan lays out a framework for actions by all recovery partner agencies to occur in a transparent and integrated manner. It can be used to communicate how the recovery process is occurring, and guides the actions of Council and others over time. The plan will keep progressing as the recovery process continues and must be flexible to respond to changing priorities, emerging issues and new opportunities.

Importantly the Resettlement Plan provides the community with a comprehensive view of the work being undertaken by Colac Otway Shire and the State to facilitate the rebuilding of the fire affected communities.

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

There are no direct financial implications arising from this report as it relates to endorsement of the draft Plan.

There are significant costs being incurred by Council in the bushfire recovery process but it is anticipated these will be recouped from the Natural Disaster Relief and Recovery (NDRRA) fund (Commonwealth) or from State government support.

A number of actions in the plan are already being undertaken on the basis of Council's legislative responsibilities for emergency management, management of risk to public safety or Council's statutory requirements as a Planning Authority.

Officers will continue to work with other levels of government to ensure that any financial cost to Council arising from the fires is minimised.

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

Bushfires leave a legacy of risks which are being actively managed by Colac Otway Shire in conjunction with the State Government. The management of many post-bushfire risks has been identified and addressed in the Resettlement Plan. They have been actively managed to minimise risk and ensure public safety.

The Governance structure outlined in the Plan, particularly the Leadership Group, provides an effective tool to help Council manage its risks.

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

There are no direct environment or climate change implications arising from the report. Various actions contained with the plan are aimed at addressing environmental risks such as landslip or weed management. These specific issues will continue to be managed by the various agencies through the model that has been developed.

### **Community Engagement**

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

The method selected would be 'Inform'.

The draft Resettlement Plan will be presented to the Community Resilience Committee (CRC) who will, in accordance with their Terms of Reference, work to help inform the ongoing development of the project plans and "ensure recovery is undertaken in a systematic, effective and timely manner".

To ensure ongoing timely delivery of the Project Plans and the overall Resettlement Plan and in view on the continual evolution of the Resettlement Plan and consultation on relevant elements, it is not proposed to stop delivery to engage broadly with the community. The plan has been put together by the agencies undertaking the various actions, and reflects a point in time.

The community can continue to inform it through the regular Community Meetings, feedback via the CRC or directly into projects as they are consulted on, such as the extensive engagement that has already been undertaken by DELWP on the restoration of Paddy's Path and development of the new river walk at Wye River. Feedback received at community meetings and other forums has already influenced a number of actions in the plan, and this will continue to be the case in the future.

There has been extensive interaction between agencies involved in the bushfire recovery to collaborate in the development of the Plan, ensuring that it has a high level of ownership by the State.

The Plan is a working document and will continue to evolve with actions being modified or added as conditions change. The Community Resilience Committee will play a key role in providing feedback to influence changes to the Plan over time.

**Implementation**

EMV and other recovery agencies will be advised of Council's resolution relating to endorsement of the Plan.

Council's Bushfire Recovery staff will continue to implement those actions which are the responsibility of Council under the Plan, and will contribute to ongoing evolution of the Plan. The Resettlement Plan is a dynamic document given the constantly changing environment, and needs to be adjusted as new actions are identified and others are refined as new information comes to hand in responding to community needs.

**Conclusion**

The draft Resettlement Plan has been developed collaboratively with EMV, Colac Otway Shire, DELWP, DHHS, RDV and other agencies over a period of months. Many actions

have been undertaken or are in progress, and actions in the Plan will continue to be refined over time with input from the community. The Wye River Separation Creek Resettlement Plan is a working document which reflects the actions of State and Local governments at a point in time.

Council is asked to endorse in principle this Plan.

