



Agenda

Ordinary Meeting of Council
Tuesday, 27 June 2017

To be held in the
Council Chambers
1 Merrijig Drive, Torquay

Commencing at 6.00pm

Council:

Cr Brian McKiterick (Mayor)
Cr David Bell
Cr Libby Coker
Cr Martin Duke
Cr Clive Goldsworthy
Cr Rose Hodge
Cr Carol McGregor
Cr Margot Smith
Cr Heather Wellington

AGENDA FOR THE ORDINARY MEETING OF SURF COAST SHIRE COUNCIL
TO BE HELD IN THE COUNCIL CHAMBERS, 1 MERRIJIG DRIVE, TORQUAY
ON TUESDAY 27 JUNE 2017 COMMENCING AT 6.00PM

PRESENT:

OPENING:

Council acknowledge the traditional owners of the land where we meet today and pay respect to their elders past and present and Council acknowledges the citizens of the Surf Coast Shire.

PLEDGE:

As Councillors we carry out our responsibilities with diligence and integrity and make fair decisions of lasting value for the wellbeing of our community and environment.

APOLOGIES:

CONFIRMATION OF MINUTES:

Recommendation

That Council note the minutes of the Ordinary meeting of Council held on 23 May 2017 as a correct record of the meeting.

LEAVE OF ABSENCE REQUESTS:

CONFLICTS OF INTEREST:

Note to Councillors and Officers

Declaration of Interest

Councillors and Officers please note that in accordance with Section 77A of the Local Government Act 1989, there is an obligation to declare a conflict of interest in a matter that could come before Council.

A conflict of interest can be a direct or indirect interest in a matter.

A person has a direct interest if:

There is a reasonable likelihood that the benefits, obligations, opportunities or circumstances of the person would be directly altered if the matter is decided in a particular way.

A person has an indirect interest if the person has:

- 1. A close association whereby a "family member" of the person has a direct or indirect interest or a "relative" or member of a person's household has a direct interest in a matter;*
- 2. An indirect financial interest in the matter;*
- 3. A conflicting duty;*
- 4. Received an "applicable" gift;*
- 5. Become an interested party in the matter by initiating civil proceedings or becoming a party to civil proceedings in relation to the matter; or*
- 6. A residential amenity affect.*

Disclosure of Interest

A Councillor or Officer must make full disclosure of a conflict of interest by advising the class and nature of the interest immediately before the matter is considered at the meeting. While the matter is being considered or any vote taken, the Councillor or Officer with the conflict of interest must leave the room and notify the Chairperson that he or she is doing so.

PRESENTATIONS:

PUBLIC QUESTION TIME:

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1. OFFICE OF THE CEO

1.1 Shire Head Office - Location and Utilisation of Flag Poles

Author's Title: Chief Executive Officer	CEO: Keith Baillie
Department: Office of the CEO	File No: F17/285
Division: Office of the CEO	Trim No: IC17/598

Appendix:

1. Shire Head Office - Proposed Flag Pole Locations (D17/65996)
2. Shire Head Office - Site Design 2009 (D17/65998)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 – Section 80C:

Yes

No

Status:

Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to seek Council direction as to the location and utilisation of flag poles at the Shire Head Office at 1 Merrijig Drive Torquay, including consideration of the location of the Rainbow Flag.

Summary

Council resolved at its 26 April 2017 meeting to fly the Rainbow Flag plus a number of conditions.

Council subsequently resolved at its 23 May 2017 meeting to not fly the Rainbow Flag plus a number of conditions. A Notice of Motion to rescind was duly lodged relating to that resolution and accordingly it has not been enacted at this time, with that Notice of Motion to be considered at the 27 June 2017 Council meeting.

Accordingly at this time the Rainbow Flag remains flying at the Shire Head Office.

Council has also received a number of petitions regarding this matter. The matter has also been subject to correspondence, media and public comment.

This has been a difficult issue for the Surf Coast community and for Council. In addition to the relative merits of marriage equality considerations, Council has received community feedback that it must ensure it follows important protocols regarding flying the Australian and other official flags, and their relationship to other flags such as the Rainbow Flag. Council affirms that it acknowledges the importance of observing flag protocols and respecting the flags and what they represent. Feedback has also been received in relation to Council's role in a matter that sits with the Federal Government and the level of consultation that has occurred on this matter.

It has become apparent that it would be beneficial for Council to provide greater clarity about the locations at which flags are flown at the Shire Head Office. This report seeks to obtain that direction from Council.

1.1 Shire Head Office - Location and Utilisation of Flag Poles

Recommendation

That Council:

1. Determine that this resolution supersedes that of Item 7.2 at the 26 April 2017 Ordinary meeting relating to Council flying the Rainbow Flag, with conditions.
2. Determine that this resolution supersedes that of Item 7.4 at the 23 May 2017 Ordinary meeting relating to Council's flying of the Rainbow Flag, with conditions, noting that a Notice of Motion to rescind relating to that resolution is being considered in the Council agenda for this meeting.
3. Install two unilluminated 8m flag poles on the southern side of the Shire Head Office building, at locations specified on the illustration provided as Appendix 1, being:
 - 3.1 Adjacent to the pond and its viewing platform (the "Pond" flag pole).
 - 3.2 On the grassed area adjacent to the car park (the "Front Lawn" flag pole).
4. Fly the Rainbow Flag continuously on the Front Lawn flag pole in support of the LGBTIQ community in the Surf Coast Shire.
5. Utilise the Pond flag pole to periodically fly flags relating to issues of community significance as determined by Council through resolution or approved Council policy.
6. Note that the Shire Head Office building design at 1 Merrijig Drive Torquay (as shown on the illustration provided as Appendix 2) outlines the purpose of Council's existing flag poles, being:
 - 6.1 Three flag poles as the official flag poles for the southern entrance to the Shire Head Office building (the "Front Entrance" flag poles).
 - 6.2 Three flag poles on the northern side of the Shire Head Office building as a ceremonial location (the "Ceremonial" flagpoles).
7. Determine to continuously fly the Australian, Aboriginal and Surf Coast Shire flags on both the Front Entrance flag poles and Ceremonial flag poles (subject to appropriate illumination at night) or as directed by the Victorian Government or in association with the visitation of dignitaries.
8. Determine that a Flag Flying policy be prepared for consideration at a subsequent Ordinary Council meeting and that it is consistent with the elements of this resolution.
9. Affirm that in the interim period the Rainbow flag will remain flying continuously at the Ceremonial flag poles until it can be relocated to the Front Lawn flag pole.
10. Requests the Chief Executive Officer to action the installation of the new flagpoles as quickly as possible.

1.1 Shire Head Office - Location and Utilisation of Flag Poles

Report

Background

Council passed the following resolution at its 26 April 2017 meeting:

That Surf Coast Shire Council flies the Rainbow Flag continuously from 17 May 2017 (IDAHOT Day) until formal acceptance of marriage equality by the Federal Government.

Council subsequently passed the following resolution at its 23 May 2017 meeting:

1. *That Council immediately initiates a comprehensive process of consultation with the local community to determine whether Surf Coast Shire citizens support Council flying the rainbow flag or otherwise lobbying or attempting to influence the Australian Government on the issue of marriage equality.*
2. *That as part of the community consultation process, Council immediately:*
 - a. *writes to the not-for-profit business, trading and community associations that represent the various geographic communities located in the Shire to inquire:*
 - i. *about their general attitude to Council engaging in public commentary and/or lobbying about issues that are the specific legislative responsibility of the federal or state government and have no immediately obvious nexus with Council's roles or responsibilities;*
 - ii. *if they support Council engagement in such activities, how they suggest Council should identify priority topics; and*
 - iii. *whether they support Council flying the rainbow flag until the federal government approves marriage equality;*
 - b. *commissions a reputable and experienced third party to survey the community on the issues listed above, utilising a statistically valid sampling methodology similar to that used for the annual local government community satisfaction survey;*
 - c. *communicates in writing with all residents and ratepayers, inviting submissions on the issues listed above; and*
 - d. *holds a meeting to hear submissions in each ward of the Shire.*
3. *That the outcomes of the community consultation process, including information about the attitudes of different towns in the Shire, are reported at a public meeting of Council.*
4. *That Council immediately lowers the rainbow flag currently flying over the Shire offices in Torquay and does not raise it again on any Shire facility unless it resolves to do so following consideration of the results of the community consultation process described above.*
5. *That if Council resolves to fly the rainbow flag in the future, it identifies an appropriate location that does not result in the rainbow flag taking precedence over the Australian, Victorian and/or Indigenous flags.*

A Notice of Motion to Rescind was duly lodged after the 23 May 2017 Council meeting and accordingly the 23 May 2017 resolution cannot be enacted at this time. This Notice of Motion is scheduled to be considered as part of Council's 27 June 2017 Ordinary meeting.

Discussion

This report seeks Council's determination of flag pole locations and utilisation for the Shire Head Office at 1 Merrijig Drive Torquay. It is recommended that such a determination will support understanding as to how Council is meeting flag protocols and provide an outcome for flying the Rainbow Flag that the community can move forward with.

By way of context for Shire Head Office flag locations and utilisation, these matters were considered as part of the original building design in 2009: An illustration from that design is provided as Appendix 2. In particular, it depicts flag poles at the southern front entrance of the building and a ceremonial location at building's northern entrance (in conjunction with ceremonial drive and plaza). Officers believe that these two locations on the southern and northern sides of the building were intended for the principal point of entry and for official and/or ceremonial uses, respectively.

Financial Implications

Council has obtained a quotation for the installation of two additional 8m flag poles as shown on Appendix 1, for the new locations noted as "Front Lawn" and "Pond", with each costing in the order of \$3,000 (excluding GST) installed. Officers are also seeking a quotation for installing lighting to illuminate the ceremonial flagpoles, as the Australian flag if flown at night must be illuminated. It is felt likely that the cost of installing and operating these lights would not be material given the importance of supporting important flag protocols. Officers would also source larger flags for the ceremonial flag poles to suit the taller flag poles.

1.1 Shire Head Office - Location and Utilisation of Flag Poles

Council Plan

Theme 2 Governance
Objective 2.4 Transparency in decision making and access to information
Strategy 2.4.3 Ensure decision-making is as transparent as possible.

Theme 3 Communities
Objective 3.3 Preservation of peaceful, safe and healthy environments
Strategy 3.4.2 Support people to participate in community life.

Policy/Legal Implications

Council acknowledges the importance of flag protocols and the recommendation seeks to provide clarity as to how Council will fly flags at the Shire Head Office.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has declared any conflicts of interest.

Risk Assessment

Determining the location and utilisation of flag poles at the Shire Head Office will assist Council to ensure it complies with important flag protocols. Officers believe the proposed solution observes these protocols. Selecting 8m flag poles for the locations to be utilised for flags other than the Australian, Indigenous, Surf Coast Shire and other official or ceremonial flags seeks to remove any ambiguity of their relative prominence, in particular to the Australian flag which flies at the front entrance on a 9m flag pole.

Social Considerations

Council's consideration of flying the Rainbow Flag at the April and May 2017 Council meetings has led to passionate and sometimes difficult discussion on this important issue. This has also been a difficult issue for Council. It is recommended that clarifying the location and utilisation of flag poles at the Shire Head Office may provide an outcome that the community and Council can move forward with.

Community Engagement

Council has not undertaken explicit community engagement on this matter. It is noted however that there is significant community awareness and debate regarding Council's decisions relating to flying the Rainbow Flag.

Environmental Implications

No implications have been identified.

Communication

It is anticipated that should Council provide a direction through this agenda item that a media statement would be prepared to provide a community update on Council's approach for flying flags at the Shire Head Office.

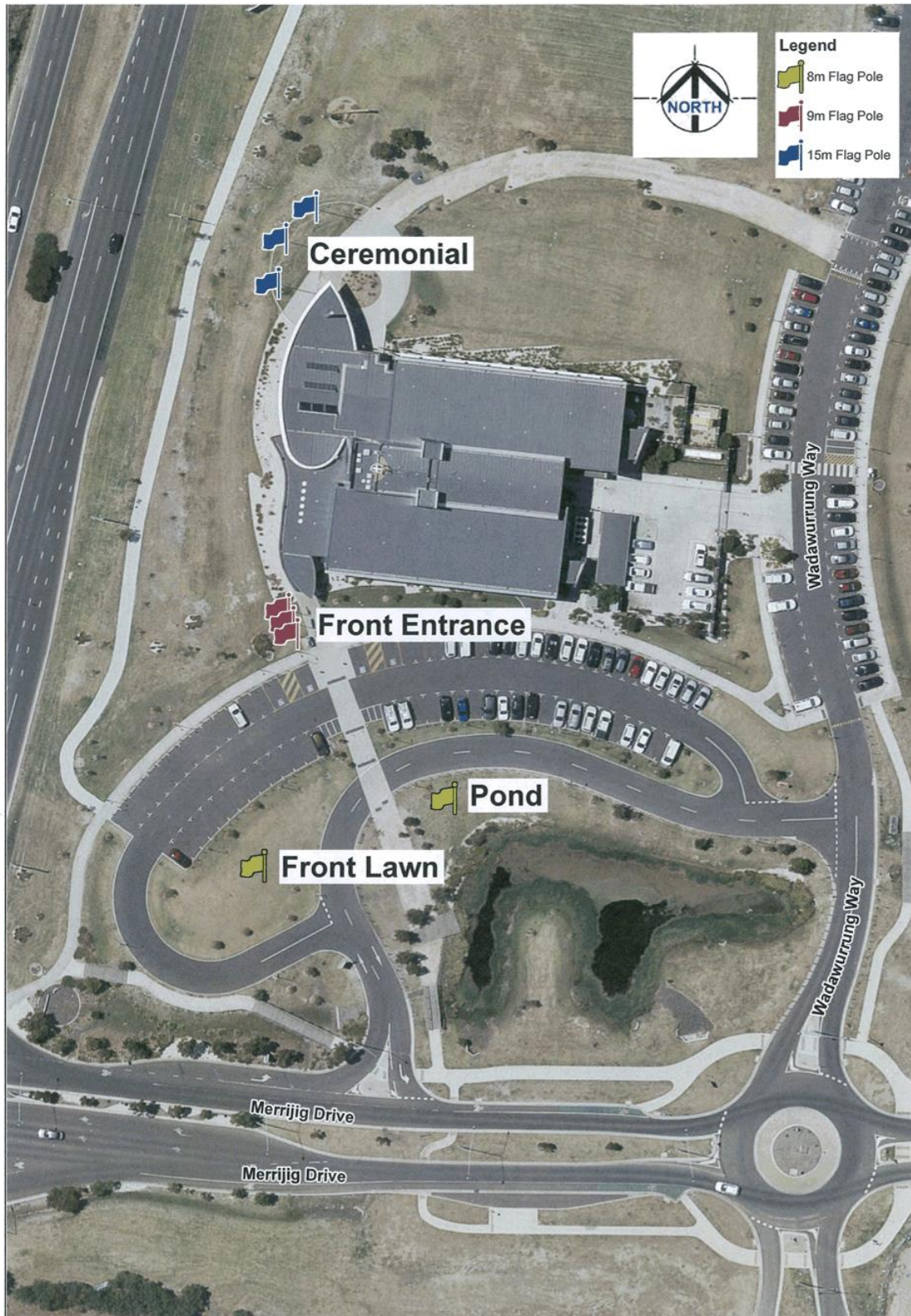
Conclusion

It is important that Council is clear about the protocols for flying flags at the Shire Head Office, at 1 Merrijig Drive Torquay. This includes official flags that are flown on a regular basis, those flown for ceremonial purposes such as with the visitation of dignitaries, and flags that Council chooses to fly in relation to important community or advocacy issues.

The Rainbow flag issue that was considered at Council's April and May 2017 meetings has led to a passionate and sometimes difficult debate in the Surf Coast community. This issue has also been difficult for Council. It is recommended that determining the flag pole locations and utilisation at the Shire's Head Office may assist our community affirm an outcome that it can move forward with.

1.1 Shire Head Office - Location and Utilisation of Flag Poles

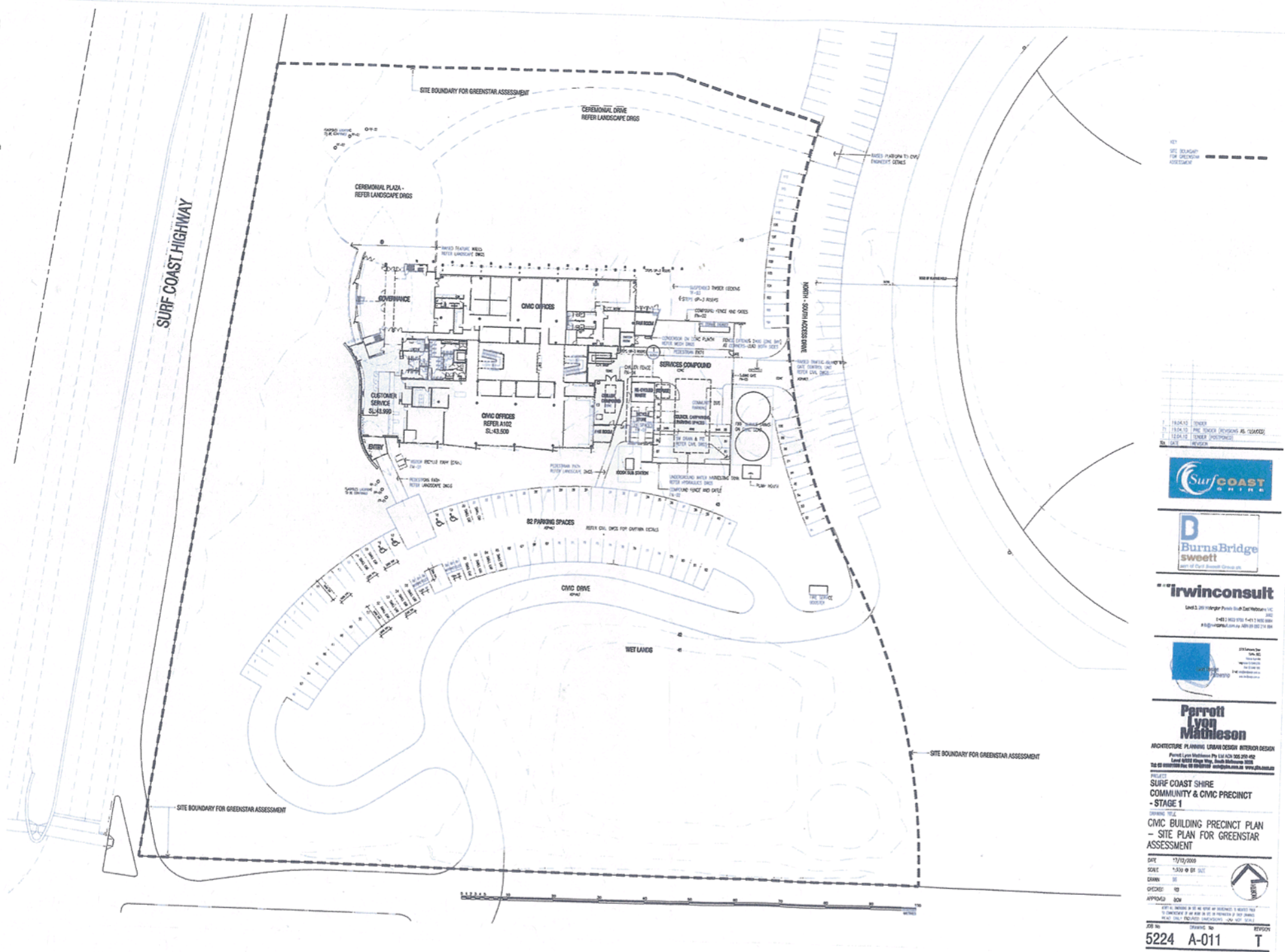
APPENDIX 1 SHIRE HEAD OFFICE - PROPOSED FLAG POLE LOCATIONS



1.1 Shire Head Office - Location and Utilisation of Flag Poles

APPENDIX 2 SHIRE HEAD OFFICE - SITE DESIGN 2009

Perrott Lyon Mathieson • Perrott Lyon Mathieson • Perrott Lyon Mathieson



Logos: Surf Coast Shire, BurnsBridge SmartCity, Irwinconsult.

Project Information:
PROJECT: SURF COAST SHIRE COMMUNITY & CIVIC PRECINCT - STAGE 1
CIVIC BUILDING PRECINCT PLAN - SITE PLAN FOR GREENSTAR ASSESSMENT
DATE: 12/12/2016
JOB No: 5224 A-011

NO	DATE	REVISION
1	12/12/2016	ISSUED FOR TENDERS
2	12/12/2016	REVISED TO REFLECT CHANGES AS REQUIRED
3	12/12/2016	REVISED TO REFLECT CHANGES AS REQUIRED
4	12/12/2016	REVISED TO REFLECT CHANGES AS REQUIRED

2. GOVERNANCE & INFRASTRUCTURE

2.1 Declaration of 2017/18 Rates and Adoption of the 2017/18 Annual Budget

Author's Title: Manager Finance

General Manager: Anne Howard

Department: Finance

File No: F16/1483

Division: Governance & Infrastructure

Trim No: IC17/616

Appendix:

1. 2017/18 Annual Council Budget for Adoption (D17/71169)
2. List of Changes to the draft 2017/18 Budget (D17/71148)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is for Council to declare the rates for the 2017/18 financial year and adopt the 2017/18 Annual Budget.

Summary

At its Special Council Meeting held on Tuesday, 11 April 2017, Council resolved to give public notice that it had prepared a draft Annual Budget for the 2017/2018 financial year and resolved to exhibit the document for the period commencing on Wednesday, 12 April 2017 and concluding at 4.00pm on Thursday, 11 May 2017.

The budget document on exhibition included the financial component of the Strategic Resource Plan which is to be adopted at the 27 June 2017 Council meeting.

The Hearing of Submissions Committee considered all submissions received during the exhibition period. The draft Budget has been amended as a result of the submissions process and all submitters will be provided with written responses, including responses to queries or questions raised.

The Surf Coast Shire Council Budget 2017/18 is attached as Appendix 1 to this report, and includes amendments made as a result of the submissions process, which are listed in Appendix 2.

2.1 Declaration of 2017/18 Rates and adoption of the 2017/18 Annual Budget

Recommendation

That Council:

1. Note that 27 public submissions and an organisational submission were received in relation to the draft Annual Budget.
2. Note that changes arising from the public and organisational submissions as listed in Appendix 2.
3. Adopt the 2017/18 Annual Budget.
4. Declare the amount of rates and charges intended to be raised as follows:

General Rates	Amount Raised	Rate (Cents/\$CIV)
General Rate Land	\$ 30,149,695	0.25083
Farm Rate Land	\$ 1,975,099	0.18811
Commercial/Industrial Rate Land	\$ 3,441,007	0.47656
Vacant Residential Rate Land	\$ 2,135,394	0.50165
Vacant Provisional Rate Land	\$ 308,744	0.25083
Total General Rates	\$ 38,009,938	
Annual Service Charges		
Urban Garbage Charge	\$ 6,155,353	\$379.00 per rateable property
Rural Garbage Charge	\$ 527,074	\$314.00 per rateable property
Municipal Charge	\$ 4,289,304	\$204.00 per rateable property
Total Charges	\$ 10,971,731	
Total General Rates and Charges	\$ 48,981,669	

5. Declare that rates, rating differentials and charges for the period 1 July 2017 to 30 June 2018 conform with Council's Rating Strategy and will be applied as outlined in Appendix B of the 2017/18 Annual Budget.
6. Note that general rates must be paid by four instalments made on or before the following dates:
 - Instalment 1 – 2 October 2017
 - Instalment 2 – 30 November 2017
 - Instalment 3 – 28 February 2018
 - Instalment 4 – 31 May 2018
7. Require that any person pay interest on any amounts of rates and charges which:
 - a. that person is liable to pay; and
 - b. have not been paid by the dates specified for their payment.
8. Authorise the Manager Finance to levy and recover the general rates and service charges in accordance with the Local Government Act 1989.
9. Note that new borrowings of \$3.0 million are included in the 2017/18 Annual budget.
10. Pre-allocate \$520,000 from the 2018/19 Budget as Council's commitment toward funding the following:
 - a. Anglesea Surf Lifesaving Club redevelopment (\$250,000)
 - b. Jan Juc Surf Lifesaving Club redevelopment (\$250,000)
 - c. Anglesea Motor Yacht Club redevelopment (\$20,000).

2.1 Declaration of 2017/18 Rates and adoption of the 2017/18 Annual Budget

Report

Background

Section 127 of the Act requires that:

- “(1) A Council must prepare a budget for each financial year.
- (2) The Council must ensure that the budget contains—
- (a) financial statements in the form and containing the matters required by the regulations;
 - (b) a description of the services and initiatives to be funded in the budget;
 - (c) a statement as to how the services and initiatives described under paragraph (b) will contribute to achieving the strategic objectives specified in the Council Plan;
 - (d) Major Initiatives, being initiatives identified by the Council as priorities, to be undertaken during the financial year
 - For services to be funding in the budget, the prescribed indicators of service performance that are required to be reported against in the performance statements under section 131;
 - The prescribed measures relating to those indicators
 - (e) any other details required by the regulations.

Section 127 (3) further outlines the requirements for disclosure of proposed rates and charges in the budget:

- “(3) The Council must ensure that the budget also contains—
- (a) the information the Council is required to declare under section 158(1);
 - (b) if the Council intends to declare a differential rate under section 161, the details listed in section 161(2);
 - (c) if the Council intends to declare a differential rate under section 161A, the details listed in section 161(2).

Prior to Council adopting its Budget, it is required to publicly exhibit the draft document and to receive and consider public submissions. Section 223 of the Act requires this public exhibition process to continue for a period of not less than 28 days after the date on which a public notice is published.

Section 129 of the Act requires:

- (1) As soon as practicable after a Council has prepared a proposed budget or revised budget, the Council must give public notice.
- (2) A person has a right to make a submission under section 223 on any proposal contained in the budget or revised budget.
- (3) In addition to any other requirements specified by this Act, the notice referred to in sub-section (1) must—
 - (a) contain any details required by the regulations; and
 - (b) advise that copies of the budget or revised budget are available for inspection for at least 28 days after the publication of the notice at—
 - (i) the Council office and any district offices; and
 - (ii) any other place required by the regulations.
- (4) A copy of the budget or revised budget must be available and published as set out in sub-section (3)(b) and (c).

Section 130 (1) requires Council to adopt the budget by June 30 each year, and section (4) requires Council to submit a copy of the Budget to the Minister within 28 days of adopting the Budget.

Discussion

1. Public Submissions

A public submission process was heard for the draft 2017/18 annual budget incorporating the strategic resource plan. Following the public exhibition process, 27 Public Submissions and an organisation submission were received.

Of the 26 public submissions received, four requested ongoing support of the Art Space in Anglesea and two requested rebates for residents of the Sands Estate in Torquay. There were 20 other unique submissions.

2.1 Declaration of 2017/18 Rates and adoption of the 2017/18 Annual Budget

The 2017/18 Annual Budget has been amended as a result of the submissions process to include the adjustments listed in Appendix 2. All submitters will be provided written responses, including responses to queries or questions raised.

Financial Implications

The Budget is required to be prepared pursuant to Section 127 of the Local Government Act 1989, and must include:

- (a) financial statements in the form and containing the matters required by the regulations;
- (b) a description of the services and initiatives to be funded in the budget;
- (c) a statement as to how the services and initiatives described under paragraph (b) will contribute to achieving the strategic objectives specified in the Council Plan;
- (d) Major Initiatives, being initiatives identified by the Council as priorities, to be undertaken during the financial year:
 - for services to be funding in the budget, the prescribed indicators of service performance that are required to be reported against in the performance statement under section 131;
 - the prescribed measures relating to those indicators.
- (e) any other details required by the regulations.

The budget must also include details of the rates and charges which Council intends to levy.

Section 129 of the Act requires Council to publicly exhibit the draft Budget, giving the public the right to make a submission pursuant to Section 223 of the Act.

Section 223 of the Act outlines the process that must be followed by Council to publicly exhibit the draft Budget and to receive and consider public submissions prior to its final adoption.

Section 130 (4) requires Council to submit a copy of the Budget to the Minister within 28 days of adopting the Budget.

The Annual Budget 2017-2018 complies with Section 127, 129, 130 and 223 of the Act.

Council Plan

Theme 2 Governance
Objective 2.4 Transparency in decision making and access to information
Strategy 2.4.2 Provide relevant and easy to understand financial information to the community.

Policy/Legal Implications

Not Applicable.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

This report is provided to Council to ensure that it complies with the relevant legislation in regard to the preparation and adoption of the Budget.

Social Considerations

Council has remained considerate of social matters when formulating the Budget.

Community Engagement

As outlined in the report.

Environmental Implications

Environmental Leadership is one of five key themes included in the draft Council Plan 2017 – 2021. The budget includes performance measures for the following strategic objectives in relation to Environmental Leadership:

- drive the use of renewable energy
- reduce household waste volume
- drive the use of recycled water for sustainable agribusiness opportunities
- support the sustainable production of local food and other agribusinesses.

2.1 Declaration of 2017/18 Rates and adoption of the 2017/18 Annual Budget

Communication

The public exhibition period for the draft Budget was advertised in local media, Council's social media sites, and on Council's web site. Copies of the document was made available at various locations across the shire, including visitor centres, community houses, and Council offices. Submitters wishing to address Council in regard to their submission were provided with an opportunity to do so at the hearing of submissions meeting on 30 May 2017.

A copy of the adopted Annual Budget will be available for public inspection following adoption of the document by Council at the Council offices and on Council's website.

Conclusion

The Annual Budget 2017/18 is presented to Council for adoption.

2.1 Declaration of 2017/18 Rates and adoption of the 2017/18 Annual Budget

APPENDIX 1 2017/18 ANNUAL COUNCIL BUDGET FOR ADOPTION



BUDGET 2017-2018



surfcoast.vic.gov.au

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Mayor's Introduction



It is my pleasure to present the 2017/18 budget to the Surf Coast Shire community, the first in the new term of Council. This budget brings together our commitments to previous strategies and priorities agreed with the community and Council's investment in new priorities identified by our community through the election period and the development of the Council Plan 2017-2021.

Council has aligned its rate revenue increase to 2%, in line with the cap set by the State Government's *Fair Go Rates System*. Working within this constraint Council developed a budget that supports existing services and delivers a range of important initiatives.

The Waste Service charge is not subject to a cap and is proposed to increase by 4% overall. This increase is important to ensure that Council can invest in major waste infrastructure projects and landfill rehabilitation works in future years.

Council is excited about the future of the Surf Coast Shire and is committed to helping the community and environment to thrive. Council is also mindful of its current financial environment and its obligations to future generations. The 2017/18 Annual Budget is developed in the context of a Long Term Financial Plan over the next ten years that incorporates short, medium and long term goals and demands.

The proposed 2017/18 capital works budget sees \$18.9 million allocated to 71 projects. Combined with existing commitments already underway, Council plans to deliver an unprecedented \$23.2 million of capital works in the 2017/18 year.

The State Government has designated two growth nodes within the Shire, Torquay and Winchelsea, and the budget provides for planning and infrastructure projects that will be important to support these communities as they adapt to growth. Council has also retained its commitment to asset renewal ensuring that all communities continue to benefit from existing assets where they are still needed.

The Surf Coast Shire has a proud tradition of leadership across many community and environmental issues that are important to the community. Council is committed to doing its fair share to support the Victorian community to achieve a range of objectives important to our future. These are clearly demonstrated through the budget commitments to key focus areas such as renewable energy targets and road safety goals.

Business improvement and financial sustainability remain a priority in the years ahead and the 2017/18 budget includes a further \$0.5 million commitment to pursue projects that will reduce Council costs in the future. This budget also allocates funds to key partnerships as Council recognises that these will be essential to local government industry reforms. Council also supports ongoing reform, including the use of technology to transform the organisation, and has allocated \$2.0 million towards its digital transformation program.

Council is committed to quality customer service and engaging our community and this budget lays a strong foundation for our future. I would like to thank the Councillors and Council staff for their efforts in preparing this budget and present the budget to our community.

Cr Brian McKitterick
Mayor

CEO Summary

Council has developed its second budget under the Fair Go Rates System and the first in this term of Council. The success of Council's business improvement program has again made an important contribution to the annual budget. This enables us to provide our ongoing services and fund new community initiatives.

Each year the budget is enhanced through financial improvements, with some key enhancements this year including:

- The recognition of corporate overheads as a cost to service delivery
- The articulation of anticipated project expenditure in the financial year
- The inclusion of a ten year Long Tem Financial Plan

The 2017/18 budget document also retains important features including equity tables and ward maps to provide transparency to Council's funding commitments across the Shire.

Council continues to invest in reforming the organisation through financial commitments to the Business Improvement Program, investing in projects that have a clear financial business case and notably the second year of funding to the Digital Transformation Program.

Thank you to staff and Councillors for the ongoing commitment to building our organisation's capabilities to meet the community's needs with a strong focus on our customer service.

Keith Baillie
Chief Executive Officer

Executive Summary

The Surf Coast Shire is located in south-western Victoria, 95km from Melbourne and 21km south of Geelong. The Shire comprises a mix of urban settlements, rural communities and numerous towns and villages. The largest population centre is Torquay.

The Shire is home to ten distinct townships; Aireys Inlet, Anglesea, Bellbrae, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea. Each of these townships has its own distinct identity and community priorities. There is also a significant rural population including farming and rural/residential communities. Many townships are popular tourism destinations for both domestic and international holidaymakers. A large percentage of homeowners in the Shire are not permanent residents, instead the owners use their Shire properties as weekenders or for holiday rentals.

The Shire is home to some of the world's best surfing locations, with the iconic Great Ocean Road beginning in the Surf Coast Shire. Surfing is a major industry in the Shire. In the rural hinterland agriculture (including gourmet food production) is a key industry sector.

The natural environment is a defining feature of the Surf Coast Shire. From rugged coastlines to native forests and rural plains, the Shire is strongly influenced by its physical and natural features. The environmental values of the Shire are widely regarded and conservation is a high priority.

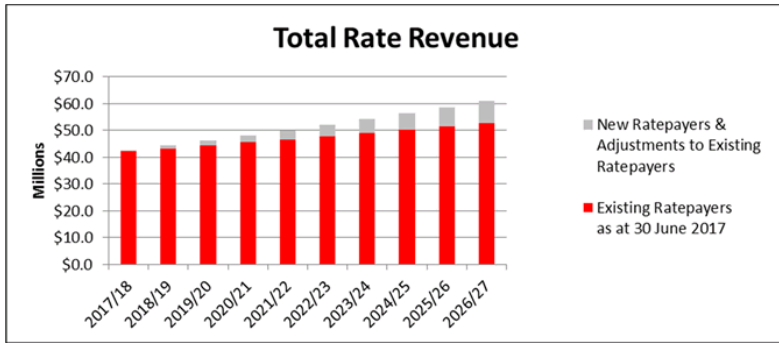
The Shire has two identified growth nodes, with Torquay to double its population to 30,000 by 2026 and Winchelsea to lift from 1,500 to 10,000 by 2050.

In preparing this budget Council has sought to support the needs of each community and the shire-wide priorities. Council's purpose states that it exists to help our community and environment to thrive, and this principle guides the preparation of the 2017/18 budget.

Rates

Council proposes to increase rate revenue in line with the Fair Go Rates System cap of 2.0%. The cap applies to both general rates and the municipal charge. Council's rate revenue also increases from supplementary rates, which mostly comprises new ratepayers and adjustments to existing ratepayers that are created throughout the year (from the building of new properties, subdivisions or existing property development).

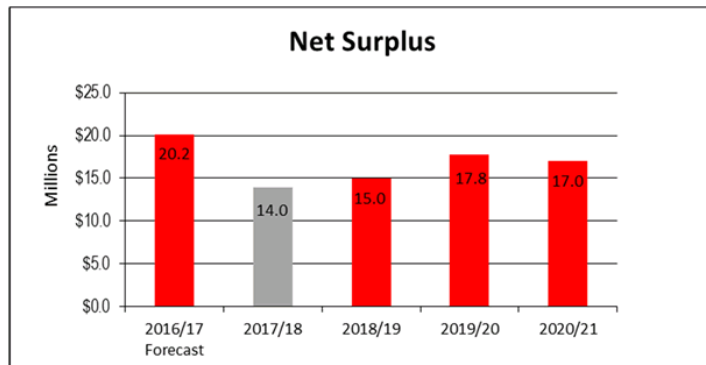
Council's long term financial planning anticipates the rate revenue to be raised from new ratepayers. Funds received from these supplementary rates are important to support the needs of a growing population.



Net Surplus

The expected net surplus for the 2017/18 year is \$14.0 million. The net surplus represents all operating revenues less expenses and makes up part of Council's formal financial statements.

It is important to note this result includes many one-off factors such as grants received from the Commonwealth and Victorian Governments that are solely for projects. These one-off items change from year to year and can make the comparison of results difficult over time. Accordingly, Council also provides its financial information in an alternate format to show the annual result as an unallocated cash surplus or deficit.



Annual Result

Local government financial reporting often includes a number of pre-allocated items that can make it difficult for readers to easily understand the performance of Councils' day to day operations. This reporting may include items such as specific charges, contributions, grants and project funding that are one-off and are required to be allocated to specific purposes. Council also then makes additional allocations through the budget process. Accordingly it is useful to consider the annual result in the form of the unallocated cash surplus or deficit.

Recurrent EBITDA and Allocations

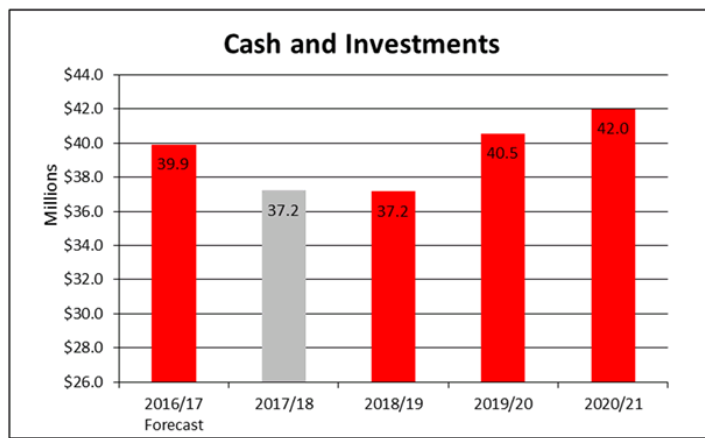
Council has introduced a management reporting format based on recurrent EBITDA and the calculation of unallocated cash. EBITDA stands for “Earnings Before Interest, Tax, Depreciation, and Amortisation” and is a measure of normal operations without the impact of one-off revenue and expenses. Recurrent EBITDA allows a clear focus on Council’s operational performance, without the impact of one-off revenue and expenses. As is suggested by the term unallocated cash, this states the funds that are available for Council to allocate to other priorities.

	2016/17 Forecast \$'000	2017/18 Budget \$'000
Recurrent EBITDA	18,295	15,307
Cash Adjustments	(68)	3,745
Total Cash Available for Allocation	18,227	19,052
Allocations to Commitments		
Debt Interest & Principal	1,706	1,706
Torquay/Jan Juc Developer Plan Allocation	2,076	2,163
Winchelsea Infrastructure Plan Allocation	-	80
Developer Contribution Interest Allocation	52	27
Waste Allocation	2,602	2,813
Asset Renewal Allocation	5,833	6,073
Business Case Investments	500	500
Growth and Compliance Costs (non-recurrent)	1,011	833
Total Allocations to Commitments	13,781	14,195
Discretionary Cash Available	4,446	4,857
Discretionary Allocations		
Discretionary Capital Works	1,927	1,951
Discretionary Operating Projects	817	699
Defined Benefits Superannuation Allocation	250	250
Gravel Pits Allocation	286	273
Aireys Inlet Aged Units	10	7
Total Discretionary Allocations	3,290	3,179
Unallocated Cash Surplus / (Deficit)	1,157	1,677
Accumulated Unallocated Cash (AUC)		
Opening Balance	3,666	3,859
Annual Surplus/(Deficit)	1,157	1,677
Return to AUC as per Council Resolution 13 Sept 2016	-	225
Net Allocations during the Year	36	-
Transfer for Digital Transformation	(1,000)	(2,000)
Closing Balance	3,859	3,762

Allocations to commitments represent Council’s contractual commitments and adopted strategies. Discretionary allocations represent Council’s allocation of cash to special purpose reserves, adopted masterplans and strategies, and new operational and capital projects across the Shire.

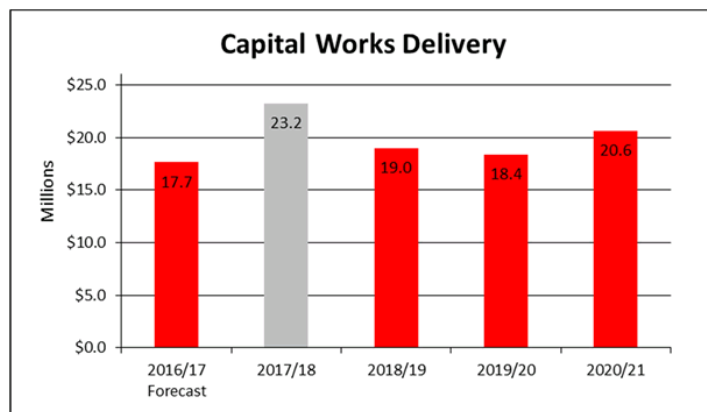
Recurrent EBITDA will decrease by \$3.0 million on the 2016/17 year, this decrease is mainly due to the Commonwealth Government paying a large proportion of grants for 2017/18 in the current financial year. An important financial principle is that Council continues to grow the surplus from its recurrent operating activities. Increasing Recurrent EBITDA year on year is fundamental to the financial sustainability of Council, and enables Council to allocate funds to meet its increasing commitments and maintain discretionary allocations to new projects that come with growth and rising costs.

Cash and Investments



Cash and investments are expected to decrease by \$2.7 million during the year to \$37.2 million. The early receipt of 50% of the Financial Assistance Grant 2017/18 allocation in 2016/17 is attributable for \$1.9m of the decrease. The balance of the decrease is mainly due to higher project spend in the 2017/18 financial year. Council is continuing to allocate cash to reserves in line with its longer term capital works plan that anticipates a greater value of projects to be delivered in 2021/22 and beyond. Accordingly, Council’s cash holding will increase over the next few years. Over half of the cash balance in 2020/21 will be held in reserves specifically for the rehabilitation of the Anglesea Landfill (\$8.5 million) and delivery of growth infrastructure under the Torquay/Jan Juc Developer Contributions Plan (\$12.9 million).

Capital Works

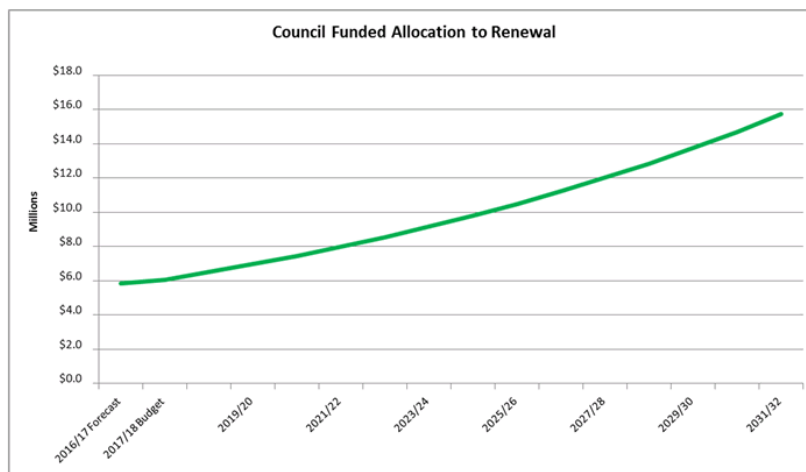


The capital works allocation to new projects for 2017/18 is \$18.9 million as outlined in Section 6. In addition there will be projects that are incomplete and carried forward for the 2016/17 financial year. While Council aspires to get all works on the ground as quickly as possible, it recognises that some projects may be delivered after this year due to a variety of reasons, including weather events and consultation with the community. Therefore the actual delivery value will be less than the total capital works program budget available.

The capital works delivery budget for 2017/18 is \$23.2 million. This high planned spend is in part due to the higher than usual value of projects expected to be carried forward from the 2016/17 year.

The capital works program has been based on analysis and consultation that has enabled Council to assess needs and develop a sound understanding and justification for each project. The budget also continues Council's commitment to asset renewal funding based on an enhanced 20 year and 100 year funding model. Council has also included a funding model to address its obligations under the Torquay / Jan Juc Developer Contribution Plan.

Asset Renewal Allocation

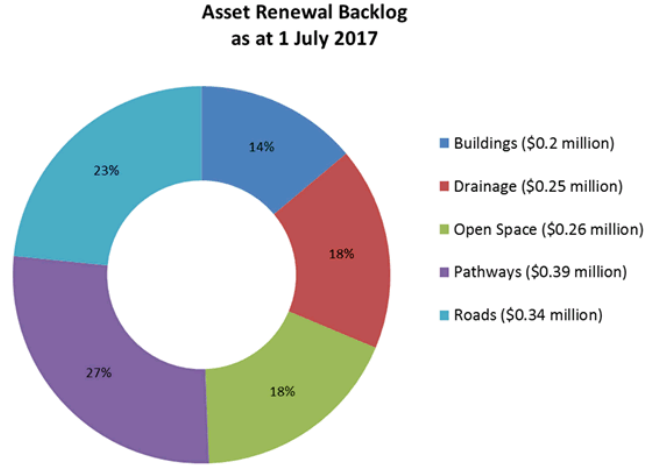


In 2016 Council adopted a refreshed Strategic Asset Management Policy that sets out key commitments. Council will provide and maintain assets and replace them subject to agreed prioritisation.

It is important that Council integrates its asset renewal funding requirements into its longer term financial planning framework in a manner that avoids short term peaks and shocks and supports a strategic approach to asset renewal works. To achieve this, Council has established an asset renewal funding strategy that provides an overall allocation to asset renewal, rather than determining each year’s funding from the projects that are to be undertaken that year. This approach is based on predicting the level of asset renewal funding required in the longer term and smoothly increasing the annual allocation over the next twenty years to achieve that target.

This approach aims to smooth the impact of increasing renewal allocations on Council’s budgets. Council is also focused on improving its long term modelling for the renewal requirement and also has a 100 year model enabling the target to be affirmed each year and the continual refinement of Council’s funding level.

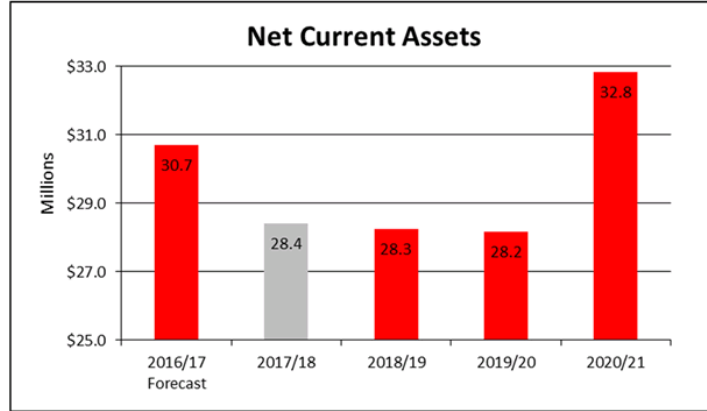
Asset Renewal Backlog



Council has assets such as buildings and roads to support its diverse range of services. When the condition of an asset degrades to the point that it impedes the service then Council needs to consider whether the asset will be renewed. Council then prioritises renewal candidates within available renewal funding, with those unable to be funded identified as being on the Asset Renewal Backlog. Design information, condition assessment and maintenance history are all used as inputs to predict asset renewal requirements into the future.