**Attachments**

1. Wye River and Separation Creek Resettlement Plan – Draft Public Document April 2016

**Recommendation:**

***That Council:***

***Endorses in principle the attached draft Wye River and Separation Creek Resettlement Plan noting that a number of actions identified in the Plan will be consulted on and that the Plan will continue to evolve.***

~~~~~

# WYE RIVER & SEPARATION CREEK RESETTLEMENT PLAN

**INITIAL PLAN APRIL 2016**  
Version 1

Working in conjunction with  
Communities, Government,  
Agencies and Business

## Contents

<b>FOREWORD</b> .....	<b>3</b>
<b>1. SITUATION OVERVIEW</b> .....	<b>4</b>
1.1. <b>BACKGROUND</b> .....	<b>4</b>
1.2. <b>INCIDENT SUMMARY</b> .....	<b>4</b>
1.3. <b>IMPACT</b> .....	<b>5</b>
<b>2. RESETTLEMENT AND RECONNECTION OF WYE RIVER AND SEPARATION CREEK</b> .....	<b>7</b>
2.1. <b>EARLY RECOVERY GOVERNANCE</b> .....	<b>7</b>
2.2. <b>WYE RIVER SEPARATION CREEK RESETTLEMENT GOVERNANCE FRAMEWORK</b> .....	<b>8</b>
2.3. <b>WYE RIVER SEPARATION CREEK RESETTLEMENT DELIVERY FRAMEWORK</b> .....	<b>8</b>
2.4. <b>DELIVERY FRAMEWORK GOVERNANCE</b> .....	<b>10</b>
2.4.1. <b>WRSC RESETTLEMENT LEADERSHIP GROUP</b> .....	<b>10</b>
2.4.2. <b>WRSC RESETTLEMENT PROJECT CO-ORDINATION GROUP.</b> .....	<b>10</b>
2.4.3. <b>THE COMMUNITY RESILIENCE COMMITTEE AND THE PLAN</b> .....	<b>11</b>
<b>3. RESETTLEMENT PLANS BY STREAM</b> .....	<b>11</b>
3.1. <b>COMMUNITY CONNECTION</b> .....	<b>11</b>
3.2. <b>COMMUNITY WELLBEING</b> .....	<b>13</b>
3.3. <b>CLEAN UP</b> .....	<b>14</b>
3.4. <b>INFRASTRUCTURE</b> .....	<b>15</b>
3.5. <b>PLANNING AND REBUILDING</b> .....	<b>17</b>
3.6. <b>FLORA AND FAUNA, BEACHSCAPE</b> .....	<b>21</b>
3.7. <b>BUSINESS &amp; TOURISM</b> .....	<b>25</b>
3.8. <b>RECOVERY SURVEY INITIATIVES</b> .....	<b>28</b>
<b>ATTACHMENT 1: WRSC PLAN RESPONSE TO THE RECOVERY SURVEY</b> .....	<b>30</b>

## Foreword

The bushfires of Christmas Day 2015 in Wye River and Separation Creek remind us that the Australian landscape while breathtakingly beautiful, is also prey to fires that can have devastating consequences for the environment, communities and individuals.

The execution of a well developed community and emergency services response plan resulted in no lives being lost however 109 homes were destroyed and many others suffered significant damage. These homes naturally hold great emotional significance for many residents, with family connections to the area reaching back many generations. The loss of habitat for native flora and fauna and the impact on two important water catchments will take many years to regenerate, while the economic impacts across the direct area and surrounding region, will also be felt for many years to come.

Emergency Management Victoria, the Colac Otway Shire, the Department of Environment, Land, Water and Planning and the Department of Health and Human Resources, as the primary agencies responsible for a range of recovery activities, understand that each individual, family, community and business has different needs in relation to recovery from the fire. Accordingly, the agencies have joined together to ensure that these communities are able to access the necessary assistance needed to aid their recovery and maximise their ability to rebuild and resettle with minimum barriers. The aim is to support resettlement over the months and years it may take, in a way that is safe, timely, efficient, cost effective and respectful of those different needs.

This Initial Resettlement Plan identifies the range of actions that are being delivered to facilitate the rebuilding and resettlement effort, guided by legislative and funding requirements. It draws together what would have previously been a range of individual action plans across State Government departments, local government and other organisations into a comprehensive, co-ordinated, transparent and accountable plan. Actions are based on data verified through detailed assessments of the fire area, identifying lead responsibility, timeframes, indicators of success and resources required. It has been developed at the same time as activities on the ground are underway and the activities within it will continue to evolve over time, fed by ongoing consultation with, and advice provided by, the community.

The next phase is to work with the community to develop the vision and set priorities for the resettlement and renewal for Wye River and Separation Creek to ensure the community is able to build on existing connections and further enhance resilience. To this end, the Wye River Separation Creek community and the Community Resilience Committee will be key partners in the further development and delivery of activities within this plan.

Craig Lapsley

Emergency Management Commissioner

Sue Wilkinson

Chief Executive Officer  
Colac Otway Shire

Adam Fennessy

Secretary DELWP



## 1. SITUATION OVERVIEW

### 1.1. Background

The township of Wye River is located east of Geelong between Lorne and Apollo Bay. Just to the north of Wye River is the residential settlement of Separation Creek, both are located in the local government area of Colac Otway Shire (COS) and situated along the well-travelled Great Ocean Road.

Prior to the bush fire this community of approximately 100-120 permanent residents, was typified by a diverse ownership and use structure including:

- A significant number of dwellings that are holiday and investment homes;
- A high reliance on tourism to generate local business;
- A high number of part-time residents with deeply embedded connections to the community/area;
- A high number of non-residents and visitors from across the nation and abroad during peak periods of the year.

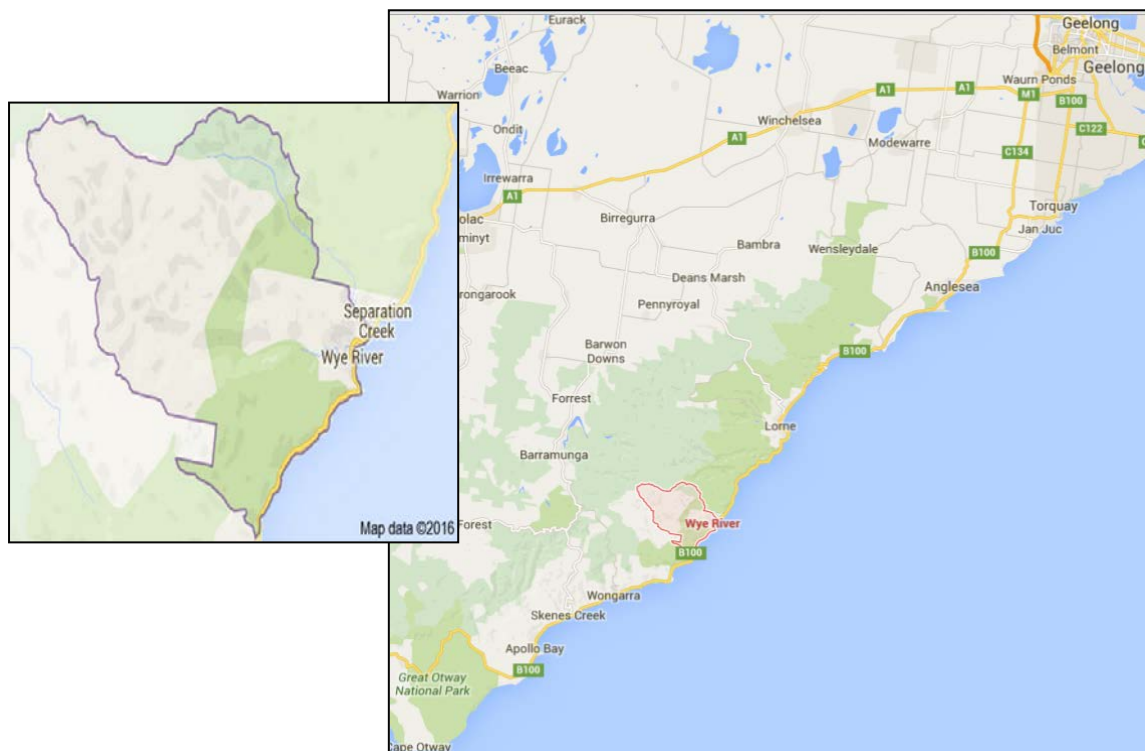


Fig 1: Map of Wye River and Separation Creek and surrounding region

### 1.2. Incident Summary

The Wye River-Jamieson Track Fire commenced north of the Jamieson Track in the Great Otway National Park, eight kilometres west of Wye River. Fire ignition was due to a lightning strike on 19 December 2015. On Friday 25 December 2015, strong northerly winds caused the fire to create spot fires outside containment lines. The Great Ocean Road was closed between Skenes Creek and Lorne and the communities of Separation Creek, Wye River and Kennett River were evacuated. With predicted intense and erratic fire behaviour, the control agency recommended that the people of Lorne evacuation of Lorne also. The fire crossed the Great Ocean Road and burnt north of Separation Creek, impacting the coastal townships of Separation Creek and Wye River.

Due to hot weather forecast for 31 December 2015, the communities of Kennett River, Grey River and Wongarra were evacuated as a fire safety measure.

Relief Centres were established at the Apollo Bay Leisure Centre and at the Surf Coast Shire Offices in Torquay, providing relief and respite support to people evacuated or impacted. Fire affected areas remained closed over the New Year's weekend. The Great Ocean Road was reopened to the public on 6 January 2016. On 21 January 2016, 34 days after ignition, the 2,500 hectare fire was listed as contained.



**Fig 2: Map of Lorne-Jamieson Track Fire Extent: 30 December 2015**

### 1.3. Impact

On 26 December 2015, Impact Assessment Teams were deployed to assess losses and the community messages were downgraded. Numerous hot spots remained on the fire ground and construction of control lines and implementation of control strategies continued.

#### Areas burnt

Total Area Burnt	2,520 Ha;
Public Land Burnt	2,125 Ha;
Private Land Burnt	395 Ha.

#### Private Property damage

The property losses from the Wye River-Jamieson Track fire have been significant. Confirmed losses reported a total of 109 households - 18 houses at Separation Creek and 91 at Wye River, with a range of partially damaged or impacted properties.

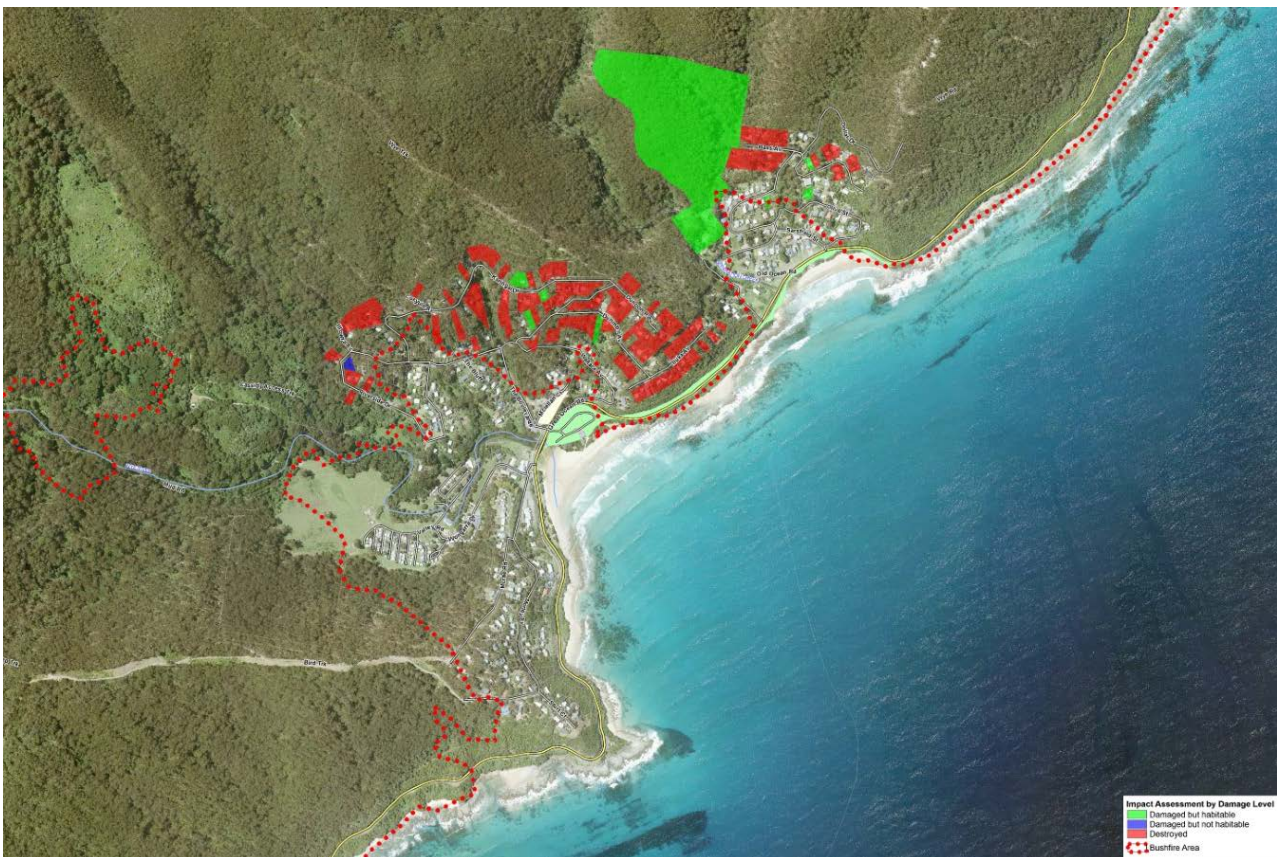


Figure 3: Private Property Impact Assessment Damage to residences in Wye River and Separation Creek (Source: Colac Otway Shire March 2016):

### Public Property Damage

A range of public infrastructure was impacted upon by the fires:

- Roads impacted in bushfire affected area and retaining walls;
- Bridges and major culverts;
- Signs, guide posts etc; and
- Water tanks.

### Housing impacts

Impact assessments conducted have confirmed that 15 of the houses were primary residences and the remaining were a mix of uses including holiday and part-time residences. A large amount of the houses lost are holiday homes, many of which would normally be rented out to visitors to the area. Of the 15 houses identified as permanent residences, all residents have found alternative short and medium term accommodation.

### Business impacts

The initial impact assessment reveals a significant reduction in visitors to the Great Ocean Road including Wye River and Separation Creek in comparison to previous years. Due to the loss of overnight accommodation for visitors to the area during peak periods there has been significant loss of rental revenue for property owners and other businesses.

The closure of the Great Ocean Road resulted in re-routing of through traffic, including coach tours, along the inland route through Colac and Camperdown, with significant consequences on tourist spend along the Great Ocean Road.

The impact of clean up and rebuilding also has potential to further impact on tourist visitation.

## 2. RESETTLEMENT AND RECONNECTION OF WYE RIVER AND SEPARATION CREEK

The importance of community-focussed outcomes is central to the Initial Plan and activities, and is informed by a range of state and local government requirements, data, principles and information provided by the community to this point.

The key principles, drivers and methods guiding the Wye River and Separation Resettlement Plan are:

### Principles

- Safety of all people
- Community driven and focused outcomes
- Inclusive Community Connectedness
- Community wellbeing

### Drivers

- Focus on the BIG picture, delivered locally
- Defined lines of authority and role clarity
- Defined communication methods to meet community need

### Methods

- Community connection program defined and utilized
- Program principles and behaviors established at all levels
- Well established communications plan.

Community members have also clearly articulated priorities through a Recovery Survey Report commissioned by EMV on behalf of the Wye River and Separation Creek Recovery Group which was formed in the initial recovery.

This survey helped identify a range of matters that members of the community considered important including nine potential projects that could be undertaken over the medium term.

Project	Preference Score
Developing a plan to control the regrowth of weeds on both public and private land	689
Beautifying Paddy's Path with indigenous plants and sculptures	626
Underground power-lines in areas where feasible, such as the town centre	614
Organising with local plant nurseries to supply subsidised indigenous plants to all property owners affected by the fire	609
Improve access and facilities for the beach at Wye River and Separation Creek	568
Replanting Harrington Park with indigenous plants	558
Access to courses on emergency management for all our volunteers	495
Additional walks through the bush marked out and maintained	491
New community noticeboards for Wye River and Separation Creek	361

More information is available within this interim plan at 3.8 and in Attachment 1 but it is important to note the community's early priorities as a guide. The full Recovery Survey Report will be available on Wye Sep Connect.

### 2.1. Early Recovery Governance

The Wye River Separation Creek fire was managed by the Incident Management Team based at Colac with a field fire ground structure established. The IMT was supported at Region and State level.

Relief and Recovery Teams were activated on 25 December 2015 while response was still in its early stages. These teams provided assistance to evacuees with registration, financial assistance, material aid, personal support and shelter.

The Wye River Separation Creek Fire Recovery Committee was established specific to the Wye River Separation Creek fire incident. The Department of Health and Human Services (DHHS) Regional Recovery Coordinator facilitated the Committee, with the first meeting taking place on 27 December 2015.

Additionally, the Wye River and Separation Creek Recovery Group (WSRG) was formed in early January 2016 in response to a request from the Emergency Management Commissioner. WSRG was asked to advise on recovery issues in the days and weeks following the Christmas Day fires. WSRG was formed with representation from major services groups, businesses and property owners in the community and subsequently was replaced by the Community Resilience Committee.

## **2.2. Wye River Separation Creek Resettlement Governance Framework**

Subsequent to the formation of the Wye River Separation Creek Fire Recovery Committee, Emergency Management Victoria (EMV) took steps to re-organise the State's management of recovery by establishing a new governance framework.

In order to meet the challenges facing the local communities of Wye River and Separation Creek, EMV and Colac Otway Shire Council has drafted a single plan – the Wye River Separation Creek Initial Resettlement Plan - to deliver a:

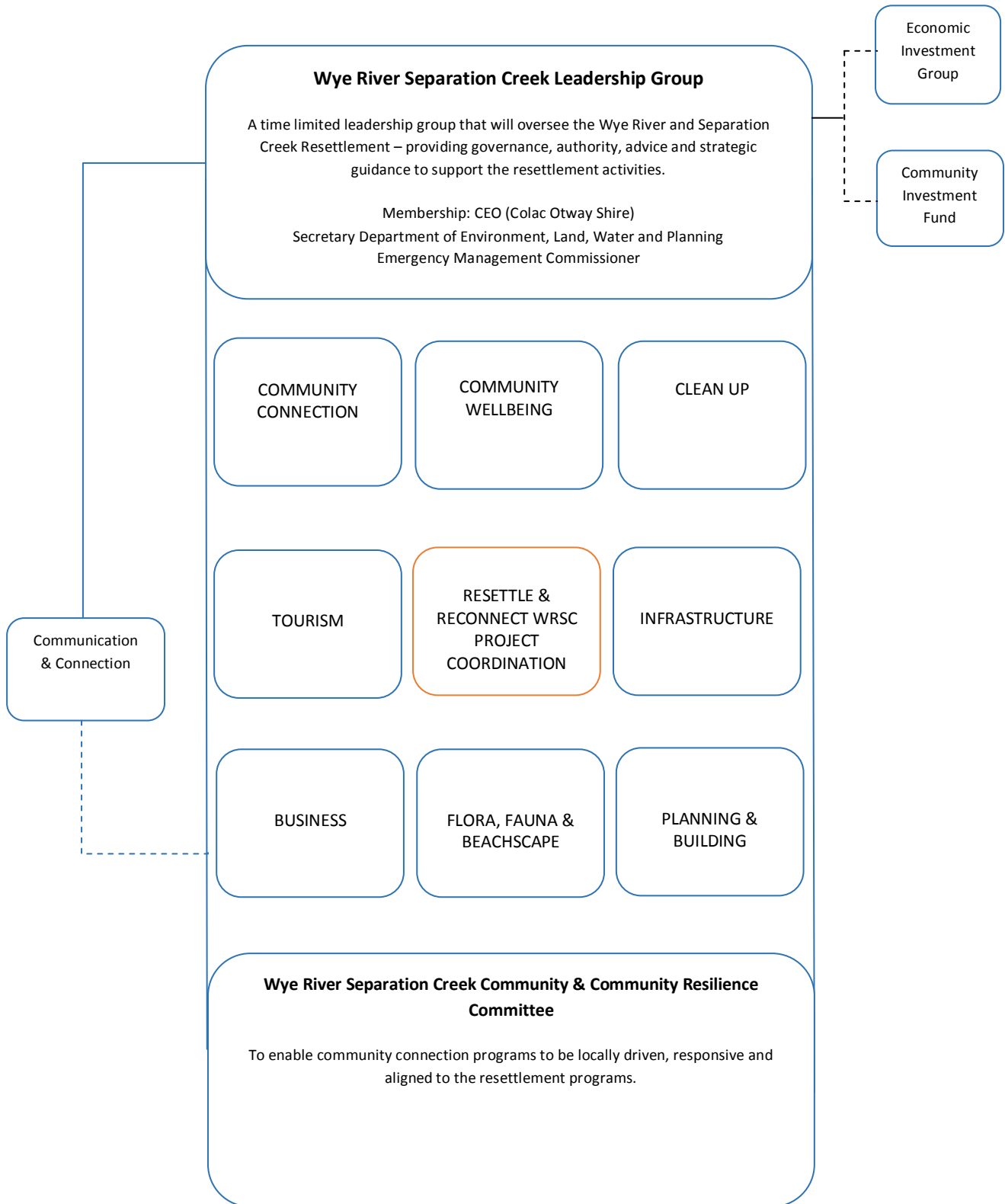
- community connected recovery plan with a key focus on community wellbeing;
- coordinated clean up making efficient use of State resources and safely expediting the process of clearing properties of bushfire waste;
- comprehensive plan to repair/re-establish local government and crown land infrastructure;
- streamlined planning and building process for owners wishing to re-establish their properties;
- plan to deliver works to manage threats posed to Flora, Fauna and Beachscape engaging the community;
- connected plan to support the recovery of business and tourism in Wye River and Separation Creek, and surrounds affected by the bushfire.

## **2.3. Wye River Separation Creek Resettlement Delivery Framework**

The establishment of the Wye River Separation Creek Resettlement Framework will enable the current recovery processes to transition to long term community resilience.

Supported by State Government, local government, organisations, businesses, the local community, the Wye River Separation Creek Community Resilience Committee and a range of other organisations, this structure will help facilitate the reconnection and resettlement of Wye River and Separation Creek.

**Figure 4:** Governance structure Wye River Separation Creek Resettlement



## 2.4. Delivery Framework Governance

### 2.4.1. WRSC Resettlement Leadership Group

Comprising of Chief Executive Officer Colac Otway Shire, Sue Wilkinson, Emergency Management Commissioner Craig Lapsley and the Secretary of the Department of Environment, Land, Water and Planning, Adam Fennessy, the Wye River Separation Creek Resettlement Leadership Group will oversee the implementation of the Resettlement Plan including:

- Development and implementation of the WRSC Delivery Framework that reflects the State and Local level partnership approach to resettlement.
- Oversight of the Wye River and Separation Creek resettlement process providing:
  - Advice and strategic guidance;
  - A mechanism for joint decision making between the agencies (to ensure efficiencies).
- Facilitating and overseeing the implementation of the Resettlement Plan including oversight of all aspects of the work required to assist the recovery and resettlement of the community from the impact of the fires.
- Prepare reports to the State and Commonwealth governments with recommendations for resources and actions needed to assist with resettlement activities.
- Direct allocation of State resources to facilitate the successful delivery of the Resettlement Plan.
- Oversight of communications and engagement activities to ensure a co-ordinated approach across all agencies.
- Resolution of issues or conflicts, as required, which may arise during the delivery of the Resettlement Plan.

Fundamental to the resettlement of WRSC will be the involvement of the local community in driving the process of recovery over the long term. The role of the Wye River Separation Creek Community Resilience Committee is to inform and champion community based recovery.

### 2.4.2. WRSC Resettlement Project Co-ordination Group.

The WRSC Resettlement Framework identifies eight project streams as key to the resettlement and reconnection of Wye River and Separations Creek. The Project Coordination Group is the team that will be responsible individually and collectively for the delivery of the WRSC Initial Resettlement Plan.

Accordingly this plan outlines:

- The scope and deliverables;
- Constraints and opportunities;
- Responsibility for delivery of each focus area/delivery stream;
- Timeframes as appropriate for each action.

The eight delivery streams are outlined below:

- **Community Connection:** Support the WRSC communities to successfully deal with the impacts of the fire by engaging and consulting with community members to facilitate connectivity, capacity building and enhance community resilience.
- **Community Wellbeing:** Recovery services that assist fire affected individuals and communities to manage the personal, psychosocial and financial impacts of the fire.

- **Clean up:** A coordinated clean up process to ensure public safety, efficient use of resources, consistency of approach and the minimisation of environmental impacts to facilitate the timely return to normality for the township.
- **Infrastructure:** A comprehensive plan to repair/re-establish local government and crown land infrastructure such as roads, drains, pavements (sealed & unsealed), roadside & street furniture (e.g. signage), community infrastructure, power supply and television transmission.
- **Planning and Building:** Provision of streamlined planning process for fire-affected properties in WRSC by the State Government and COS – ensuring new dwellings are more resilient to bushfires, minimising the risks of erosion and contributing to a sense of place.
- **Flora, Fauna and Beachscape:** Public land infrastructure remediation to support enjoyment of the coast beachscape through the projects such as beachscape and public lands (Paddys Path, playground, foreshore camping reserve etc), emergency stabilisation works (public and private lands impacted by suppression efforts), weed management works.
- **Business & Tourism (Combined):** Identification of the economic impacts and consequences of the fire to inform the regional planning and delivery of economic recovery activities in response.

The WRSC Initial Resettlement Plan is a public document and will be available to the community via the WyeSep Connect Portal.

The Initial Plan will also be updated at regular stages to reflect its evolution from the immediate recovery tasks (such as initial relief support, public safety and clean up) through the development of streamlined planning controls and to the repair of infrastructure, all in order to enable the community to reconnect and re-establish.

### 2.4.3. The Community Resilience Committee and the Plan

The specific functions of the Committee are to:

- Inform the development of Resettlement Project Plans that identify all actions necessary to ensure recovery is undertaken in a systematic, effective and timely manner;
- Provide comment on the implementation of the Resettlement Project Plans;
- Receive regular reports on the progress and on-going developments arising through the resettlement process;
- Ensure actions are flexible and responsive to emerging community needs, trends and relevant issues;
- Highlight areas of need for any additional resources or actions to assist with recovery across all areas;
- Inform the community of progress on recovery and major initiatives and achievements.

## 3. RESETTLEMENT PLANS BY STREAM

### 3.1. COMMUNITY CONNECTION

#### Purpose

To support the Wye River, Separation Creek (WRSC) communities to successfully deal with the impacts of the fire that occurred on 25 December 2015 by engaging and consulting with community members to facilitate connectivity, capacity building and enhance community resilience based on the following relief and recovery principles:

- Empower, engage and consult with individuals and communities to promote self-sufficiency and, where possible, meet their own relief and recovery needs.



- Be coordinated and collaborative, jointly owned by affected individuals and communities-as well as the non-government organisations, businesses and government agencies that support them.
- Be adaptive and scalable, recognising the unique, complex and dynamic nature of emergencies and communities.
- Focus on consequence management, where everyone involved appreciates the potential consequence of their decisions and actions.
- Be able to support the delivery of concurrent community, local, regional and state response, relief and recovery activities.

## Scope

Community based recovery activities will be led by two Bushfire Community Recovery Officers from the Colac Otway Shire funded by DHHS:

- The Coordinator will engage and liaise with representatives from regional and municipal recovery services to ensure the effective functioning of community focussed development programs and activities and provide support to the Municipal Recovery functions including the provision of case support, counselling and other personal support services.
- The Community Development Officer will facilitate recovery activities through comprehensive engagement activities with community representatives and organisations.

Communications will be delivered through a structure developed by EMV, with a communications working group comprised of Colac Otway Shire, DHHS, DELWP, DEDJTR and various contractors and agencies. The working group is supported by consultancy firm Porter Novelli.

- Working as a group the various departments, agencies and contractors will ensure integration and alignment of information, events, and engagement activities and oversee the development of content for communication channels.
- The communications group will work closely with Community Resilience Community, and ensure opportunities and scope for community input, including content development, two-way forums and conversations through the community resources of the website and facebook page. A structure and timeline will be developed for the hand-over of key communication channels to the community.

## Delivery Responsibility – Lead by Colac Otway Shire

DHHS / COS / CRC:

- DHHS have funded the establishment the Colac Otway Shire to deliver a range of recovery services through a Coordinator Bushfire Recovery and a Community Development Officer - DHHS will also provide program management guidance and expertise as required to assist the delivery of recovery program objectives.