Council's currently-identified backlog is \$1.4 million with those assets currently on the backlog listed in Appendix J of this document. This is an increase of \$0.1 million from last year, however this is considered low relative to most Victorian councils. When a project is completed any unexpended portion of the budget allocation is returned to the asset renewal reserve. Related projects will be considered for funding in future budgets, along with other assets whose condition reaches a critical intervention point within the next 12 months.

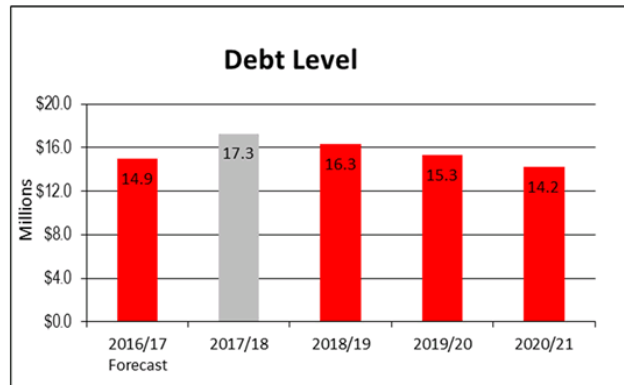
Financial Position



Net Current Assets (Working Capital) will decrease by \$2.3 million to \$28.4 million as at 30 June 2018 due to decrease in cash (\$2.7 million) and non-current assets held for resale (\$0.5 million) offset by a decrease in the current landfill provision due to the delivery of major landfill rehabilitation projects (\$1.2 million).

The increase of \$4.4 million from 2019/20 to 2020/21 is largely attributable to a decrease in the current portion of the landfill provision in 2020/21 of \$3.3 million due to delivery of a landfill rehabilitation project.

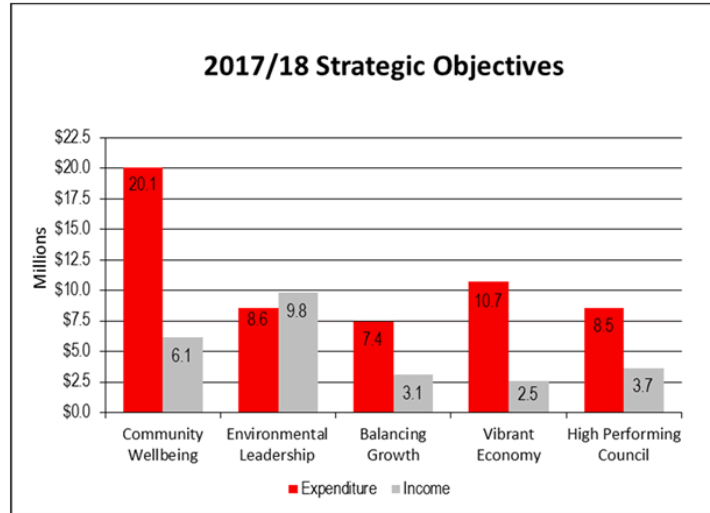
Debt Management



Council continues to maintain a moderate level of debt and is planning to increase borrowings by \$3.0 million in 2017/18 in order to help fund the completion of the Kurrabee Myaring Community Centre.

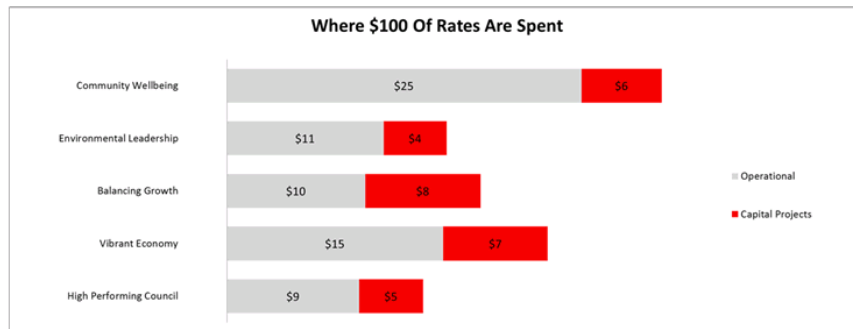
Council's debt level at 30 June 2018 will be \$17.3 million, being 40% of Rate Revenue (excluding special rate charges). Debt as a percentage of rate revenue is a commonly referred to industry indicator, with the recommended prudential guidelines to be within 60%.

Strategic Objectives



Council has developed a draft Council Plan that sets the strategic objectives that it will focus on over the Council term. The draft Council plan has set the strategic objectives in a framework in five key themes. Section 2 provides a description of the services and initiatives to be funded in the budget for the 2017/18 year. The above graph shows the expenditure and income for each key theme for the budget year. It is important to note that corporate overheads within Council have been, for the first time, distributed to primary services. This approach provides greater clarity about the true cost of service delivery. Recognition of corporate overheads is recommended by the Victorian Auditor General and is utilised by many Victorian councils.

Where Rates Are Spent



Digital Transformation Program

Council is committed to a strategic and constructive response to rate-capping and the restrictions this places on Council's revenue. Central to this response is reforming the way Council delivers services through innovative use of technology and contemporary work practices. As a result, Council will be easy to access and to deal with, convenient, efficient and responsive into the future. The Digital Transformation program will respond to customer's expectations as well as provide important financial benefits into the future.

The Digital Transformation program represents a significant investment over three years and will deliver a range of benefits including an improved customer experience, better financial outcomes and capability improvements. The Digital Transformation Program has been incorporated into the 2017/18 Annual Budget and the investment and benefits are incorporated into the Long Term Financial Plan. The 2017/18 allocation of \$2.0 million is Council's second instalment to this major reform initiative which has a total anticipated cost in the order of \$6.2 million over three years. Financial benefits are expected to begin to be realised in 2018/19.

Business Improvement

This budget also continues important reform initiatives highlighted in previous budgets. Firstly, the Business Improvement team is reviewing Council services and operations to affirm Council's role and the service delivery approach. Secondly, Council is investing \$0.5 million per year into business case initiatives that provide a financial payback that benefits future budgets.

Great Ocean Road Gateway

Tourism is an important driver of jobs and the Surf Coast economy and will be increasingly important in the future. Council is developing a significant attraction to boost the visitor economy, the Great Ocean Road Gateway, comprising a holistic arrival experience for visitors to the region. While Council has made preliminary funds available within this 2017/18 budget to define the project, it should be noted that this project anticipates a multi-million dollar commitment from Council and substantial Victorian and Commonwealth Government grants. Council's Long Term Financial Plan does not currently include Council's investment. It is anticipated that this investment may substantively be funded through additional debt. Further work will be undertaken to define this project during 2017/18 and Council will then consider the project and its financial implications.

Budget Process

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with Officers preparing the operating and capital components of the annual budget during January and February. Councillors are engaged in the budget preparation process through a number of briefings held between December and March.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days' notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the Victorian Government's Fair Go Rates System legislation in 2015 councils are now unable to independently determine the level of rate increase and instead are limited by a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will assess the submission then the Minister will determine if a rate variation is approved and at what level. The Minister is required to take into consideration the ESC's assessment. Councils will be notified of the outcome of their submission by 30 June. In many cases this will require councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. a rate under the Minister's maximum rate increase and the rate in the Council's submission to the ESC.

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including focus groups and other techniques. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 31 August and a copy submitted to the Minister within 28 days after adoption. Notwithstanding this, Council believes it is financially responsible to have the budget adopted by 30 June and is planning to achieve this. The key dates for the budget process are summarised following:

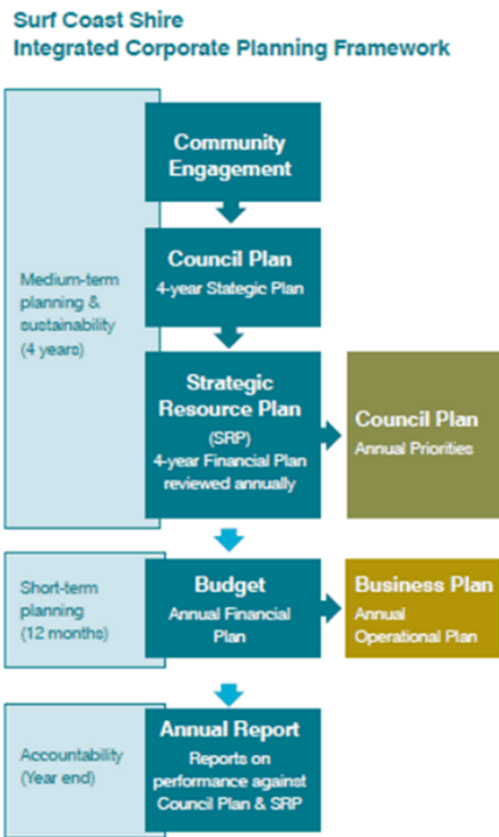
Budget process	Timing
1. Officers update Council's long term financial projections	Dec-Mar
2. Officers prepare operating and capital budgets	Jan-Feb
3. Councillors consider draft budgets at seven briefings	Dec-Apr
4. Proposed budget submitted to Council for approval to advertise	11 Apr
5. Public notice advising intention to adopt draft budget	12 Apr
6. Draft Budget available for public inspection and comment	12 Apr
7. Public submission process undertaken	Apr/May
8. Submissions period closes	11 May
9. Submissions considered by Council	30 May
10. Final Budget presented to Council for adoption	27 June
11. Copy of adopted Final Budget submitted to the Minister	June

1. Linkage to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the medium term (Council Plan), medium term resource requirements (Strategic Resource Plan) and short term intentions (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Strategic planning framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year.

1.2 Vision, Purpose and Direction

The draft budget is guided by Council's long-term vision, a clear purpose and a direction statement for the organisation.

The Vision is community-focused and describes the future state we strive for:

An engaged, innovative and sustainable community

The Purpose states why the Council exists:

We exist to help our community and environment to thrive

The Organisation Direction describes what the organisation needs to be like in the future:

*An innovative and flexible leader,
and a constructive partner,
that values the strength of others;
a place where people can do their best
and be proud of their achievements*

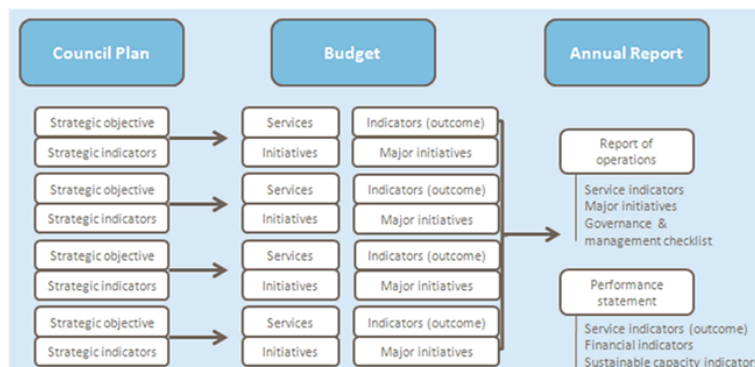
1.3 Strategic objectives

The Surf Coast Shire Council delivers activities and initiatives that contribute to the achievement of the key Strategic Objectives as set out in the draft Council Plan for the years 2017-2021. The following table lists the Strategic Objectives as described in the draft Council Plan.

Themes	Strategic Objectives
1. Community Wellbeing	<ul style="list-style-type: none"> All Residents feel safe and included, and are empowered to contribute to community life Specific support is provided for the more vulnerable and less connected in the community Culture and diversity are celebrated and a person's background, gender, race or ability is not a barrier to a fair, fulfilling life
2. Environmental Leadership	<ul style="list-style-type: none"> Drive the use of renewable energy Reduce household waste volume Drive the use of recycled water for sustainable agribusiness opportunities Support the sustainable production of local food and other agribusinesses
3. Balancing Growth	<ul style="list-style-type: none"> Infrastructure is in place to support existing communities and provide for growth Unique township characters and boundaries are strengthened Rural land is preserved for appropriate and sustainable uses Impact of population growth in neighbouring municipalities and our own Shire is understood and managed
4. Vibrant Economy	<ul style="list-style-type: none"> Support the creation and retention of jobs to meet the needs of a growing community Facilitate high quality events throughout the year Strengthen the vitality of town centres Key industry sectors such as surfing, tourism, home based and rural businesses are supported
5. High Performing Council	<ul style="list-style-type: none"> Council is financially sustainable and has the capability to deliver strategic objectives Council decisions are fair and transparent and the community is involved and informed.

2. Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/18 year and how these will contribute to achieving the strategic objectives outlined in the draft Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning.

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the following sections. The reconciliation between the surplus for the year recorded on the Comprehensive Income Statement and the activities and initiatives is detailed in the following sections is provided below.

	Net Cost (Income) \$'000	Expenditure \$'000	(Income) \$'000
Strategic Theme			
Community Wellbeing	13,912	20,058	(6,146)
Environmental Leadership	(1,248)	8,586	(9,835)
Balancing Growth	4,279	7,401	(3,121)
Vibrant Economy	8,170	10,718	(2,548)
High Performing Council	4,879	8,536	(3,657)
Total Activities and Initiatives	29,994	55,301	(25,307)
Non-attributable Items			
Asset Write Offs	414	414	-
Bad & Doubtful Debts	80	80	-
Debt Servicing	1,031	1,031	-
Depreciation	11,597	11,597	-
Expensed Capital Works	3,830	3,830	-
Granted Assets	(12,580)	-	(12,580)
Interest on Investments	(883)	-	(883)
Net Gain on Disposal of Property, Plant & Equipment	(1)	927	(928)
Non-attributable Items	3,487	17,878	(14,391)
Deficit before Funding Sources	33,481		
Funding Sources			
Rates Revenue & Municipal Charges	(42,649)		
Capital Grants	(2,378)		
Special Rates and Charges	(21)		
Capital Contributions	(2,385)		
Total funding sources	(47,434)		
(Surplus)/Deficit for the Financial Year	(13,952)		

2.1 Theme: Community Wellbeing

This theme represents an inclusive community where everyone can participate and contribute. As a result, Council is committed to the following strategic objectives:

- All Residents feel safe and included, and are empowered to contribute to community life.
- Specific support is provided for the more vulnerable and less connected in the community.
- Culture and diversity are celebrated and a person's background, gender, race or ability is not a barrier to a fair, fulfilling life.

The activities and initiatives for each Council service area are described below.

Services

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
Communications, Community Engagement, and Advocacy		
This service is responsible for coordinating Council communications, including liaising with media, formulating media releases, preparing publications and delivering digital communication. The unit also provides support to the Mayor and Councillors in regard to media matters. Council's community engagement and advocacy activity is led and supported by the unit.	Recurrent Operations	1,095 <u>(50)</u> 1,045
	Operating Projects	- <u>-</u> -
	Capital Allocation	5
Community Emergency Management		
This service assists community and Council plan for, respond to and recover from all potential emergencies and their consequences. This includes coordinating arrangements for the utilisation and implementation of Council resources in response to emergencies and arrangements for the provision of assistance to the community during recovery from emergencies. The unit prepares and maintains fire and other emergency management plans integrated with other local, regional and state plans. The unit also delivers fire prevention programs under the CFA Act and community resilience outreach programs with high risk communities.	Recurrent Operations	818 <u>-</u> 818
	Operating Projects	290 <u>(240)</u> 50
	Capital Allocation	-
Early Years and Youth		
This service aims to support families, children and young people to achieve their full potential. This is achieved through the provision of family oriented support services including kindergartens, toy libraries, maternal and child health , youth development programs, family day care, vacation and occasional care programs. The unit also supports playgroups, visiting specialists and the provision of access to facilities and services. Revenue in this area is generated mainly from government grants received and user service fees.	Recurrent Operations	4,902 <u>(3,054)</u> 1,848
	Operating Projects	118 <u>(48)</u> 70
	Capital Allocation	3,207
Facilities & Open Space Operations		
This service maintains and renews a wide range of Council facilities and associated infrastructure (e.g. recreation, early years, public toilets, community halls). It is responsible for managing and programming several sports and multi-purpose community facilities including pool facilities , which provide a source of income through user fees. The unit also maintains and develops Council's parks and open space assets (e.g. recreation reserves, playgrounds, skate parks, trees, nature reserves). As a Council support service, \$0.9 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	6,580 <u>(370)</u> 6,210
	Operating Projects	348 <u>(-)</u> 348
	Capital Allocation	1,283

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
Library and Arts Development		
This service provides a varied program of arts and cultural activities. Council develops policies and strategies to facilitate art practice often in partnership with community members. The function is also responsible for the provision of library services and manages a service agreement with the Geelong Regional Library. Library services are provided at Torquay and across the municipality with a mobile service.	Recurrent Operations	820 (2) 818
	Operating Projects	35 (5) 30
	Capital Allocation	20
Open Space Planning		
The open space activities of Council include ensuring that the management of public open space is conducted with a focus on environmental planning. The Open Space Planning unit is responsible for planning the development of public open space and working closely with community groups.	Recurrent Operations	228 - 228
	Operating Projects	7 - 7
	Capital Allocation	-
Positive Ageing		
This service provides a range of home and community care and social support services for older people and people with a disability to assist them to remain independent and active participants in the community. Services include in-home assessment, home delivered and community meals, in-home domestic respite and personal care, home maintenance and modifications, senior citizens, café style support programs, service coordination, and community development activities. Revenue in this area is generated mainly from government grants and user service fees.	Recurrent Operations	3,681 (2,263) 1,418
	Operating Projects	249 (56) 193
	Capital Allocation	-
Recreation Planning		
This service plans for the development and management of Council facilities with a primary focus on recreation and multi-purpose facilities. It is responsible for assessing community-led recreation projects and delivering numerous recreation and open space projects. The unit also focuses on community capacity building via community development activities and grants.	Recurrent Operations	886 (58) 828
	Operating Projects	- - -
	Capital Allocation	1,016

Major Initiative

1. Torquay / Jan Juc Social Infrastructure Needs Study

Initiatives – Operational Projects

1. Anglesea Futures Plan Community Consultation
2. Engage Program
3. Freeza Project
4. G21 Regional Hockey Strategy
5. HACC Café Style Support
6. Health & Wellbeing Officer (Year Two of Two)

7. Irrigation Project Winchelsea Golf Course
8. Pop Up Art Space
9. Recreation Facilities Officer
10. Winchelsea RV Friendly Area
11. Winchelsea Town Centre Beautification

Initiatives – New Recurrent Expenditure

1. Kurrabee Myaring Community Centre Operating Budget
2. Proactive Tree Works Annual Allocation
3. Increased Street Tree Management
4. Increased Township Maintenance

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

2.2 Theme: Environment Leadership

This theme represents preserving and enhancing the natural environment. As a result, Council is committed to the following strategic objectives:

- Drive the use of renewable energy.
- Reduce household waste volume.
- Drive the use of recycled water for sustainable agribusiness opportunities.
- Support the sustainable production of local food and other agribusinesses.

The activities and initiatives for each Council service area are described below.

Services

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
Environment		
This service ensures that Council complies with Victorian and Commonwealth Government legislative requirements regarding the environment, including: native vegetation; listed species and ecological communities; pest plants and animals; and statutory planning referrals. A wide range of Council Plan strategies related to pest plant and animal management, sustainability, environmental leadership and climate change are also delivered. The unit is the designated land manager for Council's many nature reserves (including the world famous Bells Beach Surfing Recreation Reserve), 1500km of rural roadsides and also some waterways. The unit provides specialist environmental and sustainability advice internally to Council and externally to community groups, local businesses, agencies and members of the public.	Recurrent Operations	1,081 - 1,081
	Operating Projects	492 (5) 487
	Capital Allocation	832
Waste Management		
The Waste Management function involves management of Council's landfill and transfer stations, waste collection including kerbside rubbish collection and street cleaning and maintenance of street litter bins. The Waste Management unit has a strong focus on community education and waste services planning. Revenue in this area is generated mainly from waste disposal fees.	Recurrent Operations	7,016 (9,829) (2,813)
	Operating Projects	- - -
	Capital Allocation	1,544

Major Initiative

1. Street Light Program Upgrade (Business Case)

Initiatives – Operational Projects

1. Anglesea Futures and Anglesea River
2. Bells Beach Coastal Management Plan
3. Bells Beach Master Plan Stage 1
4. Bells Beach Planning Panel
5. Towards Environmental Leadership Initiatives
6. Municipal Emergency Management Program
7. RACV Water Harvesting Agreement Licence

Initiatives – New Recurrent Expenditure

1. Anglesea Resale Shed Resource

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

2.3 Theme: Balancing Growth

This theme represents providing for growth whilst ensuring the intrinsic values and character of the Shire are retained. As a result, Council is committed to the following strategic objectives:

- Infrastructure is in place to support existing communities and provide for growth.
- Unique township characters and boundaries are strengthened.
- Rural land is preserved for appropriate and sustainable uses.
- Impact of population growth in neighbouring municipalities and our own Shire is understood and managed.

The activities and initiatives for each Council service and key strategic activities are described below.

Services

Description of Services Provided	Revenue (Expenditure)	Expenditure (Revenue) Net Cost \$'000
Asset Management		
This service is responsible for integrated and prioritised capital works planning. This includes development and implementation of asset management plans for planning for the expansion of Council's asset portfolio for the needs of a growing population, as well as planning the renewal management of Council's existing Infrastructure. In addition the function manages and maintains Council's fleet portfolio. As a Council support service, \$1.2 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	1,772 <u>(1,637)</u> 135
	Operating Projects	221 <u>-</u> 221
	Capital Allocation	1,573
Engineering Services		
This service is responsible for the design of traffic and drainage infrastructure projects as well as subdivision design approval and works inspections. They also manage traffic management, street lighting and bus shelters throughout the Shire. Revenue in this area is generated mainly from government grants received and user service fees.	Recurrent Operations	1,832 <u>(494)</u> 1,338
	Operating Projects	43 <u>-</u> 43
	Capital Allocation	1,721
Gherang Gravel Pits		
Revenue in this service area relates to gravel pit royalties. Expenditure relating to this service relates to Crown royalty and leasing costs, maintenance, management and associated fees.	Recurrent Operations	159 <u>(432)</u> (273)
	Operating Projects	- <u>-</u> -
	Capital Allocation	-
Planning & Development		
This service is responsible for municipal building surveying and strategic and statutory planning . It includes processing all planning applications, providing advice and assessing development proposals which require a planning permit, and representing Council at the Victorian Civil and Administrative Tribunal where necessary. It is also responsible for monitoring Council's planning scheme, developing land use policy and preparing and processing amendments to the Planning Scheme. Review of policies and strategies relating to urban design issues are also processed under this function. Revenue in this area is generated mainly from government grants and user service fees.	Recurrent Operations	2,661 <u>(558)</u> 2,103
	Operating Projects	712 <u>-</u> 712
	Capital Allocation	-

Major Initiative

1. Municipal Strategic Statement Review

Initiatives – Operational Projects

1. Asset Condition Audits
2. Growing Winchelsea Planning Panel
3. Land Use Monitoring Report & Website
4. Lorne Structure Plan Consultation
5. Matching Project Funds
6. Planning Customer Support Officer
7. Planning for Growth
8. Spring Creek Developer Contribution Plan and Planning Scheme Amendment
9. Supporting Growth Initiatives
10. VicSmart Planning Scheme Amendment
11. Winchelsea Infrastructure for Growth Review

Initiatives – New Recurrent Expenditure

1. Municipal Building Surveyor
2. Principal Investigations Officer
3. Roads Compliance Officer
4. Strategic Planning Officer

Service Performance Outcome Indicators

Key Strategic Activity	Performance Measure	Performance Target
Statutory planning	Decision making Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100

2.4 Theme: Vibrant Economy

This theme represents supporting innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors. As a result, Council is committed to the following strategic objectives:

- Support the creation and retention of jobs to meet the needs of a growing community.
- Facilitate high quality events throughout the year.
- Strengthen the vitality of town centres.
- Key industry sectors such as surfing, tourism, home based and rural businesses are supported.

The activities and initiatives for each Council service area are described below.

Services

Description of Services Provided	Revenue (Expenditure)	Expenditure (Revenue) Net Cost \$'000
Civil Works		
This service is responsible for the construction, maintenance and day-to-day operation of Council's sealed and unsealed road network, ensuring that it can support day-to-day activities including businesses moving customers, supplies and products across the Shire. The Civil Works team also maintains drains and	Recurrent Operations	4,238 (73) 4,166

Description of Services Provided	Revenue (Expenditure)	Expenditure (Revenue) Net Cost \$'000	
footpaths and other civil infrastructure. In undertaking these responsibilities, the unit is also required to source and manage contracting services to assist with the completion of works, regularly review the standard and cost of materials, and to keep up to date with improved work practices.	Operating Projects	-	
		-	
	Capital Allocation	5,486	
Development Compliance & Local Laws			
These diverse services support the economy through overseeing issue and compliance with Building development controls and planning enforcement, permits for footpath trading, local law enforcement and Victorian Government agencies enforcement activities. This service provides staff at school crossings to ensure that all pedestrians are able to cross the road safely. It also provides animal management services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an after-hours service and an emergency service. Revenue in this area is generated mainly from the issuance of infringement notices.	Recurrent Operations	2,387 <u>(1,459)</u> 929	
	Operating Projects	234 <u>(140)</u> 94	
	Capital Allocation	-	
	Economic Development & Tourism		
	The Economic Development and Tourism service is responsible for business engagement and support, grants administration, tourism marketing, visitor centres, event facilitation and the Australia National Surfing Museum. It includes supporting existing business, attracting new business, providing economic data, grants administration, developing business profiles and contributing to local trader groups. Tourism development functions include promoting the conference market, product development and marketing and funding Great Ocean Road Regional Tourism. The service also facilitates a range of small to internationally recognised events via our event liaison team and provides an event grants funding program. Four visitor centres and the Australian National Surfing Museum service and distribute information to visitors. Revenue in this area is generated mainly from Museum and Visitor Information Centre sales.	Recurrent Operations	2,944 <u>(599)</u> 2,345
Operating Projects		164 <u>-</u> 164	
Capital Allocation		25	
Environmental Health			
This service provides public and environmental health protection services to the community and ensures Council complies with its legislative duties. Services include: food safety - registration and monitoring compliance of food, accommodation, caravan parks and health (hairdressers, tattooist, beauty etc.) businesses; inspection and issuing permits for wastewater treatment systems and septic tanks; Investigations of public health complaints such as nuisances, food safety, pest control, noise, emissions, odour, pollution, asbestos, water quality; Customer Services/Expert Advice on public and environmental health matters; Public health emergency response; and Childhood and School Immunisation Services. Revenue in this area is generated mainly from health registration fees.	Recurrent Operations	751 <u>(277)</u> 473	
	Operating Projects	- <u>-</u> -	
	Capital Allocation	-	

Major Initiative

1. Great Ocean Road Gateway

Initiatives – Operational Projects

1. Growing Adventure Tourism
2. Road Safety Officer

Initiatives – New Recurrent Expenditure

1. ANZAC Day Contribution
2. Support Headline Event

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Food Safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100

2.5 Theme: High Performing Council

This theme represents delivering valued services to the community. As a result, Council is committed to the following strategic objectives:

- Council is financially sustainable and has the capability to deliver strategic objectives.
- Council decisions are fair and transparent and the community is involved and informed.

The activities and initiatives for each Council service area are described below.

Services

Description of Services Provided	Revenue (Expenditure)	Expenditure (Revenue) Net Cost \$'000
Business Improvement		
This service leads Council's efforts to identify and implement business improvement opportunities in order to deliver financial, service and other benefits. In particular, realising financial gains is important to ensure Council can deliver and maintain the services and new infrastructure required by our growing community.	Recurrent Operations	222 -
	Operating Projects	133 -
		133

Description of Services Provided	Revenue (Expenditure)	Expenditure (Revenue) Net Cost \$'000
Capital Allocation		
-		
Corporate Planning		
This service coordinates the development of organisational policy, strategy and systems, and provides support in the areas of corporate planning, community satisfaction data, performance measurement and reporting. As a Council support service, \$0.2 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	336
		-
		<u>336</u>
	Operating Projects	5
		-
		<u>5</u>
Capital Allocation		
-		
Customer Service		
This service is responsible for coordinating Council's front of house customer services activities, including attending to customer phone and face to face enquiries.	Recurrent Operations	764
		-
		<u>764</u>
	Operating Projects	-
		-
		-
Capital Allocation		
-		
Councillors, Council Support & Executive Services		
This area provides support for the nine elected representatives of Council as well as the four members of the Executive Management Team and includes costs of \$909k that relate to Council administration and meeting support, a portion of governance , legal support, risk management and other corporate overheads. This area also includes \$50k to strategic partnerships.	Recurrent Operations	2,966
		-
		<u>2,966</u>
	Operating Projects	31
		-
		<u>31</u>
Capital Allocation		
-		
Financial Management		
This service provides financial services to both internal and external customers of the organisation. The unit is responsible for ensuring that Council complies with its statutory obligations in regard to financial planning and reporting as well as provision of accounting services and management of Council funds. Duties include managing creditors, payroll and financial reporting. The Financial Management unit plays an integral part in Council's long term financial planning processes, the formulation of Council's annual budget, and the regular reporting of Council's financial performance. This function also includes management of raising and collection of Council's primary revenue source, rates and charges. Revenue in this area is generated mainly from debt collection recoupments and receipt of the Financial Assistance Grant. As a Council support service, \$1.4 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	1,265
		<u>(2,652)</u>
		<u>(1,386)</u>
	Operating Projects	-
		-
		-
Capital Allocation		
-		
Governance		
This service provides statutory and corporate support to the organisation in the development and review of organisational policies and procedures, Council meeting administration, ensuring compliance	Recurrent Operations	62
		-
		<u>62</u>

Description of Services Provided	Revenue (Expenditure)	Expenditure (Revenue) Net Cost \$'000
with legislative requirements, managing Freedom of Information and privacy requests, management of procurement and contracts, Council property administration, maintenance of public registers, Council election services and management of delegations and authorisations. As a Council support service, \$0.6 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Operating Projects	15
		-
		15
	Capital Allocation	-
Information Services		
This service includes two main sections, Information Technology (incl. Geospatial Information systems) and Records Management. The Information Technology area supports the organisations requirements for computer services (incl. provision, support, maintenance, licencing and infrastructure), communications (fixed, mobile and data) and geospatial mapping facilities for council and external uses. The Records Management area manages document compliance (incl. creating, capturing, classifying and archival maintenance), and processing of incoming and outgoing correspondence. The Information Services unit has the responsibility to support the organisation with a cost effective and efficient technology service which seeks to improve the performance of the organisation. As a Council support service, \$2.4 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	100
		-
		100
	Operating Projects	122
		-
		122
	Capital Allocation	2,185
People and Culture		
This service is responsible for supporting the organisation with strategic and operational human resources management and includes learning and development and occupational health and safety. The activities of the unit include developing and implementing strategies, policies and procedures that promote high level human resources and industrial relations services. The unit also supports the organisation in attracting new staff, retaining existing staff and the ongoing development of the skills within Council's work force. As a Council support service, \$1.3 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	47
		-
		47
	Operating Projects	-
		-
	Capital Allocation	-
Program Management Office		
This service provides leadership, analysis and support for Council's program of projects. This includes a standardised and integrated approach to project management across the organisation to ensure the successful delivery of Council's annual program. It has accountability for the successful management of all program management processes, systems and functions, including the Project Delivery Framework, Project Delivery Process and Program Status Reporting for all capital and operational projects. The \$0.9 million net cost includes \$0.7 million of corporate overheads that has been attributed to the Program Management Office primarily due to the higher volume of financial transactions.	Recurrent Operations	914
		-
		914
	Operating Projects	-
		-
	Capital Allocation	-
Project Management Recovery		
Provides project management services to Council to enable delivery of the Capital Works Program and many Operational Projects in accordance with defined scope, financial and quality standards. Project management costs are included in project budgets enabling resources to be scaled up and down with the changing size of the program. All direct project costs are cost recovered, the \$0.3 million net cost reflects corporate	Recurrent Operations	1,252
		(980)
		272

Description of Services Provided	Revenue (Expenditure)	Expenditure (Revenue) Net Cost \$'000
overheads not cost recovered.	Operating Projects	-
		-
	Capital Allocation	-
Risk Management & Legal Services		
This service involves developing and monitoring Council's risk management system, including provision of support to the organisation in relation to managing risk, insurance policies and business continuity. As a Council support service, \$0.4 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	294
		(25)
		269
	Operating Projects	8
		-
		8
	Capital Allocation	-

Major Initiative

- Digital Transformation

Initiatives – Operational Projects

- Business Continuity Exercise
- Business Improvement Program (Business Case)
- Land Under Roads Audit & Capitalisation
- Records Management Program (Business Case)

Initiatives – New Recurrent Expenditure

- Software Support and Development
- Strategic Partnership Support Fund
- Workplace Health & Safety Initiatives

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

2.6 Performance statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

3. Budget Influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

3.1 Snapshot of Surf Coast Shire Council

The Surf Coast Shire is located in south-western Victoria, 95km from Melbourne, 21km south of Geelong and close to the extended Geelong Ring Road. With its internationally renowned beaches, bushland and rural environment, the Surf Coast Shire is an appealing destination for holiday makers and international visitors, and is increasingly attractive to those looking to make a permanent sea change. The Shire is home to some of the world's best surfing locations and the start of the iconic Great Ocean Road. The natural environment is a defining feature of the Surf Coast Shire. From spectacular rugged coastlines to dense native forests and rolling rural plains, the Shire is strongly influenced by physical and natural features that impact on urban development and land management.

The Shire is home to ten distinct townships; Aireys Inlet, Anglesea, Bellbrae, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea. Each of these townships has a keen sense of community, a unique identity and a strong desire to protect and nurture the environment. There is also a significant rural population including farming and rural/residential communities.

Torquay is at the start of the Great Ocean Road and is the fastest growing location within the municipality, with census data showing that Torquay has grown on average by 8% per annum between 2006 and 2011. Torquay and neighbouring Jan Juc continue to attract a large number of young families to the Shire given the coastal lifestyle and ease of commuting to Geelong and Melbourne.

Winchelsea has been identified as a town that is also capable of supporting substantial residential growth and is the principal agricultural centre of the Shire. Duplication of the Princes Highway together with access to good physical and community infrastructure support Winchelsea's position as our secondary growth centre within the shire.

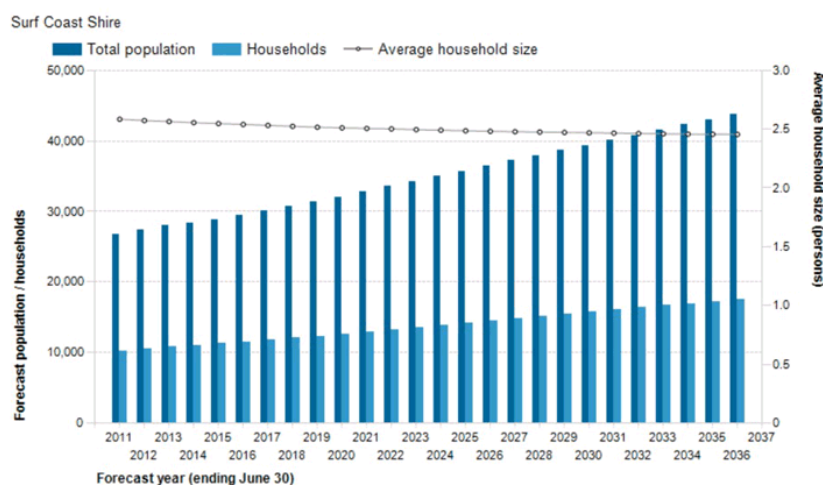
Lorne, in the south-west of the Shire, is another iconic destination. Bordered by Loutitt Bay, the Great Ocean Road and the Otways National Park, this town is a scenic and recreational wonderland. Smaller coastal towns of Anglesea and Aireys Inlet offer magnificent seaside and bushland experiences while the hinterland villages of Deans Marsh and Moriac maintain strong links to the land, much of which is highly productive agricultural countryside adjacent to the Otways National Park.

The Surf Coast Shire, with its natural beauty, proximity to the beach and bushland, and its ability to sustain thriving vibrant communities, continues to deliver jobs and create economic development opportunities. These townships and the rural hinterland support over 3,000 businesses which drive an economy estimated to be worth \$1 billion annually. The economy is unique, dominated by surfing, tourism, construction and retail sectors. Traditional and emerging sectors of agriculture and health compliment to create a distinctly different economy to that of Geelong and surrounding regions.

Critical to achieving sustained economic growth is the unique natural surrounds which includes world famous beaches, pristine coastal areas and National Parks. These natural assets are a corner stone in attracting almost 2.1 million visitors who spend over \$500 million annually visiting Surf Coast Shire.

Population

Location and lifestyle continue to contribute to the Surf Coast Shire being one the fastest growing municipalities in Victoria. Since 2001 the permanent population of the Surf Coast Shire has grown from 20,872 to 29,346 in 2016 (latest official Estimated Resident Population). By the end of 2017 the Shire's population is forecast to grow above 30,000 residents for the first time (30,048 estimated), reflecting annual growth of 2.4%.



Forecasts estimate that 87% of the population increase between 2016 and 2017 will occur in the Torquay/Jan Juc area.

The Shire’s population is forecast to grow to nearly 43,800 by 2036 (forecast .id). The forecast average annual growth rate through to 2031 is the fifth highest in regional Victoria (Department of Planning and Community Development, Victoria in Future 2014).

Census and forecasts population data is available on the Surf Coast Shire website and includes community profile data for all Surf Coast Shire townships (Go to My Council/Population Information).

Economy

Over a five year period, the Gross Regional Product of the Surf Coast Shire grew by an average of 4.19%. The economy has expanded at four times the rate of other regional Council’s in Victoria over the past 15 years and 1.3 times faster than the State average. Fuelled by over 3,000 businesses, Surf Coast’s economy is estimated to be \$1.007 billion annually.

Industry breakdowns for the top 4 employment sectors are as follows:

- Accommodation and Food Services 15.5%,
- Retail 13.5%,
- Construction 13.4%, and
- Health Care and Social Assistance 7.9%.

There are many micro and small businesses within the Surf Coast with over 87% of all businesses employing 4 or less people. When identified as a distinct industry sector the surf sector represents approximately 27% of total employment in Surf Coast Shire (REMplan 2016).

Visitation and part time populations

While the region’s permanent population continues to grow, part time populations are also significant in Surf Coast Shire including holiday home residents, seasonal visitors, event populations and day trippers.

At years end June 2016, nearly 2.1 million visitors came to Surf Coast Shire, a 24% increase in figures from the prior year, driven by an increase in day trippers. Of those visitors, 38% stayed overnight.

Summer periods dominate visitation patterns with the March Quarter accounting for just 41% of annual visitation to year end June 2016. The December (28%), June (17%) and September Quarters (13%) held distinctly lower visitation periods reflecting the strong influence of the beach and better weather.

During peak visitation periods, the population of Surf Coast Shire is estimated to increase from its usual population of 29,346 to over 85,000 (Economic Indicators Bulletin Geelong 2013). This does not include day trippers to the area or those people attending festivals, events or other activities which can significantly increase these numbers.

Age structure

Surf Coast Shire has a younger age profile in 2011 compared to the Geelong Region. In 2011, 25% of our population was in the younger age groups (0 to 17) and 21% was aged 60 years or older, compared with 23.1% and 22.7% respectively for the Geelong Region (Australian Bureau of Statistics, Census of Population and Housing). By 2036 in Surf Coast Shire, it is forecast that the proportion of people aged 0 to 17 years will be around 22% and aged 60 years or older 29%, reflecting the ageing of the population.

Births

New births are also contributing to Council's increasing population. In 2014 there were around 300 births in Surf Coast Shire (Australian Bureau of Statistics, Registered Births). Between 2016 and 2025 it is projected that there will be a further 3,800 births (forecast .id).

Dwellings and households

Strong dwelling growth has also occurred with approximately 4,000 additional dwellings between 2001 and 2011 (Australian Bureau of Statistics, Census of Population and Housing). Since the 2011 Census count of about 16,630 dwellings, forecasts indicate growth to 18,770 dwellings in 2017. It is anticipated that residential development will grow at a rate of about 2.0% during 2017/18 with about 370 additional dwellings (forecast .id).

Only 46% of properties within the Surf Coast Shire are owned by people residing in the shire. On Census night, in August 2011, 42% of private dwellings were unoccupied, reflecting the large number of holiday homes in the shire.

In 2011 34.1% of all households in Surf Coast Shire were couples with children, 28.1% were couples without children, 8.5% were one-parent families and 20.0% were lone person households.
(Australian Bureau of Statistics, Census of Population).

Over \$2.25 billion of building and construction activity has taken place in Surf Coast Shire in the past 10 years. Of this approximately \$1.5 billion has occurred in Torquay/Jan Juc. Since 2004 only the Regional Cities of Geelong, Bendigo and Ballarat have had greater construction activity than Surf Coast Shire. Construction activity in Torquay/Jan Juc alone is greater than 50% of Victoria's Regional Cities.

Education

In Surf Coast Shire, 50% of people aged over 15 years had completed Year 12 schooling (or equivalent) as of 2011 (38% in the G21 Region) increasing from 45% in 2006. The proportion of residents who have post-school qualifications has also increased from 47% in 2006 to 54% in 2011 (Australian Bureau of Statistics, Census of Population and Housing).

Employment

Surf Coast Shire is strongly influenced by the impact of tourism and surfing. Total employment in the municipality is estimated at just over 7,500 jobs with major employers including Rip Curl, Quiksilver, Barwon Health and Surf Coast Shire. Construction businesses account for approximately 23% of businesses in the Shire.

Budget implications

As a result of the Shire's demographic profile there are a number of budget implications in the short and long term as follows:

- The development of Torquay continues with the construction of the Kurrabee Myaring Community Centre, open space pathways, recreation areas and facilities, a regional bicycle route, road widening and an intersection upgrade to support the growing population and demand placed on Council provided community infrastructure.
- Winchelsea has been identified as an important future growth zone for the Shire, and as such, Council is supporting growth in the area with over \$2.0m of project investment in the 2017/18 budget. Projects include urban street improvements, playground and pathway improvements, and investment in rural roads to support the better movement of both tourism visitors and agricultural products.
- Various strategic projects are planned to prepare Council for the anticipated growth and development in the Shire, including:
 - New infrastructure such as roads and footpaths, and upgrades to existing infrastructure assets
 - Planning for Winchelsea and Spring Creek growth areas
 - Implementing the Bells Beach Coastal Management Plan
 - Opening of the Kurrabee Myaring Community Centre in Torquay in 2018
 - A review of the Torquay/Jan Juc Developer Contributions Plan
 - Further investment in Council's Planning and Development resources
 - Torquay Jan Juc Social Infrastructure Needs Study
- The budget also recognises that an increasing population continues to bring pressure on Council's asset maintenance services, including buildings, recreation reserves, pathways, and drainage.

3.2 External influences

In preparing the 2017/18 budget a number of external influences have been taken into consideration, as they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- The Victorian Government's cap on rate increases (introduced in 2016/17). The cap for 2017/18 has been set at 2.0%.
- State-wide CPI is forecast to be 2.0% for the 2017/18 year.
- An annual inflation rate (CPI) of 2.0% has been applied to all expense categories in 2017/18 with the exception of wages, construction, contract and materials maintenance costs. This is in line with the Victorian Government's Department of Treasury forecasts.
- The Commonwealth Government's freeze on indexation of Financial Assistance Grants has been lifted and an increase of 3.5% has been budgeted. The Commonwealth Government has advised that 50% the 2017/18 allocation will be brought forward and paid in the 2016/17 financial year.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the Victorian Government with the introduction of the Fire Services Property Levy Act 2012.
- The Commonwealth funding through the Roads to Recovery program will return to normal levels in 2017/18. The program had seen an injection of funds following the Commonwealth Government's decision to freeze the Financial Assistance Grants and to re-introduce the indexation of fuel excise to inflation, but this additional funding concluded in 2016/17. The funding allocation for Surf Coast Shire drops from \$2.3m in 2016/17 to \$0.7m in 2017/18.

Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of government in Australia. In addition councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

3.3 Internal influences

As well as external influences, there are also a number of internal influences that are expected to have a significant impact on the preparation of the 2017/18 Budget. These matters have arisen from events occurring in the 2016/17 year resulting in variances between the budgeted results and the forecast for that year and from matters expected to arise in the 2017/18 year. These include:

- The Business Improvement program operation in 2016/17 has delivered savings of \$0.45 million in the 2017/18 budget year, and represents \$3.6 million over the next four years.
- Council has key strategies and obligations that influence Council's allocations to capital programs and projects. These include (but are not limited to) the Council Plan, Council's Asset Management policies and plans, the Torquay/Jan Juc Developer Contributions Plan, Council's strategic waste plans, and a variety of road, pathway, playground, open space and facility strategies and masterplans.
- Council negotiated a new Enterprise Agreement during the 2016/17 year, which commenced on 1 September 2016. The Enterprise Agreement sets the key parameters for staff-related expenses in the 2017/18 budget and future years.
- The 2017/18 Capital Works Program includes works that are related to Council assets that do not meet asset recognition criteria and cannot be capitalised to the Balance Sheet. This has an operating impact of a \$3.8 million increase in expenses, plus a further \$1.3 million for landfill rehabilitation that is charged directly against the provision.

3.4 Financial principles

The key financial principles on which the 2017/18 budget is based are:

- **Transparency**
 - In how we do things
 - In our decision making
 - In how we raise rates and allocate ratepayer funds
 - In how we report our performance
- **Sustainability**
 - The responsible allocation of limited resources
 - Planning for long-term financial sustainability
 - The responsible use of debt
 - Maintaining capacity to fund new things
 - Responsible asset management
- **Strong Financial Framework**
 - Good control over finances
 - Confidence in the process
 - Delivery of plans
 - Meeting regulatory requirements

This budget has also been constructed based on the principle of continuous improvement of Council's financial reporting to the community, and includes a number of new inclusions and appendices designed to provide better understanding of Council's financial decisions and obligations to the community.

3.5 Long term strategies

The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a medium term Strategic Resource Plan (Section 8), Rating Strategy (Section 9) and Other Long Term Strategies (Section 10) including borrowings, infrastructure and service delivery, and a Ten Year Financial Plan (Appendix M).

3.6 Advocacy priorities

Council will continue to advocate to other levels of government on ratepayers' behalf for support of advocacy priorities such as:

- **The Great Ocean Road Visitor Economy**, including the following projects:
 - The Shipwreck Coast Masterplan
 - Renewal works on the Great Ocean Road
 - The Great Ocean Road Gateway
 - Growing Adventure Tourism (including Surf Coast trails)

- **Towards Environmental Leadership**, including the following projects:
 - Energy Efficient Streetlight Conversions
 - Permanent Town Boundaries
 - Renewable Energy Microgrids
 - Hinterland Futures

- **Building Our Future**, including the following projects:
 - Torquay Soccer Facilities
 - Torquay Active Transport
 - Winchelsea Netball Facilities Upgrade
 - Improved Phone and Internet Coverage

3.7 Cost Shifting

Cost shifting occurs when Commonwealth and Victorian Governments' Programs transfer responsibilities to local government with insufficient funding or grants that don't keep pace with delivery costs. These services do not meet the traditional role of local government and may be better viewed as a Commonwealth or Victorian Governments' responsibility.

Cost shifting occurs for specific services such as:

- Home and Community Care (HACC)
- Maternal and Child Health
- School Crossing Supervision
- Emergency Services funding
- Disability Services

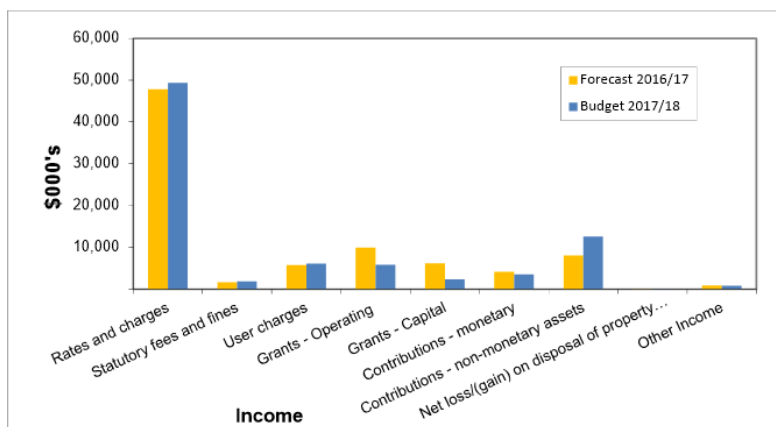
Cost shifting also occurs where other levels of government reduce funding for specific programs. For instance, in 2014 the Commonwealth government announced a freeze in indexation of financial assistance grants paid to local government. By Government estimates, over the three years to 30 June 2017, the sector will have seen a \$925 million reduction in revenue as a result of the freeze. This directly impacts Council's funding that is necessary to provide better infrastructure and better services for our local communities. The cumulative impact on Surf Coast Shire Council was \$0.8million to 30 June 2017. Indexation of financial assistance grants will recommence in 2017/18.