- COS to recruit a Coordinator Bushfire Recovery and a Community Development Officer
- Community Resilience Committee will provide a mechanism for communicating with and receiving information from fire affected communities. The CRC will inform communities and stakeholders about the progress of Recovery Action Plans, and gain feedback through members' networks, contacts and associated organisations; this is integral to providing and facilitating valuable knowledge on local issues and initiatives and generating creative ideas and solutions to assist community recovery.

Communication group and CRC:

- EMV, supported by COS, have developed a community specific website and facebook page, which complement other communication channels such as meetings, newsletters, one-on-one conversations, community engagement opportunities and events. The website and facebook page are the key sources of factual and community based information for community members. The ultimate aim is for it to develop as a two-way community communication channel and will require strong partnerships.

- The communications group will work collectively, along with the CRC, to ensure relevant and timely information is provided to the community, and more importantly, allows for two-way community facilitated conversations. The group structure and communication channels complement the Governance Structure and Initial Resettlement Plan goals to ensure all information is up-to-date, easily sourced and through a single channel.

### Project Deliverables and Beneficiaries

- Recovery planning and activities that meet community needs – as identified through consultation and gaps analysis.
- Community access to recovery information from all service providers and across all recovery environments.
- Opportunities for community to develop content and engage with each other, and the various resettlement bodies, through the website and facebook page.
- Relevant and established linkages and pathways with relevant personal support services, community health, family and vulnerable community services.
- Provision of effective support to community groups assisting with local recovery activities.
- Delivery of collaborative community events and activities within a community engagement model that support and encourage individual and community reliance and empowerment.

### Dependencies / Constraints

The Colac Otway Shire will work collaboratively with DHHS, recovery partners and the community to facilitate the reconnection and strengthening of community networks, building resilience and supporting a program of community based events and projects.

The communications group will work collaboratively and with the CRC to ensure communications are timely, respond to community enquiries and concern and provide an open location for two-way conversations.

## 3.2. COMMUNITY WELLBEING

### Purpose

To empower and support the (WRSC) communities to restore and rebuild community functioning and resilience and support fire affected individuals to manage the personal, psychosocial and financial impacts and enhance their wellbeing while they pursue their recovery.

### Scope

DHHS to deliver/facilitate the following:

- Assist fire affected individuals and communities to manage the personal, psychosocial and financial impacts of the fires.
- Build resilience, promote the reconnection and strengthening of community networks by supporting a program of community based events and projects.
- Ensure the Wye River Separation Creek residents who lost their principal place of residence have access to appropriate short and long term housing options.
- Ensure public health infrastructure is supported in the fire affected areas.

Colac Otway Shire (COS), Department of Health & Human Services (DHHS) and recovery partners will work with the community to:

- assist the reconnection and strengthening of community networks, build resilience and support a program of community based events and projects.
- ensure the Wye River Separation Creek residents who lost their principal place of residence have access to appropriate short and long term housing options.
- directly assist fire affected individuals and communities manage the personal, psychosocial and financial impacts of the fires.

## Project Deliverables and Beneficiaries

- Community based projects and events aimed at enhancing and re-establishing community connection and resilience.
- Ensure access to accommodation and transition to permanent housing for those whose principal place of residence is destroyed.
- Support immediate financial needs and facilitate support for long term financial recovery, including issues around insurance and welfare.
- Facilitate material aid support to fire affected residents.
- Screen and assess needs for personal support, counselling and more intensive support and refer to appropriate services.
- To develop sector capacity and implement supports to service providers.
- Ensure accurate information and advice relating to public health.

## Dependencies / Constraints

The Community Wellbeing Project Plan is linked to the Community Connection Project Plan.

## Delivery Responsibility – Lead by DHHS

Colac Otway Shire recovery team will be supported by the Department of Health & Human Services and other recovery partners to:

- Deliver the actions identified in the Community Wellbeing Plan;
- Support the Wye River-Separation Creek Community Resilience Committee;
- Identify and refer individuals and groups to relevant services;
- Undertake locally driven recovery activities that meet community need.

DHHS:

- Develop sector capability and enhance the capacity of local service providers;
- Psychosocial recovery sessions to affected communities and those supporting the community.

Recovery Agencies

- Support the community wellbeing activities and staff training as required.

## 3.3. CLEAN UP

### Purpose

The scale of the fire damage in Wye River and Separation Creek together with the terrain and location on the Great Ocean Road has resulted in the State Government directing a coordinated clean up process to ensure public safety, efficient use of resources, consistency of approach and the minimisation of environmental impacts to facilitate the timely return to normality for the townships.

### Scope

Two phases to the clean up – the safety phase and the works phase:

The safety phase includes assessing and compiling the details of damaged properties; assessing and removing fire damaged trees; assessing roads and other critical infrastructure to make safe and/or remove and replace (water, electricity etc). This phase has also included the temporary closure of roads to prevent/limit access during the safety phase for the safety of owners, the general public and to allow safety phase works to progress unhindered.

The works phase includes assessing the sites; establishing base line air quality and monitoring air quality, particularly in relation to asbestos; agreeing landfill locations with the EPA; developing and gaining approval of works methodologies and plans (in particular the handling and transportation of dangerous goods) by Worksafe; engaging suitable sub-contractors, promoting the use of local labour as much as possible; Liaising with all stakeholders; securing properties with respect to safety, health and environment issues; facilitating access and traffic management; cleaning up and disposing of bushfire waste while preserving items that property owners and insurers see as relevant to the site's redevelopment; and providing progress and information reports to the State Government.

The clean up works are scheduled to be completed by 30 June 2016 (subject to weather conditions).

### Project Deliverables and Beneficiaries

At the conclusion of the clean up works:

- Owners will have their bushfire affected properties cleared of rubble, dangerous trees, ash, hazardous materials and the like.
- Owners will be provided the opportunity to nominate elements that they wish to retain and re-use.
- An environmental certificate will also be provided on completion of the works certifying the removal of bushfire hazards in the clean up process.

### Dependencies / Constraints

- Approval of landfill sites to receive bushfire waste (Section 30A to be issued by EPA).
- Dangerous Goods Order to regulate the safe handling and transportation of bushfire waste.
- Registration of owners to participate in the consolidated clean up scheme, which will allow Grocon to scope the total works and finalise the works methodology, logistics and cost plan.
- Approval (by EMV/MPV) of the scope(s) of work consistent with bushfire clean up tasks prior to works proceeding.
- Consent of the insurers to contribute the first \$25,000 of the clean up costs per property.

### Delivery Responsibility – Lead by EMV (Contractor Grocon)

Grocon:

- Scoping of clean up on individual (in consultation with insurers/owners) properties.
- Clean up works including air monitoring during works phase, removal of bushfire material and transportation to approved landfill for safe disposal.

Emergency Management Victoria (assisted by Major Projects Victoria):

- Contract Administrator of the Grocon clean up contract.
- Working with insurance companies to facilitate approvals and funds.

Colac Otway Shire :

- Assessment of roads and other geotechnical data to facilitate safe access/agrees during clean up works.
- Approval of traffic management arrangements for local roads during the clean-up.
- Ensure road infrastructure returned to pre clean-up condition by Grocon/State Government.
- Manage the orderly and safe clean-up of sites where owners opt out of the Grocon clean-up through the issue of Building Orders where necessary.
- Assist DELWP to manage public access to the bushfire affected areas to ensure hazards do not compromise public safety, including the issue of building notices/orders for sites which experienced damage from the fire and advice to owners restoring septic tanks and other infrastructure.

DELWP:

- In conjunction with Colac Otway Shire manage the temporary fence.
- Coordination of safe removal of burnt and damaged trees.

## 3.4. INFRASTRUCTURE

### Purpose

To repair or restore local infrastructure and other assets in WRSC which have been impacted by the bushfire. This is to reduce risks to safety, to facilitate the clean-up operations, and to assist the community to restore their homes in a timely manner.

This relates to public or privately administered assets including:

- Roads and related infrastructure;
- Retaining structures;
- Drainage infrastructure;

- Open space infrastructure such as pathways, fencing, park furniture, etc.;
- Utility infrastructure including power and telecommunications;
- Waste bins.

## Scope

Two phases to the rebuilding of infrastructure assets – emergency protection works phase and the infrastructure restoration phase.

The emergency protection phase includes a number of high-priority actions to reduce threat to life, property, and the environment. This incorporates making detailed assessments of roads and other infrastructure to make them safe, to enable access by the various agencies involved in recovery and clean-up and to allow the public to return to their properties. Some temporary works were required to allow safe access by heavy vehicles involved in the clean-up. Other damaged utility infrastructure will also be repaired to restore basic services. Hazardous trees that posed a risk to road users have also been assessed and removed to mitigate any risk to life or property. Other essential works involving the clearing of roadside debris and reinstatement of important drainage infrastructure has also been undertaken during this phase.