4. Analysis of Operating Budget

This section analyses the expected revenues and expenses of the Council for the 2017/18 year.

4.1 Operating income

	Ref	2016/17 Forecast \$'000	2017/18 Budget \$'000	Variance \$'000
Income				
Rates and charges	4.1.1	47,871	49,353	1,482
Statutory fees and fines	4.1.2	1,700	1,890	189
User charges	4.1.3	5,794	6,168	373
Grants - Operating	4.1.4	9,961	5,832	(4,129)
Grants - Capital	4.1.5	6,188	2,378	(3,810)
Contributions - monetary	4.1.6	4,210	3,554	(655)
Contributions - non-monetary assets	4.1.7	8,065	12,580	4,515
Net loss/(gain) on disposal of property infrastructure, plant and equipment	4.1.8	(29)	1	30
Other Income	4.1.9	921	883	(38)
Total Income		84,681	82,639	(2,042)



4.1.1 Rates and charges (\$1.5 million increase)

It is proposed that income raised by all rates and charges be increased by 3.1% or \$1.5 million in 2017/18 to \$49.4 million. This includes an increase from existing rate payers (including municipal charge) of 2.0%; Garbage Charge increase of 4.0%; the annualised effect of new ratepayers from 2016/17 paying a full year's worth of rates in 2017/18 of \$0.4 million; income from new ratepayers in 2017/18 of \$0.4 million for general rates and municipal charge and \$0.02 million for new garbage charges.

4.1.2 Statutory fees (\$0.2 million increase)

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include fees for planning certificates, subdivision certificates, building certificates and local law infringements. Statutory fees are forecast to increase by 11.1% or \$0.2 million compared to 2016/17. This increase is mainly due to an

increase in planning income (planning fees have recently been revised by the Victorian Government) and supervision/plan checking fees for new subdivisions.

4.1.3 User charges (\$0.4 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council services. User charges are forecast to increase by 6.4% or \$0.4 million compared to 2016/17.

4.1.4 Operating grants (\$4.1 million decrease)

Operating government grants include all monies received from Victorian and Commonwealth Government sources for the purposes of funding the delivery of Council's services. Total operating grants will incur an annual decrease of \$4.1 million for 2017/18, mainly due to \$1.9m of the 2017/18 Financial Assistance Grant allocation being received in 2016/17.

Operating Grants Funding and Source	2016/17 Forecast '000	2017/18 Budget '000	Variance '000
Recurrent - Commonwealth Government			
Commonwealth Home Support	116	116	-
Flexible Service Response	18	18	-
HACC Assessment and Care	170	173	3
HACC Cafe Style Support	52	56	4
HACC Property Maintenance	71	72	2
HACC Services	739	739	-
HACC Minor Capital	19	-	(19)
Home Care Packages	366	369	3
Grants Commission	5,617	1,915	(3,701)
Total Recurrent - Commonwealth Government	7,167	3,458	(3,709)
Non Recurrent - Commonwealth Government			
Roads to Recovery	-	30	30
Total Non Recurrent - Commonwealth Government	-	30	30
Recurrent - State Government			
Family Day Care Services	41	41	-
Fleet Management	7	7	(1)
Health Services Administration	17	18	1
Immunisations	7	9	1
Kindergarten Cluster Management	1,361	1,336	(25)
Local Laws - School Crossings	42	38	(5)
Maternal & Child Health Services	239	246	7
Meals on Wheels	68	62	(5)
Positive Ageing Administration	57	58	1
Rural Access Services	49	50	1
Senior Citizens	29	32	2
SSRC Holiday Program	45	45	-
Community Arts Projects	2	2	-
Youth Services	101	81	(20)
Total Recurrent - State Government	2,065	2,022	(42)
Non Recurrent - State Government			
Community Emergency Management	240	240	-
Public Safety projects	231	-	(231)
Economic Development & Tourism projects	80	-	(80)
Environmental projects	56	-	(56)
Planning Scheme projects	116	-	(116)
Leisure & Wellbeing	5	-	(5)
Youth Services	1	-	(1)
Kindergarten projects	-	82	82
Total Non Recurrent - State Government	729	322	(407)
Total Operating Grants	9,961	5,832	(4,129)

4.1.5 Capital grants (\$3.8 million decrease)

Capital grants include all monies received from Victorian and Commonwealth Government sources for the purposes of funding the Capital Works Program.

Overall, the level of capital grants has decreased by 61.6% or \$3.8 million compared to 2016/17. Council has been proactive in seeking external funding through grants and has a number of applications lodged and under consideration. Only confirmed grant funding has been included in the budget. The Commonwealth Government's Roads to Recovery program is also budgeted to return to traditional levels after temporary increases over the last two years. Note \$0.03 million of Roads to Recovery funding will be allocated to non-capital projects in 2017/18 in accordance with Council's adopted Road Safety Strategy 2017-2021.

Capital Grants Funding and Source	2016/17	2017/18	Variance
	Forecast	Budget	
	\$'000	\$'000	\$'000
Non Recurrent - Commonwealth Government			
Roads to Recovery	2,289	664	(1,625)
Black Spot Funding	-	1,714	1,714
Total Non Recurrent - Commonwealth Government	2,289	2,378	89
Non Recurrent - State Government			
Community Buildings	194	-	(194)
Drainage	197	-	(197)
Recreation Facilities	497	-	(497)
Transport	3,010	-	(3,010)
Total Non Recurrent - State Government	3,899	-	(3,899)
Total Capital Grants	6,188	2,378	(3,810)

4.1.6 Contributions – Monetary (\$0.7 million decrease)

Contributions relate to recoupment of expenditures, community contributions to capital works, and monies paid by developers in regard to new subdivision works.

4.1.7 Contributions – Non monetary assets (\$4.5 million increase)

Contributions relate to recoupment of expenditures, community contributions to capital works, and monies paid by developers in regard to new subdivision works. Contributions are forecast to increase by 56% or \$4.5 million compared to 2016/17 due to increased granted asset revenue from developers.

4.1.8 Net loss/(gain) on disposal of property (\$0.03 million increase)

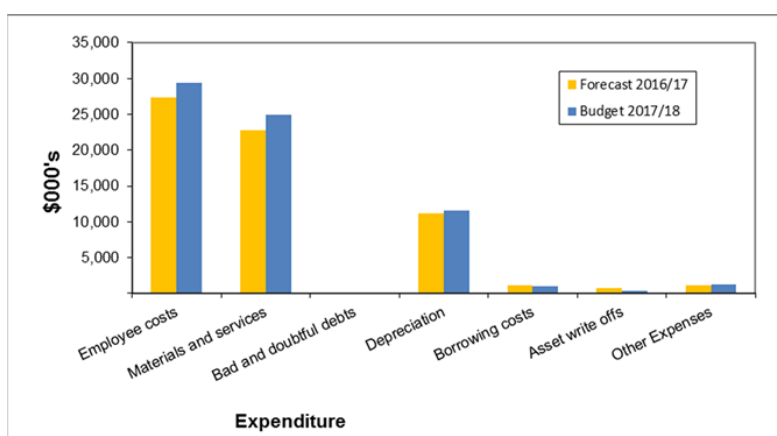
Net loss on disposal relates to sale of heavy plant and light fleet and two parcels of land.

4.1.9 Other income (\$0.04 million decrease)

Other income relates to interest on investments, interest charges on properties and debtors. Other income is forecast to decrease by 4.1% or \$0.04 million compared to 2016/17, attributed predominately to interest on investments which will decrease by approximately \$0.03 million.

4.2 Operating Expenditure

	Ref	2016/17 Forecast \$'000	2017/18 Budget \$'000	Variance \$'000
Expenses				
Employee costs	4.2.1	27,368	29,394	2,026
Materials and services	4.2.2	22,791	24,917	2,126
Bad and doubtful debts	4.2.3	79	80	
Depreciation	4.2.4	11,245	11,597	352
Borrowing costs	4.2.5	1,077	1,031	(46)
Asset write offs	4.2.6	795	414	(381)
Other Expenses	4.2.7	1,166	1,255	89
Total expenses		64,521	68,686	4,165



4.2.1 Employee benefits (\$2 million increase)

Employee benefits include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation and workers compensation insurance.

Employee costs are forecast to increase by 7.4% or \$2 million compared to 2016/17. The increase relates to the following key factors:

- Annual wage increase of 2.0% as per the conditions of the Surf Coast Shire Council Enterprise Bargaining Agreement No 9 (2016-2019)
- Position level increments
- Improving Council's customer service
- Addressing emerging risks to the community, organisation and the environment
- Delivering community projects

A summary of planned human resources expenditure categorised according to the organisational structure of Council is included below:

Division	2017/18 Budget \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Chief Executive	741	741	-
Culture and Community	11,087	5,781	5,306
Environment and Development	7,255	5,350	1,905
Governance and Infrastructure	7,503	6,294	1,269
Total Permanent Staff Expenditure	26,587	18,167	8,480
Casuals and Other Expenditure	2,807		
Capitalised Labour Costs	1,561		
Total Expenditure	30,955		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Division	2017/18 Budget	Comprises	
		Permanent Full Time	Permanent Part Time
Chief Executive	5.0	5.0	-
Culture and Community	130.2	60.2	70.0
Environment and Development	72.7	50.7	22.0
Governance and Infrastructure	78.1	63.3	14.9
Total Permanent Staff	286.0	179.1	106.9
Casuals and Other	8.3		
Capitalised Labour	16.9		
Total Staff	311.2		

Some of the key variances to the 2016/17 forecast in staff positions are:

- Additional FTE in Aged and Family Services, including:
 - Increased resources for the delivery of aged care services to meet increased demand
 - New staff for the Kurrabee Myaring Community Centre (opening January 2018)
 - Increased staff in Council's kindergarten services to meet growth in enrolment numbers
- Additional Project Management resources to deliver Council's Capital and Operational Projects
- Temporary position vacancies experienced in 2016/17 that are budgeted to be filled in 2017/18

4.2.2 Materials and services (\$2.1 million increase)

Materials and services include the purchase of consumables, payments to contractors for the provision of services, utility costs and expensed capital works. Materials and services are forecast to increase by 9.3% or \$2.1 million compared to 2016/17.

The increase in materials and services is due to a combination of factors including expensed capital works. Expensed capital works are works associated with Council assets and major projects that do not meet the definition of asset expenditure under Australian Accounting Standards. Expensed capital works are forecast to increase by \$2.4 million to \$3.8 million compared to 2016/17. Note \$1.3 million of expensed capital expenditure recorded in the capital works program in Appendix C relates to the rehabilitation of the landfill site and is accounted for in the landfill provision. Expensed works are mainly attributable to projects carried forward to 2017/18 (\$3.2 million) including the Surf Coast Highway/Beach Road traffic lights construction, Anglesea Landfill Cell Wall Liner, Torquay South Beach Road/Surf Coast Highway Intersection upgrade and stormwater improvements at the Anglesea Landfill.

Excluding the expensed capital works and operational projects, the underlying growth of materials and services expenditure has generally risen by 2.9%.

4.2.3 Bad and doubtful debts (in line with forecast)

Bad and doubtful debts are projected to remain at similar levels to the 2016/17 forecast of \$0.08 million.

4.2.4 Depreciation (\$0.4 million increase)

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment (including infrastructure assets such as roads and drains) as a result of delivering services to the community. The increase of \$0.4 million or 3.1% is due mainly to the completion of the 2017/18 capital works program and the full year effect of depreciation on the 2016/17 capital program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017/18 year.

4.2.5 Borrowing Costs (\$0.05 million decrease)

Finance costs relate to interest charged by financial institutions on funds borrowed. The reduction of \$0.05 million or 4.3% compared to the 2016/17 forecast is in accordance with Council's loan borrowing schedule. New borrowings of \$3.0 million are proposed for the 2017/18 financial year. The new loan is scheduled to be taken out in June 2018 so will have minimal impact on borrowing costs in the 2017/18 financial year.

4.2.6 Asset write-off (\$0.4 million decrease)

Asset write-off relates to the estimated value of infrastructure assets removed from Council's property, plant and equipment assets when replaced by new assets in the capital works program during 2017/18. Asset write-off is forecast to decrease by 48.0% or \$0.4 million compared to 2016/17.

4.2.7 Other Expenses (\$0.1 million increase)

Other expenses are projected to increase by \$0.1 million compared to the 2016/17 forecast.

4.3 Adjusted Underlying Result

	2016/2017 Forecast \$'000	2017/2018 Budget \$'000
Total income	84,681	82,639
Total expenses	(64,521)	(68,586)
Surplus for year	20,160	14,052
Less Grants - capital non-recurrent	(6,188)	(2,378)
Less Contributions - non-monetary assets	(8,065)	(12,580)
Less Capital Contributions - other sources	(678)	(359)
Adjusted underlying surplus/(deficit)	5,228	(1,265)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is an alternative measure of financial sustainability defined in the Local Government Performance Reporting Framework. It is a measure of Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2017/18 year is a Deficit of \$1.3 million which is a decrease of \$6.5 million. The decrease relates predominately to expensed capital works which is \$2.4m higher in 2017/18 and to 50% (\$1.9m) of the 2017/18 Financial Assistance Grant allocation being received in 2016/17 accounting for \$3.8m of the variance.

In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and the capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

Although the adjusted underlying result removes the effect of non-recurrent income from the surplus, it does not adjust the balance for non-recurrent expenditure or non-cash items. For this reason, Council considers Recurrent EBITDA a better indication of operating performance (see section 8.4).

5. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/17 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt;
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment; and
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations (nil advances included in this budget). These activities also include repayment of the principal component of loan repayments for the year.

5.1 Budgeted cash flow statement

		2016/17 Forecast \$'000	2017/18 Budget \$'000	Variance \$'000
	Ref			
Cash flow from operating activities				
Rates and charges		47,879	49,353	1,474
Grants - operating		10,435	6,032	(4,403)
Grants - capital		6,188	2,378	(3,810)
Contributions		4,210	3,554	(655)
Interest received		921	883	(38)
Statutory fees and fines		1,687	1,890	202
User charges		5,984	6,323	338
Net GST refund/payment		3,371	4,029	658
Trust funds received/(taken)		192	37	(154)
Employee costs		(27,175)	(29,335)	(2,160)
Materials and Services		(29,348)	(31,933)	(2,586)
Net cash provided from operating activities	5.1.1	24,344	13,211	(11,133)
Cash Flows from investing activities				
Proceeds from sale of property, plant & equipment		673	928	255
Payments for property, plant, equipment & infrastructure assets		(14,974)	(18,140)	(3,165)
Cash Flows from investing activities		8,600	-	(8,600)
Net cash used in investing activities	5.1.2	(5,701)	(17,212)	(11,511)
Cash flows from financing activities				
Finance costs		(1,077)	(1,031)	46
Proceeds from interest bearing loans and borrowings		-	3,000	3,000
Repayment of interest bearing loans and borrowings		(628)	(675)	(47)
Net cash provided from financing activities	5.1.3	(1,706)	1,294	3,000
Net increase/(decrease) in cash & cash equivalents held		16,937	(2,706)	(19,643)
Cash & cash equivalents at the beginning of the period		6,977	23,914	16,937
Cash & cash equivalents at the end of the period	5.1.4	23,914	21,208	(2,706)
Investments (current and non-current financial assets)		16,000	16,000	-
Total cash & investments at the end of the period		39,914	37,208	(2,706)

5.1.1 Operating activities (\$11.1 million decrease)

The decrease in net cash provided from operating activities is due mainly to a decrease in operating and capital grants (net \$8.2 million) and an increase in materials and services. Only grants that have signed funding agreements are included in the budget. An increase of \$2.4 million in expensed capital works is the main driver of the increase in materials and services.

The net cash provided from operating activities does not equal the income statement surplus for the year as the expected revenues and expenses of the Council include non-cash items that have been excluded from the Cash Flow Statement. The budgeted income statement surplus result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

The granted assets relate to the road infrastructure from subdivisions handed to Council. Some of the estates in next year's budget include parts of Grossmans Road, Surf View Estate and the Dunes Estate.

	2016/17 Forecast \$'000	2017/18 Budget \$'000
Surplus for the year	20,160	13,952
Add Depreciation	11,245	11,597
Less Granted assets	(8,065)	(12,580)
Add Asset write offs	795	414
Add Debt servicing	1,077	1,031
Add Net loss/(gain) on disposal of property infrastructure, plant and equipment	29	(1)
Add Net Movement in current assets and liabilities	(896)	(1,201)
Cash flows available from operating activities	24,344	13,211

5.1.2 Investing activities (\$11.5 million decrease)

The decrease in payments for investing activities relates to a non-recurring inflow of \$8.6 million in the forecast budget 2016/17 and an increase in the outflow for capital works (\$3.1 million). Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of the capital works program.

5.1.3 Financing activities (\$3.0 million increase)

The increase in receipt of monies from financing activities relates to the \$3.0 million loan scheduled to be taken out in June 2018 for the Kurrambee Myaring Community Centre.

5.1.4 Cash & cash equivalents at end of the period (\$2.7 million decrease)

Total cash and cash equivalents are forecast to decrease to \$21.2 million in 2017/18. There is no movement expected in current and non-current financial assets. Total cash and investments (including current and non-current financial assets) are forecast to decrease to \$37.2 million.

5.2 Restricted and unrestricted cash and investments

Much of Council's cash and cash equivalents are held for specific purposes, and as such are not fully available for Council's operations. The budgeted Balance Sheet statement indicates that Council is estimating total cash and investments of \$37.2 million as at 30 June 2018. The following table shows the cash and cash equivalents as at 30 June 2018 which have been set aside for specific purposes in the future:

Description	2016/17 Forecast \$'000	2017/18 Budget \$'000
Restricted		
Open Space	1,017	1,034
Main Drainage	210	210
Developer Contributions	3,241	4,826
Home Care Packages	36	36
Trust and Deposits	1,863	1,900
Total Restricted Reserves	6,368	8,006
Unrestricted		
Plant Replacement	807	527
Asset Renewal	150	87
Waste	3,588	4,857
Aireys Inlet Units	308	315
DCP Council Funds	1,250	1,441
Winchelsea Infrastructure Plan Allocation	-	80
Gherang Gravel Pits	1,542	1,815
Defined Benefits Superannuation	724	974
Carried Forward Capital Works	13,812	10,481
Carried Forward Operational Projects	1,494	826
Adopted Strategy Implementation	4,881	2,905
Accumulated Unallocated Cash	3,859	3,762
Total Unrestricted Reserves	32,414	28,069
Total Reserves	38,782	36,076
Reserve Based Debtors and Project Creditors	1,132	1,132
Total Cash and Investments	39,914	37,208

The following table outlines the proposed movements through the cash reserves during 2017/18. The carried forward amounts for capital works and operational projects reflect funds that will be cash backed at the end of the year and do not include grant funding not received.

Reserve	Opening Balance	Transfer To Reserve	Transfer From Reserve	Closing Balance
	\$'000 01/07/2017	\$'000	\$'000	\$'000 30/06/2018
Open Space	1,017	120	103	1,034
Main Drainage	210	-	-	210
Developer Contributions	3,241	2,282	697	4,826
Home Care Packages	36	-	-	36
Trust and Deposits	1,863	37	-	1,900
Plant Replacement	807	943	1,223	527
Asset Renewal	150	5,131	5,194	87
Waste	3,588	2,813	1,544	4,857
Aireys Inlet Units	308	7	-	315
DCP Council Funds	1,250	2,163	1,973	1,441
Winchelsea Infrastructure Plan Allocation	-	80	-	80
Gherang Gravel Pits	1,542	273	-	1,815
Defined Benefits Superannuation	724	250	-	974
Carried Forward Capital Works	13,812	8,819	12,149	10,481
Carried Forward Operational Projects	1,494	756	1,423	826
Adopted Strategy Implementation	4,881	-	1,975	2,905
Accumulated Unallocated Cash	3,859	1,902	2,000	3,762
Totals:	38,782	25,575	28,281	36,076

Accumulated Unallocated Cash	2016/17 Forecast \$'000	2017/18 Budget \$'000
Opening Balance	3,666	3,859
Annual Surplus/(Deficit)	1,157	1,677
Return Anglesea Bowls to AUC	-	225
Less Net Allocations during the Year	36	-
Trfr for Digital Transformation	(1,000)	(2,000)
Closing Balance	3,859	3,762

Cash and cash equivalents that have been restricted by statute (legislative reserves) and by Council (policy reserves) as shown in the following table (Reserves that are allocated by Council but do not meet the definition of "Restricted" are included as part of "Unrestricted cash and investments" balance):

	Ref	2016/17 Forecast \$'000	2017/18 Budget \$'000	Variance \$'000
<i>Restricted Cash & Investments</i>				
- Legislative Reserves	5.2.1	4,469	6,070	1,602
- Other Restricted Reserves	5.2.2	1,899	1,936	37
Total Restricted cash and investments		6,368	8,006	1,639
Unrestricted cash and investments	5.2.3	32,414	28,069	(4,345)
Reserve Based Debtors and Project Creditors		1,132	1,132	-
Total Cash & Investments		39,914	37,208	(2,706)

5.2.1 Legislative reserves (\$1.6 million increase)

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

Legislative reserves are made up of:

- Open Space
- Main Drainage
- Developer Contributions

Open Space contributions for new subdivision works are budgeted to increase by \$0.02 million. These funds will be allocated to fund future strategic open space development.

The Developer Contributions Reserve will increase by \$1.6million in the 2017/18 year in line with Council's Torquay and Jan Juc Developer Contributions Plan. Funds from this reserve will be allocated to the construction of bike routes on Blackgate Road and South Beach Road (\$0.3 million) and the Deep Creek Linear Reserve (\$0.4 million).

Council must retain cash at all times to match these reserves.

5.2.2 Other Restricted Reserves (\$0.04 million increase)

These funds must be applied for specified purposes in accordance with Council's contractual commitments. While these funds earn interest revenues for Council, the funds are not available for other purposes.

Other Restricted reserves are made up of:

- Home Care Packages
- Trust and Deposits

Council must retain cash at all times to match these reserves.

5.2.3 Unrestricted Reserves (\$4.3 million decrease)

Unrestricted Reserves are applied for specific purposes in accordance with Council's adopted policies. These funds are available to meet Council's cash flow requirements, including the running of operations, provision for long service leave entitlements, unexpected short term needs, and ensuring that Council can meet its future capital works commitments.

While Council can utilise these funds throughout the year to support its operations and project delivery, Council must ensure that there is equivalent cash available to match these reserves at year-end. Unrestricted reserves are made up of:

- Plant Replacement
- Asset Renewal
- DCP Council Funds
- Winchelsea Infrastructure Plan Allocation
- Waste
- Aireys Inlet Units
- Gherang Gravel Pits
- Defined Benefits Superannuation
- Carried Forward Capital Works
- Carried Forward Operational Projects
- Adopted Strategy Implementation
- Accumulated Unallocated Cash

The Asset Renewal Reserve will decrease by \$0.1 million following the annual allocation of \$5.1 million to the reserve and the reserve funding to the capital works program of \$5.2 million.

The DCP Council Funds Reserve balance will increase by \$0.2 following the annual allocation of \$2.2 million to the reserve and the reserve funding to the capital works program of \$2.0 million.

The Winchelsea Infrastructure Plan Allocation Reserve is a newly created reserve with an allocation of \$0.08 million.

The Waste Reserve will increase by \$1.3 million in the 2017/18 year. Council will fund the Anglesea Landfill Composting (\$0.1 million); Anglesea Landfill Leachate Pond (\$0.4 million); and the Anglesea Landfill Stage 3d Liner (\$1.1 million) projects from this reserve.

Carried Forward Capital Works will decrease by \$3.3 million in the 2017/18 year in line with completion of programmed capital works budgeted for in 2016/17. The Defined Benefits Superannuation Reserve will increase by \$0.25 million.

The Accumulated Unallocated Cash Reserve will decrease by \$0.1 million as a result of the annual surplus of \$1.7 million, the transfer of \$2.0 million to the Digital Transformation Program, and the return to the reserve of \$0.2 million for the Anglesea Bowls Club project that was pre-allocated in 2016/17.

Information regarding cash reserves and their purpose are included in Appendix G of this document.

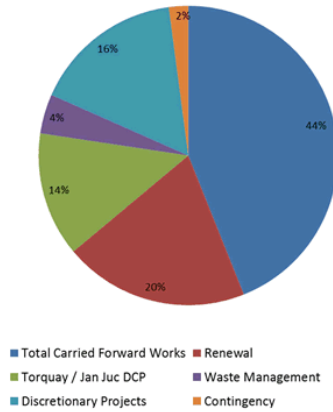
6. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2017/18 year and the sources of funding for the capital budget.

6.1 Capital works

Capital Works Areas	Ref	2017/18 Budget Allocation \$'000	2017/18 Budget Spend \$'000
Carried Forward Capital Works			
Renewal Program		1,433	1,433
Torquay / Jan Juc DCP		3,376	3,376
Waste Management		3,253	3,253
<i>Discretionary Projects:</i>			
Vibrant Economy		3,347	3,347
Environmental Leadership		24	24
High Performing Council		246	246
Balancing Growth		70	70
Community Wellbeing		1,400	1,400
Contingency		1,662	-
Total Carried Forward Works	6.1.1	14,812	13,149
New Works			
Renewal Program	6.1.2	6,735	3,318
Torquay / Jan Juc DCP	6.1.3	4,537	3,317
Waste Management	6.1.4	1,434	300
Discretionary Projects			
Vibrant Economy	6.1.5	2,198	1,926
Environmental Leadership	6.1.6	114	-
High Performing Council	6.1.7	2,005	1,005
Balancing Growth	6.1.8	136	50
Community Wellbeing	6.1.9	1,036	163
Contingency	6.1.10	702	-
Total New Works		18,897	10,078
Total Capital Works		33,708	23,227
Represented by			
New Asset Expenditure		8,402	6,223
Asset Renewal Expenditure		9,594	5,751
Asset Upgrade Expenditure		8,217	6,166
Asset Expansion Expenditure		110	-
		26,324	18,140
Expensed Capital Works		5,768	3,830
Landfill Provision Works		1,617	1,258
Total Capital Works		33,708	23,227

Budgeted Capital Works Allocation by Category 2017/18



Whilst Council strategically allocates funding it does not initiate projects until they are well scoped and ready for delivery. In addition Council may hold off projects in order to leverage grant opportunities. Given this, a disparity can exist between capital allocations and project delivery within the same year.

Council’s newly established Project Delivery Framework and focus on project management places it well to effectively deliver the Capital Projects scheduled. The project delivery focus for the 2017/18 year is summarised in the preceding table.

6.1.1 Carried Forward Works

At the end of each financial year there are projects that are either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. In some cases, Council makes decisions not to pursue immediate project delivery to seek grant opportunities that may realise greater benefit to the community through partnership funding.

Carried forward capital work projects for 2017/18 totals \$14.8 million of which \$1.6 million relates to Anglesea Landfill Rehabilitation Stage 3, \$1.5 million for the Upgrade of Forest and Grays Road, \$1.4 million towards the construction of Kurrabee Myaring Community Centre in Torquay, and \$1.3 million for the Surf Coast Highway and Beach Road Traffic Light Construction.

6.1.2 Renewal

Renewal works includes the renewal of existing roads, drains, pathways, parks assets, active recreation facilities, buildings, stairways and retaining structures. The 2017/18 \$6.8 million expenditure includes the following: \$1 million for Heavy Plant Replacement, \$0.8 million Unsealed Road Renewal, \$0.6 million Forest and Grays Road, \$0.6 million for Cape Otway Road Widening, and \$0.4 million Light Fleet Replacement.

6.1.3 Torquay/Jan Juc Developer Contributions Plan (DCP)

Projects relating to the adopted Torquay / Jan Juc DCP and included in the 2017/18 program include the \$3.2 million Kurrabee Myaring Community Centre, Bike Routes for: \$0.7 million Blackgate to South Beach Roads and \$0.1 million South of South Beach Road, \$0.4 million Deep Creek Linear Reserve and \$0.1 Bells Beach Reserve.

6.1.4 Waste Management

Waste management projects typically include landfill site rehabilitation works, and upgrade of building facilities such as transfer stations and recycling facilities. The 2017/18 program includes \$1.0 million for the Anglesea Landfill Stage 3D Liner and \$0.3 million for the Anglesea Landfill Leachate Pond.

6.1.5 Vibrant Economy

In 2017/18 Vibrant Economy projects include \$1.7 million for Cape Otway Road's Federal Black Spot Funding project, \$0.2 million each for Drainage Discretionary Works, \$0.1 million for Rural Road Safety Improvements, and \$0.1 Road Safety at School Sites across the shire.

6.1.6 Environmental Leadership

The Environmental Leadership project in the 2017/18 program relates to the \$0.1 million Surf Coast Civic Precinct Microgrid.

6.1.7 High Performing Council

High Performing Council projects in the 2017/18 program are related to \$2.0 million expenditure in Digital Transformation.

6.1.8 Balancing Growth

Balancing Growth projects in the 2017/18 program have \$0.1 million budget for the Township Local Area Traffic Management program, Parking and Pedestrian Improvement project, and Future Concept Design projects.

6.1.9 Community Wellbeing

Community Wellbeing projects in the 2017/18 program relate to the \$0.3 million Winchelsea Netball Pavilion Upgrade, \$0.1 million Winchelsea Pathway Project, \$0.1 million Jan Juc Zone 2 Masterplan Implementation, \$0.1 million Disability Discrimination Act Program Annual Allocation, and \$0.1 million Lorne Stribling Reserve Change Room Design.

6.1.10 Contingency

Contingency allocation to the capital works program is \$0.7 million in 2017/18. The contingency allocation is developed through assessment of each project's complexity and needs, and will be accessed through Council's Program Management Office governance arrangements. When a project is completed the unexpended portion of contingency will be returned to its funding source.

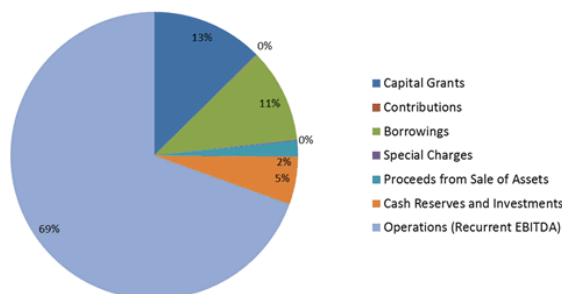
6.2 Funding sources

		2016/17 Forecast \$'000	2017/18 Budget \$'000	Variance \$'000
	Ref			
Carried Forward Capital Works				
Funded by Council Funds and Grants Received		5,582	13,812	8,229
Funded by Borrowings		-	1,000	1,000
Total Carried Forward Capital Works	6.2.1	5,582	14,812	9,229
New Capital Works				
<i>External</i>				
Capital Grants	6.2.2	6,188	2,378	(3,810)
Contributions	6.2.3	480	10	(470)
Borrowings	6.2.4	-	2,000	2,000
Special Charges	6.2.5	336	21	(315)
		7,005	4,409	(2,596)
<i>Internal</i>				
Proceeds from Sale of Assets	6.2.6	342	338	(4)
Cash Reserves and Investments	6.2.7	(7,319)	1,018	8,337
Operations (Recurrent EBITDA)	6.2.8	12,050	13,131	1,081
Total New Capital Works		12,078	18,897	6,819
Total Funding Sources		17,660	33,708	16,048

6.2.1 Carried forward capital works (\$9.2 million increase)

The carried forward reserves fund \$13.9 million and new borrowings will fund \$1.0 million of the carried forward capital works program.

Budgeted Total Funding Sources of New Capital Works 2017/18



6.2.2 Capital grants (\$3.8 million decrease)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The major grants that are budgeted to be received in 2017/18 include the \$1.7 million Cape Otway Road Blackspot Funding project, \$0.6 million for the Cape Otway Road Widening project, and \$0.1 million for Hesse Street, Winchelsea renewal works.

6.2.3 Capital contributions (\$0.5 million decrease)

Contributions relate to community contributions to capital works. The only budgeted contribution for the 2017/18 program is the \$0.01 million for the 1st stage of the Torquay Tigers Cricket Club Practice Facility Improvements project.

6.2.4 Borrowings (\$2.0 million increase)

Borrowings relate to the funding of capital works projects. During the 2017/18 financial year a total of \$3.0 million borrowings are budgeted for the Kurrabee Myaring Community Centre construction, of which \$2.0 million relates to funding of new capital works and \$1.0 million to the carried forward component of this project.

6.2.5 Special charges (\$0.3 million decrease)

Special charges are declared under Section 163 of the Local Government Act 1989 for the purpose of raising revenue from ratepayers who will receive a specific benefit from new capital works projects. During 2017/18 two projects make up the \$0.02 million budgeted to be received, the Winchelsea Pathway Project and the Moriac Pathway Project.

6.2.6 Proceeds from sale of assets (\$0.0 million decrease)

Council has a planned program for replacing fleet vehicles, heavy plant and equipment, which is partially funded by proceedings from sale of these assets each year. The 2017/18 year's \$0.3 million proceeds relate to the sale of Council light fleet and heavy plant.

6.2.7 Cash reserves and investments (\$8.3 million increase)

Council's cash reserves are held to meet cash flow requirements and future capital works commitments. Council has allocated cash reserve funds to new capital works commitments in 2017/18, including the two Torquay / Jan Juc DCP Projects - Deep Creek Linear Reserve \$0.4 million, and a new bike route project from Blackgate Road to South Beach Road \$0.3 million. In 2016/17 the cash reserves and investments shows negative on the table due to the large carry forward.

6.2.8 Operations (Recurrent EBITDA) (\$1.1 million increase)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. Refer to section 5 'Budgeted Cash Position' for more information on funds from operations.

7. Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18.

7.1 Budgeted balance sheet

	Ref	2016/17 Forecast \$'000	2017/18 Budget \$'000	Variance \$'000
Assets				
Current assets				
Cash and cash equivalents		23,914	21,208	(2,706)
Trade and other receivables		3,022	3,082	60
Other financial assets		15,000	15,000	-
Inventories		293	299	6
Non-current assets classified as held for sale		529	-	(529)
Other assets		542	553	11
Total current assets	7.1.1	43,300	40,141	(3,159)
Non current assets				
Trade and other receivables		70	70	-
Other financial assets		1,000	1,000	-
Property, Infrastructure plant & equipment		473,117	492,532	19,415
Investments in associates and joint ventures		537	537	-
Total non current assets	7.1.2	474,723	494,138	19,415
Total assets		518,023	534,279	16,256
Liabilities				
Current liabilities				
Trade and other payables		3,651	3,688	37
Trust funds and deposits		1,863	1,900	37
Provisions		6,372	5,165	(1,206)
Interest bearing liabilities		675	951	276
Other Liabilities		36	36	-
Total current liabilities	7.1.3	12,597	11,740	(857)
Non current liabilities				
Provisions		12,467	12,475	8
Interest bearing liabilities		14,262	16,311	2,049
Total non current liabilities	7.1.4	26,728	28,786	2,058
Total liabilities		39,325	40,526	1,201
Net assets	7.1.5	478,698	493,754	15,055
Equity				
Accumulated surplus		197,385	214,044	16,659
Assets revaluation reserve		242,531	243,634	1,103
Other reserves		38,782	36,076	(2,706)
Total equity	7.1.6	478,698	493,754	15,055

7.1.1 Current assets (\$3.2 million decrease)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash, and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$2.7 million in 2017/18 (\$1.9 million of the decrease relates to 50% of the 2017/18 Financial Assistance Grant allocation being received in 2016/17). Non-current assets classified as held for sale will reduce by \$0.5m due to the sale of those assets in 2016/17.

7.1.2 Non-current assets (\$19.4 million increase)

Property, infrastructure, plant and equipment is the largest component of Council's balance sheet and represents the value of all the land, buildings, roads, drainage, recreation facilities and plant and equipment. The increase of \$19.4 million in this balance is mainly attributable to the total capital works program excluding expensed capital works (\$18.1 million), granted assets (\$12.6 million), cyclical revaluation of assets (\$1.1 million), less depreciation of assets (\$11.6 million), asset write-off (\$0.4 million), and disposal of assets (\$0.4 million).

7.1.3 Current liabilities (\$0.9 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease in 2017/18 by \$0.04 million. Provisions include accrued long service leave, annual leave and future landfill rehabilitation. The movement in provisions relates to the expected increase in employee provisions (\$0.1 million), and landfill rehabilitation works funded by the provision (\$1.3 million).

7.1.4 Non-current liabilities (\$2.1 million increase)

The increase of \$2.1 million in 2017/18 is mainly due to the movement in interest bearing liabilities with new borrowings of \$3.0 million and the transfer to current liabilities (\$0.95 million) as they fall due for payment.

7.1.5 Net assets (\$15.1 million increase)

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June each year. The increase in net assets of \$15.1 million is a result of the operating surplus plus the revaluation of property, infrastructure, plant and equipment.

7.1.6 Equity (\$15.1 million increase)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which Council has committed. These amounts are separated from the Accumulated Unallocated Cash Reserve of the Council to be disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

It has been budgeted that during the year a net amount of \$2.7 million is to be transferred from other reserves. This is a transfer between equity balances only and does not impact on the total balance of equity. The increase in the asset revaluation reserve of \$1.1 million reflects the anticipated revaluation of Council assets in the 2017/18 year.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- Trade creditors to be based on a proportion of total capital expenditure, operating expenditure and employee costs at 2017/18 levels. Payment cycle is 30 days;
- Other debtors are anticipated to be 3% of total revenue;
- The current provision for future landfill rehabilitation is \$0.0 million at June 30 2018, as there are no rehabilitation works scheduled to be carried out at the Anglesea Landfill in 2018/19;
- Non-current provision for future landfill rehabilitation is \$11.6 million as at June 30 2018, relating to future rehabilitation works at the Anglesea Landfill, which is forecast to close in 2023/24;
- Provisions for employees to the value of \$6.0 million in 2017/18;
- Repayment of loan principal to be \$0.7 million and new borrowings of \$3.0 million in 2017/18;
- Total capital works to be \$23.2 million (including works to be expensed \$3.8 million, landfill rehabilitation provision works \$1.3 million and projects carried forward from 2016/17 \$13.1 million);
- Operational projects carried forward from 2016/17 (\$1.4 million);
- A total of \$14.8 million to be transferred from cash reserves to fund the capital works program for the 2017/18 year (including carried forward projects);
- Asset revaluations will be undertaken in the 2017/18 year and are expected to total \$1.1 million in relation to scheduled revaluations of Council's footpaths and bike paths; recreational, leisure and community facilities; and parks, opens space and streetscapes.

8. Strategic Resource Plan and Key Financial Indicators

This section considers the medium term financial projections of the Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

8.1 Plan development

Council has prepared a Strategic Resource Plan (SRP) for 4 years as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the draft Council Plan and expresses them in financial terms for the next 4 years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium term while still achieving Council's strategic objectives as specified in the draft Council Plan. The key financial objectives that underpin the SRP are:

- Rate increases that are compliant with the *Fair Go Rates* rate capping legislation;
- Equitable and affordable distribution of rate revenue keeping in mind economic conditions;
- Responsible use of debt subject to debt levels remaining below local government prudential guidelines;
- Increase funding levels for capital works focusing on asset renewal and infrastructure asset growth to accommodate population growth;
- Work towards reduced reliance on rates;
- Maintenance of a strong liquidity position; and
- Achieve an operating surplus every year and work towards achieving a positive underlying operating result.

In preparing the SRP, the Council has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities;
- Provide reasonable stability in the level of rate burden;
- Consider the financial effects of Council decisions on future generations; and
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually as part of the budget preparation process.

8.2 Financial resources

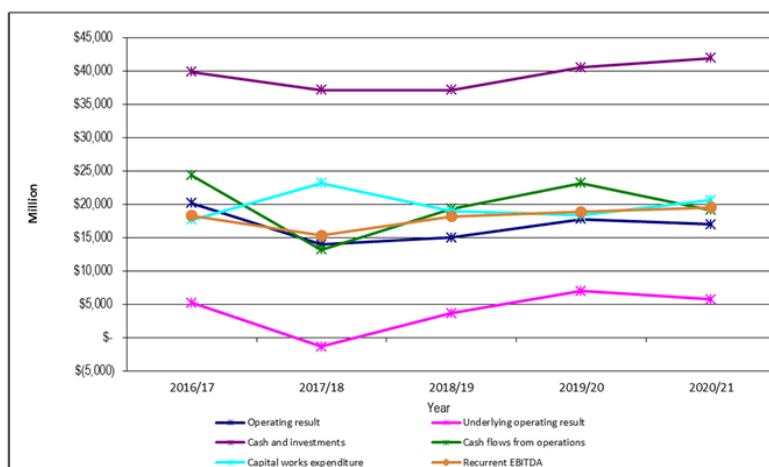
The following table summarises the key financial results for the next four years as set out in the SRP. Appendix A includes a more detailed analysis of the financial resources to be used over the four-year period.

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000	Trend
Operating result	20,160	13,952	14,998	17,758	16,998	+
Underlying operating result	5,228	(1,365)	3,645	6,962	5,710	+
Cash and investments	39,914	37,208	37,165	40,548	41,985	+
Cash flows from operations	24,344	13,211	19,350	23,219	19,163	+
Recurrent EBITDA	18,295	15,307	18,176	18,873	19,565	+
Capital works expenditure	17,660	23,227	18,996	18,377	20,640	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

The following graph shows the general financial indicators over the five year period.



The key outcomes of the SRP are as follows:

- Financial sustainability (Section 5)** - Cash and investments decrease from 2016/17 to 2017/18 mainly due to the early receipt of 50% of the 2017/18 Financial Assistance Grant allocation in 2016/17 (\$1.9m). From 2017/18 cash slightly increases with benefits from the Business improvement program and as a reflection of capital works levels.

Council will also have accumulated a reserve of \$4.8 million by 30 June 2018 for planned waste management infrastructure and significant rehabilitation of the Anglesea landfill which commenced in 2015/16 and is to be completed by 2023/24.

- Recurrent EBITDA** is a measure of normal operations without the impact of one-off revenue and expenses. Council needs to generate enough cash from normal operations to pay for other activities such as loan repayments, asset renewal, DCP commitments, Rehabilitation of the Anglesea Landfill, and other Capital works and non-recurring projects. As we are a growing Council with growing commitments, EBITDA needs to grow to meet these commitments.

- Rating strategy (Section 9)** – The effect of the 2017/18 rate increase will be that properties will experience an average increase in the general rate and municipal charge of 2.0% in line with the rate cap under the *Fair Go Rates* Legislation.

Council has not applied to the Essential Services Commission for a rate cap exemption and is currently undertaking several strategies to manage the financial challenge. These strategies include implementing a business improvement program and business case projects that represent an investment to deliver future savings.

Annual rate increases for 2018/19 onwards are based on the Victorian Government’s Department of Treasury inflation forecast. Rate increases above this threshold will require an application to the Essential Service Commission for consideration and approval by the Minister.

- Service delivery strategy (Section 10)** – There is a 4.0% increase in the garbage charge for kerbside waste collections for the forecast period as per Council’s Strategic Resource Plan. Other service levels will remain steady in the 2017/18 year. Operating surpluses are forecast in the coming years, capital grant revenue is not budgeted for unless there is a grant agreement in place. Excluding the effects of non-operating items such as capital contributions, capital grants and non-monetary asset contributions, the underlying result fluctuates in line with expensed capital works (2017/18 increase of \$2.4million and 2018/19 decrease of \$2.6 million from the respective prior years). The underlying result is an important measure of financial sustainability as once-off items can often mask the operating result, but there are

still once-off fluctuating items that effect this measure with expensed capital works being a good example. Another is the early receipt of 50% the 2017/18 Financial Assistance Grant in 2016/17 (\$1.9m)

- **Borrowing strategy (Section 10)** – \$3.0 million of new borrowings are planned in 2017/18 as part of the funding for the construction of the Kurrabee Myaring Community Centre. Note that the \$1.0 million of borrowings planned for in the 2016/17 budget have been deferred and form part of the \$3.0 million borrowings in this budget. Borrowing levels are within the local government prudential guidelines that set limits for working capital, levels of debt and debt commitment costs compared to levels of rate revenue and assets.
- **Infrastructure strategy (Section 10)** - Capital expenditure over the four year period will total \$81.2 million at an average of \$20.3 million each year. Expenditure on renewal and upgrade of existing assets will total \$50.7 million and expenditure on new assets will total \$19.3 million.

8.3 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also require non-financial resources, in particular human resources. The following table summarises the non-financial resources required for the next four years.

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Total Staff Expenditure (operating & capital)	28,536	30,955	31,452	31,697	33,017
Total Employee Numbers (FTE)	292.1	311.2	306.9	304.7	304.7

Refer to 4.2.1 for further information.

8.4 Recurrent EBITDA and Allocations

Council has introduced EBITDA reporting in an effort to focus on operating performance, simplify financial reporting and improve transparency in Council decisions.

EBITDA stands for “Earnings Before Interest, Tax, Depreciation, and Amortisation”. Recurrent EBITDA in general terms means how much cash is generated from the day to day operating activities of Council. Recurrent means ongoing and recurring.

Recurrent EBITDA is an important measure, as Council needs to generate enough cash from normal operations to pay for other activities such as loan repayments, asset renewal, DCP commitments, rehabilitation of the Anglesea Landfill, new assets, and non-recurring projects.

The table below identifies how much Recurrent EBITDA is generated by measuring recurrent income and expenditure for existing operations, and growth and compliance costs:

	2016/17 Forecast \$'000	2017/18 Budget \$'000
Recurrent EBITDA		
Property Rates and Charges	41,183	42,649
Garbage Charges	6,352	6,682
Grants	9,092	5,406
Other Revenue	8,457	8,959
Total Recurrent Income	65,084	63,696
Employee Benefits	(26,693)	(27,444)
Materials and Services	(20,095)	(20,114)
Total Expenditure - Existing Operations	(46,789)	(47,558)
Compliance Costs (recurrent)	-	(310)
Non-Discretionary Growth	-	(144)
Discretionary Growth	-	(378)
Recurrent EBITDA	18,295	15,307

Once the Recurrent EBITDA is calculated, Council includes non-recurrent cash adjustments to define the total cash available for allocation. These adjustments include interest earned on investments, balance sheet operating movements and sale of Council Assets.

	2016/17 Forecast \$'000	2017/18 Budget \$'000
Total Recurrent EBITDA	18,295	15,307
Total Cash Adjustments	(68)	3,745
Total Cash Available for Allocation	18,227	19,052

Council then allocates the cash on the basis of commitments. Contractual commitments and asset renewal are priorities, then adopted masterplans and strategies, and then additional discretionary projects and allocations (as approved by Council).

	2016/17 Forecast \$'000	2017/18 Budget \$'000
Allocations to Commitments		
Debt Interest & Principal	1,706	1,706
Torquay/Jan Juc Developer Plan Allocation	2,076	2,163
Winchelsea Infrastructure Plan Allocation	-	80
Developer Contribution Interest Allocation	52	27
Waste Allocation	2,602	2,813
Asset Renewal Allocation	5,833	6,073
Business Case Investments	500	500
Growth and Compliance Costs (non-recurrent)	1,011	833
Total Allocations to Commitments	13,781	14,195
Discretionary Cash Available	4,446	4,857
Discretionary Allocations		
Discretionary Capital Works	1,927	1,119
Discretionary Operating Projects	817	699
Defined Benefits Superannuation Allocation	250	250
Gravel Pits Allocation	286	273
Aireys Inlet Aged Units	10	7
Towards Environmental Leadership	-	250
Building Better Regions Project Allocation	-	357
Repayment Anglesea Bowls Club Commitment	-	225
Total Discretionary Allocations	3,290	3,179
Unallocated Cash Surplus / (Deficit)	1,157	1,677

Unallocated cash refers to the cash available after allocations are made to meet Council's funding commitments and priorities. The budget delivers a substantial surplus this financial year which is important to deliver major reforms and initiatives in the future such as the digital transformation program.