The infrastructure restoration phase includes the rebuilding of assets which have either been directly affected by the bushfire or have deteriorated in condition due to firefighting activities or other tasks associated with the clean-up operations. The types of assets that have been affected include: roads; street furniture such as signs, guideposts and guardrail; retaining structures; drainage infrastructure; and other open space assets such as park furniture, fencing, and access paths. Other utility infrastructure will also need to be replaced or repaired to reinstate services such as electricity and telecommunications to properties in the fire affected areas. During the clean-up; roads and other related infrastructure will be monitored and maintained in a safe and passable state of repair for all vehicles. The rehabilitation of damaged roads will be undertaken in coordination with the completion of the clean-up activities.

## Project Deliverables and Beneficiaries

At the conclusion of the infrastructure restoration phase:

- Risks to life, property, and the environment will be mitigated.
- Public and other utility assets will be rehabilitated to an acceptable condition.
- Essential services and access will be restored to owner's properties.

## Dependencies / Constraints

- The timing of the rehabilitation works and other related infrastructure will be subject to the completion timeframes associated with clean-up operations.
- Provision of a confirmed safe working environment to allow various responsible bodies to return to fire affected areas to repair/restore assets under their control.
- A determination on the responsibility for repairing/replacing privately built infrastructure (i.e. retaining walls) within road reserves is required.
- Availability of contractors who are adequately experienced and resourced to deliver the required asset restoration works.
- Re-establishment of road boundaries to clarify responsibility for asset restoration required.
- The primary objective is to restore assets or services to a condition to which existed prior to the bushfires. Any betterment or enhancement works will be subject to securing alternative funding sources or approvals.

## Delivery Responsibility – lead by COS

Grocon:

- Monitoring and maintenance of roads being used during the clean-up so that they are in a safe and passable condition.

- Provision of temporary works to allow safe access by heavy vehicles being used as part of the clean-up.
- Restoration of roads which may be damaged during the clean-up operations.

Emergency Management Victoria (assisted by Major Projects Victoria):

- Contract Administrator of the Grocon clean-up contract.

Colac Otway Shire:

- Assessment of roads and other geotechnical data to facilitate safe access/egress during clean up works.
- Urgent repair work as required.
- Preparation of a dilapidation report to record the condition of roads and related infrastructure prior to the commencement of the clean-up operations.
- Repair or replacement of assets on Council owned, managed or controlled land such as paths, park furniture, etc.
- Coordination of the replacement of waste bins damaged by the fire.
- Work with TX Australia to replace the destroyed equipment shelter located at the Bird Track television broadcast facility.
- Oversight of asset repair and restoration activities within the townships including liaison with other relevant agencies.

DELWP:

- Assessment and removal of hazardous trees.
- Coordination of the restoration of assets on Crown Land such as Paddy's Path.

Powercor

- Repair or replacement of electricity distribution related infrastructure to reinstate service.

Telstra

- Repair or replacement of telecommunications assets to restore service.

TX Australia

- Establishment of temporary facilities to provide for continued television broadcast into the townships.
- Permanent replacement of destroyed television broadcast equipment.

VicRoads

- Repair and restoration of assets on or relating to the Great Ocean Road.

### 3.5. PLANNING AND REBUILDING

#### Purpose

The State Government and Colac Otway Shire have streamlined the planning controls for fire-affected properties in WRSC. The controls came into effect on the 4<sup>th</sup> April 2016 following its gazetting. These streamlined controls are designed to prioritise essential planning objectives and requirements while giving Council some discretion in the application of permit requirements. These controls give Colac Otway Shire CEO the authority to approve a planning permit application.

The State Government has undertaken a variety of bushfire, landscape capability, geotechnical and waste-water assessments to inform these streamlined controls and improve future building decisions in the

townships. The streamlined planning requirements consider the findings of these technical assessments and ensure new dwellings are more resilient to bushfires, whilst minimising the risks of erosion and contribute to the regions unique coastal character. These controls and technical assessments have been ‘packaged’ and distributed to property owners with individual assistance provided through a dedicated Planning and Building ‘one-stop-shop,’ operated by Council and other agencies.

## Scope

A number of technical studies have been completed to assist residents through the planning and building process – this includes the Bushfire risk (Bushfire Attack Level assessment) a Geotechnical assessment, a land-capability assessment and a study of waste-water management options and strategies.

Colac Otway Shire is providing individual assistance to residents through a planning and building one-stop-shop program operated by Colac Otway Shire across four locations.

### **Streamlined planning controls**

The streamlined planning controls are intended to ease low priority planning requirements to support fire affected residents through an accelerated planning and building process. Higher priority planning provisions and requirements will be retained in the incorporated document, to ensure that future dwellings are more resilient to bushfires, consider risks of erosion/landslip and contribute to a unique coastal character.

### **Bushfire risk assessments**

The State Government commissioned Terramatrix, a bushfire consultancy, to determine the bushfire risk — known as 'Bushfire Attack Levels' — in the affected settlements of WRSC. The established BAL reflects the shared responsibility of individual landowners in reducing bushfire risk to enhance community safety. Given the BAL assessment is included in the new streamlined planning controls, it is these BALs that will form the basis of Councils determination of any application lodged.

A Bushfire Attack Level (BAL) assessment establishes the relevant requirements for the construction of buildings in a bushfire prone area under the Australian Standard (AS 3959-2009). The BAL is an assessment of bushfire risk measuring the severity of a building’s potential exposure to ember attack, radiant heat and direct flame contact. The BAL is expressed in terms of increments of radiant heat exposure and provides the basis for establishing the requirements for construction to improve the protection of building elements from attack by bushfires.

The different ‘risk’ levels in the BALs system depends on:

- Vegetation, which is the primary source of fuel for a bushfire; and
- Topography (or slope) which influences the rate of spread and intensity of a fire.

### **Geotechnical assessment**

The State Government commissioned Coffey Environments Australia to conduct a broad geotechnical assessment of the WRSC area. This assessment provides owners and designers with a preliminary assessment and advice to inform choice of dwelling style and type in response to the geotechnical risks and landscape constraints identified such as soil type, slope and depth to rock.

### **Land-capability assessment**

Coffey were also commissioned to provide a Land Capability assessment and to investigate various waste-water management systems suitable for the settlement. This assessment identifies building and development constraints including soil types, drainage lines, land slope, proximity to water bodies as well as other relevant landscape concerns. This will provide property owners, their designers, engineers, insurers and builders with preliminary advice and options to guide site specific responses to specific landscape constraints, for any particular dwelling design and associated structures.

The Government has also announced that Coffey will provide assistance to individual property owners through the ‘One Stop Shop’ service with lot specific geotechnical, landscape and waste water options. The Coffey report identifies applicable design standards and performance requirements and includes a review of

the available technology in domestic wastewater management, including cost estimates. This work has been undertaken to achieve optimal environmental, health and economic outcomes for the community at a settlement wide level and assist residents through the Planning and Building process.

### **One-stop-shop**

The 'one stop shop' is designed to provide residents with information relevant to their planning permit needs as simply as possible. The primary focus is on information relevant to the process of planning for, commissioning and undertaking a rebuild of mainly residential structures. Technical experts will be on hand to assist each resident. This includes planners, building surveyors and wastewater and geotechnical expertise from Coffey Environments.

DELWP is currently supporting Council at the One Stop Shop locations, including senior planning representative at the Melbourne location, and provision of contracted support into Council at Councils discretion, to support the operation of the Wye River location. COS is augmenting its staff to support the operation of the One Stop Shops.

### **Good design exhibition, Office of the Victorian Government Architect (OVGA)**

The OVGA has advised that they are working towards staging an exhibition mid-year that will explore the difficulties of building on sites with complex topography, bushfire attack levels and unique coastal and soil conditions. The exhibition will emphasise the material components and construction elements that form the basis for good design in these conditions.

The exhibition will explore how building elements (floor, balcony, wall, door, window, ceiling, roof, fireplace, stairs etc.) might be designed with sensitivity and understanding of local issues including bushfire risk, topography and ecology.

### **Settlement survey datum points**

The Office of the Surveyor General has commissioned a local surveyor from Jan Juc to recover and record surviving ground survey marks and datum points on appropriate sites within Wye River and Separation Creek. These points will inform future surveying work being conducted by council and private landholders'. Individuals will be required to engage a licensed surveyor to re-establish their private property boundary as part of their planning permit application. Work is currently underway and is expected to be complete by 1 June 2016 or as permitted by access arrangements with Grocon Pty Ltd.

### **Project Deliverables and Beneficiaries:**

At the conclusion of the Planning and Building policy stage (By end of March 2016):

- Owners were sent a letter from COS on 1 April 2016 with specific information on their property, including a BAL rating to form part of their planning permit application, under the streamlined controls.
- The new streamlined planning controls will apply to owners with fire affected properties and are in effect from 4 April 2016. They are intended to reduce the processing time for planning permit applications, whilst ensuring that the relevant environmental, economic and community safety factors are considered, to ultimately make the community more resilient and responsive to change.
- Some properties may have two or three BALs established as part of the streamlined planning controls. The BAL that residents will be required to build to, will depend on the location/siting of the dwelling across the established BAL lines. Residents will need to consult Council, through the One Stop Shop, and their building surveyors to determine which Construction Standard they will need to build to subject to the Australian Standard (AS 3595-2009).
- DELWP, Council and a number of agencies have published the fact sheets, reports and supporting documents on the WyeSep Connect web page to support the individual property owners letter, including:
  - BAL level for each lot as determined by 2016 study
  - Copy of BAL study
  - Copy of Geotech report
  - Copy of Land Capability and Waste-water management report



- Planning and Building Fact sheets
- The OVGA will facilitate the expression of interest process, create the design guidelines and support the exhibition.
- The Surveyor General has commissioned a Local Surveyor to identify surviving ground survey marks and datum points on appropriate sites within Wye River and Separation Creek. This project will recover and record these surviving ground marks. Work is expected to be complete by 1 June 2016 or as permitted by access arrangements with Grocon Pty Ltd.

### Dependencies / Constraints:

#### Considerations for building:

- Steepness of land in general and across individual sites: the topography of Wye River and Separation Creek presents a number of issues. The slope makes accessing and assessing the individual lots difficult, whilst also creating a variety of landslip issues, which were identified as part of the Landscape Capability assessment.
- Vegetation classification and management: the vegetation within the region presents a bushfire risk if unmanaged, and a landslip and erosion risk if removed. The ongoing management of this vegetation will directly impact the planning and building process in the region.
- Designing the residential property to suit site shape and orientation (inc. footings): each lot is structured differently. Setback requirements and future building footprints/orientation is a key consideration for managing bushfire and environmental risk for the future settlement.
- Availability of builders and specialists: property owners choosing to build in the affected township will proceed at different times. The availability of local builders and specialists is uncertain, and may present a variety of issues.

#### Concerns:

- Building concerns: a number of residents have expressed concerns about the Bushfire Attack Level (BAL) assessment and the associated building requirements. Owners are concerned that the geotechnical requirements and high BAL rating precludes them from building due to increased building costs not covered by their insurer.
- The Community has expressed concern that an Asset Protection Zone (APZ) was not considered as part of the bushfire assessment. It has been noted that this APZ was considered however it was deemed to be unfeasible as it could not be managed in perpetuity and would present a landslip risk. Ongoing discussions are likely to occur regarding vegetation management and the APZ however these are unlikely to change construction standards within the settlement. Options remain for residents to reduce their BAL through siting and appropriate design response.
- OVGA exhibition concerns: the exhibition cannot promote expectations that houses can be “fireproof” or that the inherent risk associated with living in locations prone to bushfire attack can be eliminated. The threat of bushfire attack is one of the issues that will have informed exhibited built works, other issues will include functionality, user comfort, environmental impact, energy consumption, build cost, whole-of-life cost, qualities of space and form. The OVGA needs to establish clear deliverables and objectives of the exhibition as residents are beginning to consider design options, and are looking to the State Architect for advice.

In response to these concerns, the Emergency Management Commissioner has put together a panel of technical fire and building experts to review the bushfire risk management at Wye River and Separation Creek based on the existing regulatory and policy framework.

Additionally, work is under way around the consideration of an Asset Protection Zone (APZ) at Wye River and Separation Creek. This will evaluate the level and extent of fuel management required to look at different options from settlement-wide to individual sections and assess the feasibility and cost of construction for these different options, and any implications of the options on landslips and amenity.

### Delivery Responsibility – Lead by DELWP (Planning)

#### Coffey Environments Australia Pty Ltd:

- Assessment of geotechnical data and landscape.

- Develop a robust and comprehensive information base for geotechnical, land capability and wastewater management issues that will support a regulatory framework that Council can apply to individuals lots in a streamlined manner to facilitate timely approvals to repair or build in the fire affected township.
- Assist applicants with pre-lodgement questions, for example, to assist with determining optimum or preferred building location on the site and other siting and design issues.
- Waste-water management recommendations DELWP Water and Catchments to coordinate.

**Terramatrix:**

- Settlement wide, lot specific, Bushfire Attack Level assessment.
- Assessment of the effect of vegetation classification and management scenarios.

**Colac Otway Shire:**

- Assisting landowners in compiling relevant information for future planning permits under the streamlined controls.
- Assisting in the strategic development of the streamlined planning controls.
- Implementation of the streamlined planning controls and assessment of future planning permit applications.
- Distribution of a consolidated information pack by Council, who will be assisted by DELWP and contracted support from TRACT planning consultancy

**DELWP (Planning Systems):**

- document streamlined planning controls (Incorporated document).
- Coordinate the technical assessments (BAL Assessment).
- assist Colac Otway Shire implement the relevant Planning & Building regulations and controls.
- create the Planning & Building regulatory framework that will be implemented.
- staff the one-stop-shop and provide additional resources to Council
- Consideration of an Asset Protection Zone (APZ) at Wye River and Separation Creek

**Emergency Management Victoria**

- Assembly of an expert panel to review the bushfire risk management at Wye River and Separation Creek based on the existing regulatory and policy framework

**OVGA (Office of the Victorian Government Architect):**

- To stage an exhibition to demonstrate the benefits of good design in landscapes with the characteristics of Wye River and Separation Creek, to building a better, more resilient community.

**Surveyor General**

- To engage a licensed local surveyor to identify surviving ground survey marks and datum points on appropriate sites within WRSC.

### **3.6. FLORA AND FAUNA, BEACHSCAPE**

#### **Purpose**

The Flora, Fauna and Beachscape program will deliver works to manage threats posed to flora and fauna within the fire affected areas and address broader landscape-scale environmental impacts arising from the Wye River – Jamieson Track fire suppression effort. Following the fire, the following environmental issues were identified, requiring remediation or monitoring works:

- Waterway health;
- Environmental restoration;
- Air quality, waste and pollution management;
- Weed management;
- Vegetation loss and erosion.

The program will also deliver public land infrastructure remediation works to support continued enjoyment of the coast and beachscape, and to support public land managers in managing coastal public land infrastructure.

The WRSC Recovery Group also undertook a community survey to obtain input from Wye River and Separation Creek community regarding priorities for future projects that would benefit the community. The results of this survey has been provided to the Community Resilience Committee and other government departments to ensure community voices are heard, and reflected, in the projects undertaken as part of WRSC recovery. This survey identified protecting the environment as being of highest priority. The projects identified in the Flora, Fauna and Beachscape work program address many priorities identified by the community for providing whole-community benefit. In addition to reflecting the views of the community obtained through this survey, the community will continue to be engaged throughout the program to inform development and delivery of individual projects. Community input and involvement is critical to achieving successful outcomes in the projects included within this program.

## Scope

This program of works primarily relates to work to be undertaken on public lands managed by the State Government through DELWP or its public land managers, including Parks Victoria and the Otway Coast Committee of Management (OCCoM).

This program of works includes some project work to be undertaken on private land, comprising rehabilitation of control lines created on private land as part of the fire suppression effort and weed management works undertaken as part of a Colac Otway Shire-led project.

Community engagement is being undertaken as part of the Committee of Management Projects (extraction pipe and pump project, Paddy's Path reinstatement, foreshore walking track establishment, playground upgrade, and Wye River foreshore Camping Reserve projects).

Projects that will be delivered in the Flora, Fauna and Beachscape program are:

- Beachscape and public lands:
  - Wye River Extraction Pipe and Pump Project (reinstatement of water supply with appropriate governance arrangements)
  - Paddy's Path Reinstatement
  - Wye River Playground Upgrade
  - Wye River Foreshore Walking Track Establishment
  - Wye River Foreshore Camping Reserve projects:
    - managers office upgrade
    - camp kitchen upgrade
    - septic system decommissioning
  - Emergency Stabilisation Works (public and private lands impacted by suppression efforts), including assessment of aboriginal cultural heritage values
- Flora
  - Weed management works on private land and public / private interface land, including planning and coordination
- Fauna
  - Wildlife welfare services for injured wildlife – relief activity