Accumulated unallocated cash refers to the accumulation of prior years' unallocated cash. It comprises the prior year closing balance plus the unallocated cash for the current financial year, plus or minus any unanticipated cash items or cash allocations.

Council has established a financial planning principle of maintaining a minimum accumulated unallocated cash balance of \$0.25 million. This will support Council's ability to respond to opportunities or issues that may arise throughout the year.

A dedicated reserve account exists for accumulated unallocated cash. A formal resolution at a Council meeting is required to utilise these funds.

	2016/17 Forecast \$'000	2017/18 Budget \$'000
Accumulated Unallocated Cash		
Opening Balance	3,666	3,859
Annual Surplus/(Deficit)	1,157	1,677
Return to AUC as per Council Resolution 13 Sept 2016	-	225
Net Allocations during the Year	36	-
Transfer for Digital Transformation	(1,000)	(2,000)
Closing Balance	3,859	3,762

9. Rating Strategy

This section considers the Council's rating strategy including strategy development and assumptions underlying the current year rate increase and rating structure.

9.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 8), rates and charges were identified as an important source of revenue, accounting for 67% (excludes special charge scheme income) of the total recurrent income received by Council annually. Rates therefore represent an important aspect of planning for financial sustainability. The Victorian Government has introduced the Fair Go Rates System which sets out the maximum amount councils may increase rates in a year. For 2017/18 the rate cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

9.2 Current year rate increase

Council has not applied to the Essential Services Commission for a rate cap exemption, applying the rate cap set by the Minister for Local Government of 2.0%. This is significantly under the increase forecast by Council's previous financial plans of 5.0%. Council has undertaken several strategies to manage the financial challenge including the implementation of a business improvement program and business case initiatives that reduce expenditure and/or increase revenue streams. Council has also begun the process to review its fees and charges strategies to ensure, where appropriate, cost recovery in line with the Victorian Auditor-General's report on fees and charges in local government

The table below sets out the rate increases over the past ten years. These rate increase levels have been required to maintain service levels, a strong capital expenditure program including delivering on the Torquay Jan Juc Development Contribution Plan and fund operational projects that meet the needs of a rapidly growing population.

Year	Surf Coast Shire
2008/09	6.90%
2009/10	5.80%
2010/11	6.90%
2011/12	6.30%
2012/13	4.90%
2013/14	5.90%
2014/15	4.75%
2015/16	5.50%
2016/17	2.50%
2017/18	2.00%
Average Increase	5.15%

9.3 Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, which reflect capacity to pay and form the central basis of rating under the *Local Government Act 1989*;
- A 'user pays' component to reflect usage of services provided by Council; and
- A 'fixed' municipal charge per property to cover some of the administrative costs of Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used; that is, whether the property is used for residential, commercial/industrial or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution to rates, taking into account the benefits those properties derive from the local community and Council.

Council's rating structure comprises five differential rates (residential or general, commercial/industrial, farm, vacant residential and vacant provisional). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act, and in line with the ministerial guidelines for differential rating 2013. The commercial/industrial rate is set at 190% of the residential rate, the farm rate at 75% of the residential rate, vacant residential at 200% of the residential rate and vacant provisional equals the residential rate. Council also has a municipal charge and a kerbside collection charge as permitted under the Act.

The effect of the 2017/18 rate increase will be that properties will experience an average increase in the general rate and municipal charge of 2.0%.

There will be an increase of 4.0% in the garbage charge for kerbside waste collections in 2017/18 bringing the fee to \$379 per collection. The rural garbage collection fee will increase by 3.97% bringing the fee to \$314.

The following table summarises the rates to be made for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in Appendix B 'Statutory Disclosures'.

Rate Type	2015/16 cents/\$CIV	2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change
General Rates	Cents in \$ of CIV	0.24591	0.25083	2.00%
Farm Rates	Cents in \$ of CIV	0.18443	0.18811	2.00%
Commercial/Industrial Rates	Cents in \$ of CIV	0.46723	0.47656	2.00%
Vacant Residential Rates	Cents in \$ of CIV	0.49182	0.50165	2.00%
Vacant Provisional Rates	Cents in \$ of CIV	0.24591	0.25083	2.00%
Municipal Charge	\$ per property	\$ 200	\$ 204	2.00%
Urban Garbage (all residential tenements)	\$ per property	\$ 364	\$ 379	4.12%
Rural Garbage (optional)	\$ per property	\$ 302	\$ 314	3.97%

9.4 General revaluation of properties

A general revaluation of all properties within the Council's municipal district occurs every two years, with the last general revaluation carried out 1 January 2016 that took effect on 1 July 2016.

10. Other Strategies

This section sets out the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

10.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 8), borrowings are identified as an important funding source for capital works programs. In the recent past, Council has borrowed strongly to finance large infrastructure projects.

For the 2017/18 year, Council has proposed to take out new borrowings of \$3.0 million to fund construction of the Kurrabee Myaring Community Centre. Note in the 2016/17 budget it was planned to take out \$1.0 million in 2016/17 and a further \$2.0 million in 2017/18. Council's borrowing has been reviewed due to the forecast cash available at the end of 2016/17 and the full \$3.0 million borrowings are proposed to be taken out in 2017/18.

After making loan repayments of \$0.7 million and the new borrowings of \$3.0 million are taken out, total borrowings will increase to \$17.3 million as at 30 June 2018.

After taking into account Council's expected Accumulated Unallocated Cash Surplus as at 30 June 2018, Council's net debt level will be \$13.5 million.

The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	-	628	1,077	14,937
2017/18	3,000	675	1,031	17,262
2018/19	-	951	1,155	16,311
2019/20	-	1,010	1,095	15,301
2020/21	-	1,094	1,002	14,208
2021/22	-	1,155	935	13,053

The table below shows information on borrowings specifically required by the Regulations.

	2016/17 \$'000	2017/18 \$'000
Total amount borrowed as at 30 June of the prior year	15,565	14,937
Total amount to be borrowed	-	3,000
Total amount projected to be redeemed	628	675
Total amount proposed to be borrowed as at 30 June	14,937	17,262

10.2 Infrastructure

The Council has developed an Asset Management Strategy based on the knowledge provided by various Asset Management Plans, which set out Council's capital expenditure requirements for the next 10 years and is a key input to the SRP. It predicts infrastructure consumption, renewal and infrastructure needs to meet future community service expectations. Asset Management Plans summarise the anticipated needs of the asset class and are sourced from master plans, developer contribution plans (DCP's), structure plans and service strategies (e.g. Early Learning Strategy). The Asset Management Strategy has been developed based on industry standards developed through the Municipal Association of Victoria and adapted to meet the needs of the Surf Coast Shire. The key aspects of the process are as follows:

- A long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and the annual budget;
- Identification of capital works by preparation of asset management plans and various master plans, DCP's and service strategies;
- Prioritisation of capital works within asset classes on the basis of evaluation criteria that incorporate strategic, economic, social and environmental factors;
- Application of a methodology to allocate annual funding to classes of capital works; and
- Preparation of business cases to document capital works submissions.

A key objective of the Asset Management Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community. Council has established an asset renewal funding strategy that provides an overall allocation to asset renewal, rather than determining each year's funding from the projects that are to be undertaken that year. This approach is based on predicting the level of asset renewal funding required in the longer term (at this stage 20 years) and smoothly increasing the annual allocation to achieve that target. The annual allocation is placed into the Asset Renewal Reserve, with approved renewal projects drawing on that balance as required.

The following influences have had a significant impact on Council's Asset Management Strategy:

- Use of cash and investment reserves and special charge schemes to fund future capital expenditure programs;
- Continuing availability of significant Commonwealth Government funding for the renewal and upgrade of roads (Roads to Recovery);
- Availability of significant funding for other capital projects; and
- Allocation of funds to meet Council's commitment to implement the new infrastructure identified in the Torquay Jan Juc Developer Contribution Plan.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital	External	Borrowings	Proceeds From	Cash Reserves	2017/18 Direct
	Works Program	Funding		Sale of Assets		Funded
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2016/17	17,660	7,005	-	342	(1,737)	12,050
2017/18	23,227	2,409	3,000	338	4,349	13,131
2018/19	18,996	694	-	439	5,241	12,622
2019/20	18,377	708	-	427	5,241	12,001
2020/21	20,640	708	-	380	-	19,552

In addition to using cash generated from its annual operations(direct funding), borrowings and external contributions (such as government grants and special rates), Council has significant cash or investment reserves that are also used to fund a variety of capital projects.

These cash reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by statute and include contributions to car parking, drainage and public resort and recreation. Policy cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose. Section 5.2 includes a Statement of Reserves which summarises reserves for the 2016/17 and 2017/18 financial years.

10.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 8) that directly impact the future service delivery strategy are to maintain existing service levels while meeting the increased demands of a growing community and to achieve a sustainable financial result.

The general influences affecting all operating revenue and expenditure are set out in the following table.

	2017/18	2018/19	2019/20	2020/21
	%	%	%	%
Consumer Price Index	2.0	2.25	2.5	2.5
Wages growth	2.6	2.6	2.6	2.6
Rate increases	2.0	2.25	2.5	2.5
Garbage Charge increases	4.0	4.0	4.0	4.0
Grants Commission	3.5	3.5	3.5	3.5
Government funding	2.0	2.0	2.0	2.0
Interest on New Borrowings	6.0	6.0	6.0	6.0

Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that while the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

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Appendix A - Financial Statements

This appendix presents information in regard to the Financial Statements.

Presentation currency is Australian Dollars.

The appendix includes the following budgeted information:

- Comprehensive Income Statement;
- Balance Sheet;
- Statement of Changes in Equity;
- Statement of Cash Flows;
- Statement of Capital Works;
- Statement of Human Resources;
- Reconciliation of Recurrent EBITDA to Income Statement; and
- Long Term Financial Plan

Comprehensive Income Statement

For the four years ending 30 June 2021

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Income					
Rates and charges	47,871	49,353	51,274	53,394	55,589
Statutory fees and fines	1,700	1,890	1,785	1,820	1,857
User charges	5,794	6,168	6,214	6,383	6,558
Grants - Operating	9,961	5,832	7,525	7,735	7,951
Grants - Capital	6,188	2,378	694	708	708
Contributions - monetary	4,210	3,554	4,056	4,294	3,954
Contributions - non-monetary assets	8,065	12,580	10,220	9,660	10,200
Net gain/(loss) on disposal of property infrastructure, plant and equipment	(29)	1	41	30	(18)
Other Income	921	883	905	962	989
Total Income	84,681	82,639	82,715	84,987	87,789
Expenses					
Employee costs	27,368	29,394	29,857	30,067	31,351
Materials and services	22,791	24,917	21,944	20,675	22,395
Bad and doubtful debts	79	80	81	84	86
Depreciation	11,245	11,597	12,380	12,891	13,427
Borrowing costs	1,077	1,031	1,155	1,095	1,002
Asset write offs	795	414	1,022	1,108	1,187
Other Expenses	1,166	1,255	1,278	1,310	1,342
Total expenses	64,521	68,686	67,717	67,230	70,790
Surplus/(deficit) for the year	20,160	13,952	14,998	17,758	16,998
Other Comprehensive Income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment	6,182	1,103	2,942	8,554	1,339
Total Comprehensive Result	26,342	15,055	17,940	26,312	18,337

Balance Sheet

For the four years ending 30 June 2021

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Assets					
Current assets					
Cash and cash equivalents	23,914	21,208	21,165	24,548	25,985
Trade and other receivables	3,022	3,082	3,144	3,206	3,271
Other financial assets	15,000	15,000	15,000	15,000	15,000
Inventories	293	299	305	311	317
Non-current assets classified as held for sale	529	-	-	-	-
Other assets	542	553	564	575	587
Total current assets	43,300	40,141	40,177	43,641	45,160
Non current assets					
Trade and other receivables	70	70	70	70	70
Other financial assets	1,000	1,000	1,000	1,000	1,000
Property, infrastructure plant & equipment	473,117	492,532	509,620	531,595	544,132
Investments in associates and joint ventures	537	537	537	537	537
Total non current assets	474,723	494,138	511,226	533,202	545,738
Total assets	518,023	534,279	551,404	576,842	590,898
Liabilities					
Current liabilities					
Trade and other payables	3,651	3,688	3,725	3,762	3,799
Trust funds and deposits	1,863	1,900	1,938	1,977	2,017
Provisions	6,372	5,165	5,217	8,595	5,322
Interest bearing liabilities	675	951	1,010	1,094	1,155
Other Liabilities	36	36	36	36	36
Total current liabilities	12,597	11,740	11,925	15,464	12,329
Non current liabilities					
Provisions	12,467	12,475	12,483	9,165	9,174
Interest bearing liabilities	14,262	16,311	15,301	14,208	13,053
Total non current liabilities	26,728	28,786	27,785	23,373	22,227
Total liabilities	39,325	40,526	39,710	38,837	34,555
Net assets	478,698	493,754	511,693	538,005	556,342
Equity					
Accumulated surplus	197,385	214,044	229,084	243,459	259,020
Assets revaluation reserve	242,531	243,634	246,576	255,130	256,469
Other reserves	38,782	36,076	36,033	39,417	40,854
Total equity	478,698	493,754	511,693	538,005	556,342

Statement of Changes in Equity

For the four years ending 30 June 2021

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Equity Opening Balance	452,356	478,698	493,754	511,693	538,005
Surplus for the Year	20,160	13,952	14,998	17,758	16,998
Net Asset Revaluation	6,182	1,103	2,942	8,554	1,339
Total Equity	478,698	493,754	511,693	538,005	556,342

Statement of Cash Flows

For the four years ending 30 June 2021

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Cash flow from operating activities					
Rates and charges	47,879	49,353	51,274	53,394	55,589
Grants - operating	10,435	6,032	7,785	8,002	8,226
Grants - capital	6,188	2,378	694	708	708
Contributions	4,210	3,554	4,056	4,294	3,954
Interest received	921	883	905	962	989
Statutory fees and fines	1,687	1,890	1,785	1,820	1,857
User charges	5,984	6,323	6,215	6,385	6,559
Net GST refund/payment	3,371	4,029	3,672	3,585	3,862
Trust funds received/(taken)	192	37	38	39	40
Employee costs	(27,175)	(29,335)	(29,797)	(30,006)	(31,290)
Materials and Services	(29,348)	(31,933)	(27,277)	(25,964)	(31,331)
Net cash provided from operating activities	24,344	13,211	19,350	23,219	19,163
Cash Flows from investing activities					
Proceeds from sale of property, plant & equipment	673	928	439	427	380
Payments for property, plant, equipment & infrastructure assets	(14,974)	(18,140)	(17,726)	(18,158)	(16,010)
Cash Flows from investing activities	8,600	-	-	-	-
Net cash used in investing activities	(5,701)	(17,212)	(17,287)	(17,730)	(15,630)
Cash flows from financing activities					
Finance costs	(1,077)	(1,031)	(1,155)	(1,095)	(1,002)
Proceeds from interest bearing loans and borrowings	-	3,000	-	-	-
Repayment of interest bearing loans and borrowings	(628)	(675)	(951)	(1,010)	(1,094)
Net cash provided from financing activities	(1,706)	1,294	(2,105)	(2,105)	(2,095)
Net increase/(decrease) in cash & cash equivalents held	16,937	(2,706)	(43)	3,383	1,437
Cash & cash equivalents at the beginning of the period	6,977	23,914	21,208	21,165	24,548
Cash & cash equivalents at the end of the period	23,914	21,208	21,165	24,548	25,985
Investments (current and non-current financial assets)	16,000	16,000	16,000	16,000	16,000
Total cash & investments at the end of the period	39,914	37,208	37,165	40,548	41,985

Statement of Capital Works

For the four years ending 30 June 2021

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Property					
Land	-	1	-	-	-
Buildings	3,022	5,280	2,975	3,195	2,781
Total Property	3,022	5,281	2,975	3,195	2,781
Plant and Equipment					
Plant, Machinery and Equipment	734	1,600	1,331	1,429	1,293
Fixtures, Fittings and Furniture	38	5	-	-	-
Computers and Telecommunications	360	998	1,946	718	218
Total Plant and Equipment	1,133	2,603	3,276	2,146	1,511
Infrastructure					
Roads	5,842	7,604	5,664	7,301	8,226
Bridges	14	40	59	63	70
Footpaths and Cycleways	500	271	551	608	590
Drainage	424	353	901	1,002	510
Recreational, Leisure and Community Facilities	3,123	774	3,863	3,357	1,819
Parks, Open Space and Streetscapes	917	1,215	437	486	504
Expensed Capital Works	1,393	3,830	1,270	219	1,304
Landfill Provision Works	1,293	1,258	-	-	3,327
Total Infrastructure	13,505	15,344	12,744	13,035	16,349
Total Capital Works Expenditure	17,660	23,227	18,996	18,377	20,640
Represented by					
New Asset Expenditure	6,418	6,223	5,958	4,373	2,797
Asset Renewal Expenditure	3,883	5,751	6,463	6,995	7,171
Asset Upgrade Expenditure	4,674	6,166	5,305	6,790	6,042
Expensed Capital Works	1,393	3,830	1,270	219	1,304
Landfill Provision Works	1,293	1,258	-	-	3,327
Total Capital Works Expenditure	17,660	23,227	18,996	18,377	20,640

Reconciliation of net movement in property, plant and equipment

For the four years ending 30 June 2021

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Total Capital Works	17,660	23,227	18,996	18,377	20,640
Asset Revaluation Increment	6,182	1,103	2,942	8,554	1,339
Depreciation and Amortisation	(11,245)	(11,597)	(12,380)	(12,891)	(13,427)
Written Down Value of Assets Sold	(421)	(398)	(398)	(398)	(398)
Assets Written Off	(795)	(414)	(1,022)	(1,108)	(1,187)
Expensed Capital Works	(2,686)	(5,088)	(1,270)	(219)	(4,630)
Granted Assets	8,065	12,580	10,220	9,660	10,200
Transfer to Current Assets	(529)	-	-	-	-
Net Movement in Property, Plant and Equipment	16,232	19,415	17,088	21,975	12,536

Statement of Human Resources

For the four years ending 30 June 2021

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Staff Expenditure					
Employee Costs - Operating	27,368	29,394	29,857	30,067	31,351
Employee Costs - Capital	1,167	1,561	1,595	1,630	1,666
Total Staff Expenditure	28,536	30,955	31,452	31,697	33,017
	FTE	FTE	FTE	FTE	FTE
Staff Numbers					
Employees	292.1	311.2	306.9	304.7	304.7
Total Staff Numbers	292.1	311.2	306.9	304.7	304.7

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Division	2017/18 Budget \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Chief Executive	741	741	-
Culture and Community	11,087	5,781	5,306
Environment and Development	7,179	5,274	1,905
Governance and Infrastructure	7,503	6,234	1,269
Total Permanent Staff Expenditure	26,511	18,031	8,480
Casuals and Other Expenditure	2,883		
Capitalised Labour Costs	1,561		
Total Expenditure	30,955		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Division	2017/18 Budget	Comprises	
		Permanent Full Time	Permanent Part Time
Chief Executive	5.0	5.0	-
Culture and Community	130.2	60.2	70.0
Environment and Development	72.7	50.7	22.0
Governance and Infrastructure	78.1	63.3	14.9
Total Permanent Staff	286.0	179.1	106.9
Casuals and Other	8.3		
Capitalised Labour	16.9		
Total Staff	311.2		

Reconciliation of Recurrent EBITDA to Income Statement

For the four years ending 30 June 2021

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Recurrent EBITDA					
Property Rates and Charges	41,183	42,649	44,325	46,166	48,073
Garbage Charges	6,352	6,682	6,950	7,228	7,517
Grants	9,092	5,406	7,525	7,735	7,951
Other Revenue	8,457	8,959	9,181	9,410	9,644
Total Recurrent Income	65,084	63,696	67,981	70,539	73,185
Employee Benefits	(26,693)	(27,444)	(28,057)	(28,767)	(29,551)
Materials and Services	(20,095)	(20,114)	(20,697)	(21,299)	(21,919)
Business Improvement Program Benefits	-	-	350	600	850
Business Case Benefits	-	-	100	200	300
Digital Transformation Benefits	-	-	100	200	300
Total Expenditure - Existing Operations	(46,789)	(47,558)	(48,205)	(49,066)	(50,020)
Compliance Costs (recurrent)	-	(310)	(400)	(800)	(1,200)
Compliance Costs (projects)	-	-	(600)	(600)	(600)
Non-Discretionary Growth	-	(144)	(600)	(1,200)	(1,800)
Discretionary Growth	-	(378)	-	-	-
Recurrent EBITDA	18,295	15,307	18,176	18,873	19,565
Reserve Transfers					
Developer Contributions (DCP Torquay)	1,766	2,245	2,744	2,067	1,559
Developer Contributions (Spring Creek)	-	-	-	891	1,035
Developer Contributions (non-DCP)	2	10	10	10	11
Open Space Contributions	200	120	120	120	120
Defined Benefits Super Call	-	-	(1,000)	-	-
Sale of Land	331	590	-	-	-
Cash Adjustment of Available Funds					
Interest Revenue	921	883	905	962	989
Finance Costs	(1,077)	(1,031)	(1,155)	(1,095)	(1,002)
Projects					
Special Rates & Charges	336	21	-	-	-
Grants Capital Projects	6,188	2,378	694	708	708
Contributions Capital Projects	480	10	-	-	-
Sale of Plant	342	338	439	427	380
Expensed Capital Works	(1,393)	(3,830)	(1,270)	(219)	(1,304)
Operational Projects Expenses	(2,723)	(2,851)	(1,086)	(250)	(250)
Operational Projects - Business Case Expenses	(500)	(375)	-	-	-
Operational Projects Revenue	1,668	494	-	-	-
Non Cash Items					
Depreciation	(11,245)	(11,597)	(12,380)	(12,891)	(13,427)
Contributions - non-monetary assets	8,065	12,580	10,220	9,660	10,200
WDV of Assets Sold	(702)	(927)	(398)	(398)	(398)
Asset Write Offs	(795)	(414)	(1,022)	(1,108)	(1,187)
Surplus/(Deficit)	20,160	13,952	14,998	17,758	16,998

Four Year Financial Plan

For the four years ending 30 June 2021

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Recurrent EBITDA less Waste and Other Special Purposes					
Property Rates and Charges	41,183	42,649	44,325	46,166	48,073
Grants	9,092	5,406	7,525	7,735	7,951
Other Revenue	6,081	6,393	6,521	6,651	6,784
Total Recurrent Income	56,357	54,448	58,370	60,553	62,808
Employee Benefits	(26,226)	(26,917)	(27,510)	(28,197)	(28,959)
Materials and Services	(14,734)	(14,510)	(14,873)	(15,244)	(15,626)
Business Improvement Program Benefits	-	-	350	600	850
Business Case Benefits	-	-	100	200	300
Digital Transformation Benefits	-	-	100	200	300
Total Expenditure - Existing Operations	(40,959)	(41,427)	(41,832)	(42,442)	(43,134)
Compliance Costs (recurrent)	-	(310)	(400)	(800)	(1,200)
Compliance Costs (projects)	-	-	(600)	(600)	(600)
Non-Discretionary Growth	-	(144)	(600)	(1,200)	(1,800)
Discretionary Growth	-	(353)	-	-	-
Total Expenditure - New Operations	-	(807)	(1,600)	(2,600)	(3,600)
Recurrent EBITDA less Waste and Other Special Purposes	15,397	12,214	14,938	15,511	16,074
Recurrent EBITDA Waste					
Garbage Charges	6,352	6,682	6,950	7,228	7,517
Other Revenue	1,925	2,112	2,197	2,285	2,376
Total Recurrent Income	8,277	8,795	9,146	9,512	9,893
Employee Benefits	(468)	(521)	(542)	(564)	(587)
Materials and Services	(5,206)	(5,435)	(5,652)	(5,878)	(6,113)
Total Expenditure - Existing Operations	(5,674)	(5,956)	(6,194)	(6,442)	(6,700)
Discretionary Growth	-	(25)	-	-	-
Total Expenditure - New Operations	-	(25)	-	-	-
Recurrent EBITDA Waste	2,602	2,813	2,952	3,070	3,193
Recurrent EBITDA Other Special Purposes					
Other Revenue	451	454	464	474	484
Total Recurrent Income	451	454	464	474	484
Employee Benefits	-	(5)	(5)	(6)	(6)
Materials and Services	(155)	(169)	(173)	(176)	(180)
Total Expenditure - Existing Operations	(155)	(174)	(178)	(182)	(186)
Recurrent EBITDA Other Special Purposes	296	279	286	292	298
Total Recurrent EBITDA	18,295	15,307	18,176	18,873	19,565

	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Total Recurrent EBITDA	18,295	15,307	18,176	18,873	19,565
Cash Adjustments:-					
Balance Sheet Adjustments	253	19	18	18	17
Interest Revenue	921	883	905	962	989
2017/18 Grants Commission funds received 2016/17	(1,915)	1,915	-	-	-
Asset sales - plant/fleet	342	338	439	427	380
Asset sales - land	331	590	-	-	-
Total Cash Adjustments	(68)	3,745	1,362	1,407	1,386
Total Cash Available for Allocation	18,227	19,052	19,538	20,280	20,951
Allocations to Commitments					
Debt Interest & Principal	1,706	1,706	2,105	2,105	2,095
Torquay/Jan Juc Developer Plan Allocation	2,076	2,163	2,254	2,349	2,447
Spring Creek Infrastructure Plan Allocation	-	-	700	729	760
Winchelsea Infrastructure Plan Allocation	-	80	200	208	217
Developer Contribution Interest Allocation	52	27	27	27	53
Waste Allocation	2,602	2,813	2,952	3,070	3,193
Asset Renewal Allocation	5,833	6,073	6,507	6,970	7,457
Business Case Investments	500	500	500	500	500
Growth and Compliance Costs (non-recurrent)	1,011	833	-	-	-
Total Allocations to Commitments	13,781	14,195	15,244	15,958	16,723
Discretionary Cash Available	4,446	4,857	4,293	4,322	4,228
Discretionary Allocations					
Discretionary Capital Works	1,927	1,119	-	-	-
Discretionary Operating Projects	817	699	-	-	-
Discretionary Project Allocation	-	-	1,685	2,501	2,606
Preallocated Community Projects	-	-	715	-	-
Defined Benefits Superannuation Allocation	250	250	250	250	250
Gravel Pits Allocation	286	273	279	285	291
Aireys Inlet Aged Units	10	7	7	7	7
Towards Environmental Leadership	-	250	250	250	250
Building Better Regions Project Allocation	-	357	-	-	-
Repayment Anglesea Bowls Club Commitment	-	225	-	-	-
Total Discretionary Allocations	3,290	3,179	3,186	3,293	3,404
Unallocated Cash Surplus / (Deficit)	1,157	1,677	1,108	1,029	824
Accumulated Unallocated Cash					
Opening Balance	3,666	3,859	3,762	2,369	2,669
Annual Surplus/(Deficit)	1,157	1,677	1,108	1,029	824
Return to AUC as per Council Resolution 13 Sept 2016	-	225	-	-	-
Net Allocations during the Year	36	-	-	-	-
Transfer for Digital Transformation	(1,000)	(2,000)	(2,500)	(730)	-
Closing Balance	3,859	3,762	2,369	2,669	3,492

Appendix B - Statutory Disclosures

This appendix presents information which the Local Government Act and the Regulations require to be disclosed in the Council's annual budget.

The appendix includes the following budgeted information:

- Borrowings;
- Rates and charges; and
- Differential rates.

Statutory disclosures

1. Borrowings

	2016/17	2017/18
	\$	\$
New borrowings (other than refinancing)	-	3,000,000
Debt redemption	628,397	674,948

2. Rates and charges

2.1 The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

Type of Property	2016/17	2017/18	Change
	cents/\$CIV	cents/\$CIV	
General rate land	0.24591	0.25083	2.00%
Farm rate land	0.18443	0.18811	2.00%
Commercial/Industrial rate land	0.46723	0.47656	2.00%
Vacant Residential rate land	0.49182	0.50165	2.00%
Vacant Provisional rate land	0.24591	0.25083	2.00%

2.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type of Property	2016/17	2017/18	Change
	\$	\$	
General rate land	29,041,617	30,149,695	3.82%
Farm rate land	1,950,353	1,975,099	1.27%
Commercial/Industrial rate land	3,190,488	3,441,007	7.85%
Vacant Residential rate land	2,327,238	2,135,394	(8.24%)
Vacant Provisional rate land	172,540	308,744	78.94%
Total amount to be raised by general rates	36,682,236	38,009,938	3.62%

Note: Increases in total revenue raised by different rates is influenced by rate increases, general revaluation of Capital Improved values, the full year effect of supplementary rates, and the reclassification of land to different classes, for example vacant land to residential land.

2.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type of Property	2016/17	2017/18	Change
General rate land	17,724	18,086	2.04%
Farm rate land	965	959	(0.62%)
Commercial/Industrial rate land	970	1,021	5.26%
Vacant Residential rate land	977	844	(13.61%)
Vacant Provisional rate land	224	372	66.07%
Total number of assessments	20,860	21,282	2.02%

2.4 The basis of valuation to be used is the Capital Improved Value (CIV)

2.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type of Property	2016/17 \$	2017/18 \$	Change
General rate land	11,809,856,000	12,019,971,500	1.78%
Farm rate land	1,057,503,000	1,049,970,000	(0.71%)
Commercial/Industrial rate land	682,851,600	722,051,100	5.74%
Vacant Residential rate land	473,189,000	425,674,000	(10.04%)
Vacant Provisional rate land	70,164,000	123,089,000	75.43%
Total Value	14,093,563,600	14,340,755,600	1.75%

2.6 The proposed unit amount to be levied for each type of charge under sections 159 and 162 of the Act

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$	Change
Municipal	200	204	2.00%
Urban Garbage (all residential tenements)	364	379	4.12%
Rural Garbage (optional)	302	314	3.97%

2.7 The estimated amounts to be raised for each type of charge to be levied, compared to the previous year

	2016/17 \$	2017/18 \$	Change
Municipal Charge	4,119,000	4,289,304	4.13%
Urban Garbage (all residential tenements)	5,921,854	6,155,353	3.94%
Rural Garbage (optional)	513,295	527,074	2.68%
Total	10,554,149	10,971,731	3.96%

2.8 The estimated total amount to be raised by rates and charges

	2016/17	2017/18	
	\$	\$	Change
General Rates Revenue	36,682,236	38,009,938	3.62%
Municipal Charge	4,119,000	4,289,304	4.13%
Kerbside Collection and Recycling	6,435,149	6,682,427	3.84%
Total	47,236,385	48,981,669	3.69%

2.9 Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes that may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations;
- The variation of returned levels of value (e.g. valuation appeals);
- Changes in use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes in use of land classification, such as vacant land becoming residential or commercial/industrial rate land and vice versa.

3. Differential rates

3.1 Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 100% (0.25083 cents in the dollar of CIV) for all rateable residential properties.
- A farm rate of 75% (0.18811 cents in the dollar of CIV) for all rateable farm properties.
- A commercial/industrial rate of 190% (0.47656 cents in the dollar of CIV) for all rateable business properties.
- A vacant residential land rate of 200% (0.50165 cents the dollar of CIV) for all rateable vacant residential land.
- A vacant provisional residential land rate of 100% (0.25083 cents in the dollar of CIV) for all rateable vacant provisional residential land.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant cents in the dollar indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land that are subject to each differential rate and the uses of each differential rate are set out below.

3.2 General Rate land

General Rate is any land, which is:

- Any land which does not have the characteristics of the following rating differentials:
 - Farm Rate land;
 - Commercial/Industrial Rate land; or
 - Vacant Rate land.

The objectives of this differential rate are:

- To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations; and
- To ensure that the differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

3.3 Farm Rate Land

Farm Rate is any land, which is:

- 2 or more hectares in area;
- Used primarily for primary producing purposes from its activities on the land;
- Used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and
- Used by a business that:
 - Has a significant and substantial commercial purpose of character;
 - Seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
 - Is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

The objectives of this differential rate are:

- To maintain agriculture as a major industry in the municipal district;
- To facilitate the longevity of the farm sector;
- To achieve a balance between providing for growth and retaining the important agricultural economic base; and
- To ensure that the rate in the dollar declared for defined Farm Land properties is fair and equitable having regard to the cost and the level of benefits derived from provision of Council services to the farm sector.

3.4 Commercial/Industrial Rate Land

Commercial/Industrial Rate is any land, which is:

- Used primarily for the carrying out the manufacture or production of, or trade in goods or services (including tourist facilities and in the case of a business providing accommodation for tourists, is prescribed accommodation under the *Public Health and Wellbeing Act (Vic) 2008*; or
- Unoccupied building erected which is zoned Commercial or Industrial under the Surf Coast Shire Planning Scheme; or
- Unoccupied land which is zoned Commercial or Industrial under the Surf Coast Shire Planning Scheme

The objectives of this differential rate are:

- To enhance the economic viability of the Commercial / Industrial sector through targeted programs and projects;
- To extend regional initiatives toward the establishment of ventures and themes that complement Council's strategic objectives;
- To identify, develop and market the strengths and attractions of each town and village;
- To determine the feasibility of establishing tourism education facilities;
- To identify and develop opportunities for rural tourism;
- To participate as an active partner in regional tourism initiatives;
- To encourage employment opportunities;
- To promote economic development;
- To facilitate the establishment or improvement of tourism infrastructure;
- To ensure that signage, street scaping and promotional activity is complementary to the achievement of commercial and tourism objectives; and
- To ensure that the differential rate in the dollar declared for defined Commercial / Industrial land properties is fair and equitable having regard to the cost and the level of benefits derived from provision of council services to the commercial / industrial sector.

The level of funding applied to the above objectives is a 90% loading levied on Commercial/Industrial properties, which is additional to the amount that would have been raised if there were no differential applied. The remaining balance of the funds (i.e. the amount equivalent to the General Rate) is to be applied to the provision of general council services.

3.5 Vacant Residential Rate Land

Vacant Residential Rate is any land, which is:

- On which no building is erected on land which is zoned residential under the Surf Coast Shire Planning Scheme, except for any:
 - Uninhabitable shed or shelter, the size of which does not exceed 5% of the total area of land; or
 - Vacant land that is newly reclassified as a result of a new subdivision or becoming vacant as a result of demolition of an existing dwelling for a period of one year from the reclassification date will only pay the general residential rate.

The objectives of this differential rate are summarised below:

- To facilitate building development on vacant allotments;
- To provide a financial incentive for land to be developed and not held as an investment; and
- To promote affordable housing within Council boundaries.

3.6 Vacant Provisional Rate Land

Vacant Provisional Rate Land is any land on which no building is erected which is zoned residential under the Surf Coast Shire Planning Scheme and is newly reclassified as a result of a new subdivision or becoming vacant as a result of demolition of an existing dwelling. After the period of the remainder of the rating year plus one year the land will no longer be classified as vacant provisional rate land and will be classified into the appropriate differential category.

The objectives of this differential rate are summarised below:

- To facilitate building development on vacant allotments;
- To provide a financial incentive for land to be developed and not held as an investment;
- To promote affordable housing within Council boundaries; and
- To not impose the full vacant rate on newly reclassified vacant land.

4. Charges

4.1 Municipal Charge

The municipal charge is declared for the purpose of covering some of the administrative costs of Council.

The municipal charge is declared in respect of all rateable land within the municipality district in respect of which a municipal charge may be levied.

4.2 Service Charges

An annual service charge is declared for the collection and disposal of waste (garbage).

The objectives of the annual service charge (refuse collection and disposal) are:

- To recover the contract cost of provision of the refuse collection service;
- To recover the cost of disposal of collected refuse in Council's waste disposal sites; and
- To recover the cost of collection of refuse from:
 - Residential premises within the township areas, in accordance with the Waste Collection Contract and Waste Collection Maps;
 - Residential premises in the rural collection area (optional); and
 - Commercial premises within the township areas (optional) subject to approval by Council's Environmental Health Services department.

The criteria for the annual service charge are:

- An urban garbage charge per service for all residential tenements and each commercial tenement (optional) where approval has been given by the environmental health services department, in respect of which a garbage collection is made in the urban townships; and
- A rural garbage charge per service for each residential tenement in respect of which garbage collection is made in the rural collection area (optional) within the municipality.

Appendix C - Capital and Operational Works Program

This appendix presents a listing of the capital and operational works projects that will be undertaken for the 2017/18 year.

The capital works projects are grouped by class and include the following:

- New works for 2017/18; and
- Works carried forward from the 2016/17 year.

The operational works program includes the following grouped by ward:

- Operational projects for 2017/18;
- Operational projects carried forward for 2016/17;
- New recurrent operational expenditure for 2017/18; and
- Business case investments.

Note: Allocation to project funding/expenditure are shown excluding contingency in the following tables. Contingency allocation is shown at a program level except for projects where there is a requirement to expend the total project budget, for example external grant funded project.

Capital Works Program
For the year ending 30 June 2018

Works Description - New Funding	Expenditure						Funding							Total Funding \$'000
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Total Expenditure \$'000	External Funds			Council Cash				
							Grants \$'000	Contrib's \$'000	Borrowings \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	2017/18 Direct Funded \$'000	
<u>Renewal Program</u>														
Bike Park Renewal Program	27					27								27
Bridge Renewal Program	51					51								51
Building Renewal Program	391					391								391
Drainage Renewal Program	47					47								47
Facility Signage Renewal Program	15					15								15
Fencing Renewal Program	72					72								72
Footpath Renewal Program	83					83								83
Heavy Plant Replacement Program	1,030					1,030				158		166		706
I.T. Renewal Program	162					162								162
Kerb Renewal Program	87					87								87
Light Fleet Replacement Program	443					443						171		272
Lighting Renewal Program	25					25								25
Nature Reserve Renewal Program	43					43								43
Park Furniture Renewal Program	144					144								144
Playground Renewal Program	95					95								95
Sealed Road Renewal Program	243					243								243
Soft Playing Surface Renewal Program	102					102								102
Structures Renewal Program	143					143								143
Unsealed Road Renewal Program	763					763								763
Barwon River Playground Renewal	156					156								156
Cape Otway Road Widening	237	331				568		554					14	568
Coogoorah Playground Renewal	186					186								186
Forest / Grays Road Upgrade	250	310				560								560
Sealed Road Renewal - Horseshoe Bend Road	371					371								371
Sealed Road Renewal - Pavement Rehabilitation	165					165								165
Bob Pettitt Tennis Courts	70					70								70
Duncan Street Footpath	61					61								61
Gnarwarre Road Culvert	97					97								97
Hesse Street, Winchelsea	298		110			408		110						298
Spring Creek Reserve Toilet	127					127								127
Renewal Contingency Allocation	346					346								346
Total Renewal	6,330	641	110			7,081	664			158		338	5,921	7,081

Works Description - New Funding	Expenditure						Funding							Total Funding \$'000
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Total Expenditure \$'000	External Funds			Council Cash				
							Grants \$'000	Contrib's \$'000	Borrowings \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	2017/18 Direct Funded \$'000	
Torquay / Jan Juc DCP Projects														
Bells Beach Reserve (OR10)		108				108							108	108
Bike Routes Blackgate Rd-South Beach Rd (PC03)		726				726				270			456	726
Bike Routes South of South Beach Rd (PC03)		77				77							77	77
Deep Creek Linear Reserve (OR06)		387				387				387			387	387
Grass Tree Park (OR05)		33				33							33	33
Kurrambee Myaring Community Centre (CV01B)				3,207		3,207			2,000				1,207	3,207
Torquay / Jan Juc DCP Contingency Allocation		133				133				40			93	133
Total Torquay / Jan Juc DCP		1,463		3,207		4,670			2,000	697			1,973	4,670
Waste Management Projects														
Anglesea Landfill Composting Area D&C					90	90							90	90
Anglesea Landfill Leachate Pond					328	328							328	328
Anglesea Landfill Stage 3D Liner					1,016	1,016							1,016	1,016
Waste Management Contingency Allocation					110	110							110	110
Total Waste Management					1,544	1,544							1,544	1,544

Works Description - New Funding	Expenditure						Funding								
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Total Expenditure \$'000	External Funds			Council Cash			2017/18 Direct Funded \$'000	Total Funding \$'000	
							Grants \$'000	Contrib's \$'000	Borrowings \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000			
Discretionary Program Allocation															
Vibrant Economy															
Drainage Upgrades Discretionary Works		150			15	150								150	150
Road Safety Discretionary Works					55	55								15	15
Road Safety Improvements at School Sites				61		61								55	55
Road Safety Strategy Implementation				131		131								61	61
Rural Road Safety Improvements						15								15	15
Street Light Upgrades and Maintenance		23				23								23	23
Shopping Centre Improvements		15				15								15	15
Torquay SES Facility Drainage Works		20				20								15	15
Cape Otway Road/Winchelsea-Deans Mash Road		857	857			1,714	1,714							20	20
Cape Otway Road Federal Blackspot															1,714
Environmental Leadership															
Surf Coast Civic Precinct Microgrid (Business Case)				114		114								114	114
High Performing Council															
Digital Transformation				1,400	600	2,000								2,000	2,000
Customer Experience Function Furniture				5		5								5	5
Balancing Growth															
Future Concept Design Budget					50	50								50	50
Township LA/TN, Parking and Pedestrian Improvements				86		86								86	86
Community Wellbeing															
DDA Program Annual Allocation	24			67		91								91	91
Bike Path & Pathway Infrastructure				38		38								38	38
Jan Juc Zone 2 Masterplan Implementation				108		108					103			5	108
Lorne Pathway Project				28		28								28	28
Moriac Pathway Project				22		22						1		21	22
Torquay Grossmans Road Pathway Project				13		13								13	13
Winchelsea Pathway Project				120		120						20		100	120
Stribling Reserve Change Rooms Design		86				86								86	86
Winchelsea Netball Pavilion Upgrade	245	68				313								313	313
Torquay Cricket Club Practice Facility Improvement Stg1		20				20			10					10	20
Anglesea Netball Club Car Park Design				10		10								10	10
Torquay Cricket Club Practice Facility Improvement Stg2				5		5								5	5
Painkalac Creek Pathway				60		60					60			60	60
Anglesea Art House	20					20								20	20
Aireys Inlet Shops Pedestrian Access		14				14								14	14
Anglesea Cricket Clubrooms	8	30				38								38	38
Lorne Historic Society Building Facade		50				50								50	50
Discretionary Capital Works Contingency Allocation		49		65		114								114	114
Total Discretionary Capital Works	1,154	1,396		2,387	665	5,602	1,714	10			163	21		3,694	5,602
Total New Funding Allocations	7,484	3,500	110	5,594	2,209	18,897	2,378	10		2,000	1,018	21	338	13,131	18,897
Carried Forward Capital Works Projects	1,933	4,613		2,166	4,438	13,149			1,000		12,149				13,149
Carried Forward Capital Works Contingency	177	104		643	738	1,662					1,662				1,662
Total Carried Forward Capital Works Projects	2,110	4,717		2,809	5,176	14,812			1,000		13,812				14,812
Total Capital Works Program	9,594	8,217	110	8,402	7,385	33,708	2,378	10		3,000	14,830	21	338	13,131	33,708

Operational Works Program
 For the year ending 30 June 2018

Works Description - New Funding	Expenditure						Funding							Total Funding \$'000
	Anglesea \$'000	Lorne \$'000	Torquay \$'000	Winchelsea \$'000	Shire Wide \$'000	Total Expenditure \$'000	External Funds				Council Cash			
							Grants \$'000	Fees & Charges \$'000	Contrib's \$'000	Borrowings \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	
Operational Projects (PMO Program)														
Anglesea Futures and Anglesea River	35					35								35
Anglesea Futures Plan Community Consultation	25					25								25
Asset Condition Audits					91	91								91
Bells Beach Coastal Management Plan					75	75								75
Bells Beach MP Stage 1			32			32								32
Bells Beach Planning Panel			12			12								12
Environmental Leadership					250	250								250
G23 Regional Hockey Strategy					1	1								1
Great Ocean Road Gateway					65	65								65
Growing Adventure Tourism					23	23								23
Growing Winchelsea Planning Panel					10	10								10
Irrigation Project Winchelsea Golf Course				7		7								7
Kurrambee Myaring Centre Operational Model					23	23								23
Land Under Roads Audit & Capitalisation					40	40								40
Land Use Monitoring Report & Website					10	10								10
Lorne Structure Plan Consultation						20								20
Matching Project Funds		20				30								30
Municipal Strategic Statement Review						88								88
Planning for Growth						40								40
Spring Creek DCP and PS Amendment			30			30								30
Street Light Program Upgrade (Business Case)						228								228
Supporting Growth Initiatives						100								100
Torquay / Jan Juc Social Infrastructure Needs Study				48		48								48
VicSmart Planning Scheme Amendment					18	18								18
Winchelsea DCP Review					23	23								23
Winchelsea RV Friendly Area					9	9								9
Winchelsea Town Centre Beautification					50	50								50
Contingency Allocation	5		8		3	39								55
Total Operational Projects (PMO Program)	65	20	130	102	1,121	1,437								1,437
Operational Projects (Outside PMO Program)														
2016 Council Elections					10	10								10
Business Continuity Exercise			8			8								8
Business Improvement Officer (Business Case)					115	115								115
Engage Program					23	23	23							23
Fixed Term (Two Years) Local Laws Officer					124	124		140						124
Freeza Project					25	25	25							25
HACC Cafe Style Support					56	56	56							56
Health & Wellbeing Officer: Yr Two of Two					53	53								53
Municipal Emergency Management Program					240	240	240							240
Planning Customer Support Officer					50	50								50
Pop Up Art Space					30	30				5				30
RACV Water Harvesting Agreement Licence					5	5				5				5
Records Management Program (Business Case)					32	32								32
Recreation Facilities Officer			48			48								48
Road Safety Officer					38	38								38
Statutory Planning Growth & Back Log					183	183								183
Temporary Planner					81	81								81
Total Operational Projects (Outside PMO Program)			56		1,065	1,121	344	140	10					627
Total Operational Program	65	20	186	102	2,186	2,558	344	140	10					2,064

Works Description	Expenditure						External Funds				Funding				Total Funding \$'000	
	Anglesea \$'000	Lorne \$'000	Torquay \$'000	Winchelsea \$'000	Shire Wide \$'000	Total Expenditure \$'000	Grants \$'000	Fees & charges \$'000	Contrib's \$'000	Borrowings \$'000	Council Cash					
											Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	Direct Funded \$'000		
<u>Carried Forward Operational Projects</u>																
Carried Forward Operational Projects	20	20	140	92	1,143	1,423					1,423					1,423
Contingency Allocation	5		12	4	50	71					71					71
Total Carried Forward Operational Projects	25	20	161	95	1,193	1,494					1,494					1,494
Total Operational Works Program	90	40	346	197	3,379	4,052	344	140	10		1,494				2,064	4,052

Business Cases

For the year ending 30 June 2018 - (Business Cases are included in the Operational and Capital Works Programs)

Description - New Funding	Expenditure						External Funds				Funding				Total Funding \$'000	
	Anglesea \$'000	Lorne \$'000	Torquay \$'000	Winchelsea \$'000	Shire Wide \$'000	Total Expenditure \$'000	Grants \$'000	Charges \$'000	Contrib's \$'000	Borrowings \$'000	Council Cash					
											Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	Direct Funded \$'000		
<u>Business Cases</u>																
Business Improvement Officer					115	115									115	115
Records Management Program					32	32									32	32
Street Light Program Upgrade					228	228									228	228
Surf Coast Civic Precinct Microgrid			114			114									114	114
Contingency Allocation				11		11									11	11
Total Business Cases			125		375	500									500	500

New Recurrent Operational Expenditure

For the year ending 30 June 2018

Description - New Funding	Expenditure						Funding												
	Anglesea \$'000	Lorne \$'000	Torquay \$'000	Winchelsea \$'000	Shire Wide \$'000	Total Expenditure \$'000	External Funds				Council Cash				Total Funding \$'000				
							Grants \$'000	Fees & Charges \$'000	Contrib's \$'000	Borrowings \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	Direct Funded \$'000					
New Recurrent Operational Expenditure																			
Anglesea Resale Shed Resource					25	25						25							25
ANZAC Day Contribution					10	10											10		10
Building Surrounds					12	12											12		12
Building Utilities					28	28											28		28
Customer Experience Function					125	125											125		125
Geelong Chamber of Commerce Contribution					3	3											3		3
Kurrambee Myaring Centre Operating Budget					246	246	82	118									46		246
Municipal Building Surveyor					50	50											50		50
Passive Reserves			15			15											15		15
Playground Maintenance			6			6											6		6
Principal Investigations Officer					110	110											110		110
Proactive Tree Works Annual Allocation					50	50											50		50
Roads Compliance Officer					100	100											100		100
Software Support and Development					100	100											100		100
Strategic Partnership Support Fund					50	50											50		50
Strategic Planning Wages					13	13											13		13
Street Tree Management					22	22											22		22
Support Headline Event					10	10											10		10
Township Maintenance					1	1											1		1
Video Equipment and Editing Software					1	1											1		1
Winchelsea RV Friendly Program				11		11											11		11
WorkPlace Health & Safety					43	43											43		43
Total Recurrent Operational Expenditure			21	11	999	1,032	82	118				25					807		1,032

Appendix D - Four Year Capital Program

Capital Works Program	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Renewal Program				
Bike Park Renewal Program	27	31	33	37
Bridge Renewal Program	51	59	63	70
Building Renewal Program	391	615	653	727
Drainage Renewal Program	47	177	188	210
Facility Signage Renewal Program	15	15	15	15
Fencing Renewal Program	72	84	90	101
Footpath Renewal Program	83	189	201	224
Hard Court Renewal Program		72	77	86
Heavy Plant Replacement Program	1,030	919	992	885
I.T. Renewal Program	162	196	207	218
Kerb Renewal Program	87	95	100	112
Light Fleet Replacement Program	443	412	437	408
Lighting Renewal Program	25	25	25	25
Nature Reserve Renewal Program	43	60	64	72
Park Furniture Renewal Program	144	170	148	197
Playground Renewal Program	95	408	521	361
Sealed Road Renewal Program	243	1,741	1,911	2,096
Soft Playing Surface Renewal Program	102	119	127	142
Structures Renewal Program	143	166	177	198
Unsealed Road Renewal Program	763	886	941	1,048
Barwon River Playground Renewal	156			
Cape Otway Road Widening	568			
Coogoorah Playground Renewal	186			
Forest / Grays Road Upgrade	560			
Sealed Road Renewal - Horseshoe Bend Road	371			
Sealed Road Renewal - Pavement Rehabilitation	165			
Bob Pettitt Tennis Courts	70			
Duncan Street Footpath	61			
Gnarwarre Road Culvert	97			
Hesse Street, Winchelsea	408			
Spring Creek Reserve Toilet	127			
Renewal Contingency Allocation	346			
Total Renewal	7,081	6,438	6,970	7,230
Torquay / Jan Juc DCP Projects				
Bells Beach Reserve (OR10)	108			
Bike Routes Blackgate Rd-South Beach Rd (PC03)	726			
Bike Routes South of South Beach Rd (PC03)	77			
Deep Creek Linear Reserve (OR06)	387			348
Grass Tree Park (OR05)	33			
Kurrambee Myaring Community Centre (CY01B)	3,207			
Duffields Road Upgrade (RD08)		45	646	
Duffields/Grossmans Intersection (RD15)		26	357	
Torquay Central & North (OR01) South Beach		136		
Torquay Central & North (OR01) Various		330		66
CCP Active Recreation (OR02)		559	477	
South Beach Road Upgrade (RD09)			87	2,929
Anderson St Turning Lanes (RD06)				208
Spring & Deep Creek's Pathways (PC01)				205
Surf Coast Hwy/Zeally Bay Rd Intersection (RD05)				54
Torquay / Jan Juc DCP Contingency Allocation	133	115	160	203
Total Torquay / Jan Juc DCP	4,670	1,210	1,727	4,014

Capital Works Program	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Waste Management Projects				
Anglesea Landfill Composting Area D&C	90			
Anglesea Landfill Leachate Pond	328			
Anglesea Landfill Stage 3D Liner	1,016			
Anglesea Landfill Options Study				44
Anglesea Landfill Stage 4 Rehab				2,911
Torquay Transfer Station Construction				860
Winch & Lorne Site Shed Upgrades				61
Anglesea Landfill Stage 3E Liner				1,009
Waste Management Contingency Allocation	110			698
Total Waste Management	1,544			5,583
Discretionary Program Allocation				
Vibrant Economy				
Drainage Upgrades Discretionary Works	150			
Road Safety Discretionary Works	15			
Road Safety Improvements at School Sites	55			
Road Safety Strategy Implementation	61			
Rural Road Safety Improvements	131			
Street Light Upgrades and Maintenance	15			
Shopping Centre Improvements	23			
Torquay SES Facility Drainage Works	15			
Cape Otway Road/Winchelsea-Deans Mash Road	20			
Cape Otway Road Federal Blackspot	1,714			
Roads to Recovery Program		634	648	648
Discretionary Vibrant Economy Projects		798	1,160	1,202
Environmental Leadership				
Surf Coast Civic Precinct Microgrid (Business Case)	114	82		
High Performing Council				
Digital Transformation	2,000	2,500	730	
Customer Experience Function Furniture	5			
Balancing Growth				
Future Concept Design Budget	50			
Township LATM, Parking and Pedestrian Improvements	86			
Community Wellbeing				
DDA Program Annual Allocation	91	91	91	91
Bike Path & Pathway Infrastructure	38			
Jan Juc Zone 2 Masterplan Implementation	108			
Lorne Pathway Project	28			
Moriac Pathway Project	22			
Torquay Grossmans Road Pathway Project	13			
Winchelsea Pathway Project	120			
Stribling Reserve Change Rooms Design	86			
Winchelsea Netball Pavilion Upgrade	313			
Torquay Cricket Club Practice Facility Improvement Stg1	20			
Anglesea Netball Club Car Park Design	10			
Torquay Cricket Club Practice Facility Improvement Stg2	5			
Painkalac Creek Pathway	60			
Anglesea Art House	20			
Aireys Inlet Shops Pedestrian Access	14			
Anglesea Cricket Clubrooms	38			
Lorne Historic Society Building Fascade	50			
Stribling Reserve Lighting Upgrade			92	
Winchelsea Netball Pavilion Redevelopment			100	
Modewarre Cricket Club All Weather Practice Facility			15	
Anglesea SLSC Redevelopment			250	
Jan Juc SLSC Redevelopment			250	
Anglesea Motor Yacht Club Redevelopment			20	
Discretionary Community Wellbeing Projects		1,197	1,741	1,804
Discretionary Capital Works Contingency Allocation	114	77	69	69
Total Discretionary Capital Works	5,602	6,107	4,439	3,814
Total Capital Works Program	18,897	13,755	13,136	20,640

Appendix E - Multi Year Operational Program

Multi Year Operational Program	Expenditure					Funding				
	2017/18 Budget \$ '000	2018/19 Forecast \$ '000	2019/20 Forecast \$ '000	2020/21 Forecast \$ '000	Total Expenditure \$ '000	2017/18 Budget \$ '000	2018/19 Forecast \$ '000	2019/20 Forecast \$ '000	2020/21 Forecast \$ '000	Total Funding \$ '000
<u>Multi-Year Operational Projects (PMO Program)</u>										
Anglesea Futures and Anglesea River	35	20			55	35	20			55
Bells Beach Coastal Management Plan	75	75			150	75	75			150
Environmental Leadership	250	250			500	250	250			500
Growing Adventure Tourism	23	23	33		78	23	23	33		78
Lorne Structure Plan Consultation	20	80			100	20	80			100
<u>Multi-Year Operational Projects (Outside PMO Program)</u>										
Business Continuity Exercise	8	5	10		23	8	5	10		23
Pop Up Art Space	30	30			60	30	30			60
RACV Water Harvesting Agreement Licence	5	5	5	5	20	5	5	5	5	20
Road Safety Officer	38	40	42	43	163	38	40	42	43	163
Statutory Planning Growth & Back Log	183	78			261	183	78			261
<u>Multi-Year Business Cases</u>										
Records Management Program	32	32			64	32	32			64
Street Light Program Upgrade	228	500			728	228	500			728
Contingency Allocation	10	10			20	10	10			20
Total Multi Year Projects	936	1,147	89	48	2,220	936	1,147	89	48	2,220

Appendix F - Fees and Charges Schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the budget year.

Fees and charges include GST where applicable. Statutory fees vary over time in accordance with legislation.

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
COMMUNITY				
Council Operations				
Full Copy Council Minutes		\$32.00	N	Council
Minutes are available free of charge from Council's website – www.surfcoast.vic.gov.au				Council
Facsimile/per page		\$2.20	N	Council
Local Calls		\$2.20	Y	Council
STD Call to 3 Minutes		\$7.00	Y	Council
Receive Fax (per sheet)		\$0.80	Y	Council
Customer Service				
Black & White Photocopying/Printing per page		\$0.90	N	Council
Colour Photocopying/Printing per page		\$2.15	N	Council
Charity Groups (per page)		\$0.40	N	Council
Community Transport				
Community Bus hire only (Petrol by User)	per Km	\$0.83	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Youth activities	per Day	\$53.50	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities up to 400 km round trip	per Day	\$133.00	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities over 400 km round trip	per Day	\$265.50	Y	Council
Building Hire				
Public Hall Hire				
Shire based Community Group	Hour	\$10.00	Y	Council
Commercial and Non-Shire Community Group	Hour	\$20.00	Y	Council
Functions, Weddings, Parties & Major Events				
Funeral Afternoon Teas	Hour	\$10.00	Y	Council
Bellbrae Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$160.00	Y	Council
Bellbrae Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$128.00	Y	Council
Moriac Community Centre - Private Hirer Standard Function Rate (6pm-12am)	Block	\$160.00	Y	Council
Moriac Community Centre - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$128.00	Y	Council
Freshwater Creek Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$160.00	Y	Council
Freshwater Creek Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$128.00	Y	Council
The Quay Pavilion - Private Hirer Standard Function Rate (6pm-12am)	Block	\$263.00	Y	Council
The Quay Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$170.00	Y	Council
Bob Pettit Pavilion - Private Hirer Standard Function Rate (6pm-12am)	Block	\$263.00	Y	Council
Bob Pettit Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$170.00	Y	Council
Wurdale Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$160.00	Y	Council
Wurdale Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$128.00	Y	Council
Anglesea Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$263.00	Y	Council
Anglesea Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$170.00	Y	Council
Security Bonds – No Alcohol		\$320.00	N	Council
Security Bonds – With Alcohol		\$639.00	N	Council
Winchelsea Swimming pool				
Family Season Pass	Season	\$187.00	Y	Council
Family Season Pass (Early Bird)	Season	\$165.00	Y	Council
Adult per Swim Person		\$5.50	Y	Council
Child per Swim Person		\$4.50	Y	Council
Schools Person		\$3.50	Y	Council
Spectator Person		\$1.00	Y	Council
School Carnival (plus entry fee person)	Hour	\$73.00	Y	Council
Regional Carnival		\$1,128.00	Y	Council
Season Swim Pass - Single	Season	\$76.00	Y	Council
Season Swim Pass - Single Concession	Season	\$69.00	Y	Council
Season Swim Pass - Single (Early Bird)	Season	\$55.50	Y	Council
Eastern Reserve Gymnasium				
Membership - Individual				
3 month		\$206.00	Y	Council
6 month		\$362.50	Y	Council
12 month		\$669.50	Y	Council
Monthly Direct Debit		\$57.00	Y	Council

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
COMMUNITY				
Membership - Concession				
3 month		\$186.50	Y	Council
6 month		\$324.50	Y	Council
12 month		\$602.50	Y	Council
Monthly Direct Debit		\$46.50	Y	Council
Membership - Youth				
3 month		\$147.50	Y	Council
6 month		\$250.50	Y	Council
12 month		\$466.50	Y	Council
Monthly Direct Debit		\$40.50	Y	Council
Membership - Family (max of 2 Adults & 2 Children)				
3 month		\$289.50	Y	Council
6 month		\$502.50	Y	Council
12 month		\$932.00	Y	Council
Monthly Direct Debit		\$80.00	Y	Council
10 Visit Pass Health Club or Group Fitness		\$101.00	Y	Council
Casual Single Visit - Health Club or Group Fitness		\$13.00	Y	Council
Personal Training Member	Hour	\$51.50	Y	Council
Personal Training Member	Half Hour	\$35.00	Y	Council
Personal Training 2:1 Members	Hour	\$57.00	Y	Council
Personal Training 3:1 Members	Hour	\$69.00	Y	Council
Personal Training Non Member	Hour	\$57.00	Y	Council
Personal Training ½ hour - (Non Member)	Half Hour	\$40.50	Y	Council
Surf Coast Sport & Recreation Centre				
Sport per game				
Adults Basketball	Team	\$69.00	Y	Council
Adults Netball	Team	\$74.00	Y	Council
Junior Basketball and Netball	Team	\$55.50	Y	Council
Badminton - Adults	Player	\$7.50	Y	Council
Badminton - Child/student	Player	\$6.60	Y	Council
Indoor Soccer - Juniors	Player	\$7.50	Y	Council
Indoor Soccer - Seniors	Team	\$55.00	Y	Council
Minor Sports	Player	\$5.50	Y	Council
Kinder gym - Casual	Week Casual	\$14.50	Y	Council
10 Visit Pass				
Kindergym		\$127.00	Y	Council
Fit for Fifties		\$101.00	Y	Council
Little Champs		\$48.50	Y	Council
Badminton		\$60.50	Y	Council
Play Groups		\$31.00	Y	Council
Team Registrations & Insurance				
Adult Registration per Season		\$62.00	Y	Council
Junior Registration per Season		\$51.50	Y	Council
Insurance Senior Basketball per Season (Set by Victorian Country Basketball Council)	Player (est)	\$42.00	Y	Council
Insurance Junior Basketball per Year (Set by Victorian Country Basketball Council)	Player (est)	\$42.00	Y	Council
Insurance Senior Netball per Year (Set by Netball Victoria)	Player (est)	\$73.00	Y	Council
Insurance Junior (Under 18 years) Netball per Year (Set by Netball Victoria)	Player (est)	\$53.00	Y	Council
Insurance Soccer – Senior (Set by Football Federation Victoria)	Player (est)	\$45.50	Y	Council
Insurance Soccer – Junior (Set by Football Federation Victoria)	Player (est)	\$35.00	Y	Council
Fitness Classes				
Casual	Visit	\$14.50	Y	Council
Concession	Visit	\$13.50	Y	Council
10 Visit Concession Card		\$111.00	Y	Council
1 Month Membership		\$92.50	Y	Council
3 Month Membership		\$199.00	Y	Council
6 Month Membership		\$370.00	Y	Council
12 Month Membership		\$553.00	Y	Council

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
COMMUNITY				
Crèche				
Per Child Visit		\$5.50	N	Council
10 Visit Concession Card		\$51.00	N	Council
Birthday Parties				
Stadium/Kitchen/Staff Member	Party up to 2 Hours 26 - 50 Children	\$269.00	Y	Council
Stadium/Kitchen/Staff Member	Party up to 2 Hours up to 25 Children	\$198.00	Y	Council
Multipurpose Room/Kitchen Staff	Party up to 2 Hours	\$198.00	Y	Council
Main Stadium				
Sport – Casual Hire - Day Time - Off Peak Use				
Commercial Groups	Hour	\$50.50	Y	Council
Registered Teams	Hour	\$31.00	Y	Council
Community Groups	Hour	\$31.00	Y	Council
Teams ½ Court	Hour	\$20.00	Y	Council
Individual Hire ½ Court	Person	\$5.50	Y	Council
Functions – Social/Commercial - Peak Use				
Fri/Sat/Sun (6pm-12am max Hire)	Block	\$520.00	Y	Council
½ Hall Only	Block	\$361.50	Y	Council
Fri/Sat/Sun (6pm-12am) per Hour	Hour	\$92.00	Y	Council
Community Group Rate 6pm-12am	Block	\$344.00	Y	Council
Bonds				
Functions - No Alcohol		\$329.50	N	Council
Functions - With Alcohol		\$658.00	N	Council
Multi-Purpose Room				
Social & Commercial Functions (Meetings/Workshops)				
Sat/Sun (6pm-12am max. Hire)	Block	\$225.50	Y	Council
Sat/Sun (6pm-12am Hourly Rate)	Hour	\$42.50	Y	Council
Mon/Fri (9am-9pm Hourly Rate)	Hour	\$19.50	Y	Council
Full Room (Day & Evening Hourly Rate)	Hour	\$19.50	Y	Council
Kitchen Hire (if Required Fee Applies in Addition to Room Charge)	Hour	\$15.00	Y	Council
Community Group Hire (Non Profit)	Hour	\$10.00	Y	Council
Bonds				
Functions - No Alcohol		\$320.00	N	Council
Functions - With Alcohol		\$640.00	N	Council
Equipment Hire				
Trestle Table Hire	Each	\$15.50	Y	Council
Chair Hire	Each	\$2.50	Y	Council
Stage Hire	Day	\$43.00	Y	Council
PA Hire (Portable One Speaker System)	Day	\$30.50	Y	Council
Bond Applies for All Equipment Hire		\$106.00	N	Council
Volleyball Posts / Nets	Day	\$20.00	Y	Council
Recreation Reserves				
Recreation Reserve Licence Fees	Min Fee	\$126.00	N	Council
Community & Civic Precinct Recreation Facility (Banyul-Warri Fields)				
Playing Field/Court:				
Tenant/Anchor Club		\$0.00	N	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire		\$0.00	N	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)		\$0.00	N	Council
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):				
- Oval & Synthetic/Grass Pitch	Half Day	\$300.00	Y	Council
	Full Day	\$477.00	Y	Council
	Hour	\$34.00	Y	Council
- Netball Court	Half Day	\$122.00	Y	Council
	Full Day	\$220.00	Y	Council
	Hour	\$34.00	Y	Council

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
COMMUNITY				
Community Hub Change Rooms (NB: Fee Applies to Each Pair of Change Rooms)				
Tenant/Anchor Club		Free access during allocated periods		Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Cleaning Fee	\$60.50	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Cleaning Fee	\$60.50	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):	Cleaning Fee	\$182.00	Y	Council
Grant Pavilion - Peter Troy and China Gilbert Meeting Rooms				
Tenant/Anchor Club - Free access to one meeting room during allocated training and game-day sessions.		See comment		Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Hour	\$12.00	Y	Council
	Half Day / 4 Hours	\$48.50	Y	Council
	Full Day / 8 Hours	\$83.00	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Hour	\$24.00	Y	Council
	Half Day / 4 Hours	\$71.00	Y	Council
	Full Day / 8 Hours	\$132.00	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School	Hour	\$43.00	Y	Council
	Half Day / 4 Hours	\$142.50	Y	Council
	Full Day / 8 Hours	\$273.00	Y	Council
Grant Pavilion - Tantau and Cooper Function Rooms				
Note Whole 2nd Level Available by Booking Both Rooms				
Tenant/Anchor Club - Free access for Surf Coast Football (Soccer Club) for home games and for up to 6 bookings per year. Other tenant clubs have up to 6 bookings per year. Cleaning undertaken by volunteers or by contractor paid by hirer \$160.00 per function.		See comment		Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Hour	\$24.00	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Half Day	\$71.00	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Full Day	\$132.00	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Hour	\$29.50	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Half Day	\$96.00	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Full Day	\$181.00	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School	Hour	\$60.50	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School	Half Day	\$241.00	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School	Full Day	\$414.00	Y	Council
Grant Pavilion				
Grant Pavilion Function Cleaning		\$186.50	Y	Council
Event Logistics Crew - Staff Member	Hour	\$35.00	Y	Council
Waste Removal 240L Recycling Bin	Each	\$23.00	Y	Council
Family & Children Services				
Family Day Care				
Family Day Care Administration Levy	Hour	\$1.70	N	Council
Children's Services Hub				
Occasional Care 4 Hour Session	Session	\$44.00	N	Council
3 Year Old Activity Program	Term	\$300.00	N	Council
Kindergarten				
4 Year Old Program (Jan Juc, Torquay, Kurrumbee Myaring, Lorne, Anglesea and Winchelsea)	Term	\$350.00	N	Council
3 Year Old Program (Lorne) (5 Hour Session)	Term	\$475.00	N	Council
3 Year Old Program (Jan Juc) (3 Hour Session)	Term	\$315.00	N	Council
3 Year Old Program (Jan Juc) (4 Hour Session)	Term	\$420.00	N	Council
3 Year Old Program (Winchelsea) (4 Hour Session)	Term	\$400.00	N	Council
3 Year Old Program (Anglesea) (4 Hour Session)	Term	\$360.00	N	Council
3 Year Old Program (Kurrumbee Myaring) (3 Hour Session) - Commencing 2018	Term	\$330.00	N	Council
Vacation Care				
All Day Care per Child		\$58.50	N	Council
Excursion Costs per Child		\$35.00	N	Council

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
COMMUNITY				
Children's Services, Community Groups & Non-Profit Organisations				
Business Hours				
Single Room	Hour	\$16.00	Y	Council
Playgroups	Hour	\$8.00	Y	Council
After Hours (5.30pm – 10pm)				
Single Room	Hour	\$25.50	Y	Council
Commercial Use				
Business Hours				
Single Room	Hour	\$32.00	Y	Council
After Hours (5.30pm – 10pm)				
Single Room	Hour	\$47.50	Y	Council
Office Hire				
For-Profit Organisations	Day	\$106.00	Y	Council
Non-Profit Organisations	Day	\$75.50	Y	Council
Aged & Disability Services				
Home and Community Care Services - Client Fees				
Fees are income tested based on ranges set by Victorian Department of Health. Fees charged are within the range of fees recommended by the Department.				
Delivered Meals - Low, Medium & High Income Clients				
2 Course & Juice	per meal	\$8.90 - \$16.10	N	Council
3 Course & Juice	per meal	\$10 - \$17.90	N	Council
Domestic Assistance (Domestic Home Care) (Low, Medium & High Income Clients)				
Personal Care	Hour	\$6.70 - \$38.70	N	Council
Respite Care	Hour	\$3.30 - \$35.70	N	Council
Property Maintenance (Low, Medium & High Income Clients)	Hour	\$12.70 - \$50.30	N	Council
Morning Melodies - Includes Meal & Transport				
Client Travel Charge	5 Event Season Km	\$195.00 \$0.70	N N	Council Council
Home Care Packages				
Package Level 2; Case Management Level 5%	per annum	\$731.65	N	Council
Package Level 2; Case Management Level 7.5%	per annum	\$1,097.47	N	Council
Package Level 2; Case Management Level 10%	per annum	\$1,463.29	N	Council
Package Level 3; Case Management Level 5%	per annum	\$1,608.56	N	Council
Package Level 3; Case Management Level 7.5%	per annum	\$2,412.84	N	Council
Package Level 3; Case Management Level 10%	per annum	\$3,217.11	N	Council
Package Level 4; Case Management Level 5%	per annum	\$2,445.32	N	Council
Package Level 4; Case Management Level 7.5%	per annum	\$3,667.98	N	Council
Package Level 4; Case Management Level 10%	per annum	\$4,890.64	N	Council
On Call(Care Coordination for after hours, weekends and emergencies)	per hour	\$95.00	N	Council
Package Administration Fee	monthly at 20%			Council
Package Exit Fee(if client wishing to move to another provider. Does not apply if client moving into perm care, hospital, deceased) Please see brokered fees for service fees	flat fee at exit of package	\$500.00	N	Council
Aged and Disability Services - Brokerage Fees				
Minimum shift fee-(Minimum 30 minutes, except when stand alone, when minimum fee will be for 60mins)				
Hourly rates are inclusive of staffing and operational cost, including non-client related travel. Rate applied will be based on time and day of service provision.				
Delivered Meals - 3 Course & Juice				
Domestic Assistance (General Home Care) 7am-7pm (mon-Fri)	Hour	\$21.55	N	Council
Domestic Assistance (Domestic Home Care) Weekend rate Before 7am and between 7-9pm Mon-Fri. Before 12pm Saturday and first two hours only. Surcharge rate applies after 2 hours	Hour	\$52.60	N	Council
Domestic Assistance (Domestic Home Care) Surcharge Rate: After 9pm(Mon-Fri) Saturday(after first two hours on Weekend rate, and after 12pm) All day Sunday	hour	\$66.30	N	Council
Sleep Over Care	Hour	\$83.10	N	council
Personal Care 7am-7pm (Mon-Fri)	Hour	\$170.00	N	Council
Personal Care Weekend. Before 7am and between 7-9pm Mon-Fri. Before 12pm Saturday and first two hours only. Surcharge rate applies after 2 hours	Hour	\$56.70	N	Council
Personal Care Surcharge Rate: After 9pm(Mon-Fri). Saturday (after first two hours on Weekend rate, and after 12pm). All day Sunday	Hour	\$67.30	N	Council
Personal Care Surcharge Rate: After 9pm(Mon-Fri). Saturday (after first two hours on Weekend rate, and after 12pm). All day Sunday	Hour	\$82.80	N	Council

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
COMMUNITY				
Personal Care Public Holiday	Hour	\$98.30	N	Council
Respite Care 7am-7pm Mon-Fri	Hour	\$57.50	N	Council
Respite Care Weekend Rate Before 7am and between 7-9pm Mon-Fri. Before 12pm Saturday and first two hours only. Surcharge rate applies after 2 hours	Hour	\$71.50	N	Council
Surcharge Rate: After 9pm(Mon-Fri) Saturday(after first two hours on Weekend rate, and after 12pm) All day Sunday.	Hour	\$87.50	N	Council
Respite Public Holiday rate	Hour	\$105.00	N	Council
Property Maintenance (materials are additional at cost.)	Hour	\$65.00	N	Council
Uneventful or late cancellation (cancellation received after 12 midday, the day prior to the scheduled service)	as per rate of rostered shift			council
Veterans Affairs services	as per rate of Veterans Affairs as set by NDIS			Veteran Affairs
NDIS				NDIS
Client Travel Charge	Km	\$1.30	N	Council
CORPORATE				
Financial Services				
Rate Administration				
Rate Searches – Hard Copy	Hour	\$125.00	N	Council
Rate Searches – Computer Records		\$26.00	N	Council
Land Information Certificate		\$24.80	N	Statutory
Payment Rejection Administration Fee - Rates and Debtors		\$45.00	N	Council
Recovery Referral Fee		\$37.00	N	Council
Sales Register (Issued Quarterly not Including Names and Addresses)		\$235.00	N	Council
Interest on Sundry Debtors (Penalty Interest Act)		9.50%	N	Statutory
Information Services				
Freedom of Information				
Freedom of Information Fee		\$27.90	N	Statutory
Administration Cost for FOI Searches	Hour	\$20.90	N	Statutory
Risk Management				
Insurance				
Contents Insurance for Approved Community Groups				
Contents up to \$10,000	Council	\$44.00	Y	Council
Each Additional \$10,000 Contents or Part Thereof	Council	\$44.00	Y	Council
GIS IMAGES				
Low Resolution Images 40 dpi via Email		\$0.00	N	Council
Printed Images - First Copy of an Image				
Size A0	Each	\$58.00	N	Council
Size A1	Each	\$46.00	N	Council
Size A2	Each	\$34.00	N	Council
Size A3	Each	\$24.00	N	Council
Size A4	Each	\$12.50	N	Council
Printed Images - Additional Copies of an Image				
Size A0	Each	\$44.00	N	Council
Size A1	Each	\$34.00	N	Council
Size A2	Each	\$27.00	N	Council
Size A3	Each	\$18.00	N	Council
Size A4	Each	\$10.50	N	Council
Laminating A3	Each	\$23.00	N	Council
Laminating A4	Each	\$18.00	N	Council
Job specific mapping (Including Digital Data Supply)	Hour	\$56.00	N	Council
Election Fines				
Election Fines – Set by State Government		\$76.00	N	Statutory
Events				
Application Fee to Stage new Commercial/Major events in Surf Coast Shire		\$290.00	N	Council
Visitor Centres				
Marketing display fee - Lorne Visitor Centre A3 Display	Week	\$10.00	Y	Council
Marketing display fee - Lorne Visitor Centre Light Box	Week	\$23.00 - \$37.00	Y	Council
Marketing display fee - Lorne Visitor Centre Floor Display	Week	\$26.00 - \$74.00	Y	Council
Marketing display fee - Lorne Visitor Centre Local Arts Display	Week	\$13.00	Y	Council

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
PLANNING & ENVIRONMENT				
Tourism				
Commercial Tour Operator Licenses				
Annual Fee – Standard One Year Licence		\$282.00	N	Statutory
Use Fee – General Visitor	Visitor	\$2.40	N	Statutory
Use Fee – School Student and Child	Visitor	\$1.60	N	Statutory
Use Fee Cap (Maximum)		\$13,488.00	N	Statutory
Business Road Signage Assessment and Installation	Minimum Cost	\$495.00	N	Council
Surf World Surfing Museum				
Theatre Hire Day Rate	Hour	\$73.00	Y	Council
Theatre Hire Night Rate	Hour	\$134.00	Y	Council
Whole Facility (Day or Night)	Hour	\$158.00	Y	Council
Bond (Only for Whole Facility and Dependent on Group)		\$600.00	N	Council
Bond (for Hiring of Theatre Room Alone)		\$200.00	N	Council
Adult Entry		\$12.00	Y	Council
Child Entry		\$8.00	Y	Council
Children Under 5yrs		\$0.00		Council
Concession Entry		\$8.00	Y	Council
Family Entry		\$25.00	Y	Council
School Groups Entry		\$6.50	Y	Council
Bells Tour School Groups		\$9.00	Y	Council
Theatre Hire Day Rate (Community Group)	Hour	\$52.00	Y	Council
Theatre Hire Night Rate (Community Group)	Hour	\$109.00	Y	Council
Research Fee without Museum Officer	Hour	\$10.50	Y	Council
Research Fee with Museum Officer	Hour	\$37.00	Y	Council
Copying / Image Reproduction				
Books, Magazines, Newspapers and Journals (PDF)	Per 50 Pages	\$18.00	Y	Council
Books, Magazines, Newspapers and Journals (TIFF)	Page	\$16.00	Y	Council
Pictures and Photographs	Each	\$21.00	Y	Council
Local Laws				
Dog & Cat Registrations				
Dog or Cat Eligible for Reduced Rate Under the Domestic Animals Act 1994. Includes: - Sterilised Dog & Cat - Dog or Cat kept for Breeding in Registered Domestic Business - Cat Registered with Prescribed Feline Association - Dogs Registered with Victorian Canine Association - Dogs that have Undergone Obedience Training which Complies with Regulations - Working Dog - Dogs Older than 10 Years Old		\$41.70	N	Council
Dangerous, Menacing or Restricted Breed Dogs		\$344.50	N	Council
All Other Dogs & Cats		\$143.10	N	Council
Late Payment Surcharge		\$8.60	N	Council
Pensioner Fees for Each Registration Category Other than Dangerous, Menacing or Restricted Breed Dogs				Statutory
Dog & Cat Fees				
Cat Cage Hire	Week	\$38.00	Y	Council
Cat Cage Deposit		\$63.90	N	Council
Dogs Citronella Collar Hire		\$45.30	Y	Council
Dogs Citronella Collar Deposit		\$63.90	N	Council
Dogs Citronella Collar Refill		\$18.70	Y	Council
Domestic Animal Business		\$536.70	N	Council
Excess Dog Application and Inspection Fee		\$227.60	N	Council
Dog Pound Release Fee		\$167.30	Y	Council
Cat Pound Release Fee		\$167.30	Y	Council
Pound release (Unregistered Animal Surcharge)		\$25.60	N	Council
Replacement Dog/Cat Tags		\$3.10	N	Council
Impounding of Livestock (Other Than Dogs/Cats)				
Cattle and Horses (Varies to Market Price)	Head	\$219.30	Y	Council
Sheep, Pigs and Goats (Varies to Market Price)	Head	\$219.30	Y	Council
Others (Varies to Market Price)	Head	\$14.50	Y	Council

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
PLANNING & ENVIRONMENT				
After Hours Call Out		\$339.20	N	Council
Sustenance	Head	\$74.70	N	Council
Penalties				
Parking for a period longer than fixed		\$155.00	N	Statutory
Road Safety Act Parking Enforcement (Set by Statute)		Various	N	Statutory
Release fee for impounded goods		\$100.70	N	Council
Towing of Abandoned Vehicles		\$195.70	N	Council
Permits				
Shopfront 'Street' Trading Permits				
A Frame Inspection and Application Fee		\$72.10	N	Council
A Frame Permit		\$217.30	N	Council
Permit Inspection and Application Fee		\$37.00	N	Council
To Occupy Public Place to Sell Merchandise – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$53.60	N	Council
To Occupy Public Place to Sell Merchandise – All Other Areas	m2 of Used Space	\$72.10	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$104.00	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – All Other Areas	m2 of Used Space	\$135.90	N	Council
Miscellaneous Permits				
Disabled Parking Permits		\$0.00	N	Council
Open for Inspection Signage Permit		\$235.90	N	Council
Camping Permit Fee (Private Property)		\$196.20	N	Council
Occupy Temp Accommodation on Land	6 Months	\$261.60	N	Council
Occupy Road	Day	\$196.20	N	Council
Waste Bin (Regardless of Size) < 30 Days		\$103.00	N	Council
Skip Waste Bin (up to 3 m ²)	7 Days	\$0.00	N	Council
Hopper Waste Bin (greater than 3m ²)	7 Days	\$0.00	N	Council
Hopper Waste Bin (greater than 3m ²)	30 Days	\$0.00	N	Council
Hoardings (fencing or barriers) Permit Fee		\$261.60	N	Council
Wedding Application Permit Fee - Conduct a Wedding on Council Land and Reserves		\$170.00	N	Council
Statutory Planning				
Town Planning Application Fees (Set by Statute)		Various	N	Statutory
Public Notice Fee – Up to 15 Notifications 1st Property		\$126.00	N	Council
Subsequent Properties		\$9.00	N	Council
Erect Public Notice on a property (Per Notice)		\$200.00	N	Council
Extension of Time		\$306.70	N	Council
Property Enquiries		\$46.50	N	Council
Demolition Consent Permit		\$61.00	N	Statutory
Amendment of Plans/Permits		\$306.70	N	Council
Subdivision Applications (Set by Statute)		Various	N	Statutory
Subdivision Certification (Set by Statute)		Various	N	Statutory
Building Approvals for Properties Search		\$48.60	N	Statutory
Plans for Approval (Ocean Acres, SUZ etc.)		\$306.70	N	Council
Written Advice		\$132.00	N	Council
Copy of Planning Permit		\$50.00	N	Council
Copy of Plans				
A3 or A4 size		\$11.50	N	Council
A0 or A1 size		\$22.50	N	Council
Building Control - Building Charges (Minister's Guidelines + 25%)				
Building Notice Resolution		\$280.00	N	Council
Storm Water Application (Legal Point of Discharge)		\$64.10	N	Statutory
Building over Easement		\$256.90	N	Statutory
Form 10 (Statutory Charge) Legal Enquiry		\$51.15	N	Statutory
Copy of Plans		\$152.00	N	Council
Copy of Building Approval/Certificate of Occupancy		\$46.50	N	Council
Variation of Regulations		\$256.90	N	Statutory
Inspections		\$152.00	N	Council

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
PLANNING & ENVIRONMENT				
Lodgement Fee (Statutory Charge)		\$38.35	N	Statutory
Issue of Building Approval		Various	N	Statutory
Property Request Info		\$115.30	N	Statutory
Property Request Info 2.10 (Statutory)		\$51.15	N	Statutory
Environment Protection Act 1970				
Septic Tanks				
Septic Tank Application Fee – Install		\$590.00	N	Council
Septic Tank Application Fee – Alter		\$260.00	N	Council
Building Regulation 801 Consent Request		\$235.00	N	Council
Septic Tank File Request		\$32.00	N	Council
Urgent Septic Tank File Request		\$128.00	N	Council
Food Act 1984				
New Registration				
Class 1 Premises (Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,263.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$860.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$685.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises		\$106.00	N	Council
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)		\$398.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises		\$55.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)		\$191.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)		\$116.00	N	Council
Mobile and Temporary Food Premises - Once Off Event		25% of New Registration Fee	N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (<12 single events per year)		0.00	N	Council
Bi-annual pro-rata rates apply				
Renewal of Registration				
Class 1 Premises (Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$838.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$573.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$457.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises		\$105.00	N	Council
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)		\$265.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises		\$55.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)		\$128.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)		\$74.00	N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (<12 single events per year)		\$0.00	N	Council
Mobile and Temporary Food Premises - Once Off Event		25% of New Registration Fee	N	Council
Renewal of Registration - 5 Star Rating				
Class 1 Premises (Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$758.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$520.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$414.00	N	Council
Renewal of Registration - 2 Star Rating				
Class 1 Premises (Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,087.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$743.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$589.00	N	Council
Renewal of Registration - 1 Star Rating				
Class 1 Premises (Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,172.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$796.00	N	Council

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
PLANNING & ENVIRONMENT				
Class 2 Premises (includes mobile & temporary food premises)		\$636.00	N	Council
Transfer of Registration				
Application for Transfer of Registration		50% Renewal of Registration Fee	N	Council
Request for inspection/assessment and report fee		\$254.50	N	Council
Urgent request for inspection/assessment and report fee (within 2 working days)		\$493.50	N	Council
Note: Food premises are classed in accordance with section 19c of the Food Act 1984				
Public Health and Wellbeing Act 2008				
Registered Premises – New Application:				
Hairdressing and/or Temporary Make Up				
New Application Once off Application		\$150.00	N	Council
Transfer		\$150.00	N	Council
Beauty Therapy (excl. Temporary Make Up)				
New Application		\$150.00	N	Council
Renewal		\$150.00	N	Council
Transfer		\$80.00	N	Council
Skin Penetration, Tattooing, Colonic Irrigation				
New Application		\$207.00	N	Council
Renewal		\$207.00	N	Council
Transfer		\$100.00	N	Council
Prescribed Accommodation – New Application / Renewal				
6-15 people		\$292.00	N	Council
16-25 people		\$415.00	N	Council
26-50 people		\$530.00	N	Council
> 50 people		\$705.00	N	Council
Prescribed Accommodation – Transfer		50% of new application / renewal fee	N	Council
Bi-annual pro-rata rates apply				
Caravan Parks (Fee Per Unit Set By State Government)				
Caravan Park Registration - Fee Lesser of Council Fee or Cap Under Residential Tenancies Act 1997	Site	\$10.00	N	Statutory
Transfer of Caravan Park Registration	Fee Units	5.00 fee units	N	Statutory
Immunisations				
Immunisation (Vaccines)		At cost per dose plus 30%	N	Council
Immunisation History Search		22.00	N	Council
Fire Prevention (Fee Per Unit Set By State Government)				
CFA Act Infringement Notice (legislated fee)	Fee Units	10.00 fee units	N	Statutory
Block Clearing		Cost + \$160.00	N	Council
Application for Permit to Burn		\$0.00	N	Council
INFRASTRUCTURE				
Infrastructure Administration				
Vehicle Crossings (Non-Utilities)		\$175.00	N	Council
Additional Inspection		\$77.50	N	Council
Memorandum of Authorisation (Traffic Management Plan Approval)		\$93.00	N	Council
Asset Protection Permit		\$175.00	N	Council
Road Works Permits (Fee Per Unit Set By State Government)				
Arterial Road – Works, Other than Minor Works on Roadway, Shoulder or Pathway	Fee Units	43.20 fee units	N	Statutory
Arterial Road – Works, Other than Minor Works not on Roadway, Shoulder or Pathway	Fee Units	30.20 fee units	N	Statutory
Arterial Road – Minor Works on Roadway, Shoulder or Pathway	Fee Units	16.00 fee units	N	Statutory
Arterial Road – Minor Works not on Roadway, Shoulder or Pathway	Fee Units	9.50 fee units	N	Statutory
Other Roads Speed Over 50km/h – Works, Other than Minor Works on Roadway, Shoulder or Pathway	Fee Units	43.10 fee units	N	Statutory
Other Roads Speeds Over 50km/h – Works, Other than Minor Works not on Roadway, Shoulder or Pathway	Fee Units	23.50 fee units	N	Statutory
Other Roads Speeds Over 50km/h – Minor Works on Roadway, Shoulder or Pathway	Fee Units	9.30 fee units	N	Statutory
Other Roads Speeds Over 50km/h – Minor Works not on Roadway, Shoulder or Pathway	Fee Units	6.00 fee units	N	Statutory
Other Roads Speed Under 50km/h – Works, Other than Minor Works on Roadway, Shoulder or Pathway	Fee Units	23.50 fee units	N	Statutory
Other Roads Speeds Under 50km/h – Works, Other than Minor Works not on Roadway, Shoulder or Pathway	Fee Units	6.00 fee units	N	Statutory
Other Roads Speeds Under 50km/h – Minor Works on Roadway, Shoulder or Pathway	Fee Units	9.30 fee units	N	Statutory
Other Roads Speeds Under 50km/h – Minor Works not on Roadway, Shoulder or Pathway	Fee Units	6.00 fee units	N	Statutory

Description	Unit	2017/18	Includes GST (Y/N)	Fee Type
INFRASTRUCTURE				
Water Permits				
Water Permits - Minimum Charge Includes First 3,000 Litres		\$21.22	N	Council
Water Permits - Cost per Kilolitre Above 3,000 litres		\$2.37	N	Council
Developer Levies				
Non-Standard Public Lighting Levy		\$300.00	N	Council
Admin. Fee - Special Rate Projects	Percentage	6.00%	N	Council
Subdivision Supervision Fees	Percentage	2.50%	N	Statutory
Subdivisions Plan - Checking Fees	Percentage	0.75%	N	Statutory
Drainage Investigation for Unit Developments (Up-to Three Units)		\$420.00	N	Council
Drainage Investigation Hourly Rate		\$120.00	N	Council
Waste Disposal				
Domestic Garbage - Uncompacted Waste	Cubic Metre	\$82.00	Y	Council
Domestic Hard Waste - Uncompacted Waste	Cubic Metre	\$82.00	Y	Council
Commercial Garbage - Compacted Waste	Tonne	\$141.00	Y	Council
Commercial Garbage - Uncompacted Waste	Cubic Metre	\$82.00	Y	Council
Commercial Hard Waste - Uncompacted Waste	Cubic Metre	\$82.00	Y	Council
Clean Fill (Anglesea Only - Subject to Demand)	Tonne	\$22.50	Y	Council
Construction & Demolition - Waste Mixed	Tonne	\$141.00	Y	Council
Construction & Demolition - Recyclable Timber (Anglesea)	Tonne	\$30.00	Y	Council
Construction & Demolition - Recyclable Timber	Cubic Metre	\$37.00	Y	Council
Construction & Demolition - Recycle Plaster (Anglesea)	Tonne	\$30.00	Y	Council
Construction & Demolition - Recyclable Concrete/Bricks (Anglesea)	Tonne	\$62.00	Y	Council
Construction & Demolition - Recyclable Concrete/Bricks (Lorne)	Cubic Metre	\$99.00	Y	Council
Recyclable Material (if more than 0.5m3)	Cubic Metre	\$13.00	Y	Council
Green Waste	Cubic Metre	\$29.00	Y	Council
Tree stumps (Anglesea only)	Tonne	\$40.00	Y	Council
Sand (Anglesea only)	Tonne	\$0.00		Council
General Items				
Car Tyres	Each	\$8.00	Y	Council
Light Truck/4wd Tyres	Each	\$9.50	Y	Council
Truck Tyres	Each	\$21.00	Y	Council
Car Bodies	Each	\$57.00	Y	Council
Mattresses (& Bases)	Each	\$22.50	Y	Council
TVs	Each	\$7.50	Y	Council
Sale of Mulch (Subject to Availability)	Cubic Metre	\$14.50	Y	Council
Sale of Second Hand Bins (Anglesea only - Subject to Availability)	Each	\$15.00	Y	Council
Sale of Compost Bins	Each	\$55.00	Y	Council
Sale of Reusable Items - Fee for Items to be Determined by Coordinator Waste Management	Each	See comment	Y	Council
Sale of Timber Grindings (subject to availability)	Cubic Metre	\$0.00	Y	Council
Sale of Crushed Masonry (subject to availability)	Cubic Metre	\$15.00	Y	Council
Sale of Ground Plaster (Anglesea only - subject to availability)	Cubic Metre	\$0.00	Y	Council
Kerbside Waste Collection				
Residential Garbage Service Upgrade - 240L Bin	Year	\$180.00	N	Council
Additional Residential Recycle Service - 120L, 240L or 360L Bin	Year	\$66.00	N	Council
Upgrade Residential Recycle Service to 360L Bin	Occasion	\$61.00	N	Council
Additional Residential Green Waste Service - 120L, 240L or 360L Bin	Year	\$71.00	N	Council
Upgrade Residential Green Waste Service to 360L Bin	Year	\$61.00	N	Council
Event Bin Hire	Each	\$18.50	N	Council
Infrequently Occupied Residence Bin Placement Fee	Occasion	\$6.50	N	Council
Replacement Key	Each	\$2.00	N	Council
Gravity Lock Bin Lid	Each	\$43.00	N	Council
SafeWaste bin strap	Each	\$2.50	N	Council

Standpipe Water Charges

Note water charges do not attract GST charges.

Litres	Gallons	2017/18 (\$)
0-3,000	600	21.22
3,000 - 6,000	1,200	27.58
9,000	2,000	36.07
11,400	2,500	40.31
13,600	3,000	45.62
15,900	3,500	51.98
18,200	4,000	58.35
20,500	4,500	66.84
22,700	5,000	73.20
25,000	5,500	80.63
27,300	6,000	88.05
29,500	6,500	96.54
31,800	7,000	102.91
34,100	7,500	110.33
36,400	8,000	117.76
38,600	8,500	126.25
40,900	9,000	132.61
43,200	9,500	140.04
45,500	10,000	147.47
50,000	11,000	162.32
54,600	12,000	177.17
59,100	13,000	192.02
63,600	14,000	205.81
68,200	15,000	221.73
72,700	16,000	235.52
77,300	17,000	251.43
81,800	18,000	265.23
86,400	19,000	281.14
91,000	20,000	294.93
95,500	21,000	310.84
100,000	22,000	324.64
104,600	23,000	340.55
109,100	24,000	353.28
113,700	25,000	368.13
118,200	26,000	382.98
122,700	27,000	396.78
127,300	28,000	412.69
131,800	29,000	426.48

Appendix G - Cash Reserves

This appendix presents the Restricted and Unrestricted Cash Reserves held by Council and their Purposes.

Restricted Reserves

Open Space Reserve (legislative)

Purpose

The purpose of this reserve is to provide improved recreational facilities for the Surf Coast Shire, both of an active and a passive nature.

Typical Sources of Inflows and Outflows:

Inflows to the open space reserve are solely composed of contributions from subdividers in lieu of the 5 per cent public open space requirement. It is noteworthy that substantial income flows into this Reserve occur annually and these funds will be critical in delivering key outcomes of the Open Space Strategy.

Outflows have been limited to capital works on parks, playgrounds, and both active and passive recreation reserves. The level of anticipated growth in this reserve is not fully allocated in the capital works program over the life of the SRP. On the basis of our knowledge to-date, it is difficult to predict requirements beyond the short term. For this reason, limited allocation of reserves has been made in later years of the SRP.