There are a number of priorities identified in the WRSC community survey as being important issues for benefitting the entire community, which are most appropriately progressed in other work programs outside of Flora, Fauna and Beachscape. These include replacement of power line infrastructure, management of tree risks (outside of public land), and erosion protection in the township (beyond what has been done as part of emergency stabilisation works here).

## Project Deliverables and Beneficiaries

### A. Crown Land Reserve Recovery Projects (Committee of Management Projects)

**Wye River Extraction Pipe and Pump Project**

- replace water supply infrastructure at Wye River foreshore damaged during fire suppression efforts (pump)
- identify a more sustainable water supply system for the OCCoM managing the existing pump, which may involve one or more pumps or alternative methods, that meets needs of the OCCoM and water supply beneficiaries and promotes water security planning
- establish a sustainable governance arrangement for the water supply system delivered as part of this project

**Paddy's Path reinstatement**

- reinstate and reopen Paddy's Path, which is the main pedestrian link between Wye River and Separation Creek, by ensuring it is safe for public use and access.
- As part of this, a geotechnical assessment of the path, clean up of the path headland, and dangerous trees assessment and mitigation works at Paddy's Path will be undertaken. Works will be undertaken to mitigate geotechnical risks identified.

**Wye River playground upgrade**

- upgrade the current playground infrastructure at Wye River, managed by Otway Coast CoM, to meet community expectations and current standards

**Wye River walking track establishment**

DELWP has been working with the Wye River Separation Creek Progress Association, Colac Otway Shire, Otway Coast Committee and Corangamite Catchment Management Authority as part of the working group for this project:

- Improve public access to public land along Wye River by formalising a popular walking area and creating a continuous walking track along Wye River.
- Implement engineering solutions around the river bank to minimise erosion alongside the proposed path location, to ensure that public space is retained and not eroded further.
- While project deliverables are being finalised with the community, known deliverables include a continuous walking path traversing the Big 4 Caravan park for public use and access along Wye River, infrastructure to demarcate the path, approvals to undertake the works, and an engineering solution along the river bank to minimise erosion.

**Wye River Foreshore Camping Reserve – managers office and camp kitchen upgrade**

- manage risk and improve service delivery and amenity at Wye River Foreshore Caravan Park by replacing the existing dilapidated manager's office; the dilapidated camp kitchen facilities; decommission damaged, old, and disused infrastructure at Wye River by decommissioning the disused septic tank at Wye River foreshore caravan park

**B. Emergency Stabilisation Works**

Rehabilitate public and private land impacted by fire suppression efforts, and manage risks posed by the fire event, as well as mitigate impacts of fire suppression efforts, to land managed by DELWP and Parks Victoria. This work will also include assessment of cultural heritage values and engagement with Traditional Owner Groups to ensure works are undertaken appropriately in sensitive areas:

- Rehabilitation on public land (land managed by DELWP and Parks Victoria) and rehabilitation of control lines created on private land (approximately 22 km) as part of fire suppression efforts.

**C. Weed management works**

- Manage environmental threats of weeds which establish in recently burnt or cleared areas in WRSC, particularly within the townships and in interface areas (between private and public land);
- As part of this project, a weed management plan will be developed, identifying short, medium and long term actions, and works will be undertaken to physically manage weeds in affected areas;
- The scale of works will depend on funding confirmation, which is being sought;

### Completed works:

#### **D. Wildlife welfare (relief activity):**

The impact of the fire on the natural environment, flora and fauna has been significant. Wildlife assessment and triage has been managed by the Department of Environment, Land, Water and Planning and supported by Department of Economic Development, Jobs, Transport and Resources. Immediately following the fire, a wildlife triage station was established in Lorne, with veterinarians to assess and treat wildlife.

### Dependencies / Constraints

#### Dependencies

- Interface with clean up activities (e.g. site clearance, access, scopes of work):
  - Fencing
  - Paddy's Path reinstatement
  - Wye River Foreshore Camping Reserve infrastructure upgrades.
- Progress and delivery of technical reports undertaken through Planning and Building work program to inform policy and future building regulation.
- Outcomes and conclusion of community engagement activities.

#### Constraints

- Availability of funding to support weed management works, Wye River Walk Establishment additional scope, and confirmation of funding available for playground upgrade.

### Delivery Responsibility – lead by DELWP

#### **Colac Otway Shire:**

- Lead for coordination and implementation for works and projects on private land (excluding completion of emergency stabilisation works to mitigate damage from fire suppression efforts on private land).
- Primary support for Weeds Consultative Committee.

#### **DELWP:**

- Lead for completion and coordination of emergency stabilisation works on public land and on private land, to mitigate impacts of fire suppression efforts.
- Lead for management of Committee of Management projects (Crown land reserve recovery projects).
- Oversight of Otway Coast Committee of Management, as a land manager appointed under the *Crown Land Reserves Act 1978*.

#### **Parks Victoria:**

- Land manager of Great Otway National Park.

#### **Otway Coast Committee of Management:**

- Land manager for Crown land reserves in Wye River, including Wye River Foreshore Caravan Park, and landlord for Big 4 Caravan Park in Wye River.
- Delivery of Crown land reserve recovery projects, with lead from DELWP.

#### **Corangamite Catchment Management Authority:**

- Provider of specialist catchment, land and water planning advice.
- Coordinator of community network programs relating to volunteer land and weed management.
- Support for community programs to undertake weed management projects.
- Waterway manager.

#### **Barwon Water**

- Provider of specialist water management advice.

## 3.7. BUSINESS & TOURISM

### Purpose

The purpose of the economic recovery planning undertaken is to identify the economic impacts and consequences of the fire and to inform the regional planning and delivery of economic recovery activities in response.

The economic consequences may affect individuals and households, small and large businesses, industries, tourism and the broader economy. Early consideration of the economic consequences of an emergency is critical for community recovery. Information on the economic impact of emergencies may also assist in determining priority actions under other recovery environments, including the restoration of critical economic infrastructure within the built environment.

### Scope

In consideration of the identified impacts and consequences identified and to ensure that activities are “based on an assessment of impacts and consequences and linked to recovery needs”, the recovery activities included in this plan will meet one or more of the following objectives:

- Restore public/visitor confidence in the region
- Create opportunities to increase visitation in the shoulder and off peak seasons
- Maintain high visitation during peak season
- Increase visitor yield and repeat visitation
- Support business continuity and confidence
- Grow longer term economic and community resilience
- Encourage the rebuild of accommodation stock in WRSC.

In addition to current business support activities, targeted business engagement activities by Council and Regional Development Victoria resources are being undertaken to understand initial and potential future impacts and needs of the business community.

### Project Deliverables and Beneficiaries

In addition to current business support activities, targeted business engagement activities by Council’s and RDV resources are being undertaken to understand initial and potential future impacts and needs of the business community.

Current and Post-fire recovery initiatives are being grouped under the following categories:

- Tourism Marketing / Industry Development
- Event encouraging visitation & community well-being
- Small infrastructure project enhancing community and visitor experience
- Local promotional activities
- Other economic activation.

### Dependencies / Constraints

#### Impacts and consequences

The Great Ocean Road region takes in the geographical area from Torquay to the South Australian border, including the local government areas of Colac Otway, Corangamite, Moyne, Warrnambool, Glenelg and the Surf Coast. The tourism industry is a significant economic driver for the region. In 2013-14, the tourism industry contributed an estimated \$1.9 billion to the Great Ocean Road economy (10.8% of gross regional product) and employed approximately 20,700 people (12.0% of regional employment).

Additionally, the region plays a vital role in Victoria’s tourism performance, capturing more domestic and international visitors than any other tourism region in regional Victoria and supplying the second highest contribution to Victoria’s tourism gross regional product, ranking only behind Melbourne. For instance, forty-nine per cent of all international overnight visitors to regional Victoria visit the Great Ocean Road region and nearly half of the State’s licenced tour operators are licenced to operate in the Great Otway National Park, of which a majority are coach/bus operators.

Importantly, the summer months represent over a third of the annual domestic overnight visitation to the region.

## Impacts

### Reduced Visitation

An immediate and key impact of the fire and Road closure has been reduced visitation to the region. A number of measures to demonstrate reduced visitation have been identified, including:

- walk in visitors to the Lorne Visitor Information Centre declined by nearly one quarter (22%), as compared to the same period in 2014-15.
- total water usage in Apollo Bay between 25 December and 7 January declined seven per cent (7%).

## Consequences

### Loss of Revenue and bookings

Surveys undertaken by Tourism Victoria in conjunction with Great Ocean Road Tourism indicate that businesses were directly and indirectly affected within the immediate fire affected area and the broader region during the survey period (25 December 2015 to 5 January 2016), specifically:

- 27% of businesses surveyed were unable to trade at times between 25 December 2015 and 5 January 2016.
- 59% of businesses had a decline in revenue during the survey period; and
- 55% of business reported a decline in forward bookings during the survey period.

Some businesses experienced an increase in revenue (8%) and forward bookings (4%).

The overall impact on revenue of the Wye River fire for the 25 December 2015 and 5 January 2016 period is estimated to be a \$12.0 million decline, with affected businesses experiencing an average of 30% decline in revenue compared to the same period last year. This represents an estimated 1% of the total \$1,168 million annual tourism expenditure in the Great Ocean Road region.