Forecast Balance as at 30 June 2017:	\$1,017,000
Budgeted Balance as at 30 June 2018:	\$1,034,000

Main Drainage Reserve (legislative)

Purpose

The purpose of this reserve is to hold developer contributions for main drainage works at a later point than the initial development. As such they are also tied to works within the catchment area from which funds were derived.

Typical Sources of Inflows and Outflows:

Inflows are from contributions collected from developers and outflows are on the works specified.

Forecast Balance as at 30 June 2017:	\$210,000
Budgeted Balance as at 30 June 2018:	\$210,000

Developer Contributions Reserve (legislative)

Purpose

The purpose of this reserve is to hold funds contributed by developers for specific works associated with subdivisions. Funds are contributed for works such as footpaths, fencing, streetscape works, lighting and other such items where it is deemed that these works should occur at a later point than the initial development. Funds are also kept in this reserve for the Torquay/Jan Juc Developer Contributions Plan. Funds collected are very specific and tied to particular projects.

Typical Sources of Inflows and Outflows:

Inflows are from contributions collected from developers and outflows are on the works specified.

Forecast Balance as at 30 June 2017:	\$3,241,000
Budgeted Balance as at 30 June 2018:	\$4,826,000

Home Care Packages Reserve (contractual)

Purpose

The purpose of this reserve is to meet Council's obligation under Commonwealth Government legislation to carry any unspent individual client funds into future periods.

Typical Sources of Inflows and Outflows:

Inflows are from unspent client funds at year end and outflows are from client's utilising funds from the prior period.

Forecast Balance as at 30 June 2017:	\$36,000
Budgeted Balance as at 30 June 2018:	\$36,000

Trust and Deposits Reserve (contractual)

Purpose

Whilst not technically a reserve, Trust and Deposits represent cash that Council holds under a contractual agreement, and therefore should be considered part of restricted cash holdings. Council has decided to utilise a reserve for this purpose to provide clarity.

Typical Sources of Inflows and Outflows:

Cash inflows and to the Trust and Deposits Reserve will arise from contractual agreements between Council and other parties. Outflows generally occur when the agreement expires.

Forecast Balance as at 30 June 2017:	\$1,863,000
Budgeted Balance as at 30 June 2018:	\$1,900,000

Unrestricted Reserves

Plant Replacement Reserve

Purpose

The purpose of this reserve is to establish a fund whereby Council's heavy plant (graders, trucks, etc) can be replaced at the end of their useful lives. The changeover cost of small vehicles is also funded from this reserve.

Typical Sources of Inflows and Outflows:

Inflows to this reserve accrue out of plant hire charges made to jobs on which the plant works. The total of plant hire income is then offset against the operating expenses of the plant, with the surplus amount being transferred to the plant reserve.

Outflows from this reserve are typically the changeover cost of plant.

Forecast Balance as at 30 June 2017:	\$807,000
Budgeted Balance as at 30 June 2018:	\$527,000

Asset Renewal Reserve

Purpose

The purpose of this reserve is to provide funding based on the Asset Renewal Funding Strategy.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis increasing year on year at a predetermined rate as set by Council. Funds from renewal projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on renewal of Council assets.

Forecast Balance as at 30 June 2017:	\$150,000
Budgeted Balance as at 30 June 2018:	\$87,000

Waste Reserve

Purpose

The purpose of this reserve is to ensure that the full cost of the waste function is met by the waste charges (garbage charge and fee income from landfill) and that surpluses and deficits on an annual basis can be covered without any adverse impact on the balance of Council's budget. This facet is particularly relevant in terms of Council meeting its long-term obligations for landfill rehabilitation where funds need to be set aside in the interim to plan for large-scale costs in the future. The rehabilitation of the Anglesea Landfill is expected to take place in 2023/24.

Typical Sources of Inflows and Outflows:

Cash inflows to the reserve arise from any surplus funds remaining from the combined income from garbage charges and landfill fees, less the cost of operating the landfills, waste administration, kerbside collection, recycling and other associated waste costs. Outflows are due to waste capital expenditures.

Forecast Balance as at 30 June 2017:	\$3,858,000
Budgeted Balance as at 30 June 2018:	\$4,857,000

Aireys Inlet Units Reserve (legislative)

Purpose

The purpose of this reserve is as the funding source for the maintenance of social housing for disadvantaged low income earners. Four social housing units currently exist in Aireys Inlet.

Typical Sources of Inflows and Outflows:

Inflows are received by way of rent. Outflows cover future maintenance and capital expenditure related to the units.

Forecast Balance as at 30 June 2017:	\$308,000
Budgeted Balance as at 30 June 2018:	\$315,000

DCP Council Funds Reserve

Purpose

The purpose of this reserve is to provide funding based on the Torquay/Jan Juc Developer Plan.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis at a predetermined rate as set by Council. Funds from Torquay/Jan Juc DCP projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on the delivery of DCP projects.

Forecast Balance as at 30 June 2017:	\$1,250,000
Budgeted Balance as at 30 June 2018:	\$1,441,000

Winchelsea Infrastructure Plan Allocation Reserve

Purpose

The purpose of this reserve is to provide funding for projects in line with strategies yet to be approved and adopted by Council and is funded from operations or grants received.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis at a predetermined rate as set by Council. Funds from Winchelsea Infrastructure Plan projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on the delivery of Winchelsea Infrastructure Plan Allocation projects that are yet to be defined..

Forecast Balance as at 30 June 2017:	\$Nil
Budgeted Balance as at 30 June 2018:	\$80,000

Gherang Gravel Pits Reserve

Purpose

The purpose of this reserve is to provide funding for road improvements for Council roads.

Typical Sources of Inflows and Outflows:

Inflows to this reserve accrue revenue from the operation of Council's gravel pits. The total of Gravel Pit income is then offset against the operating expenses of the facility, with the surplus amount being transferred to the Gherang Gravel Pits Reserve.

Outflows from this reserve are earmarked for road improvement projects.

Forecast Balance as at 30 June 2017:	\$1,542,000
Budgeted Balance as at 30 June 2018:	\$1,815,000

Defined Benefits Superannuation Reserve

Purpose

The purpose of this reserve is to provide funding for future defined benefits superannuation fund shortfalls.

Typical Sources of Inflows and Outflows:

Inflows to this reserve are at the discretion of Council, set via the Annual Budget process. Council will make an estimate on the future defined benefits superannuation funding shortfalls and build a reserve in order to meet the shortfall.

Outflows from this reserve will fund defined benefit funding calls from Council's superannuation provider.

Forecast Balance as at 30 June 2017:	\$724,000
Budgeted Balance as at 30 June 2018:	\$974,000

Carried Forward Capital Works Reserve

Purpose

The purpose of this reserve is to act as a mechanism to carry over funding for capital works that are still in progress at year end.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated at end of financial year relating to incomplete projects. Outflows will be funds allocated in the new financial year to complete the projects in progress.

Forecast Balance as at 30 June 2017:	\$13,812,000
Budgeted Balance as at 30 June 2018:	\$10,481,000

Carried Forward Operational Projects Reserve

Purpose

The purpose of this reserve is to act as a mechanism to carry over funding for operational projects that are still in progress at year end.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated at end of financial year relating to incomplete projects. Outflows will be funds allocated in the new financial year to complete the projects in progress.

Forecast Balance as at 30 June 2017:	\$1,494,000
Budgeted Balance as at 30 June 2018:	\$826,000

Adopted Strategy Implementation Reserve

Purpose

The purpose of this reserve is to provide funding for projects in line with approved strategies adopted by Council and is funded from operations or grants received.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated via Council resolution. Outflows will be funds allocated to specific projects by Council resolution.

Forecast Balance as at 30 June 2017:	\$4,881,000
Budgeted Balance as at 30 June 2018:	\$2,905,000

Accumulated Unallocated Cash Reserve

Purpose

The purpose of this reserve is to separately identify Council's unallocated cash.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated by Council based on operational savings or unallocated sources of funding. Outflows from this reserve will be allocations based solely on Council resolutions.

Forecast Balance as at 30 June 2016:	\$3,859,000
Budgeted Balance as at 30 June 2017:	\$3,762,000

Appendix H - Financial Performance Indicators

Indicator	Measure	2016/17 Forecast	2017/18 Budget	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	Trend +/-/0
Operating position							
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	7.50%	-2.03%	5.11%	9.38%	7.46%	+
Liquidity							
Working Capital	Current assets / current liabilities	343.74%	341.93%	336.91%	282.21%	366.30%	+
Obligations							
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	31.20%	34.98%	31.81%	28.66%	25.56%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	3.66%	4.02%	4.22%	4.10%	3.88%	-
Indebtedness	Non-current liabilities / own source revenue	46.93%	48.61%	45.84%	37.11%	34.00%	+
Asset renewal	Asset renewal and upgrade expenses / Asset depreciation	76.09%	102.76%	95.06%	106.94%	98.41%	+
Stability							
Rates concentration	Rate revenue / adjusted underlying revenue	68.15%	73.31%	71.85%	71.95%	72.67%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.34%	0.34%	0.35%	0.36%	0.38%	o
Efficiency							
Expenditure level	Total expenses/ no. of property assessments	\$3,093	\$3,227	\$3,119	\$3,035	\$3,132	o
Revenue level	Residential rate revenue / No. of residential property assessments	\$1,891	\$1,936	\$1,993	\$2,055	\$2,118	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	7.50%	7.50%	7.50%	7.50%	7.50%	o

Appendix I - Council Contributions to External Parties

Category / Organisation	2017/18 (\$)
Business / Tourism / Traders Associations	163,407
Great Ocean Road Regional Tourism	153,407
Aireys Inlet Tourism and Traders Association	2,000
Anglesea Business and Tourism Association	2,000
Growing Winchelsea	2,000
Lorne Business and Tourism Association	2,000
Torquay Commerce and Tourism Association	2,000
Early Years / Education Providers	21,108
Torquay School Stadium Project - Joint Use Agreement	15,608
Moriac Kindergarten	4,000
Surf Coast Toy Library	1,500
Funding Programs	243,500
Major Events Program	87,500
Minor Community Grants	75,000
Signature Events Program	55,000
ANZAC Day Contributions	15,000
Community Events Program	11,000
Local Government	131,500
G21 Regional Alliance	60,000
Municipal Association of Victoria	30,000
Peri Urban Group of Councils	15,000
Victorian Local Government Association	10,000
Committee for Geelong	5,000
Geelong Chamber of Commerce	3,000
LG Pro	3,000
Rural Councils Victoria	3,000
Municipal Engineering Foundation Scholarships Program	1,500
Australian Local Government Women's Association	1,000
Other Programs & Services	762,045
Geelong Regional Library Corporation	685,133
Victorian State Emergency Services	33,815
Barwon South West Waste Management Group	17,000
TX Australia Pty Ltd - Anglesea Television Blackspot	15,000
Barwon Sports Academy	5,647
Corangamite Catchment Management	3,850
Mt Gellibrand Fire Tower Lookout Committee	1,600
Senior Citizens / Community Houses & Groups	49,500
Anglesea Community House	5,000
Deans Marsh Community Cottage	5,000
Lorne Community House	5,000
Spring Creek Community House	5,000
Winchelsea Community House	5,000
Anglesea and Aireys Inlet Senior Citizens Club	4,400
Lorne Senior Citizens Centre	4,400
Moriac and District Seniors Citizens Club	4,400
Torquay Senior Citizens Centre	4,400
Winchelsea Senior Citizens Centre	4,400
Barwon Neighbourhood House Network	2,500
Total Contributions	1,371,060

Appendix J - Asset Renewal Backlog


The asset renewal backlog lists assets that have reached the service level at which Council renews assets, but at this stage have not been allocated funding. These items will be prioritised for consideration in Council's 2018/19 budget.


Township	Asset Location	Works Description	Estimated Replacement Cost \$
Unsealed Roads			
Aireys Inlet	Gilbert Street - Unnamed Rd RHS To Boundary Rd	Gravel Resheet	75,000
Pennyroyal	Dunse Track - Pennyroyal Valley Rd To End of Council Asset	Gravel Resheet	61,000
Deans Marsh	Sincocks Road - Deans Marsh/Lorne Rd To End	Gravel Resheet	31,000
Bambra	Bambra Cemetery Road - Property No 200 To Swayns La	Gravel Resheet	28,000
Buckley	Lewis Road - Buckley Rd To Lake Modewarre	Gravel Resheet	24,000
Winchelsea	Menzels Road - Ondit Rd To End	Gravel Resheet	24,000
Moggs Creeks	Old Coach Road - Bimbadeen Dr To Bambra Rd	Gravel Resheet	17,000
Deans Marsh	Carrong Track - Deans Marsh Lorne Road To End	Gravel Resheet	17,000
Lorne	Grove Road - Unnamed Road Reserve To Erskine Falls Rd	Gravel Resheet	16,000
Deans Marsh	Barreet Lane - Deans Marsh Lorne To Pennyroyal Station Rd	Gravel Resheet	13,000
Various	Various Roads (less than \$10,000)	Gravel Resheet	31,000
Sealed Roads			
	Nil at intervention		
Kerb			
	Nil at intervention		
Buildings			
Winchelsea	Hesse Street Reserve - Tennis Clubroom	Replace Building (Awaiting outcome of Scout/Council discussions)	200,000
Drainage			
Torquay	Spring Creek Catchment 1	Replace 750m - Various Locations	160,000
Jan Juc	Jan Juc Catchment 7	Replace 180m - Various Locations	50,000
Jan Juc	Jan Juc Catchment 4	Replace 140m - Various Locations	41,000
Footpaths (Roads and Parks)			
Jan Juc	Sunset Strip - Alexandra Ave to Cantala Dr - right lane	Footpath Replacement	37,000
Torquay	Almeida Close - Conside Crescent To T- Junction	Footpath Replacement	31,000
Lorne	Mountjoy Parade Service Road - Sealed section outside Grand Pacific Hotel	Footpath Replacement	30,000
Anglesea	Gabba Court - Arinya Cres To End Of Court	Footpath Replacement	29,000
Winchelsea	Harding Street - Hopkins St To Willis Street	Footpath Replacement	23,000
Jan Juc	St Andrews Drive - Hoylake Avenue To Court Bowl	Footpath Replacement	23,000
Lorne	Otway Street - 0629003 - Mountjoy Parade To Lower Otway st	Footpath Replacement	20,000
Anglesea	Noble Street - 0602001 - Reserve Rd To Roundabout at Murray St	Footpath Replacement	19,000
Anglesea	Great Ocean Rd Service Rd, Anglesea - 0705001 - Camp to McDougall Rds	Footpath Replacement	16,000
Lorne	Grove Road - 0359003 - Mountjoy Parade To Otway St	Footpath Replacement	16,000
Aireys Inlet	Aireys Inlet/Allen Noble Sanctuary	Footpath Replacement	15,000
Torquay	Frog Hollow Drive - 0884001 - Messmate Road to Property 14	Footpath Replacement	13,000
Lorne	Mountjoy Parade - 0576007 - Beal St to Francis St (Roadside Only)	Footpath Replacement	11,000
Torquay	Torquay/Spring Creek Nature Reserve	Footpath Replacement	11,000
Various	Various small pathway segments	Footpath Replacement	98,000
Open Space			
Lorne	Stribling Reserve	Renewal of Open Space Items	74,000
Winchelsea	Eastern Reserve	Renewal of Open Space Items	51,000
Bellbrae	Bellbrae Picnic Reserve	Renewal of Open Space Items	35,000
Lorne	Lorne Community House	Renewal of Open Space Items	35,000
Aireys Inlet	Anderson Road/knight Reserve	Renewal of Open Space Items	20,000
Jan Juc	Jan Juc Creek Reserve	Renewal of Open Space Items	10,000
Various	Various Other Reserves	Renewal of Open Space Items	35,000
Total Assets			1,440,000

Appendix K - Budget Highlights by Ward

Note: Figures show new project allocations excluding contingency.

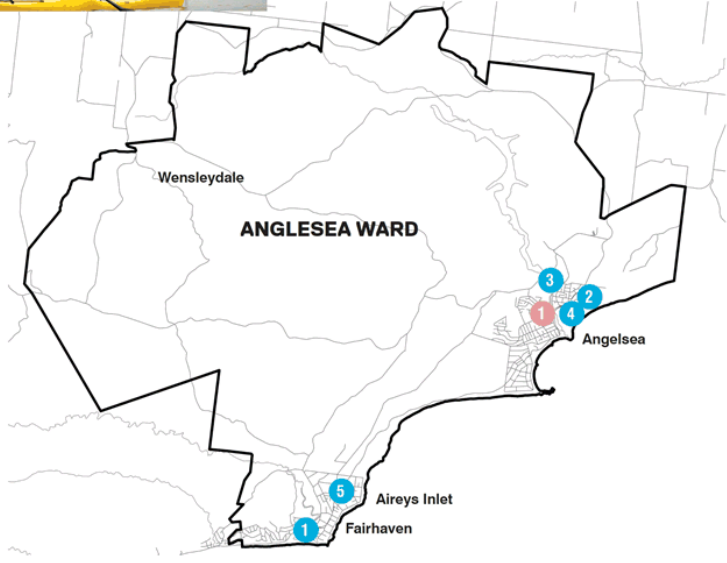
THE BUDGET 2017-2018





Snapshot of new funding allocations

ANGLESEA WARD



Capital and Operational Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Painkalac Creek Pathway*	60,000	-	60,000
2 Anglesea Cricket Clubrooms	38,000	-	38,000
3 Anglesea Futures and Anglesea River	35,000	-	35,000
3 Anglesea Futures Plan Community Consultation	25,000	-	25,000
4 Anglesea Art House	20,000	-	20,000
5 Aireys Inlet Shops Pedestrian Access	14,000	-	14,000
2 Anglesea Netball Club Car Park Design	10,000	-	10,000
Other Capital and Operational Projects			
Total Capital and Operational Projects	202,000	-	202,000

* Funded in prior year

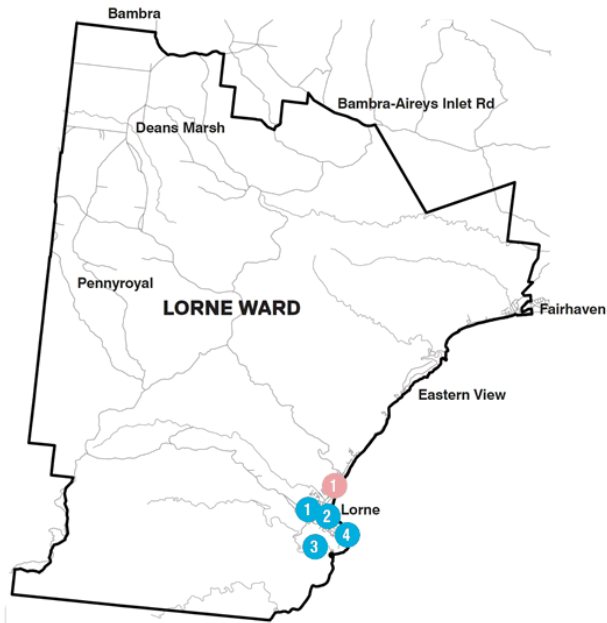
Renewal Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Coogoorah Playground Renewal	186,000	-	186,000
Other Renewal Projects			
Total Renewal Projects	186,000	-	186,000

THE BUDGET 2017-2018 

Snapshot of new funding allocations



LORNE WARD



Capital and Operational Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Stribling Reserve Change Rooms Design	86,000	-	86,000
2 Lorne Historic Society Building Fascade	50,000	-	50,000
3 Lorne Pathway Project	28,000	-	28,000
4 Lorne Structure Plan Consultation	20,000	-	20,000
Other Capital and Operational Projects	-	-	-
Total Capital and Operational Projects	184,000	-	184,000

Renewal Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Duncan Street Footpath	61,000	-	61,000
Other Renewal Projects	-	-	-
Total Renewal Projects	61,000	-	61,000

THE BUDGET 2017-2018

Snapshot of new funding allocations

TORQUAY WARD

Denotes 3228 postcode boundary
 Projects in this area included in Torquay Ward.

Capital and Operational Projects

Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Kurrambee Myaring Community Centre (DCP)	3,206,538	-	3,206,538
2 Bike Routes Blackgate Rd - Sth Beach Rd (DCP)	725,500	-	725,500
3 Deep Creek Linear Reserve (DCP)	387,000	-	387,000
4 Surf Coast Civic Precinct Microgrid	113,700	-	113,700
5 Jan Juc Zone 2 Master Plan Implementation	108,100	-	108,100
6 Bells Beach Reserve (DCP)	108,000	-	108,000
7 Bike Routes Sth of Sth Beach Rd (DCP)	77,000	-	77,000
8 Torquay/Jan Juc Social Infrastructure Needs Study	48,000	-	48,000
9 Grass Tree Park (DCP)	33,000	-	33,000
10 Bells Beach Master Plan Stage 1	32,000	-	32,000
11 Torquay Cricket Practice Facilities Upgrade	15,000	10,000	25,000
Other Capital and Operational Projects	147,000	-	147,000
Total Capital and Operational Projects	5,001,338	10,000	5,011,338

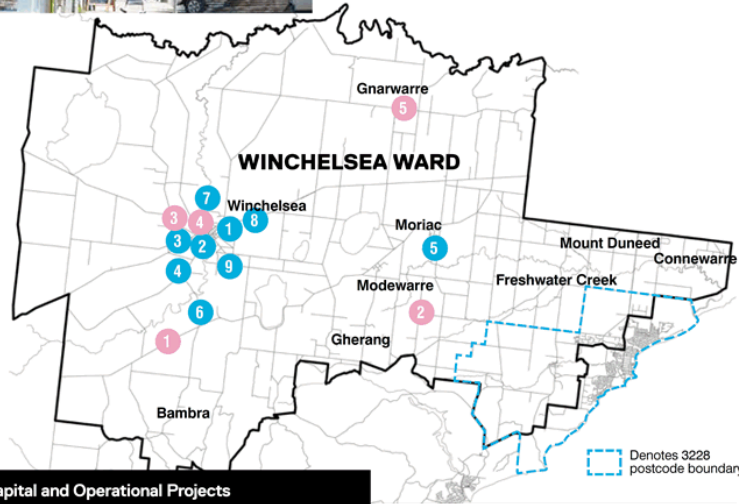
Renewal Projects

Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Sealed Road Renewal Program - Horseshoe Bend Road	371,000	-	371,000
2 Spring Creek Reserve Toilet	127,000	-	127,000
3 Bob Pettitt Reserve Tennis Courts	70,000	-	70,000
Other Renewal Projects	-	-	-
Total Renewal Projects	568,000	-	568,000

THE BUDGET 2017-2018 

Snapshot of new funding allocations

WINCHELSEA WARD



Capital and Operational Projects

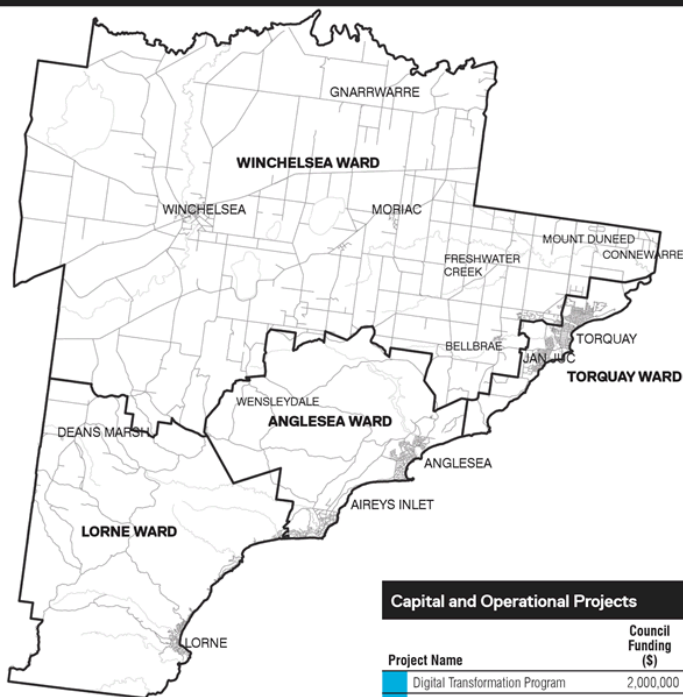
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Cape Otway Road Federal Blackspot	-	1,714,000	1,714,000
1 Winchelsea Netball Pavilion Upgrade	313,000	-	313,000
2 Winchelsea Pathway Project	100,000	20,000	120,000
3 Winchelsea Town Centre Beautification	50,000	-	50,000
4 Winchelsea DCP Review	23,000	-	23,000
5 Moriac Pathway Project	21,000	1,000	22,000
6 Cape Otway Road/Winchelsea-Deans Mash Road	20,000	-	20,000
7 Growing Winchelsea Planning Panel	10,000	-	10,000
8 Winchelsea RV Friendly Area	8,500	-	8,500
9 Irrigation Project Winchelsea Golf Course	7,000	-	7,000
Other Capital and Operational Projects	-	-	-
Total Capital and Operational Projects	552,500	1,735,000	2,287,500

Projects in this area included in Torquay Ward

Renewal Projects

Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Cape Otway Road	13,558	554,442	568,000
2 Forest / Grays Road	560,000	-	560,000
3 Hesse Street, Winchelsea	298,000	110,000	408,000
4 Barwon River Playground	156,000	-	156,000
5 Gnarwarre Road Culvert	97,000	-	97,000
Other Renewal Projects	-	-	-
Total Renewal Projects	1,124,558	664,442	1,789,000

THE BUDGET 2017-2018 
 Snapshot of new funding allocations **SHIRE WIDE**



Capital and Operational Projects

Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Digital Transformation Program	2,000,000	-	2,000,000
Anglesea Landfill Stage 3D Cell Lining	1,016,000	-	1,016,000
Anglesea Landfill Leachate Pond	328,000	-	328,000
Environmental Leadership Program	250,000	-	250,000
Street Light Upgrade Program	228,000	-	228,000
Rural Road Safety Improvements	131,000	-	131,000
DDA Program Annual Allocation	91,000	-	91,000
Anglesea Landfill Composting Area D&C	90,000	-	90,000
Bells Beach Coastal Management Plan	75,000	-	75,000
Great Ocean Road Gateway	65,000	-	65,000
Road Safety Strategy Implementation	61,000	-	61,000
Road Safety Improvements at School Sites	54,500	-	54,500
Pop Up Art Space	25,000	5,000	30,000
Other Capital and Operational Projects	1,368,500	489,410	1,857,910
Total Capital and Operational Projects	5,783,000	494,410	6,277,410

Renewal Projects

Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Heavy Plant Replacement Program	1,030,000	-	1,030,000
Other Renewal Projects	3,100,800	-	3,100,800
Total Renewal Projects	4,130,800	-	4,130,800

Appendix L - Equity Considerations

Introduction

Council believes it is important the community understands how the annual budget is prepared, including from the perspective of equity. This is a common question across all levels of government however this is a complex matter that requires a broad consideration.

This Appendix has been added to the budget document to assist this discussion. Council has not considered or adopted principles in this regard, but views this as an ongoing topic that can be further developed over time.

Council also cautions about forming a view on equity from considering one data indicator alone, from any one year or in isolation from Council's longer term strategic plans.

The Victorian Government introduced rate capping from the 2016/17 financial year. It is estimated that even with a 2% lower rate increase per year, this will result in Council funding reducing by more than \$100m over 15 years. This reduction is in addition to the impact of the Commonwealth government freezing the indexing of Financial Assistance Grants for 3 years.

This reduction in funding will have a dramatic impact on Council's ability to provide services and to support discretionary projects. Equity will remain an element in Council's consideration; however funding constraints will drive an increased focus on allocating funding on the basis of adopted strategic planning.

Equity Considerations

Council is seeking to assist an understanding of funding equity across the Shire. The following table represents initial work on this concept; even at this preliminary stage it is evident the perspective of equity requires a broad consideration. Potential considerations are grouped into like categories.

Category 1: General

No.	Consideration	Overview
1	Equity Discussion	Council acknowledges that the community desire to understand budget equity is important and will seek to provide information to assist. Council also recognises its responsibility to the Shire as a whole, and to both current and future generations.
2	Holistic View	The assessment of equity requires a broad consideration that takes into account the full range of Council's circumstances and long term strategic imperatives. Equity cannot reasonably be reflected through a single metric in any one year.
3	Assessment Timeframe	Council maintains a medium term financial plan that reflects its funding intentions over time. Funding for particular projects can be large and may cause peaks in allocation to one ward. Additionally, asset renewal funding responds objectively to asset condition rather than a prescribed timeframe. Accordingly it is important to consider equity over time. It can however be challenging to maintain a data time series for consistent comparisons, given factors such as changing ward boundaries.
4	Pragmatic Model	An important principle in preparing any allocation model or suite of indicators is identifying where sufficient value has been provided, beyond which the preparation cost exceeds the incremental benefit. Council's Finance team has many important responsibilities to fulfil with limited resources and Council is mindful of not unreasonably diverting resources.
5	Ward Boundaries	It may be necessary to adjust the analysis to account for any agreed ward boundary anomalies. One example that is often reflected is to attribute the portion of the Winchelsea ward with a 3228 post code to the Torquay ward for the purpose of analysis.

Category 2: Funding

6	Rate Contribution	Rate contribution is recognised as an important element in the consideration of equitable funding allocation as it represents a tangible contribution by households. A rates-based indicator would however need to be supplemented with further indicators to account for other factors outlined in these principles.
7	Supplementary Rates	Some communities within the Shire are growing faster than others and accordingly contribute greater supplementary rates. This is an indicator of the need for higher investment in these communities that can in part be funded by these additional rates.
8	Population Distribution	It is possible to consider equity from the perspective of the Shire's population distribution rather than rate contribution. Rate income is a function of a revenue raising method allowed for within local government and often questions are raised relating to the equity the rating system itself. Rating is a taxation system; it does not automatically follow it should be used as the only basis for considering the equity of Council's funding allocations.
9	Financial Assistance Grants	One of Council major sources of non-rate revenue is the Commonwealth Financial Assistance Grant. This is derived from an assessment of a suite of indicators designed to deliver an equitable distribution across all Councils in Victoria, including but not limited to population.
10	Project Grant Funding	Council rightly puts considerable effort into achieving grant funding for projects. While grants represent external funding, they may well benefit particular communities and this should be considered in an assessment of equity.
11	Realised Savings	Circumstances can arise where discretionary funds become available from the sale of an asset or other windfall funding opportunities. Council makes decisions as to where this funding is applied, either locally associated to its source or for a whole of Shire use. While limited in scale and frequency, these decisions do have an equity consideration.
12	Interest Income	Interest income would need to be considered whole of Shire funding and a basis for its attribution determined, potentially according to population.
13	Service Net Surplus	Councils can operate various services or commercial operations at a surplus in order to raise funds to support allocations across the Shire. Non-ratepayers may also make an important contribution to this outcome. This situation may best be considered whole of Shire funding.

Category 3: Services and Assets

14	Service Net Cost	Council delivers a range of services across the Shire, many of which operate at a net cost that must be funded at least in part from rate income. The delivery location and service cost varies across the Shire, noting that Council typically applies a consistent price. This variation can often arise due to demographic or logistic differences, or historical practice. The localised net cost should be considered within an assessment of equity across wards.
15	Service Distribution	Council services are not provided equally across the Shire, with some communities receiving services due to demographic or logistic differences, or historical circumstances such as the practices of Councils pre-amalgamation. This is not only an issue where a localised service operates at a net cost, but the fact one community receives a service and another doesn't needs to be considered from an equity perspective.
16	Asset Density	Some areas of the Shire have a greater number and value of Council assets (facilities and roads) than other areas. It may be appropriate to have an indicator to identify the relative asset density on a per capita basis in each ward, perhaps delineated into roads and non-road asset categories.
17	Special Charge Schemes	Some projects are jointly funded by Council and benefiting property owners via a Special Charge Scheme. Funding for these projects will need to be correctly categorised to reflect the external contribution.

Category 4: Funding Allocations

18	Whole of Shire Projects	It is reasonable to consider a number of projects as "Whole of Shire" initiatives rather than being associated with individual wards or communities. The inclusion of this funding in an assessment of equity would need to consider an appropriate allocation basis, for example population, rate assessments or rate distribution.
19	Asset Renewal	Council's Asset Renewal Funding Strategy is based on funding the renewal of roads and facilities when their condition degrades to the point that it impacts service delivery. This represents a commitment to maintain existing services and is particularly important in those communities that do not receive significant new investment due to lower growth.
20	Use of Ratepayer Funds	Council is committed to the efficient and effective use of ratepayer funds, reflected through formal project identification based on: <ul style="list-style-type: none"> • Renewal: objective condition assessment • New/Upgrade: adopted strategies, subject matter expert review The resultant funding allocations are also likely spread over time, rather than necessarily matching to current funding contributions. This emphasises the importance of considering equity over time.
21	Operational Projects	Communities often view infrastructure investment as an indicator of equitable funding contribution. It is also important to include funding allocations to operational projects that deliver a particularly localised benefit.
22	Pre-Growth Investment	Council may need to establish facilities in advance of new ratepayers moving to an area, resulting in funding allocations prior to receiving higher rates. This emphasises the importance of considering equity over a longer timeframe.
23	DCP Commitments	Council is contractually bound to provide funding contributions as part of Developer Contribution Plans. This is often in the order of 60% of the total infrastructure cost, with developers providing 40%. These agreements are a function of growth and often require investment prior to receiving a higher rate income.
24	Project Allocation vs Spend	Data comparisons that utilise project funding should be based on funds allocation rather than spend timing. The timing of project spend may vary due to project cash flow requirements or holding project commencement in order to secure grants. Importantly, allocated project funds are retained on the project budget until spent or formally reallocated by Council.
25	Corporate Overheads	Council's corporate overheads are allocated based on specific drivers to relevant services and projects. Accordingly these are reflected in net service costs and project budgets, and would form part of any subsequent equity consideration.
26	Debt Funded Projects	Council raises loans for particular project purposes. It is important to treat a project that includes debt funding differently when performing an equity analysis. Rather than including the value of the loan as an up-front portion of the project costing, it is more appropriate to reflect in the analysis the annual loan cost, including both principle and interest payments. The annual loan cost would then continue to be reflected in future year's analysis until the end of the loan term.
27	Reserve Allocations	Council typically provides allocations to reserves in each year's budget, some of which may reasonably be attributable to a particular location, while others represent a general allocation. Each allocation would need to be considered individually in relation to equity assessment.

Equity Indicators

Indicator 1 – Adjusted Ward Rate Contribution relative to Council Funded Project Allocation

Consideration of rate contribution is an important element in the notion of equity and can be used as one comparative basis. Rate income does however fund a number of Council activities in addition to projects that are not included in this comparison.

Ward rate contribution and funding has been adjusted to reflect the portion of the Winchelsea ward with a 3228 postcode within the Torquay ward. This adjustment reflects more closely the community of interest.

Council projects include the categories of new/upgrade capital, new operational and renewal capital. These projects often also receive significant external funding however this is not included in this comparison. Indicator 1 includes council funds allocated from the Accumulated Unallocated Cash Reserve, direct funding and annual debt financing for projects (excluding carried forward projects). The budget document also provides the project funding allocations in the form of maps to assist readability.

This comparison is only one data view and alone does not provide a full perspective of ward funding allocation. Additionally, this comparison should be considered over time rather than from an expectation that a single year will demonstrate an equitable allocation.

Council also allocates funding to projects that could reasonably be considered “Whole of Shire” rather than for a single ward or community. These projects have not been included in the project funding below and would require a further comparison potentially on the basis of factors such as population, rate assessments or rate distribution.

Budget 2017/18										
Ward	Rates		Council Funding				Total			
			New Projects (excl. Loans)	Renewal	Year Loan Costs (P&I)					
Torquay (incl. 3228)	\$20,590,832	49%	\$2,369,038	71%	\$628,000	28%	\$676,556	100%	\$3,673,594	59%
Anglesea	\$9,900,638	23%	\$147,000	4%	\$211,000	9%	\$0	0%	\$358,000	6%
Winchelsea (excl. 3228)	\$5,003,215	12%	\$610,500	18%	\$1,352,558	60%	\$0	0%	\$1,963,058	31%
Lorne	\$6,804,557	16%	\$198,000	6%	\$71,000	3%	\$0	0%	\$269,000	4%
Total Ward Specific	\$42,299,242	100%	\$3,324,538	100%	\$2,262,558	100%	\$676,556	100%	\$6,263,652	100%
Whole of Shire			\$5,949,500		\$3,566,271		\$1,029,069			
3228 Rates in Winchelsea	\$2,755,442									

Percentages may not equal 100% due to rounding

This indicator demonstrates that in this year’s budget, the proportion of council funds to project allocations exceeds the proportion of rate contribution in Torquay (including 3228) and Winchelsea (excluding 3228) wards, but is less than the proportion in the Anglesea and Lorne wards.

The 2016/17 budget table has been provided below for comparative purposes.

Budget 2016/17										
Ward	Rates		Council Funding				Total			
			New Projects (excl. Loans)	Renewal	Year Loan Costs (P&I)					
Torquay (incl. 3228)	\$19,395,559	48%	\$2,687,295	75%	\$1,212,100	31%	\$676,101	100%	\$4,575,496	56%
Anglesea	\$9,664,312	24%	\$75,000	2%	\$982,300	26%	\$0	0%	\$1,057,300	13%
Winchelsea (excl. 3228)	\$5,088,652	12%	\$421,450	12%	\$1,456,050	38%	\$0	0%	\$1,877,500	23%
Lorne	\$6,652,713	16%	\$408,500	11%	\$199,400	5%	\$0	0%	\$607,900	7%
Total Ward Specific	\$40,801,236	100%	\$3,592,245	100%	\$3,849,850	100%	\$676,101	0%	\$8,118,196	100%
Whole of Shire			\$6,663,244		\$2,231,132		\$1,029,034			
3228 Rates in Winchelsea	\$2,355,606									

Percentages may not equal 100% due to rounding

Indicator 2 – Adjusted Ward Rate Contribution relative to Total Project Allocation

This indicator is as per Indicator 1, however compares relative to the total project allocation (including Council funding and external funding).

Budget 2017/18										
Ward	Rates		Total Funding							
			New Projects (excl. Loan)	Renewal	Year Loan Costs (P&I)			Total		
Torquay (incl. 3228)	\$20,590,832	49%	\$3,179,038	54%	\$628,000	21%	\$676,556	100%	\$4,483,594	47%
Anglesea	\$9,900,638	23%	\$207,000	3%	\$211,000	7%	\$0	0%	\$418,000	4%
Winchelsea (excl. 3228)	\$5,003,215	12%	\$2,345,500	40%	\$2,017,000	69%	\$0	0%	\$4,362,500	46%
Lorne	\$6,804,557	16%	\$198,000	3%	\$71,000	2%	\$0	0%	\$269,000	3%
Total Ward Specific	\$42,299,242	100%	\$5,929,538	100%	\$2,927,000	100%	\$676,556	100%	\$9,533,094	100%
Whole of Shire			\$6,443,910		\$4,154,000		\$1,029,069			
3228 Rates in Winchelsea	\$2,755,442									

Percentages may not equal 100% due to rounding

This indicator demonstrates that in this year's budget, the proportion of total funding to project allocations exceeds the proportion of rate contribution Winchelsea (excluding 3228) wards, but is less than the proportion in the Anglesea, Lorne and Torquay (including 3228) wards.

The 2016/17 budget table has been provided below for comparative purposes.

Budget 2016/17										
Ward	Rates		Total Funding							
			New Projects (excl. Loan)	Renewal	Year Loan Costs (P&I)			Total		
Torquay (incl. 3228)	\$19,395,559	48%	\$5,404,365	71%	\$1,347,100	34%	\$676,101	100%	\$7,427,566	61%
Anglesea	\$9,664,312	24%	\$165,000	2%	\$982,300	25%	\$0	0%	\$1,147,300	9%
Winchelsea (excl. 3228)	\$5,088,652	12%	\$1,621,450	21%	\$1,456,050	37%	\$0	0%	\$3,077,500	25%
Lorne	\$6,652,713	16%	\$408,500	5%	\$199,400	5%	\$0	0%	\$607,900	5%
Total Ward Specific	\$40,801,236	100%	\$7,599,315	100%	\$3,984,850	100%	\$676,101	100%	\$12,260,266	100%
Whole of Shire			\$7,198,244		\$2,231,132		\$1,029,034			
3228 Rates in Winchelsea	\$2,355,606									

Percentages may not equal 100% due to rounding

Indicator 3 – Asset Distribution by Ward

This indicator reflects data as at 30 June 2016. It indicates the proportion of Council assets relative to rates and rates assessments in different wards.

As at 30 June 2016										
Ward	Rates		Rate Assessments		Asset Valuation					
					Road Assets	Non Road Assets	Total			
Torquay (incl. 3228)	\$18,851,313	48%	10,321	48%	\$164,870,244	49%	\$38,643,249	36%	\$203,513,493	46%
Anglesea	\$9,412,739	24%	5,015	23%	\$55,241,068	16%	\$19,466,512	18%	\$74,707,580	17%
Winchelsea (excl. 3228)	\$4,679,748	12%	3,198	15%	\$84,277,830	25%	\$38,372,274	36%	\$122,650,104	28%
Lorne	\$6,687,623	17%	3,027	14%	\$32,166,016	10%	\$11,163,768	10%	\$43,329,784	10%
Total Ward Specific	\$39,631,424	100%	21,561	100%	\$336,555,158	100%	\$107,645,803	100%	\$444,200,961	100%
Whole of Shire					\$1,750,527		\$23,138,512		\$24,889,039	
Land					\$3,386,000		\$103,925,000		\$107,311,000	
Council Corporate					\$0		\$12,274,000		\$12,274,000	
Shire Total					\$341,691,685		\$246,983,315		\$588,675,000	

The indicator represents a good reflection of investment of funds over time and likely future demand for asset renewal. The table highlights in particular that the proportion of the value of assets in the Winchelsea ward is greater than the proportion of the current rate revenue.

Indicator 4 – Supplementary Rates by Ward

Budget 2017/18						
Ward	Supplementary Rates		Council Funding		Total Funding	
			New Projects (excl. Loan)		New Projects (excl. Loan)	
Torquay (incl. 3228)	\$292,327	84%	\$2,369,038	71%	\$3,179,038	54%
Anglesea	\$28,479	8%	\$147,000	4%	\$207,000	3%
Winchelsea (excl. 3228)	\$18,348	5%	\$610,500	18%	\$2,345,500	40%
Lorne	\$10,846	3%	\$198,000	6%	\$198,000	3%
Total Ward Specific	\$350,000	100%	\$3,324,538	100%	\$5,929,538	100%
Whole of Shire			\$5,949,500		\$6,443,910	
3228 Supplementary Rates in Winchelsea	\$83,892					

Percentages may not equal 100% due to rounding

This indicator provides a correlation between supplementary rates, which reflects where growth is occurring in the Shire, and the funding allocations being made to new projects. The table highlights in particular that proportion of investment in new projects relative to the proportion of supplementary rates is higher in the Winchelsea ward. Proactive investment in Winchelsea ward may be appropriate given it's identification as a future growth node and the importance to have infrastructure in place to support a growing community.

Appendix M - Long Term Financial Plan

Part 1 of 2

Long Term Financial Plan	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000	2021/22 Forecast \$'000	2022/23 Forecast \$'000	2023/24 Forecast \$'000	2024/25 Forecast \$'000	2025/26 Forecast \$'000	2026/27 Forecast \$'000
Recurrent EBITDA											
Property Rates and Charges	41,183	42,649	44,325	46,166	48,073	50,045	52,086	54,198	56,383	58,644	60,982
Garbage Charges	6,352	6,682	6,950	7,228	7,517	7,817	8,130	8,455	8,794	9,145	9,511
Grants	9,092	5,406	7,525	7,735	7,951	8,174	8,403	8,640	8,883	9,134	9,392
Other Revenue	8,457	8,959	9,181	9,410	9,644	9,886	10,134	10,389	10,651	10,921	11,198
Total Recurrent Income	65,084	63,696	67,981	70,539	73,185	75,922	78,754	81,683	84,711	87,844	91,084
Employee Benefits	(26,693)	(27,444)	(28,057)	(28,767)	(29,551)	(30,356)	(31,184)	(32,034)	(32,908)	(33,805)	(34,727)
Materials and Services	(20,095)	(20,114)	(20,697)	(21,299)	(21,919)	(22,558)	(23,217)	(23,896)	(24,596)	(25,318)	(26,062)
Business Improvement Program Benefits											
Business Case Benefits	-	-	350	600	850	1,100	1,350	1,600	1,850	2,100	2,350
Digital Transformation Benefits	-	-	100	200	300	400	500	600	700	800	900
Total Expenditure - Existing Operations	(46,789)	(47,558)	(48,205)	(49,066)	(50,020)	(51,015)	(52,051)	(53,130)	(54,254)	(55,423)	(56,639)
Compliance Costs	-	(310)	(400)	(800)	(1,200)	(1,600)	(2,000)	(2,400)	(2,800)	(3,200)	(3,600)
Compliance Costs - Projects	-	-	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Non-Discretionary Growth	-	(144)	(600)	(1,200)	(1,800)	(2,400)	(3,000)	(3,600)	(4,200)	(4,800)	(5,400)
Discretionary Growth	-	(378)	-	-	-	-	-	-	-	-	-
Recurrent EBITDA	18,295	15,307	18,176	18,873	19,565	20,308	21,103	21,952	22,858	23,821	24,845
Cash Adjustments:-											
Balance Sheet Adjustments	253	19	18	18	17	16	16	15	14	14	13
Interest Revenue	921	883	905	962	989	920	855	796	740	688	640
2017/18 Grants Commission funds received 2016/17	(1,915)	1,915	-	-	-	-	-	-	-	-	-
Assets sales - plant/fleet	342	338	439	427	380	428	390	401	502	405	341
Assets sales - land	331	590	-	-	-	-	-	-	-	-	-
Total Cash Adjustments	(68)	3,745	1,362	1,407	1,386	1,364	1,261	1,212	1,256	1,107	994
Total Cash Available for Allocation	18,227	19,052	19,538	20,280	20,951	21,672	22,364	23,164	24,114	24,928	25,839

Part 2 of 2

Long Term Financial Plan	2016/17 Forecast \$'000	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000	2021/22 Forecast \$'000	2022/23 Forecast \$'000	2023/24 Forecast \$'000	2024/25 Forecast \$'000	2025/26 Forecast \$'000	2026/27 Forecast \$'000
Allocations to Commitments											
Debt Interest & Principal	1,706	1,706	2,105	2,105	2,095	2,090	2,098	2,098	2,098	2,098	2,098
Torquay/Jan Juc Developer Plan Allocation	2,076	2,163	2,254	2,349	2,447	2,550	2,657	2,769	2,885	3,006	3,133
Spring Creek Infrastructure Plan Allocation	-	-	700	729	760	792	825	860	896	934	973
Winchelsea Infrastructure Plan Allocation	-	80	200	208	217	226	236	246	256	267	278
Developer Contribution Interest Allocation	52	27	27	27	53	80	133	133	133	133	133
Waste Allocation	2,602	2,813	2,952	3,070	3,193	3,321	3,453	3,592	3,735	3,885	4,040
Asset Renewal Allocation	5,833	6,073	6,507	6,970	7,457	7,987	8,553	9,150	9,798	10,491	11,236
Business Case Investments	500	500	500	500	500	500	500	500	500	500	500
Growth and Compliance Costs (non-recurrent)	1,011	833	-	-	-	-	-	-	-	-	-
Total Allocations to Commitments	13,781	14,195	15,244	15,958	16,723	17,545	18,455	19,347	20,301	21,313	22,390
Discretionary Cash Available	4,446	4,857	4,293	4,322	4,228	4,127	3,909	3,817	3,813	3,615	3,449
Discretionary Allocations											
Discretionary Capital Works	1,927	1,119	-	-	-	-	-	-	-	-	-
Discretionary Operating Projects	817	699	-	-	-	-	-	-	-	-	-
Discretionary Project Allocation	-	-	1,685	2,501	2,606	2,715	2,829	2,948	3,072	3,201	3,335
Preallocated Community Projects	-	-	715	-	-	-	-	-	-	-	-
Defined Benefits Superannuation Allocation	250	250	250	250	250	250	250	250	250	250	250
Gravel Pits Allocation	286	273	279	285	291	298	304	311	318	325	332
Aireys Inlet Aged Units	10	7	7	7	7	7	7	8	8	8	8
Towards Environmental Leadership	-	250	250	250	250	250	250	250	250	250	250
Building Better Regions Project Allocation	-	357	-	-	-	-	-	-	-	-	-
Repayment Anglesea Bowls Club Commitment	-	225	-	-	-	-	-	-	-	-	-
Total Discretionary Allocations	3,290	3,179	3,186	3,293	3,404	3,520	3,641	3,767	3,897	4,034	4,175
Unallocated Cash Surplus / (Deficit)	1,157	1,677	1,108	1,029	824	607	268	50	(85)	(419)	(726)
Accumulated Unallocated Cash											
Opening Balance	3,666	3,859	3,762	2,369	2,669	3,492	4,099	4,367	4,417	4,333	3,914
Annual Surplus/(Deficit)	1,157	1,677	1,108	1,029	824	607	268	50	(85)	(419)	(726)
Return to AUC as per Council Resolution 13 Sept 2016	-	225	-	-	-	-	-	-	-	-	-
Net Allocations during the Year	36	-	-	-	-	-	-	-	-	-	-
Transfer for Digital Transformation	(1,000)	(2,000)	(2,500)	(730)	-	-	-	-	-	-	-
Closing Balance	3,859	3,762	2,369	2,669	3,492	4,099	4,367	4,417	4,333	3,914	3,188

2.1 Declaration of 2017/18 Rates and adoption of the 2017/18 Annual Budget

APPENDIX 2 LIST OF CHANGES TO THE DRAFT 2017/18 BUDGET

Community Submissions		\$
New funding allocations in the 2017/18 Budget		
Lorne Structure Plan (\$20,000 in 2017/18 and further \$80,000 recommended in 2018/19)		20,000
Anglesea Art House internal refurbishment		20,000
Torquay SES drainage upgrade		15,000
Airey's Inlet bottom shops pedestrian access		14,000
Winchelsea Town Centre Beautification Concept Plan		50,000
Winchelsea Infrastructure Funding allocation		80,000
New funding recommendations in future years		
Lorne Structure Plan (\$20,000 in 2017/18 and further \$80,000 pre-allocation in 2018/19)		80,000
Anglesea Surf Lifesaving Club redevelopment (pre-allocation in 2018/19)		250,000
Jan Juc Surf Lifesaving Club redevelopment (pre-allocation in 2018/19)		250,000
Anglesea Motor Yacht Club redevelopment (pre-allocation in 2018/19)		20,000
Torquay Yurrock Soccer Pitch and Lighting (pre-allocation in 2018/19 from DCP reserve)		621,000
Lorne Stribling Reserve Lighting upgrade (pre-allocation 2018/19)		92,231
Winchelsea Netball Pavillion upgrade (additional pre-allocation in 2018/19 - total project \$450k)		100,000
Modewarre Cricket Club Practice Facility (pre-allocation 2018/19)		15,000

No.	Organisation Submission	2016/17 \$	2017/18 \$	2018/19 \$
Effect on Cash (increase)/Decrease				
1	Update revenue for Commonwealth General Purpose grants 2017/18 allocation based on recent advice received from the Victorian Grants Commission.		(131,000)	
2	Update Heavy Plant budget to include purchase of replacement truck (partially offset by insurance payment to be received in 2016/17)		250,000	
3	Reduce allocation to Digital Transformation program in Long Term Financial Plan in 2018/19 recognising previous allocation to planning system project.			(170,000)
4	Increase expenditure to include Customer Experience Coordinator role.		130,000	
5	Reduce expenditure to reflect Office Equipment contract that was awarded after the adoption of the draft budget.		(100,000)	
6	Increase Rate Revenue in 2017/18 due to review of current supplementary rates and update rates information in appendix B.		(89,404)	
7	Adjust Statutory Planning Application Fees based on latest forecasts of development activity		50,000	
8	Increase expenditure in Delivered Meals area based on review of allocated budget.		29,051	
9	Increase expenditure to reflect funding required for mobilisation of Anglesea Futures Community Consultation project		25,000	
10	Reduce expenditure for Geelong Regional Library Corporation based on latest advice from GRLC		(12,000)	
11	Increase expenditure to cover in-kind Council costs facilitating Anzac Day events (such as traffic management costs)		3,500	
12	Increase expenditure to include contribution to Geelong Chamber of Commerce		3,000	
13	Include expenditure for contribution to G21 Regional Hockey Strategy		1,000	
14	Add changes to Road Charges Fees and Charges schedule – abandon the existing 3 permit structures and implement one in line with legislation		-	
15	Add Changes to Home Care packages fees and charges schedule – new structure to charge % on package in line with legislation and industry practice.		-	
16	Adjust timing of the receipt of Commonwealth General Purpose grants 2017/18 based on recent advice received from the Victorian Grants Commission, reflecting 50% of the payment to be received before 30 June 2017. This amount will be reserved for use in 2017/18.		-	

Other Changes to the Budget		2016/17 \$	2017/18 \$	2018/19 \$
Effect on Cash (increase)/Decrease				
	Include changes to current year financial results approved in the Project Budget Adjustments and Cash Reserves Transfer table up to and including 23 May 2017	(455,504)		
	Increase electricity costs based on estimated state contract increases (commencing in 2018/19)			200,000
	Remove allocation to community initiatives to offset community submissions included in the budget		(100,000)	
	Increase allocation to Anglesea Cricket Clubrooms - per 23 May Council Meeting Resolution: (Additional \$33k allocation from OS Reserve included in transfer table figure above)		38,000	
	Include contribution to Lorne Historical Society Building Façade - per 23 May Council Meeting Resolution (increase allocation to \$50k)		50,000	
	Add Cape Otway Rd/Winchelsea-Deans Marsh Road Intersection safety upgrade		20,000	
	Increase recurrent and non-recurrent expenditure for the implementation of Winchelsea RV Friendly area program (\$8,500) recurrent and (\$10,970) non-recurrent (item 3.6, 23 May 2017 Ordinary Council Meeting)		19,470	
	Add recently announced Federal Blackspot Programming funding (\$1.714m) and corresponding Cape Otway Road upgrade project expenditure		-	
	Sale of Land per Council Resolution		(400,000)	

2.2 Adoption of Road Management Plan

Author's Title: Strategic Initiatives Manager
Department: Governance & Infrastructure
Division: Governance & Infrastructure

General Manager: Anne Howard
File No: F16/1623
Trim No: IC17/622

Appendix:

1. Road Management Plan 2017 - Final (D17/71112)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

The purpose of this report is to recommend adoption of the final Road Management Plan post exhibition.

Summary

The Road Management Plan outlines how Council will satisfy its obligations under the *Road Management Act 2004* to inspect, repair and maintain those roads management by Council. The purpose of the Road Management Plan is to outline Council's intended management of its road-related duties and responsibilities as defined in the *Road Management Act 2004*.

Council's obligations as a responsible road authority are outlined in the *Road Management Act 2004*.

Under Section 223 of the Local Government Act, the Draft Road Management Plan was exhibited from 13 April to 11 May 2017. Two submissions were received. Neither submitter sought to address the Hearing of Submissions Committee.

Following an assessment of the submissions and a peer review of the Plan with key staff, minor changes are proposed. The final version of the Road Management Plan is attached as Appendix 1.

The *Road Management Act 2004* requires that the Road Management Plan must be reviewed and endorsed by Council before 30 June 2017.

Recommendation

That Council:

1. Note that two submissions were received following exhibition of the draft Road Management Plan.
2. Adopt the Road Management Plan included in Appendix 1 of this report.
3. Update the Road Register to reflect the adopted Road Management Plan.
4. Place the Road Management Plan and the Road Register on Council's website.

2.2 Adoption of Road Management Plan

Report

Background

At its 13 September 2016 Ordinary Meeting, Council suspended its Road Management Plan 2010 and adopted an interim Road Management Policy. Since its initial establishment, periodic reviews of the Road Management Plan have been formally completed in accordance with the *Road Management Act 2004*, the latest in 2013. The Road Management Plan is due for review following the General Election for Council on 22 October 2016. The review of the plan must be completed before 30 June 2017.

The Road Management Plan outlines how Council will satisfy its obligations under the *Road Management Act 2004* to inspect, repair and maintain those roads management by Council.

The Draft Road Management Plan was exhibited from 13 April to 11 May 2017. Two submissions were received.

Discussion

The purpose of the Road Management Plan is to outline Council's intended management of its road-related duties and responsibilities as defined in the Road Management Act 2004.

Council's management of the road network needs to consider both the physical infrastructure and the operation of that infrastructure. An important element of Council's management of the road network relates to how Council identifies and addresses hazards or defects that may pose a risk to road users. When Council establishes its approach to road management it needs to consider its obligations and its capacity, as well as the needs and views of the road users.

The Road Management Plan establishes:

- the timeframes for inspection of the road reserve to identify or assess a nominated hazard or defect
- matters which are to be treated as hazards or defects which require repair or a warning
- the circumstances in which intervention action is to be taken with respect to removal of hazards or repair defects
- the period of time within which the intervention action is to be taken.

Council is not responsible for all roads in the municipality and the Road Management Plan only applies to those roads listed on Council's Roads Register for which Council is the Coordinating Road Authority

Compliance with the above goes towards demonstration of Council's duty of care for road users.

Under Section 223 of the Local Government Act, the Draft Road Management Plan was exhibited from 13 April to 11 May 2017. Two submissions were received. Below is a summary of each submission with an officer response:

Submission Received	Officer Response
A request to advocate to VicRoads to widen and upgrade Cape Otway Road and Inverleigh /Winchelsea Road.	Noted. No proposed change to the Road Management Plan as the request sits outside the Road management Plan. <i>Council has funding allocated to commence widening works on sections of Cape Otway Road, and will consider advocating for funding for Inverleigh/Winchelsea Road against other road priorities.</i>
The need to meet with CFA to discuss management and maintenance of fire access tracks.	Noted. A meeting has been scheduled between CFA and Council to discuss ongoing and future maintenance of fire access tracks.

Following an assessment of the submissions and a peer review of the Plan with key staff, minor changes are proposed. The final version of the Road Management Plan is attached as Appendix 1.

2.2 Adoption of Road Management Plan

Financial Implications

The overall amendments proposed to the Road Management Plan include a range increase and decreases to the levels of service provided but overall these are expected to be achievable within the current recurrent operating budgets.

Council Plan

Theme 4 Infrastructure
Objective 4.2 Accessible and well maintained Council facilities
Strategy 4.2.1 Ongoing review of maintenance service levels.

Policy/Legal Implications

Council, as a Road Authority, has a range of functions, powers and duties conferred or imposed on it through a range of legislation including:

- (i) The Road Management Act 2004
- (ii) The Road Safety Act 1986
- (iii) The Local Government Act 1989 (referred to in section 5(2))
- (iv) The Transport (Compliance and Miscellaneous) Act 1983.

Of particular relevance are the following parts of the above legislation:

- Section 40 of the Road Management Act 2004 places a statutory duty on Council to inspect, maintain and repair public roads for which it is responsible
- Section 205 of the *Local Government Act 1989*, requires that Council has the care and management of municipal roads within its responsibility.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

Council is required to have a Road Management Plan under the Road Management Act 2004. The plan outlines Council's commitment to inspections, maintenance and repair of roads to address a nominated hazard or defect. This Plan must be reviewed following a General Election and is required to be exhibited, considered and endorsed by Council by June 30, 2017.

A key principle of the *Road Management Act 2004* that applies to the management of works and infrastructure is the minimisation of road safety hazards. In the application of this principle Council has taken a risk management approach to the development of timeframes and intervention levels that apply to the inspection and repair of hazards and defects.

Social Considerations

The Draft Road Management Plan was exhibited during April and May inviting any member of the community to make a submission.

Community Engagement

The community were invited to make submissions on the draft Road Management Plan under Section 223 of the Local Government Act.

Environmental Implications

There are no environmental implications to placing the Road Management Plan on exhibition.

Communication

Council placed public notices in local papers and on Council's website inviting submissions from the community on the Draft Road Management Plan.

Conclusion

The Road Management Plan outlines how Council will satisfy its obligations under the *Road Management Act 2004* to inspect, repair and maintain those roads management by Council. The Draft Road Management Plan was exhibited from 13 April to 11 May 2017. The final version of the Road Management Plan is attached as Appendix 1.

2.2 Adoption of Road Management Plan

APPENDIX 1 ROAD MANAGEMENT PLAN 2017 - FINAL



Road Management Plan 2017-21

Adopted: xxxx

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1 INTRODUCTION

1.1 Background

The Surf Coast Shire municipality covers an area of 1,556 square kilometres with a seasonally variable resident population of around 28,941. In addition, it was recorded in the 2015/2016 financial year that Surf Coast Shire had 2.139 million visitors to the municipality including day trippers, overnight visitors and international visitors.

As at the commencement of 2017, Council's road network comprises approximately 1,062 kilometres of roads. The road network includes sealed roads (588kms), unsealed roads (474kms) and tracks.

Approximately 27% of Council's roads are in urban areas and usually include pathways, and road furniture, and kerb and channel that discharges into a drainage network. The remaining roads are classified as rural with stormwater usually controlled by open drains and culverts. Road infrastructure also includes major assets such as bridges and major culverts, roadside drainage, kerb and channel, shared paths and pathway networks.

The condition of these assets and the road environment has a significant impact on the safety of the people who use the network each day for recreation, sport, leisure, education and business.

Council's management of the road network needs to consider both the physical infrastructure and the operation of that infrastructure. To achieve this, Council has a range of policies, procedures and programs that involve day-to-day operations, regular maintenance as well as longer-term investment (*refer to Figure 1*).

An important element of Council's management of the road network relates to how Council identifies and addresses hazards or defects that may pose a risk to road users. When Council establishes its approach to road management it needs to consider its obligations and its capacity, the needs and views of the road users and the cost of the service delivery to the ratepayers and residents.

1.2 Legislative Basis

Council, as a Road Authority, has a range of functions, powers and duties conferred or imposed on it through a range of legislation that includes:

- (i) The Road Management Act 2004;
- (ii) The *Road Safety Act 1986* ;
- (iii) The *Local Government Act 1989* (referred to in section 5(2); and
- (iv) The *Transport (Compliance and Miscellaneous) Act 1983*.

The following sections from the above legislation are particularly relevant to this Road Management Plan:

- Section 40 of the *Road Management Act 2004* places a statutory duty on Council to inspect, maintain and repair public roads for which it is responsible.
- Section 205 of the *Local Government Act 1989*, requires that Council has the care and management of municipal roads within its responsibility.

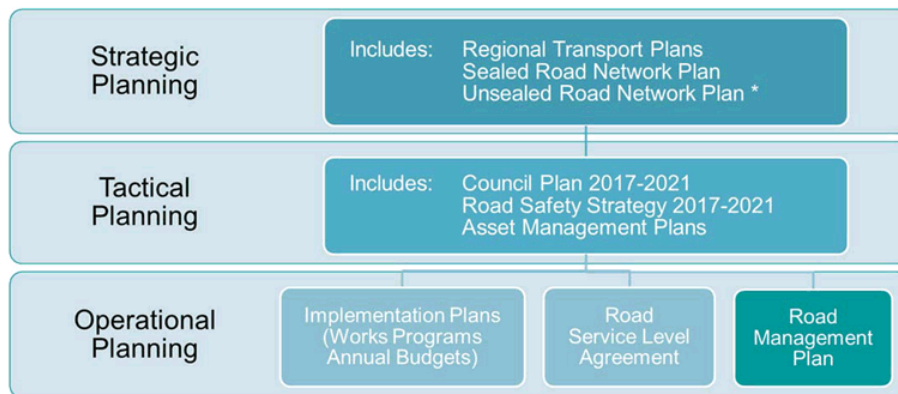
This Road Management Plan is prepared in accordance with Division 5, Sections 49 to 55 of the *Road Management Act 2004*.

1.3 Purpose of the Road Management Plan

The purpose of the Road Management Plan is to set out the management system that Council proposes to implement in the discharge of its duty to inspect, maintain and repair the public roads for which the Council is responsible.

The Road Management Plan is an operational plan within Council's hierarchy of road-related plans, as shown in Figure 1 below.

Figure 1 – Hierarchy of Road-Related Plans



*The Unsealed Road Network Plan was under development at the time of preparing this Road Management Plan.

The Road Management Plan establishes:

- The timeframes for inspection of the road reserve to identify or assess a nominated hazard or defect (refer to Tables 4 and 5);
- Matters which are to be treated as hazards or defects which require repair or a warning;
- The circumstances in which intervention action is to be taken with respect to removal of hazards or repair defects (refer to Tables 6, 7, 8 and 9); and
- The period of time within which the intervention action is to be taken (refer to Tables 6, 7, 8 and 9).

Council is not responsible for all roads in the municipality and the Road Management Plan only applies to those roads listed on Council's [Roads Register](#) for which Council is the Responsible Road Authority.

In accordance with Section 115 of the *Road Management Act 2004*, a person who intends to take court proceedings in relation to a claim for damages arising out of the condition of a public road or infrastructure must first lodge a written notice with the Council. This notice must be lodged with the Council within 30 days of the incident occurring.

Compliance with the Road Management Plan will contribute to Council's evidence of duty of care for road users.

1.4 An Achievable Plan

It is important to both road users and ratepayers that the Road Management Plan is achievable. The development of the Road Management Plan has considered information available to Council regarding its financial and non-financial resources, historical performance and has been developed through discussion with the people that deliver the day-to-day services for Council to ensure that targets and timeframes are achievable.

1.5 A Readable Plan

The Road Management Plan helps the community to understand how Council will meet its obligations under the *Road Management Act 2004*. It is structured and written using simple language where possible. The Road Management Plan presents information in tables where practical and incorporates a number of photos and diagrams to explain some of the more technical terms.

2 ROLES OF THE ROAD AUTHORITY

2.1 Coordinating Road Authority and Responsible Road Authority

Council is the Coordinating Road Authority as defined by the *Road Management Act 2004* for municipal roads within its boundaries. These are roads that Council considers are reasonably required for general public use.

Council is the Responsible Road Authority for all roads on the road register for which the Council is identified as having care and management responsibility. The Road Management Act 2004 sets out the powers and duties of the road authority to manage the roads for which it is the responsible authority, and to install and maintain infrastructure on those roads.

There are a number of other authorities responsible for parts of the road network and/or infrastructure within the road reserves within the municipality.

2.2 VicRoads

VicRoads is the Coordinating Road Authority for all State Roads.

Council is responsible for Council owned assets within road reserves where VicRoads is the Coordinating Road Authority, for example Council pathways on a VicRoads arterial road. Likewise, VicRoads' responsibility can extend into adjoining roads where Council is the Coordinating Road Authority. The demarcation between Council and VicRoads' responsibilities is detailed in the *Road Management Act 2004 Code of Practice – Operational Responsibility for Public Roads (Code of Practice)*.

Figures 2, 3 and 4 provide typical examples of demarcation between VicRoads and Council on roads within the Surf Coast Shire. Other demarcation arrangements can be found by referring to the Code of Practice.

Figure 2 – Demarcation Arrangements Urban Arterial Roads with service roads

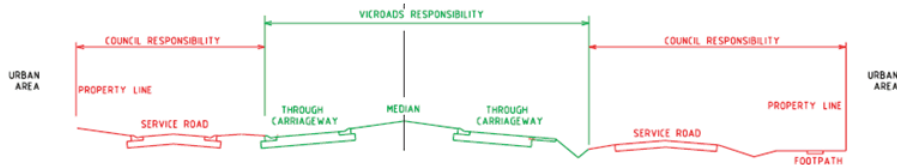


Figure 3 – Demarcation Arrangements Urban Arterial Roads



Figure 4 – Demarcation Arrangements for Typical Rural Arterial Roads



2.3 Department of Environment, Land, Water and Planning (DELWP)

A number of roads and tracks exist on Crown Land (other than road reserves), or Great Ocean Road Coast Committee (GORCC) eg. national and regional parks. In the absence of any other specific arrangements or agreements, DELWP, Parks Victoria or GORCC have management responsibility of these roads.

3 OTHER STAKEHOLDERS

The Road Management Plan is intended to demonstrate to stakeholders that Council is managing its roads and road-related assets responsibly.

3.1 Key Stakeholders

The key stakeholder groups who are both users of the road network and are affected by it include:

- the community in general;
- residents and businesses adjoining the road network;
- pedestrians;
- users of a range of miscellaneous smaller, lightweight vehicles such as bicycles, motorised buggies, wheelchairs and prams;
- vehicle users using motorised vehicles such as trucks, buses, commercial vehicles, cars and motor cycles;
- tourists and visitors to the area;
- utilities as described in Section 3 of the *Road Management Act 2004*;
- school, bus and public transport operators;
- Emergency agencies (Police, CFA, Ambulance, VIC SES); and
- Victorian and Australian Governments.

3.2 Duty of the Road User

Road users have a duty in respect of the use of a road or road related area as defined by the *Road Safety Act 1986*. This duty is set out in Clause 17A of the *Road Safety Act 1986* and imposes an obligation on all road users to operate in a safe manner having regard to the road conditions. A road user must also:

- Have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users;
- Have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve; and
- Have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve.

The Road Management Plan does not diminish any obligations of the Road User.

3.3 Duty of Persons working on Municipal Roads

Unless an exemption applies under the *Road Management Act 2004*, an organisation or person must not conduct any works in, on, under or over a road without the written consent of the Coordinating Road Authority.

If required permits are not obtained prior to commencement of eligible works in the road reserve, penalties may apply in accordance with the *Road Management Act 2004*. Fees and penalties are indexed annually by the State Government.

Works requiring written consent of the Coordinating Road Authority include works on pathways and nature strips, including the installation or modifications of driveways outside of private property.

In the case of Municipal Roads, Council is the Coordinating Road Authority. Organisations and people seeking consent for works within road reserves are required to apply for a [Works Within Road Reserve Permit](#). Application forms can be obtained from Council offices or the Council website www.surfcoast.vic.gov.au.

4 SCOPE OF THE ROAD MANAGEMENT PLAN

4.1 What does the Road Management Plan address?

The Road Management Plan outlines how Council will satisfy its obligations under the *Road Management Act 2004* to inspect, repair and maintain those roads management by Council.

The *Road Management Act 2004* imposes a statutory duty to inspect the following parts of a public road:

- a) a roadway;
- b) a pathway;
- c) a shoulder;
- d) road infrastructure.

When Council inspects the roads on the road register, it will look for hazards and defects across a number of asset types that include:

- (i) Road surface and supporting pavement;
- (ii) Constructed pathways (pedestrian, bicycle and equestrian);
- (iii) Constructed car parking (within the road reserve);
- (iv) Road shoulders;
- (v) Bridges and large culverts as part of roads infrastructure;
- (vi) Kerb and channel;
- (vii) Selected regulatory signs.

The above applies to public roads listed on the Road Register and includes boundary roads which Council which has responsibility through agreement with the adjoining council.

4.2 What does the Road Management Plan not address?

The Road Management Plan is part of an integrated management approach to Council's road management responsibilities. Each year Council allocates financial and non-financial resources to the operation and maintenance of the road network to support its intended purpose and function.

Although Council also carries out inspection and maintenance of roadside, stormwater and drainage assets, fire hydrants, street trees and information signs, the maintenance and inspection of these assets is outside the scope of this Road Management Plan. The operation and maintenance of these assets are covered by separate operational plans (refer to Figure 1).

The Road Management Plan does not address recurrent works that are programmed regardless of hazards and defects.

The *Road Management Act 2004* does not impose a statutory duty that creates a duty to upgrade a road or to maintain a road to a higher standard than the standard to which the road is constructed.

The Road Management Plan does not address capital investment or upgrade decisions of Council to upgrade the standard of a road or change its classification in the road hierarchy.

Other matters that are outside the scope of the Road Management Plan are:

- Roads that are managed by VicRoads, other state departments and government authorities (refer to Section 2.2 and 2.3); and
- Private roads and private assets (refer to Sections 4.2.1 and 4.2.2)

4.2.1 Service Utilities

Council is not responsible for service authority assets contained within road reserves where Council is the designated Coordinating Road Authority. These assets include infrastructure for water supply, sewer, telecommunications, gas, electricity, tramways and railway functions, which are the responsibility of the relevant authority.

Table 1 Service Authority Responsibilities

Asset Type	Infrastructure Manager
Powerlines, poles and streetlights	Powercor
Traffic signal installations	VicRoads
Telecommunications Infrastructure	Telstra
Water Infrastructure	Barwon Water
Sewerage Infrastructure	Barwon Water
Gas Infrastructure	SP AusNet
Railway lines and crossings	Victrack (refer to Section 4.2.2)
National Broadband Network	NBN

The provision and maintenance of these assets is to conform to the Management of Infrastructure in Road Reserves Code of Practice – October 2008.

In general, Council does not have the authority to undertake works on service authority assets. Often this is due to the safety-related aspects of certain infrastructure, eg. risks with working around electricity or confined spaces present with sewerage infrastructure. In these instances Council may be unable to take any intervention action and will need to refer the hazard or defect to the relevant service authority or infrastructure manager to take action.

Due to the above, management and intervention of hazards relating to non-road infrastructure that is the responsibility of service authorities, are excluded from Council's responsibilities under the Road Management Plan.

4.2.2 Rail-related assets

VicTrack is responsible for maintaining railway level crossings which include the area in the immediate vicinity within three (3) metres of the railway line. Council is responsible for maintaining the approaches to the rail line and approach signage on the municipal road network. VicTrack is also responsible for road and pedestrian bridges over rail and rail over road bridges within the municipality, unless there is an individual agreement stating otherwise

4.2.3 Private roads

Council has a role in supervising the construction of private subdivisional works that occur within the municipality. This ensures that assets are constructed to an appropriate standard. Roads which are constructed as part of a subdivision are generally private roads until such time as the Statement of Compliance is finalised at which point they become public roads. There are some roads which remain privately owned and maintained. Council is not responsible for these roads.

4.2.4 Vehicle Crossovers

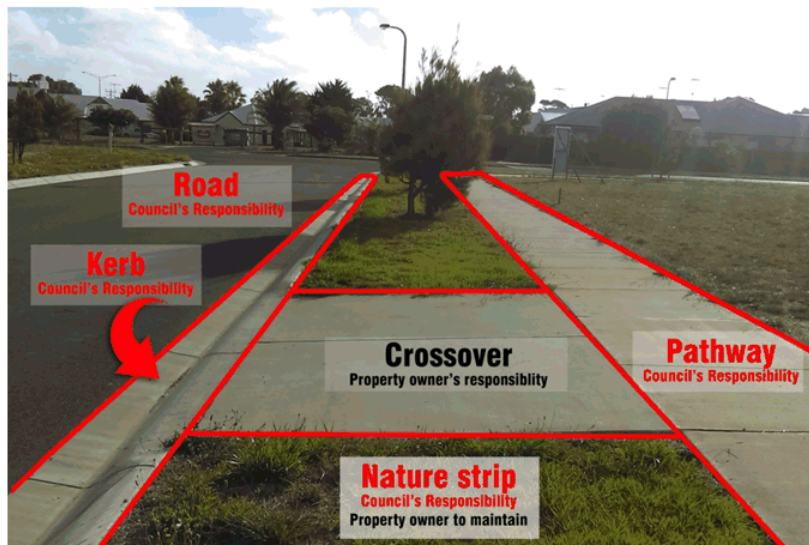
A vehicle crossover (alternatively referred to as a driveway) provides vehicular access to private property from the traffic lane of the public road.

Vehicle crossovers are the responsibility of the abutting landowner and are constructed to Council standards at the landowner's expense. Landowners are responsible for ensuring the crossovers are maintained in a safe condition.

If a pathway is constructed in front of the property, Council is responsible for the section of pathway through the crossover.

The following diagram illustrates the layout of a typical vehicle crossover in urban areas, showing Council's responsibility and that of the property owner.

Figure 5 – Typical Urban Crossover



In the rural area, the typical crossover may consist of a crushed rock pavement, or sealed pavement, often including a reinforced concrete pipe or culvert and should include endwalls. All elements are the responsibility of the landowner, including general maintenance and cleaning of the pipe.

Roadside maintenance in rural areas where the speed zone is 100 kilometres per hour is the responsibility of the road authority. If landowners wish to do works in the road reserve, they should contact Council to arrange appropriate approvals.

Figure 6 – Typical Rural Crossover (A)

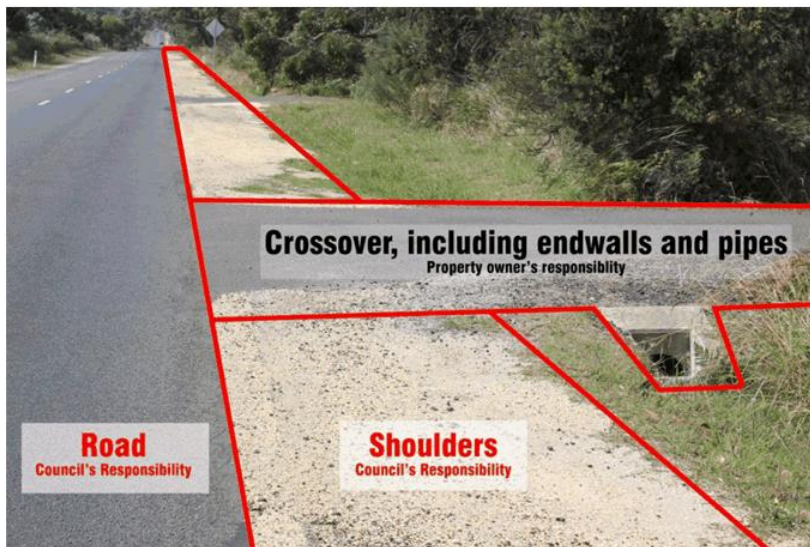
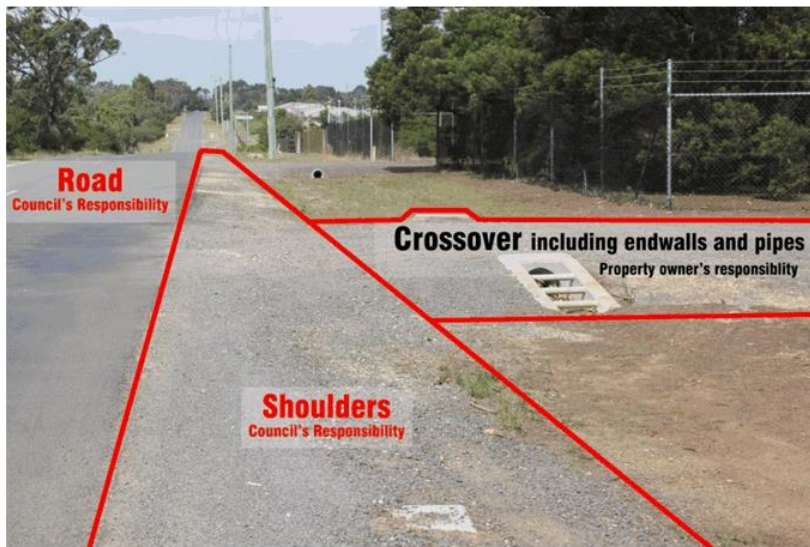


Figure 7 – Typical Rural Crossover (B)



Section 107 of the *Road Management Act 2004* provides that Council is under no statutory duty to inspect, maintain or repair private vehicle crossings (driveways) and pathways on road reserves that provide access to land adjoining a road. This responsibility rests with the adjoining landowner.

Vehicle crossings must comply with Council's specifications and standards. Landowners must obtain a Works Within Road Reserves permit (WWRR) and comply with Council specifications and WWRR permit conditions when constructing vehicle crossovers.

4.2.5 Street Lighting

Streetlights in road reserves provide a service to the community and by agreement are funded by the Council. However, they are owned and maintained by the respective network provider. They are therefore not covered by this Road Management Plan. The levels of service relating to these assets are considered through the Asset Management Plan and arrangements made directly with the appropriate utility.

4.2.6 Works within Road Reserves by Others

Periodically Council will issue permits and approvals for other parties to undertaken works in the road reserve (refer to Section 3.3). The Works Manager responsible for delivery of these works will be responsible for the condition of the road reserve from the commencement of construction until such time that a post-construction inspection has been conducted by Council confirming that reinstatement is satisfactory and that no hazards are present due to the works.

Until a post-construction certification or record is provided by Council, the Works Manager will be deemed to be responsible for the area of works. In situations where hazards or damaged assets are identified through inspection, and have been caused by others undertaking works in the road reserve, Council will make a record of the inspection finding and provide notice to the Works Manager to rectify the issues at their cost as per Schedule 7 of the *Road Management Act 2004*.

Management and intervention relating to hazards or damaged assets that are under the responsibility of a Works Manager or others, as outlined above, are considered to be outside of Council's responsibilities under the Road Management Plan.

5 IMPLEMENTATION OF THE ROAD MANAGEMENT PLAN

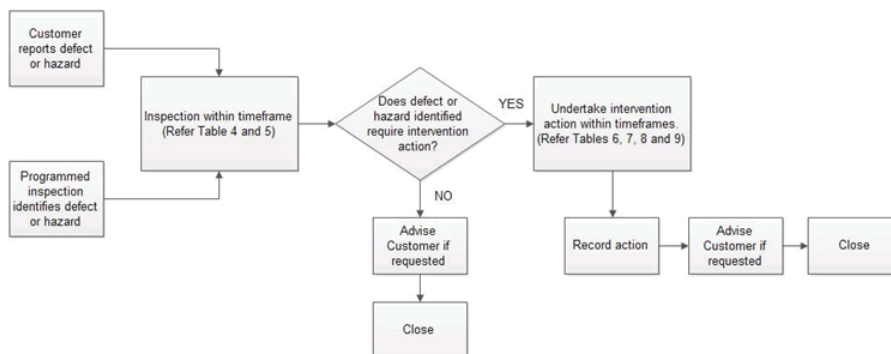
5.1 Systems, processes and skills required to implement the Road Management Plan

Council recognises that establishing targets in the Road Management Plan does not ensure their achievement. As part of the development of this Road Management Plan, Council's road management processes have been reviewed. The systems that support these processes have been aligned to the targets set in the plan and Council staff have been engaged to assure that there is both an understanding and appreciation of the role and importance of the Road Management Plan in Council's day-to-day operations.

Council's commitment to implementation of the Road Management Plan includes:

- Development of systems and processes that align to the timeframes established in this Road Management Plan;
- Training of felevant officers to ensure understanding of the existence, intent and delivery of the Road Management Plan and that annual refresher training will be delivered to staff;
- Presentation of regular reporting of the organisation's performance against compliance with this Road Management Plan to the Executive Management Team, the Audit and Risk Committee and to Council as per agreed reporting schedules; and
- Opportunities to improve the standards, understanding and implementation of the Road Management Plan, particularly noting opportunities emerging through new technology and Digital Transformation.

Figure 8 – Process for actioning identified hazards and defects



5.2 Reviews of the Road Management Plan

The Road Management Plan will be reviewed within the timeframes required under the *Road Management Act 2004*.

Council may also choose to review its Road Management Plan if:

- (a) there are changes to legislation;
- (b) there is an issue identified with the Road Management Plan;
- (c) there is an issue identified with Council's performance against the plan; or
- (d) Council's capacity to meet its obligations under the plan change substantively.

5.3 Suspension of the Road Management Plan

Although Council will make every endeavour to meet all aspects of the Road Management Plan, Council reserves the right to suspend compliance during extreme events. Pursuant to Section 83 of the *Victorian Wrongs Act (1958)*, Council's obligations may be suspended in the event of:

- Natural disasters - including, floods, fires, droughts, etc.
- Human factors - such as unavailability of Council staff or qualified Contractors.
- Any other major event beyond the control of Council.

In such circumstances, the General Manager Governance and Infrastructure may deem that the requirements of Council's Road Management Plan cannot be satisfied and will seek the Chief Executive Officer's approval to suspend all, or part of this Road Management Plan. The General Manager Governance and Infrastructure will advise the Chief Executive Officer which activities and response times in the Road Management Plan cannot be achieved.

If the Road Management Plan is suspended, the Chief Executive Officer will:

- (i) Ensure that there is a record of when the Road Management Plan is suspended and the circumstances that led to the suspension;
- (ii) Determine whether interim timeframes and responses will apply;
- (iii) Determine which parts of the Road Management Plan are to be reactivated and when; and
- (iv) Ensure that there is a record of when the Road Management Plan is reactivated.

In the event that the Chief Executive Officer suspends all or part of the Road Management Plan, Council will issue a public notice on its website and local papers to advise residents about the suspension or reduction of services under the Road Management Plan.

5.3.1 Extreme or Code Red Days

Council's priority on any day declared as Extreme or Code Red by the Country Fire Authority is for the safety of its employees, Councillors, contractors and volunteers. On these days, Council's Code Red and Extreme Fire Danger Policy will apply and have precedence over any aspect of the Road Management Plan.

- Council Services in all areas, except the Civic Offices, will not be provided on days declared as Code Red.
- Council Services in Highest Risk Areas during Highest Risk Times will not be provided on days declared as Extreme in the Surf Coast Shire.
- Council Services based in all other areas on days declared as an Extreme will be provided unless:
 - Staff required to provide these services have to travel through Highest Risk Areas at Highest Risk Times; or
 - Emergency Services advise it is unsafe to provide Council services.

6 ROAD REGISTER

Section 19 of the *Road Management Act 2004* requires that a road authority must keep a Register of Public Roads specifying the public roads in respect of which it is the Coordinating Road Authority.

Council's Register of Public Roads is available for inspection on Council's website via www.surfcoast.vic.gov.au.

The Register of Public Roads includes the following details:

- Road name and locality
- Road section description
- Responsible Road Authority
- Road classification
- Asset hierarchy
- The date on which the road became a public road, if it became a road after 1 July 2004
- Other relevant details

The Road Register will be updated at intervals of no greater than 12 months and the current register will be accessible on Council's website.

6.1 Hierarchy Classifications

Based on factors such as functionality, traffic volumes, traffic type and accessibility, Council has developed a road hierarchy for the Municipal Road Network.

The Levels of Service provided by a particular road will depend in part on its road hierarchy classification. The road hierarchy classifications for each Municipal road and path are detailed in the [Road Register](#).

Table 2 Road and Pathway Hierarchy Classification

Asset type	Road Hierarchy Classification	Road Hierarchy Description
Roads	Primary Collector	Provides a strategic link between arterial roads, suburbs, commercial areas, major housing areas or a defined destination. Access to tourist facilities or industrial centres and may include regional links. These roads carry the heaviest volumes of traffic.
	Secondary Collector	Provides connection into residential areas. These roads carry heavy volumes of traffic.
	Primary Access	Provides access to local residents or secondary access to commercial areas.
	Secondary Access	Provides secondary access to residential properties, or provides access to property (non-residential) only.

Asset type	Road Hierarchy Classification	Road Hierarchy Description
	Tracks	<p>These tracks have little or no imported pavement material but are not closed to the public. They are infrequently used or dry weather or fire access only.</p> <p>These tracks are not maintained to a standard suitable for general public access and are excluded from the inspection and response requirements of the Road Management Plan. Council may undertake maintenance on nominated fire access tracks to allow access for fire fighting vehicles. This is done through specific agreement rather than under the Road Management Plan.</p>
Pathways	Primary Pathway	Pathways, including shared pathways, providing direct access or adjoining to significant facilities such as Shopping Precincts / Aged Care Units / Schools / Kindergartens / Hospitals
	Secondary Pathway	Remainder of constructed pathway network

6.2 Boundary Roads

It is more efficient and economical for certain councils to maintain particular roads. This may be due to their isolation from the rest of a neighbouring Council's road network or other efficiency-related reasons. Refer to Appendix A. Surf Coast Shire Council has roads in the following categories:

- Shared roads
- Surf Coast roads maintained by others under written agreement; and
- Another council's roads maintained by Surf Coast Shire Council.

7 SETTING SERVICE LEVELS

7.1 Principles and Risk Management Philosophy

Section 20 of the *Road Management Act 2004* states that “the principal object of road management is to ensure that a network of roads is provided primarily for the movement of persons and goods as part of an integrated transport system and that road reserves are available for other appropriate uses.”

A key principle of the *Road Management Act 2004* that applies to the management of works and infrastructure is the minimisation of road safety hazards. In the application of this principle, Council has taken a risk management approach to the development of timeframes and intervention levels that apply to the inspection and repair of hazards and defects.

The hazards and defects, intervention levels and timeframes documented in this Road Management Plan have considered:

- The anticipated traffic volumes of different classification of roads;
- The likelihood that a particular type or extent of defect or hazard may contribute to an incident resulting in harm to persons or damage to property; and
- The potential harm that might be experienced in the event of an incident.

The above considerations are balanced with the cost to the community of infrastructure and services.

The above principles and considerations are reflected in the nominated timeframes and intervention levels outlined in Tables 4 to 9.

7.2 Community considerations

Council sets levels of service for its roads in accordance with the needs of the community. To do this Council uses various techniques to identify those needs, then considers those needs within the overall context of its road management resources.

Techniques to identify the community needs include:

- Community Satisfaction Measurement Survey;
- Council’s Customer Service Request system data.

7.3 Financial and non-financial considerations

To evaluate its resources, Council’s considerations include:

- Asset Management requirements as outlined in “Strategic Overview of Asset Management” and “Roads Asset Management Plan” documents.
- Level of service (Road Maintenance Service Level Agreement and Infrastructure Design Manual).
- Annual budget for both recurrent and capital works expenditure.

7.4 Inspection, maintenance and repair commitments

For the purpose of the tables in Section 7, Council defines “days” as usual business days, excluding weekends, public holidays, and common rostered days off.

7.4.1 Inspection types

Council undertakes regular inspections of municipal roads as part of the Road Management Plan. The table below outlines the definition and purpose of each inspection type.

Table 3 Inspection Types

Inspection Type	Definition and Purpose
Reactive inspection	<ul style="list-style-type: none"> • Inspections undertaken in response to notification to council by members of the community. • These inspections allow Council to program required works where an intervention action is warranted.
Proactive Inspection	<ul style="list-style-type: none"> • Inspection undertaken in accordance with a programmed inspection schedule. • These inspections determine if the road asset complies with the levels of service as specified in the Road Service Level Agreement.
Condition Inspection	<ul style="list-style-type: none"> • Inspection undertaken specifically to identify deficiencies in the structural integrity of the various components of the road infrastructure assets which if untreated, are likely to adversely affect network values. The deficiencies may well impact short-term serviceability as well as the ability of the component to continue to perform for the duration of its intended life span. • Condition data will inform Council’s long term asset management planning.
Incident Inspection	<ul style="list-style-type: none"> • An inspection carried out to comply with the requirements the Road Management Act [Division 5 – Claims Procedure, Clause 116]; • This inspection enables an incident condition report to be prepared for use in legal proceedings and the gathering of information for the analysis of the causes of accidents and the planning and implementation of road management and safety measures.

7.4.2 Inspection frequency

An inspection regime has been established for all roads and road related infrastructure identified as part of the Road Management Plan. This regime has been established having considered issues outlined in Section 6.1. The frequency of the inspections is greater for roads and road related infrastructure of higher classification and usage.

The schedule set out in the following tables identifies the frequency that inspections must take place. The schedule for proactive and condition inspections applies the group of roads within that inspection cycle rather than individual roads. And therefore, an individual road may vary from the frequency by +/- two weeks from the last proactive inspection and +/- two months from the last condition inspection.

Table 4 Inspection Program and/or Response Times for Roads

Inspection type	Hazard or defect	Collector Roads		Access Roads		Tracks
		Primary Collector	Secondary Collector	Primary Access	Secondary Access	
Reactive Inspection	Water over road Spillage / obstruction Stop and Give Way signage	Respond by inspecting within four (4) hours and implement temporary repairs or signage as required.	Respond by inspecting within four (4) hours and implement temporary repairs or signage as required.	Respond by inspecting within four (4) hours and implement temporary repairs or signage as required.	Respond by inspecting within four (4) hours and implement temporary repairs or signage as required.	No inspections carried out by Council.
Reactive Inspection	Other defects as listed on Tables 6, 7, 8 and 9.	Respond by inspecting within five (5) days and implement temporary repairs or signage as required.	Respond by inspecting within five (5) days and implement temporary repairs or signage as required.	Respond by inspecting within five (5) days and implement temporary repairs or signage as required.	Respond by inspecting within five (5) days and implement temporary repairs or signage as required.	
Proactive Inspection	Refer to Council's Service Level Agreement	Daytime: Cape Otway Road will be inspected every one month. All other roads will be inspected as per maintenance programs, but at least every two months. Night time reflective signage: Every 12 months	Daytime: Based on the maintenance program, but at least every two months. Night time reflective signage: Every 12 months	Daytime: Based on the maintenance program, but at least every three months. Night time reflective signage: Every 12 months	Based on the maintenance program, but at least every six months. Night time reflective signage: Every 12 months	
Condition Inspection	As per Council's Condition Inspection methodology	Every 36 months	Every 36 months	Every 36 months	Every 36 months	

Table 5 Inspection Program and/or Response Times for Pathways

Inspection type	Hazard or defect	Primary Pathway	Secondary Pathway
Reactive Inspection	Other defects as listed on Table 6, 7, 8 and 9.	Respond by inspecting within three (3) days and implement temporary repairs or signage as required.	Respond by inspecting within three (3) days and implement temporary repairs or signage as required.
Proactive Inspection	Refer to Council's Service Level Agreement	Based on the maintenance program, but at least every six months.	Based on the maintenance program, but at least every twelve months.
Condition Inspection	As per Council's Condition Inspection methodology	Every 36 months	Every 36 months

7.4.3 Intervention action

Council recognizes that assets deteriorate over time and through use. Road-related assets may deteriorate and defects might be detected that need to be addressed in time, but do not pose an immediate or significant risk to road users.

When a defect has a certain scale, size or location the defects may become a hazard to the road user that needs to be addressed through an intervention action. Council has defined the criteria for which it will take an intervention action in this Road Management Plan. Other defects will be addressed through routine and programmed maintenance activities.

Criteria for interventions actions are presented in Tables 6, 7 and 9 of the Road Management Plan.

Further definitions and clarifications follow to assist the understanding of defects, hazards and intervention actions.

Signage

Regulatory signs are enforceable by law and must be obeyed by road users. The types of regulatory signs are limited to the following:

- Stop
- Give Way
- Roundabout
- One Way
- Keep Left/Right
- No Entry
- No U Turn
- Speed restriction

Warning signs (black symbol on a yellow background) indicate road conditions and are limited to the follow:

- Alignment signs (W1 type)
- Intersection and junction signs (W2) type

Standard signs are all other signs not listed above.

Pipes and Culverts

Council defines a culvert as a transverse and totally enclosed drain under a road, railway or culvert.

A major culvert is a drain greater than six square metres in open flow area.