### Employment

Further results indicate staffing levels and hours remained consistent for the majority of businesses (73% and 64% respectively), when comparing the 12 day period (25 December 2015 to 5 January 2016) to the same time last year. Twenty three per cent (23%) reported a decline in staffing levels and 30% of in staffing hours.

### Loss of Accommodation Stock in Wye River and Separation Creek

Many of 109 properties destroyed in Wye River and Separation Creek area were holiday homes. Businesses and individuals servicing these properties have been adversely impacted by this loss of accommodation stock, mainly through loss of rental revenue, ancillary services (i.e. cleaning) and local retail sales. This impact may be sustained into the long term.

## Potential Future Consequences

### Reduced of forward bookings and revenue

The GORRT survey results indicate, that, in addition to the impacts during the time of the Road Closure, advance bookings for the next three months following were estimated to be down by 37% compared to the same period in the previous year. Should this reduction be realised, it would represent an estimated \$73.1 million decrease in spending to the region and approximately 6% of annual tourism expenditure in the region. e summer months represent over a third of the annual domestic overnight visitation to the region.

## Delivery Responsibility – Lead by Regional Development Victoria

Short term actions are in two categories:

1. The first group of initiatives included Events Support – \$50,000 has been provided by Government for this purpose and approved by the Economic Sub- committee. Approval from the Minister for Regional Development to acquit these funds has been finalised.
2. \$50k will be made available to both Surf Coast Shire and Colac Otway Shire in support of three festivals.

- a. Surf Coast Shire- Lorne Sculpture Biennale (\$35k)
- b. Colac Otway Shire - Apollo Bay Seafood Festival (\$10k)
- c. Colac Otway Shire - Wye River Trivia & Music/Band night (\$5k)

The second group of projects /actions recommended by the Economic Sub- committee, this has also been approved by the Minister for Regional Development. An application was submitted from the Great Ocean Road Regional Tourism (GORRT) Board on behalf of its membership and the two affected Councils to the \$1 Million Economic and Community Fund to fund these immediate recovery projects up to the value of \$425,000. These initiatives are outlined in the GORRT submission to the Sub –Committee and have been jointly agreed with both Councils.

Medium term and long term actions are yet to be considered by the Economic Sub- committee. The impacts of the short, medium and long term actions will be assessed and reported on.

### Completed Initiatives

Completed Initiatives							
Project / Initiative	Delivery Responsibility	Status	Tourism Marketing / Industry Development	Event encouraging visitation & community well-being	Small infrastructure project enhancing community and visitor experience	Local promotional activities	Other economic activation
Relocation of Falls Festival	RDV	Complete		x			
Apollo Bay Seafood Festival	CoS	Complete		x			
Wye Revival	CoS	Complete		x			
The Today Show	GORRT	Complete		x		x	
Sunrise	Tourism Vic	Complete		x		x	
Advertising Space in 4 editions of the Herald Sun in Feb	Tourism Vic	Complete	x			x	
Promotion of Pier to Pub	Tourism Vic	Complete		x		x	
Promotion of Cadel Evans Road Race	Tourism Vic	Complete		x		x	
GOR Region featured in the US as part of the Australian Open	Tourism Vic	Complete	x			x	
GOR promotion through an intrastate marketing campaign "Wander Victoria"	Tourism Victoria	Complete	x				
Small Business Bus visited Apollo Bay	SBV	Complete					x

The Economic Recovery Sub Committee will assess and recommend future proposals at their regular meetings and ensure all projects are put through a sound process.

There has been no strict timeline on when funding is to be expended. However the Economic Recovery Sub Committee will look to expend funds effectively and efficiently



### 3.8. RECOVERY SURVEY INITIATIVES

The Wye River and Separation Creek Recovery Group (WSRG) was formed in early January 2016 in response to a request from the Emergency Management Commissioner. WSRG was asked to advise on recovery issues in the days and weeks following the Christmas Day fires. WSRG was formed with representation from major services groups, businesses and property owners in the community

The Recovery Survey Report commissioned by EMV on behalf of the WRSC Recovery Group helped identify a range of matters that members of the community considered important.

The survey listed nine potential projects that could be undertaken over the medium term. Many of the identified projects are larger than can be undertaken with donated funds. The preferences and ratings will be helpful in advising agencies on the priorities of the community.

Project	Preference Score
Developing a plan to control the regrowth of weeds on both public and private land	689
Beautifying Paddy's Path with indigenous plants and sculptures	626
Underground power-lines in areas where feasible, such as the town centre	614
Organising with local plant nurseries to supply subsidised indigenous plants to all property owners affected by the fire	609
Improve access and facilities for the beach at Wye River and Separation Creek	568
Replanting Harrington Park with indigenous plants	558
Access to courses on emergency management for all our volunteers	495
Additional walks through the bush marked out and maintained	491
New community noticeboards for Wye River and Separation Creek	361

In addition to gauging responses for the 9 projects the comments section of the survey allowed free text from respondents. Many community members left detailed suggestions for new projects, comments on how the recovery ought to progress and feedback on priorities for the recovery. The Issues identified through comments include:

Survey Comments	
Environment protection:	Prevent erosion through replanting; Consider the landscape in the rebuild; Further tree removal to remove future hazards; Educate all about replanting for future fire prevention; Deal with the feral animals
Public amenities:	While some thought the suggestions were opportunistic the improvement of public amenities to attract visitors back received a lot of comments; Support for the upgrade of the playground, River Walk, public toilets and beach and a range of specific suggestions.
Powerlines:	Underground powerlines would make the community safer
Roads and parking:	Repairs and maintenance a high priority; Widen roads to make them safer; Signage could be improved; New solutions for parking are needed
Assistance to those who lost their homes:	Clear statements to assist permanent residents; Suggested ideas to assist those who are re-building (including keeping the temporary accommodation at the caravan park
Well being:	Support for the well-being of community members is important in the recovery
Walks:	Including Paddy's path
Water quality:	Water management should be improved
Fire safety:	Projects are needed to improve the community's fire safety
Assistance for businesses:	It is necessary to support local businesses
Internet and phone reception:	Both phone reception and internet noted as important
Volunteers:	Community volunteers could be better utilised and supported
Memorials:	Memorials were suggested to commemorate the tragedy

Attachment 1 identifies how the WRSC Resettlement Plan has currently responded to the projects raised in the Recovery Survey. The full report will be on Wye Sep Connect.

The Community Resilience Committee and the broader community with the assistance of Community Connection Lead (Colac Otway Shire) will further develop projects and opportunities.

Ideas and initiatives not directly addressed in the plan to date may be added to the plan as and when they gain support and an agreed method of delivery.

## ATTACHMENT 1: WRSC PLAN RESPONSE TO THE RECOVERY SURVEY

The WRSC Resettlement Plan response to the surveyed Projects is shown in the following table. Where the Plan does not specifically address a community project, the community will need to establish a method to prioritise these and other projects

Project	WRSC Plan Status	Further Actions
Developing a plan to control the regrowth of weeds on both public and private land	Fauna, Flora and Beachscape Plan	
Beautifying Paddy's Path with indigenous plants and sculptures	Fauna, Flora and Beachscape Plan	
Underground power-lines in areas where feasible, such as the town centre	Not currently being considered	Facilitate discussion with Powercor on future planning and opportunities
Organising with local plant nurseries to supply subsidised indigenous plants to all property owners affected by the fire		Community to prioritise
Improve access and facilities for the beach at Wye River and Separation Creek	Fauna, Flora and Beachscape Plan	
Replanting Harrington Park with indigenous plants	Infrastructure Plan	
Access to courses on emergency management for all our volunteers		Community to prioritise
Additional walks through the bush marked out and maintained	Fauna, Flora and Beachscape Plan	
New community noticeboards for Wye River and Separation Creek		Community to prioritise
<b>Plan response to Survey Comments</b>		
Environment protection: Prevent erosion through replanting; Consider the landscape in the rebuild; Further tree removal to remove future hazards; Educate all about replanting for future fire	Fauna, Flora and Beachscape Plan	
Public amenities: While some thought the suggestions were opportunistic the improvement of public amenities to attract visitors back received a lot of comments; Support for the upgrade of the playground, River Walk, public toilets and beach and a range of specific suggestions	Fauna, Flora and Beachscape Plan	Ensure appropriate elements are referred to the Infrastructure Plan
Powerlines: Underground powerlines would make the community safer	No currently being consider	
Roads and parking: Repairs and maintenance a high priority; Widen roads to make them safer; Signage could be improved; New solutions for parking are needed	Infrastructure Plan	
Assistance to those who lost their homes: Clear statements to assist permanent residents; Suggested ideas	Wellbeing Plan	

to assist those who are re-building (including keeping the temporary accommodation at the caravan park)		
Well being: Support for the well-being of community members is important in the recovery	Wellbeing Plan	
Walks: Including Paddy's path	Fauna, Flora and Beachscape Plan	
Water quality: Water management should be improved	Fauna, Flora and Beachscape Plan	
Fire safety: Projects are needed to improve the community's fire safety		Community to prioritise
Assistance for businesses: It is necessary to support local businesses	Business & Tourism Plan	
Internet and phone reception: Both phone reception and internet noted as important		To be pursued with Telstra
Volunteers: Community volunteers could be better utilised and supported	Wellbeing	
Memorials: Memorials were suggested to commemorate the tragedy		Community to prioritise

## Version control

Version	Date	Description	Author
0.1	7.04.2016	Wye River Separation Creek Resettlement Plan 4 Feb V0.1 (PUBLIC)	P. VAN LAMBAART

## Document approval

WRSC Resettlement Leadership Group

Name	Title	Organisation