Table 6 Intervention Actions and Timeframes for Sealed Roads

Hazard or defect	Criteria for Intervention Action	Collector Roads		Access Roads	
		Primary Collector	Secondary Collector	Primary Access	Secondary Access
Water Across Roads	Obstruction to more than 50% of traffic lane with water greater than 300mm deep.	1 day	1 day	1 day	1 day
Spillage / obstruction	Debris, including fallen limbs, on carriageway causing an obstruction to more than 50% of the traffic lane.	1 day	1 day	1 day	1 day
Rutting	Greater than 150mm depth and less than 300mm depth, greater than 25m long, as measured by a three (3) metre straight edge from centreline towards edge of seal.	50 days	50 days	50 days	60 days
	Greater than 300mm depth and greater than 25m long, as measured by a three (3) metre straight edge from centreline towards edge of seal.	15 days	15 days	15 days	15 days
Potholes	Greater than 50mm depth and less than 100mm depth, with a diameter greater than 300mm.	10 days	10 days	15 days	15 days
	Greater than 300mm diameter and greater than 100mm depth	5 days	5 days	10 days	10 days
Edge Breaks	Reduction in original sealed width of greater than 150mm, for greater than 20 metres in length.	25 days	25 days	60 days	NA
	Reduction in original sealed width of greater than 250mm, for greater than 5 metres in length.	15 days	15 days	30 days	NA
Shoulders	Edge of seal drop greater than 100mm, for greater than 20 metre length of seal.	50 days	50 days	60 days	60 days

Table 6 Intervention Actions and Timeframes for Sealed Roads

Hazard or defect	Criteria for Intervention Action	Collector Roads		Access Roads	
		Primary Collector	Secondary Collector	Primary Access	Secondary Access
Sight distances - grass/shrubs	Intersections where grass/shrub height is greater than 900 mm above the general road surface level and within the sight triangle. <i>(Refer to Appendix D).</i>	5 days	10 days	15 days	20 days
Sight distances - overhanging vegetation	Intersections where overhanging vegetation sit below 2 metres above the general road surface and within the sight triangle. <i>(Refer to Appendix C).</i>	5 days	10 days	15 days	20 days
Signage – Stop and Give Way	Signs missing or more than 70% of sign illegible at 100m distance.	4 hours	4 hours	4 hours	4 hours
Signage – Other regulatory signage	Sign missing or more than 70% of sign illegible at 100m distance.	10 days	10 days	10 days	10 days
Vegetation Clearance (Appendix C)	Overhanging vegetation above traffic lanes less than 4.9m from the road surface.	60 days	60 days	200 days	200 days

Table 7 Intervention Actions and Timeframes for Unsealed Roads

Hazard or defect	Criteria for Intervention Action	Collector Roads		Access Roads	
		Primary Collector	Secondary Collector	Primary Access	Secondary Access
Water Across Roads	Obstruction to more than 50% of traffic lane with water greater than 300mm deep.	1 day	1 day	1 day	1 day
Spillage / obstruction	Debris on carriageway causing an obstruction to more than 50% of the traffic lane	1 day	1 day	1 day	1 day
Rutting	Greater than 150mm depth and less than 300mm depth, greater than 25m long as measured by a three (3) metre straight edge from centreline towards edge of road.	50 days	50 days	50 days	60 days
	Greater than 300mm depth, greater than 25m long as measured by a three (3) metre straight edge from centreline towards edge of road.	15 days	15 days	15 days	15 days
Potholes	Greater than 100mm depth and less than 150mm depth, with a diameter greater than 500mm.	NA	30 days	30 days	30 days
	Greater than 150mm depth, with a diameter greater than 500mm.	NA	15 days	15 days	15 days
Corrugations	Corrugations greater than 35mm in depth to less than 75mm in depth, for a length greater than 300 metres road length.	NA	60 days	60 days	60 days
	Corrugations greater than 75mm in depth, for a length greater than 300 metres road length.	NA	15 days	15 days	15 days
Sight distances - grass/shrubs	Intersections where grass/shrub height is greater than 900 mm above the general road surface level and within the sight triangle. <i>(Refer to Appendix D)</i>	5 days	10 days	15 days	20 days

Table 7 Intervention Actions and Timeframes for Unsealed Roads

Hazard or defect	Criteria for Intervention Action	Collector Roads		Access Roads	
		Primary Collector	Secondary Collector	Primary Access	Secondary Access
Sight distances - overhanging vegetation	Intersections where overhanging vegetation sit below 2 metres above the general road surface and within the sight triangle. <i>(Refer to Appendix C)</i>	5 days	10 days	15 days	20 days
Signage – Stop and Give Way	Signs missing or more than 70% of sign illegible at 100m distance	4 hours	4 hours	4 hours	4 hours
Signage – other	Sign missing or more than 70% of sign illegible at 100m distance.	10 days	10 days	10 days	10 days
Vegetation Clearance (Appendix C)	Overhanging vegetation above traffic lanes less than 4.9m from the road surface.	60 days	60 days	200 days	200 days

Table 8 Intervention Actions and Timeframes for Bridges, Major Culverts and Drainage

Hazard or defect	Criteria for Intervention Action	Timeframe
Lid/ pit damage/ open	Lid or pit damaged leaving pit open and exposed	1 day
Bridge damage	Make safe damage to superstructure of bridge	1 day
	Make safe missing planks or railings.	1 day
	Make safe damaged planks, railings or signs.	10 days

Table 9 Intervention Actions and Timeframes for Pathways (concrete, gravel and other)

Hazard or defect	Criteria for Intervention Action	Primary Pathway	Secondary Pathway
Steps/ Breaks	Greater than 20mm step or misalignment in path surface levels (concrete)	30 days	60 days
Pothole	Greater than 300mm diameter and greater than 50mm depth.	30 days	60 days
Signage	Guideposts or reflectors significantly damaged. Signs missing or less than 70% of sign illegible at 100m distance	30 days	30 days

8 DEFINITIONS

8.1 Definitions from the Road Management Act

arterial road means a road which is declared to be an arterial road under section 14 of the *Road Management Act 2004*.

municipal road means any road which is not a State road, including any road which:

- (a) is a road referred to in section 205 of the Local Government Act 1989; or
- (b) is a road declared by VicRoads to be a municipal road under section 14(1)(b) of the RMA
- (c) is part of a Crown land reserve under the Crown Land (Reserves) Act 1978 and has the relevant municipal council as the committee of management;

public highway means any area of land that is a highway for the purposes of the common law;

public road means a road opened or dedicated for the free right of passage of the public on foot, in a vehicle, or otherwise, (together with the right to drive stock or other animals along its length) and declared to be a public road for the purposes

repair means the taking of any action to remove or reduce a risk arising from a defect in a roadway, pathway or road-related infrastructure, including:

- (a) reinstating a road to its former standard following works to install any infrastructure;
- (b) reinstating a road to its former standard following deterioration or damage;
- (c) providing a warning to road users of a defect in a roadway, pathway or road related infrastructure - but does not include the upgrading of a roadway, pathway or road-related infrastructure

Examples: Filling in a pothole in a roadway, resurfacing the roadway and erecting a warning sign would be actions to repair the road.

road includes:

- (a) any public highway;
- (b) any ancillary area;
- (c) any land declared to be a or forming part of a public highway or ancillary area.

road infrastructure means:

- (a) the infrastructure which forms part of a roadway, pathway or shoulder, including
 - (i) structures forming part of the roadway, pathway or shoulder;
 - (ii) materials from which a roadway, pathway or shoulder is made;
- (b) the road-related infrastructure - does not include:
 - (c) if the irrigation channel, sewer or drain is **works** within the meaning of the **Water Act 1989**, any bridge or culvert over an irrigation channel, sewer or drain, other than a bridge or culvert constructed by a road authority; or

road-related infrastructure means infrastructure which is installed or constructed by the relevant road authority for road-related purposes to:

- (a) facilitate the operation or use of the roadway or pathway; or
- (b) support or protect the roadway or pathway;

Examples: A traffic control sign, traffic light, street light, road drain or embankment would be road-related infrastructure. A noise wall, gate, post or board installed on the road reserve by the relevant road authority for road-related purposes would be road-related infrastructure.

road reserve means all of the area of land that is within the boundaries of a road.

9 REFERENCES

Legislation, Standards Codes of Practice, Guidelines, Council Strategies, Policies, Quality Plans and Procedures that are relevant to this Road Management Plan include:

Legislation:

- Local Government Act 1989
- Road Management Act 2004
- Transport Act 1983
- Road Safety Act 1986 (Amended 2004)

Regulations:

- Road Management (General) Regulations 2005
- Road Management (Works and Infrastructure) Regulations 2005
- Codes of Practice:
- Road Management Plans
- Clearways on Declared Arterial Roads
- Operation Responsibility for Public Roads
- Worksite Safety – Traffic Management
- Management of Road and Utility Infrastructure in Road Reserves

Council documents:

- Council Plan 2017-2021
- Council Strategic Infrastructure Asset Management Policy 2016
- Council Road Asset Management Plan
- Council Service Agreement for Road Reserve Maintenance
- Council Road Safety Strategy 2017-2021
- Council AusSpec Design & Construction Manual 2003.
- Roadside Vegetation Management Plan
- Construction of Vehicular Property Entrances

APPENDIX A - ROADS THAT ARE THE RESPONSIBILITY OF OTHERS

VicRoads – Arterial Roads (Highways, Main Roads and Tourist Roads)

- Great Ocean Road
- Princes Highway
- Surf Coast Highway
- Anglesea Road
- Barrabool Road (Merrawarp Road to Devon Road)
- Bells Beach Road (Bones Road to Jarosite Road)
- Bells Boulevard
- Birregurra Deans Marsh Road
- Bones Road (Bells Boulevard to Bells Beach Road)
- Deans Marsh Lorne Road
- Devon Road
- Hendy Main Road
- Inverleigh Winchelsea Road
- Winchelsea Deans Marsh Road
- Lower Duneed Road

Shared Road Responsibilities

Roads where the centreline forms the shire boundary, have historically been maintained with a formal or informal agreement between the two Councils.

The *Road Management Act* requires clarification of the responsibilities for these roads and allows Surf Coast Shire Council to transfer responsibility for maintenance to another entity.

The following is a breakdown of the shared boundary roads, roads which the Surf Coast Shire will accept full responsibility (inspect, maintain and repair in accordance with our standards), and roads which we have transferred responsibility to another Road Authority.

Colac Otway Shire

Maintained By Surf Coast Shire Council

- Benwerrin Mt. Sabine Road (1km south of Erskine Falls Road to Shire Boundary)
- Ingleby Road
- Pennyroyal Wymbooliel Road
- Prices Lane (Cressy Road to Ondit Road West)
- Salt Creek Road (Cape Otway Road to Rifle Butts Road)
- Wingeel Road (Cressy Road to McIntyres Road)

Maintained by Colac Otway Shire

- Bushs Lane

- Lidgerwoods Lane
- Prices Lane (Ondit Road West to Princes Highway)
- Salt Creek Lane (Rifle Butts Road to Birregurra Deans Marsh Road)

Golden Plains Shire

Maintained by Surf Coast Shire Council

- McIntyres Road
- Pollocksford Road Bridge

Maintained by Golden Plains Shire

- Gallaghers Road
- Barwon Park Road Bridge
- Flemmings Road Bridge

City of Greater Geelong

Maintained by Surf Coast Shire Council

- Honeys Road
- Mt Duneed Road (Anglesea Road to Pettavel Road)
- Pettavel Road (Princes Hwy to Mt Duneed Road)

Maintained by City of Greater Geelong

- Blackgate Road (Breamlea Road to Bridge)
- Breamlea Road (Barwon Heads Road to Blackgate Road)
- Mt Duneed Road (Surf Coast Hwy to Anglesea Road)
- McCartney's Bridge (Blackgate Road)

Arrangements are in place to clarify maintenance responsibility for these roads. The Road Register identifies which Councils have maintenance responsibilities for various sections of the boundary roads.

Councils generally share road or bridge renewal and rehabilitation costs on an equal basis when these works are require

APPENDIX B - EXAMPLES OF HAZARDS AND DEFECTS

Photo Reference	1 and 2
Inspect for	Rutting
Classification	Sealed road
Photo 1 – Requires intervention action	Photo 2 - Below intervention action
	
Greater than 150mm depth, greater than 25m long.	Less than 150mm depth, less than 25m long.



Photo Reference	3 and 4
Inspect for	Potholes
Classification	Sealed road
Photo 3 – Requires intervention action	Photo 4 - Below intervention action
	
Potholes greater than 300mm diameter and greater than 50mm depth.	Potholes less than 300mm diameter or less than 50mm depth



Photo Reference	5 and 6
Inspect for	Edge breaks
Classification	Sealed road
Photo 5 – Requires intervention action	Photo 6 - Below intervention action
	
Reduction in original seal width. 150mm for greater than 20 metres in length.	Reduction in original seal width. Less than 150mm for less than 20 metres in length.



Photo Reference	7 and 8
Inspect for	Shoulders
Classification	Sealed road
Photo 7 – Requires intervention action	Photo 8 - Below intervention action
	
Edge of seal drop greater than 100mm for greater than 20m in length.	Edge of seal drop less than 100mm for less than 20 metres in length.



Photo Reference	9 and 10
Inspect for	Rutting
Classification	Unsealed road
Photo 9 – Requires intervention action	Photo 10 - Below intervention action
	
Greater than 150mm depth, and greater than 25m long.	Less than 150mm depth, and less than 25m long.



Photo Reference	11 and 12
Inspect for	Potholes
Classification	Unsealed road
Photo 11 – Requires intervention action	Photo 12 - Below intervention action
	
Greater than 500mm diameter and greater than 100mm depth, or more than 10 potholes of this size or greater in 10 linear metres.	Less than 500mm diameter and less than 100mm depth, or less than 10 potholes of this size or smaller in 10 linear metres.



Photo Reference	13 and 14
Inspect for	Corrugation
Classification	Unsealed road
Photo 13 – Requires intervention action	Photo 14 - Below intervention action
	
Corrugations greater than 35mm in depth for a length greater than 300m road length.	Corrugations greater less than 35mm in depth for a length greater than 300m road length.



Photo Reference	15 and 16
Inspect for	Lid or pit damage
Classification	Drainage
Photo 15 – Requires intervention action	Photo 16 - Below intervention action
	
Lid or pit damaged leaving pit open and exposed.	

Photo Reference	17 and 18
Inspect for	Damaged planks, railings or signs
Classification	Bridges
Photo 17 – Requires intervention action	Photo 18 - Below intervention action
	
Make safe damage to hand railings.	



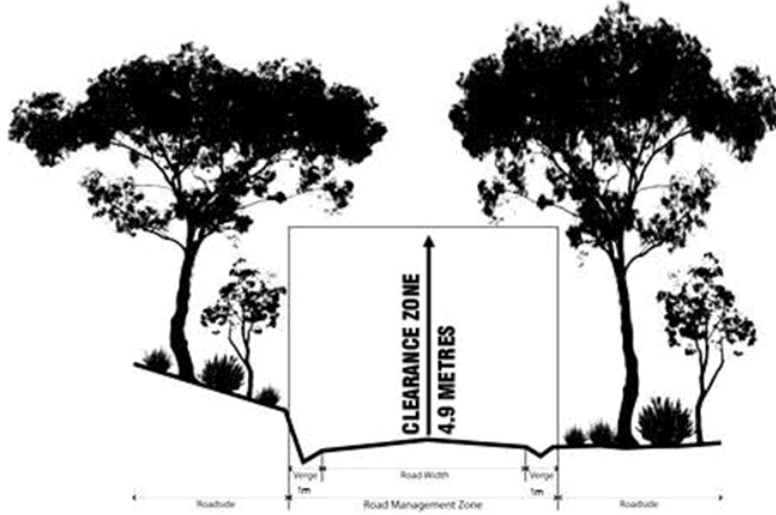
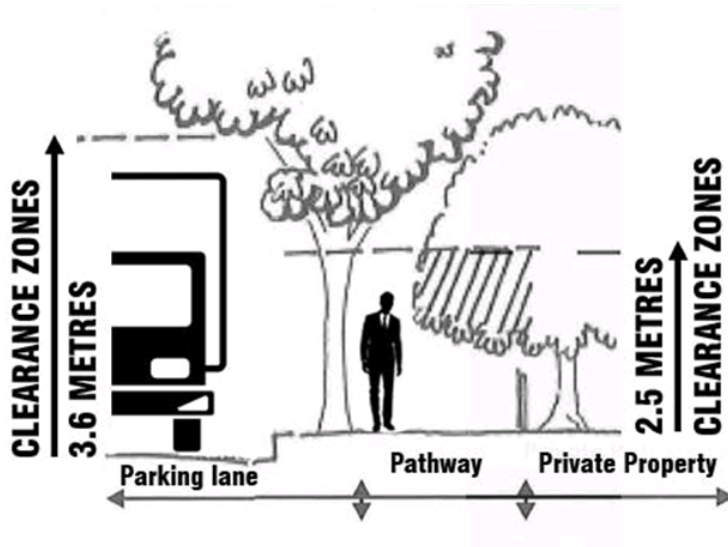
Photo Reference	19 and 20
Inspect for	Steps and breaks
Classification	Primary pathways
Photo 19 – Requires intervention action	Photo 20 - Below intervention action
	
Greater than 20mm step or misalignment in concrete path surface levels.	Less than 20mm step or misalignment in concrete path surface levels.

Photo Reference	20 and 21
Inspect for	Water across road, hazard to traffic
Classification	Sealed and unsealed roads
Photo 20 – Requires intervention action	Photo 21 - Requires intervention action
	
Water over the carriageway – hazard to traffic.	Debris on carriageway causing a serious obstacle.

APPENDIX C - VEGETATION CLEARANCE

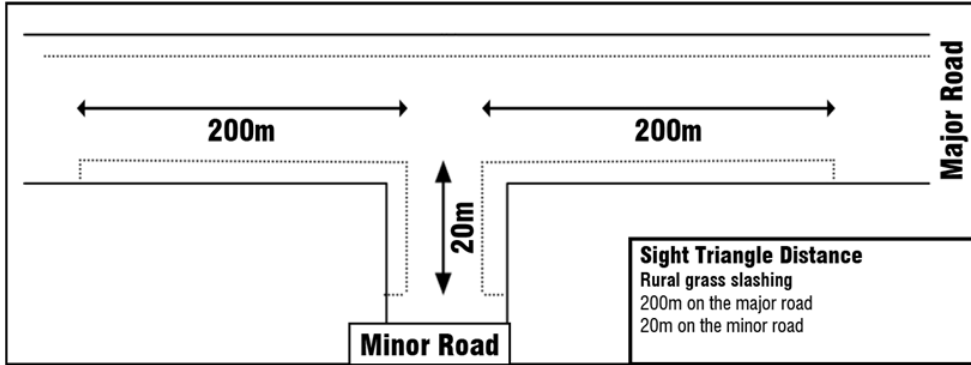


Above: Example of vegetation clearance zone over traffic lanes (urban and rural).

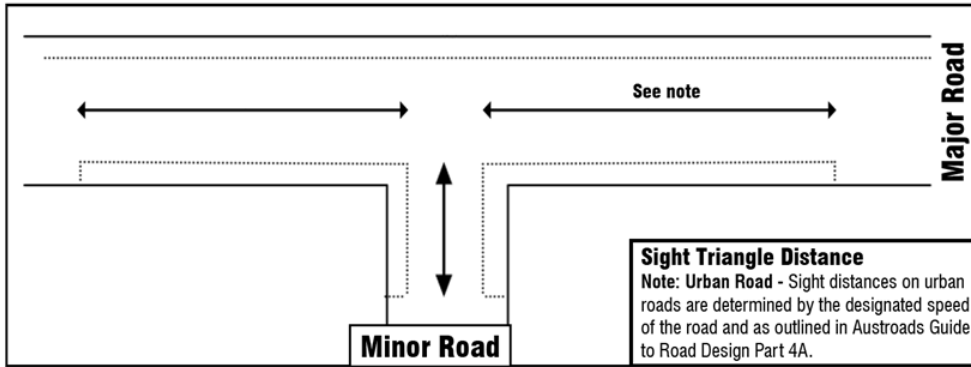


Above: Example of vegetation clearance zones required from private property in urban areas.

APPENDIX D - INTERSECTION SIGHT TRIANGLE



Above: Rural road sight triangle distance



Above: Urban road sight triangle distance

2.3 Project Budget Adjustments and Cash Reserve Transfers - June 2017

Author's Title: Coordinator Management Accounting **General Manager:** Anne Howard
Department: Finance **File No:** F16/1381
Division: Governance & Infrastructure **Trim No:** IC17/620

Appendix:

1. June 2017 Project Budget Adjustments and Cash Reserve Transfers (D17/68937)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to receive and approve the Project Budget Adjustments and Cash Reserve Transfers report for June 2017.

Summary

The project Budget Adjustments and Cash Reserve transfers report for June is attached.

Recommendation

That Council:

1. Ratifies the unbudgeted expenditure items listed in the June 2017 report:
 - 1.1. Lorne Big Belly Bins and Locks \$1,676.
 - 1.2. Projection and Sound Equipment for the Globe Theatre \$13,500.
2. Approves the Project Budget Adjustments and Cash Reserve Transfers listed in the June 2017 report:
 - 2.1 Allocating grant and contribution funded project budgets (no cost to Council).
 - 2.2 Ratify the transfer of \$38,500 to projects from the Accumulated Unallocated Cash Reserve approved by the Chief Executive Officer.
 - 2.3 Ratify the transfer of \$29,000 to projects from the Asset Renewal Reserve approved by the Chief Executive Officer.
 - 2.4 Ratify the transfer of \$200,000 to projects from the Adopted Strategy Implementation Reserve approved by the Chief Executive Officer.
 - 2.5 Transferring a net of \$5,256 from projects to the Accumulated Unallocated Cash Reserve.
 - 2.6 Transferring a net of \$8,750 to projects from the Accumulated Unallocated Cash Reserve.
 - 2.7 Transferring a net of \$337,333 to projects from the Adopted Strategy Implementation Reserve.
 - 2.8 Transferring a net of \$446 from projects to the Plant Reserve.
 - 2.9 Transferring a net of \$77,250 from projects to the Asset Renewal Reserve.
 - 2.10 Transferring a net of \$29,200 from projects to the Developer Contribution Reserve.
 - 2.11 Transferring a net of \$89,200 to projects from the DCP Council Funds Reserve.
 - 2.12 Transferring a net of \$54,488 from projects to the Waste Reserve.

2.3 Project Budget Adjustments and Cash Reserve Transfers - June 2017

Report

Background

Council receives a monthly Project Budget Adjustments and Cash Reserve Transfers report to authorise transfer of project budgets.

Discussion

The proposed Project Budget Adjustments and Cash Reserve Transfers are outlined in the attachment.

Financial Implications

The proposed Project Budget Adjustments and Cash Reserve Transfers are outlined in the attachment.

Council Plan

Theme 2 Governance
Objective 2.4 Transparency in decision making and access to information
Strategy 2.4.2 Provide relevant and easy to understand financial information to the community.

Policy/Legal Implications

Not applicable.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

Not applicable.

Social Considerations

Not applicable.

Community Engagement

Not applicable.

Environmental Implications

Not applicable.

Communication

Not applicable.

Conclusion

It is recommended that Council approve the Project Budget Adjustments and Cash Reserve Transfers for June 2017.

2.3 Project Budget Adjustments and Cash Reserve Transfers - June 2017

APPENDIX 1 JUNE 2017 PROJECT BUDGET ADJUSTMENTS AND CASH RESERVE TRANSFERS

June Project Budget Adjustments and Cash Reserve Transfers Report

Request for Funds Transfer

No Cost to Council

This table reflects changes to project budgets through consolidation of project delivery, additional income or budget adjustments directly to projects

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
4990.9614	Disaster Relief Projects (income)	Natural Disaster Relief Funding.	-	(127,000)	127,000
4960.9614	Disaster Relief Projects	Asset restoration due to September flood damage to Stoney Creek Bridge, Clissold Street Lorne, Allenvale Road Lorne, Point Impossible Road. Council will fund the first \$35,000 and the balance to be funded from State Government Emergency Funding.	-	127,000	(127,000)
4990.9605	Emergency Culvert Works Erskine Falls (income)	Natural Disaster Relief Funding.		(25,248)	25,248
4930.9605	Emergency Culvert Works Erskine Falls	Asset restoration due to September flood damage.		25,248	(25,248)
4960.9526	Aireys Inlet Pedestrian Island (income)	Vic Roads Grant funding for Aireys Inlet Pedestrian Island		(20,000)	20,000
4960.952601	Aireys Inlet Pedestrian Island	Vic Roads Grant funding to cover extended community consultation process and redesign. Additional funds required to complete all of the works including the new street light and reinstatement of landscaping both of which have been sensitive issues with the community.	158,619	178,619	(20,000)
2178.8605	Aged and Family Strategy Implementation (income)	Funding agreement with the Lions Club of Torquay for the purchase and establishment of a mobile youth space.	-	(7,272)	7,272
2178.860501	Aged and Family Strategy Implementation	Funding agreement with the Lions Club of Torquay for the purchase and establishment of a mobile youth space.	22,000	29,272	(7,272)
New	G21 Regional Hockey Strategy (income)	Partner councils' contribution to G21 Regional Hockey Strategy	-	(10,000)	10,000
New	G21 Regional Hockey Strategy	G21 councils have agreed to co-fund a Regional Hockey Strategy. Surf Coast Shire Council's contribution will be confirmed via 2017/18 budget.	-	10,000	(10,000)
Grand Total			180,619	180,619	0

Ratification of CEO Authorised transfers >\$5,000

Accumulated Unallocated Cash Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
8636	Projection and Sound Equipment for the Globe Theatre	Ratification of unbudgeted expenditure. Additional electrical works required to upgrade wiring and switchboard at Globe Theatre.	17,000	30,500	(13,500)
4940.9624	Contract Obligations	Contractual obligations regarding ownership of properties.	164,000	189,000	(25,000)
Grand Total			181,000	219,500	(38,500)

Ratification of CEO Authorised transfers >\$5,000

Asset Renewal Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
4900.9575	McIntyre Road Culvert Crossing for Fire Access	Project cost higher than expected due to complexity of joint boundary, Corangamite Catchment Management Authority and Country Fire Authority requirements.	15,660	19,660	(4,000)
4900.9661	Breakfast Creek Rd Guard Rail Renewal	Replacement of guard rail damaged on Breakfast Creek Road. Required to proceed urgently due to safety concerns. Budget includes \$3k for contingency.	-	25,000	(25,000)
Grand Total			15,660	44,660	(29,000)

Ratification of CEO Authorised transfers >\$5,000

Adopted Strategy Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
4305.8591	Street Lighting Program Upgrade	Access of Adopted Strategy Reserve funding for Street Lighting Upgrade project commencement. Services to be provided by Powercor to upgrade the lighting in Jan Juc to LED.	-	200,000	(200,000)
Grand Total			-	200,000	(200,000)

Funds Movement < \$5,000

Accumulated Unallocated Cash Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
2358.8505	Winchelsea Gun/Go Kart Clubs Relocation	Scope complete and project closed. Savings can be returned to source.	10,000	8,827	1,173
1205.8610	Councillor Induction	Adjustment to project closed in May 2017 with \$3,397 savings returned to source of funds. This request for funds is due to error in purchase order system.	6,603	9,103	(2,500)
4990.9540	Bellbrae Drainage & Streetscape Upgrade	Roads to Recovery Grant Funding higher than budgeted.	(197,424)	(200,000)	2,576
8506	Aireys Inlet Primary School Masterplan (School Oval Maintenance Co	Scope complete and project closed. Savings can be returned to source.	4,500	4,065	435
8579	White Ribbon Accreditation	Scope complete and project closed. Savings can be returned to source.	7,500	3,928	3,572
Grand Total			(168,821)	(174,077)	5,256

Funds Movement > \$5,000

Accumulated Unallocated Cash Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
8651	Hesse Street Pedestrian Bridge Design	Project requires additional professional services including geotechnical, civil structural and landscape planning services.	22,500	36,276	(13,776)
8549	Support for Solar Power Projects	Scope complete and project closed. Savings can be returned to source.	52,701	47,675	5,026
New	Globe Theatre Heritage Refurbishment	Globe Theatre refurbishment	7,000	77,000	(70,000)
New	Globe Theatre Heritage Refurbishment	Living Heritage Grant (Vic. Govt.) contribution to Globe Theatre refurbishment	0	(70,000)	70,000
Grand Total			82,201	90,951	(8,750)

Reserve Transfers

Adopted Strategy Implementation Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
4960.9612	Rural Road Rehabilitation	Rural Road Rehabilitation - bring Council contribution for grant application currently in Adopted Strategy Reserve onto project account.	0	337,333	(337,333)
Grand Total			0	337,333	(337,333)

Reserve Transfers

Plant Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
9045	Light Fleet Replacement	Scope complete and project closed. Savings can be returned to source.	353,970	353,524	446
Grand Total			353,970	353,524	446

Reserve Transfers

Asset Renewal Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
4900.9600	Anglesea Shopping Centre Pathway	Quotations received are considerably greater than the available budget. Need to confirm consistency in works with proposed refurbishment on adjacent private land. The balance of funds to be quarantined to contribute to the Renewal of the area as part of	90,000	12,750	77,250
New	Globe Theatre Heritage Refurbishment	Council contribution to Globe Theatre refurbishment in conjunction with Living Heritage Grant (Vic.	0	7,000	(7,000)
9082	Building Renewal	Building Renewal allocation and works planned for Globe Theatre will be delivered in conjunction with Living Heritage Grant (Vic. Govt.) for Globe Theatre.	261,000	254,000	7,000
	Building Renewal	Building Renewal allocation and works planned for Anglesea Art House will be delivered in conjunction with upgrade project.	254,000	247,681	6,319
9573	Anglesea Arthouse Sheds	Funds required to deliver renewal component of project scope.	138,960	145,279	(6,319)
Grand Total			743,960	666,710	77,250

Reserve Transfers

DCP Council Funds Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
4425.8611	Torquay Jan/Juc DCP Review Project	The DCP Review project is more complex than originally anticipated and project reviews have needed to be more extensive. Additional project management budget of \$20K is required to successfully deliver the project including supervision of the separate consultancies and consultation activities. Costs incurred by Council for the DCP review can be incorporated into a revised DCP and partially cost-recovered through	100,000	120,000	(20,000)
4960.9595	Reg Bike Route (Horseshoe Bend Rd) Design	Transfer of savings to correct source reserve by correcting May 2017 transfer table from DCP Council Funds to DCP Reserve Contribution.	7,500	27,500	(20,000)
4960.9596	Coombes Rd Widening Design (RD11)	Transfer of savings to correct source reserve by correcting May 2017 transfer table from DCP Council Funds to DCP Reserve Contribution.	51,600	60,800	(9,200)
4940.9536	Horseshoe Bend Sth Beach Road Intersection	Higher than anticipated service relocation costs have been incurred and drainage re-design and upgrade have resulted in higher project costs. Civil works are yet to be undertaken and contingency should be re-established prior to commencing this work, therefore an additional \$40,000 is required before this	885,000	925,000	(40,000)
Grand Total			1,044,100	1,133,300	(89,200)

Reserve Transfers

Developer Contribution Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
4960.9595	Reg Bike Route (Horseshoe Bend Rd) Design	Transfer of savings to correct source reserve by correcting May 2017 transfer table from DCP Council Funds to DCP Reserve Contribution.	27,500	7,500	20,000
4960.9596	Coombes Rd Widening Design (RD11)	Transfer of savings to correct source reserve by correcting May 2017 transfer table from DCP Council Funds to DCP Reserve Contribution.	60,800	51,600	9,200
Grand Total			88,300	59,100	29,200

Reserve Transfers

Waste Reserve

Account	Project Name	Comment	Project Budget \$	Project Cost \$	Variation \$
9026	Realign Anglesea Transfer Station Entrance	Funds not required to complete project. Adequate funds remain on project account and contingency	515,850	465,850	50,000
9590	Lorne Big Belly Bins and Locks	Ratification of unbudgeted expenditure. Project cost estimates did not include bin decals and signage. Contingency has been utilised and additional funds expended to complete scope. No further expenditure	251,000	252,676	(1,676)
9598	Winchelsea Big Belly Bins	Scope complete and project closed. Savings, including \$2,800 contingency can be returned to source.	19,800	13,636	6,164
Grand Total			786,650	732,162	54,488

Accumulated Unallocated Cash Reserve

	\$
Opening balance 1 July 2016	3,666,490
Approved movements in reserve:	
Digital Transformation	(1,000,000)
July 2016 Council Meeting Resolution (In Camera)	(5,000)
August 2016	(159,000)
August 2016 Council Meeting Resolution	(27,400)
September 2016 Council Meeting Resolution	(225,000)
September 2016 Council Meeting Resolution	(21,000)
November 2016	(18,612)
November 2016 Council Meeting Resolution	(10,000)
December 2016	(22,500)
December 2016 Council Meeting Resolution (In Camera)	150,000
January 2017	(88,500)
January Council Meeting Resolution	190,000
February 2017	(18,141)
March 2017	234,222
April 2017	61,808
May 2017	(4,526)
Closing Balance Approved Movements	<u><u>2,702,841</u></u>
Proposed movements June Report	(41,994)
Proposed closing balance	<u><u>2,660,847</u></u>

2.4 Removal of SCS-028 Asset Accounting Policy

Author's Title: Manager Finance

General Manager: Anne Howard

Department: Finance

File No: F16/1679

Division: Governance & Infrastructure

Trim No: IC17/409

Appendix:

1. MPP-001 Asset Accounting Policy (D16/111409)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to revoke the current Council Policy *SCS-028 – Depreciation of Property, Infrastructure, Plant and Equipment*, and replace it with the new Management Policy and Procedure *MPP-001 – Asset Accounting Policy*.

Summary

A new management policy and procedure has been created which covers all aspects of asset accounting; including asset recognition, determination of carrying amounts, depreciation, and asset disposals. This policy will replace the existing Council policy and provides updated accounting guidance.

Recommendation

That Council:

1. Revoke the Council policy: SCS-028 – Depreciation of Property, Infrastructure, Plant and Equipment.
2. Note the new Management Policy and Procedure: MPP-001 – Asset Accounting Policy.

2.4 Removal of SCS-028 Asset Accounting Policy

Report

Background

Council policy SCS 028 – *Depreciation of Property, Infrastructure and Plant & Equipment* was adopted in June 2016 and provided guidance in asset depreciation matters for the 2015/16 financial year.

It was noted that a more wide-ranging policy which covered all aspects of asset accounting would be beneficial to the organisation, As a result, MPP 001 – *Asset Accounting Policy* was prepared to include asset recognition, determination of carrying amounts, depreciation, and asset disposals. This policy will replace the existing Council policy and will provide accounting guidance that reflects current accounting standards and legislation.

Minor changes to asset categories and sub-categories have been incorporated into the depreciation guidance, as well as changes to useful lives where required.

Discussion

As the accounting for Council's assets is an internal governance matter and concerns accounting procedures, it is recommended that the current Council policy is replaced with a Management Policy and Procedure. Whilst an important guiding document, the Asset Accounting Policy spells out Council's obligations under the accounting standards and local government act, and any material changes should only occur in response to changes in legislation.

Financial Implications

MPP001 – *Asset Accounting Policy* will provide guidance for Council officers in accounting for assets in the 2016/17 financial year and in the future.

Council Plan

Theme 2 Governance
Objective 2.4 Transparency in decision making and access to information
Strategy 2.4.3 Ensure decision-making is as transparent as possible.

Policy/Legal Implications

Council policy SCS 028 – *Depreciation of Property, Infrastructure and Plant & Equipment* will be revoked and replaced with MPP001 – *Asset Accounting Policy*.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

Not Applicable.

Social Considerations

Not Applicable.

Community Engagement

Not Applicable.

Environmental Implications

Not Applicable.

Communication

Not Applicable.

Conclusion

It is recommended that Council revoke policy SCS 028 – *Depreciation of Property, Infrastructure and Plant & Equipment*.

2.4 Removal of SCS-028 Asset Accounting Policy

APPENDIX 1 MPP-001 ASSET ACCOUNTING POLICY

MANAGEMENT POLICY & PROCEDURE



Asset Accounting	Document No:	MPP-001
	Approval Date:	
	Approved By:	
Responsible Officer: Manager Finance	Expiry Date:	
Authorising Officer:	Chief Executive Officer	

1. Purpose

The purpose of this policy is to provide guiding principles for the accounting treatment of Council's non-current assets, more specifically:

- (a) To ensure compliance with generally accepted principles and practice and the specific adherence to Australian Accounting Standards Board (AASB) and Victorian Local Government Act (LGA) and Regulations
- (b) To prescribe the accounting treatment for all non-current assets including:
 - a. the recognition of assets
 - b. the determination of their carrying amounts
 - c. the depreciation charges and impairment losses to be recognised in relation to them
 - d. the disposal of assets
 so that users of the financial statements can discern information about an Council's investment in its non-current assets and the changes to such investments.
- (c) To document Council's recording and accounting of fixed assets and ensure Council meets the requirements of the Local Government Act 1989 and Australian Accounting Standards.

Council must manage financial risks prudently, having regard for economic circumstances as directed by section 136 of the Local Government Act 1989. This includes the management risks associated with the management and maintenance of assets as directed by Section 136 (3C).

2. Scope

This policy shall be applied in the accounting treatment for all non-current assets. The legislative requirements which Council must comply with include:

- (a) **The Local Government Act 1989** Section 131, which provides that Council must prepare Financial Statements in accordance with the Act
- (b) **Local Government (Planning and Reporting) Regulations 2014**, and other industry guidelines.
- (c) **Australian Accounting Standards Board (AASB)**, this policy has been developed in accordance with the following AASB Standards:
 - a. AASB 116: Property, Plant and Equipment
 - b. AASB 136: Impairment of Assets
 - c. AASB 1049: Whole of Government and General Government Sector Reporting
 - d. AASB 1031: Materiality
 - e. AASB 1051: Land Under Roads
 - f. AASB 13: Fair Value Measurement
 - g. AASB 5: Non-current Assets Held for Sale and Discontinued Operations
 - h. AASB 117: Leases (superseded 1 January 2019)
 - i. AASB 16: Leases
 - j. AASB 137: Provisions, Contingent Liabilities and Contingent Assets
 - k. AASB 138: Intangible Assets
 - l. AASB 140: Investment property
 - m. AASB 108: Accounting Policies, Changes in Accounting Estimates and Errors
 - n. UIG Interpretation 1030 – Depreciation of Long Lived Physical Assets: Condition Based Depreciation and Related methods
 - o. UIG Interpretation 1055 – Accounting for Road Earthworks
 - p. SAC4 Statement of Accounting Concepts – Controlled Assets

3. Application

This policy directs those Council officers who are charged with accounting for Council's assets and related purposes.

4. Definitions

- (a) **Asset**
Items which have a useful life, service potential, or future economic benefit in excess of 12 months and are under the control of Council. Control over, rather than ownership is the essential determinant for an asset.
There are three tests which must be satisfied before an item can be recognised as an asset:
- it must be controlled by Council;
 - it must be probable that the benefits embodied in the asset will be realised; and
 - it must have a cost or other value which can be reliably measured.
- (b) **Asset Class and Category**
The grouping by which assets are disclosed in the financial statements and accompanying notes. The class and category will relate to the functional areas of operation or activity of Council. The Asset Class is the material level at which Council will prepare the annual balance sheet for reporting in the Annual Report eg: The Infrastructure Asset Class includes Asset Categories such as Road Pavement and Seals, Bridges, Footpaths and Cycleways, Drainage and Sewerage, Recreational, Leisure and Community, Parks, Open Spaces and Streetscapes and Off Street Car-parking (refer appendix 1 for listing of asset categories).
- (c) **Asset Register**
A subsidiary record supporting the balances of the general ledger control account and records the key data for each asset.
- (d) **Carry Amount**
The amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses.
- (e) **Cash Generating Unit**
A cash-generating unit is the smallest group of assets that independently generates cash flow and whose cash flow is largely independent of the cash flows generated by other assets.
- (f) **Cost**
The amount of cash paid, or the fair value of other consideration given to acquire an asset at the time of its original acquisition or construction including costs of making the asset ready for use. Where the asset is acquired at no cost, or for a nominal costs (as the case with developer and other contributed assets), the cost is its fair value as at the date of acquisition.
- (g) **Depreciation**
The systematic allocation of the depreciable amount of an asset over its useful life; also known as Annual Depreciation or Depreciation Charge.
- (h) **Fair Value**
The amount for which an asset could be exchanged or a liability settled between knowledgeable, willing parties in an arms-length transaction in the following market conditions:
- active & liquid market – current market price
 - active & liquid market not available – current market prices for assets that are similar in use, type and condition
 - specialised assets (where no market evidence of its market selling price) – replacement cost of the assets remaining future economic benefits
- (i) **Impairment**
The amount by which the carrying amount of an asset exceeds its recoverable amount.

- (j) **Materiality**
Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to:
 - a. Influence the economic decisions of users taken on the basis of the financial statements; or
 - b. Affect the discharge of accountability by the management or governing body of the entity.The size or nature of the item, or a combination of both, could be the determining factor.

- (k) **Non-Current Physical Asset**
A physical resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Any asset which is not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year.

- (l) **Revaluation**
The act of recognising a reassessment of values of non-current assets at a particular date.

- (m) **Useful Life**
The period over which an asset is expected to be available for use.

- (n) **Valuation**
The process of determining the worth of an asset or liability. Different valuation methods may be appropriate in different circumstances.

Policy

4.1 Recognition and Recording of Assets

5.1.1 Initial Recognition and Valuation of an Asset

AASB 116 Property, Plant and Equipment states:

The cost of an item of property, plant and equipment shall be recognised as an asset, if and only if:

- (a) It is probable that future economic benefits associated with the item will flow to the entity; and
- (b) The cost of the item can be measured reliably.

In accordance with AASB 116:

- (a) An item of property, plant and equipment that qualifies for recognition as an asset shall be measured at its cost;
- (b) Nonwithstanding this, where an asset is acquired at no cost, or for a nominal cost (as is the case with developer and other contributed assets, ie: granted assets), the cost is its fair value as at the date of acquisition.

Existing assets identified as not being reported in the financial statements for the preceding financial reporting period (found assets) will be treated in accordance with AASB 116(b).

The treatment of assets based on management and ownership structures are detailed in the table below:

Land Ownership	Asset Management (Controlling Entity of Assets)						
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licensed to Agreed (Council Lessee/ Licensee)	Asset Commercially Leased (Council Lessor)	Other (noncommercial) Lease (Council Lessor)	DELWP Local Committee
Council Land	1	1	1		2	3	
Crown Land – SCS Committee of Management	1	1	1		2	3	
Crown Land – Vested	1	1	1		2	3	
Crown Land - Lease	1	1	1		2	3	
Crown Land – Non Council Managed Other Committee of management				3			4
Private Land				3			
Government Road	1			1			4

Mobile/Non-Fixed physical Asset Ownership	Asset Management (Controlling Entity of Assets)						
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licensed or Agreed (Council Lessee/ Licensee)	Asset Commercially Leased (Council Lessor)	Other (non-commercial) Lease (Council Lessor)	DEPI or DEPI Local Committee
Council	1				2	3	
Private				6			

Intangible Asset Ownership	Asset Management (Controlling Entity of Assets)						
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licensed or Agreed (Council Lessee/ Licensee)	Asset Commercially Leased (Council Lessor)	Other (non-commercial) Lease (Council Lessor)	DEPI or DEPI Local Committee
Council	1				2	3	
Private				6			

1. Expenditure is recognised per Asset Recognition rules of this policy
2. Expenditure is recognised per Asset Recognition Rules of this policy but asset recorded on the Asset Register is not depreciated
3. Refer to specific agreement in place outlining the treatment of expenditure. If no agreement in place, asset remains on the asset register until an agreement is in place
4. Any expenditure is at Council's discretion and is deemed to be operational.
5. Assets are not recognised until the title is issued and the asset has finished its maintenance period.
6. Assets are not recognised.

5.1.2 Recognition Cost

- AASB 116 defines the cost of an item of a property, plant or equipment asset as comprising:
- (a) Its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates;
 - (b) Any costs directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner intended by management; and
 - (c) The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurred either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventoried during that period.

Activities associated with acquisition/creation of new assets are detailed in the table below:

Recurrent Expenditure	Capitalised Expenditure
<ul style="list-style-type: none"> • Strategic planning reports • Project scoping and investigation, valuation reports, planning approvals • Costs of introducing a new asset (including advertising) • Administration and other general overhead costs 	<ul style="list-style-type: none"> • Survey and design • Professional fees • Site preparation • Construction • Contract payments • Council direct costs, wages, salaries, plant hire, materials, on-costs, traffic managements • Project overheads • Supervision • Transport, installation, assembly and testing • Project management

4.2 Recognition Thresholds

Council applies threshold limits when recognising assets. In the context of materiality, Council does not recognise every non-current asset. Under AASB 1031 Materiality, the test for asset recognition thresholds is whether, for a given threshold, the application of a lower value threshold would produce a materially different financial position or operating result. The following recognition thresholds have been determined as appropriate for Council:

Asset Class	Asset Category	Threshold \$'000
Land		All
Land Under Roads		All
Heritage Buildings		5
Buildings		
Plant, Machinery and equipment		1
Fixtures, fittings and furniture		1
Computers and telecommunications		1
Sealed Road Pavements	Link & Collector Roads	5
	Access 1 and Below	5
	Concrete	5
Unsealed Road Pavements	Link & Collector Roads	5
	Access 1 and Below	5
Seals	Spray Seal	5
	Asphalt	5
Road Kerb and Channel		5
Traffic Control Devices		5
Bridges and Major Culverts	Timber Bridges	5
	Other Bridges	5
Footpaths and Cycleways	Concrete	5
	Asphalt	5
	Brick	5
	Gravel	5
Drainage and Sewerage	Drainage	5
	Sewerage	5
	Septic Tanks	5
Recreation, leisure and community facilities		5

Parks, Open spaces and streetscapes		5
Off Street car parks	Sealed Pavement	5
	Unsealed Pavement	5
	Seal	5

NOTE: Where the value of individual assets fall below the asset threshold for capitalisation, but the assets form part of a network, consideration will be given to capitalising the individual asset based on whether the aggregate value of those assets exceeds the capitalisation threshold.

Capital Expenditure

5.3.1 Capital Expenditure Approval

All capital expenditure projects require approval prior to the construction or purchase of an asset. All types of capital expenditure are approved via the annual budget process, where budget proposals for capital works are reviewed and authorised by Council.

Any subsequent construction or purchase of an asset, not approved as part of the annual budget process, must be reviewed and authorised by a Council resolution.

5.3.2 Capitalisation and Recording of Assets

The following table assigns responsibilities in the process of capitalisation of costs of assets. The Asset Management Team and the Management Accounting Team will review capital expenditure purchases to ensure the asset meets the recognition criteria described in 5.1.1 and 5.1.2

Asset Class	Asset Identification/Handover	Asset Management System Update	Capitalisation
Land	Property and Legal Officer	Assets Officer	Management Accounting
All buildings	Project Manager	Assets Officer	Management Accounting
Plant, machinery and equipment	Fleet Officer	Assets Officer	Management Accounting
Fixtures, fittings and furniture	Project Manager or Coordinator – Facilities Operations	Assets Officer	Management Accounting
Computers and telecommunications	Manager Information Services	Assets Officer	Management Accounting
Roads	Project Manager	Assets Officer	Management Accounting
Bridges and major culverts	Project Manager	Assets Officer	Management Accounting
Footpaths and cycleways	Project Manager	Assets Officer	Management Accounting
Drainage and sewerage	Project Manager	Assets Officer	Management Accounting
Recreation, leisure and community facilities	Project Manager	Assets Officer	Management Accounting
Parks, open spaces and streetscapes	Project Manager	Assets Officer	Management Accounting
Off street car parks	Project Manager	Assets Officer	Management Accounting

4.3 Asset Disposals

Assets may be disposed by the following processes:

- (a) sale, Auction or Tender
- (b) disposal by scrapping where the asset has little or no resale value
- (c) disposal by replacement
- (d) disposal by gifting to other entities

The asset disposal steps are outlined as follows:

5.4.1 Decision to dispose

Assets may be disposed through replacement as part of a Renewal or Capital Program. These Programs are adopted by Council and disposal through this process does not require further approval.

Regarding other one off asset disposals, before any assets are disposed of it is necessary to confirm and approve that they are suitable for disposal. Approval to commence the disposal process must be obtained from the relevant Service Manager as per Councils Roles and Responsibility Matrix. An asset may be suitable for disposal if it is:

- (a) no longer required,
- (b) unserviceable or beyond economic repair,
- (c) technologically obsolete or operationally inefficient,
- (d) surplus to current or immediately foreseeable needs,
- (e) part of an asset replacement program, or
- (f) belonging to other agency or authority.

5.4.2 Estimate the value

An estimate of the value of the asset to be disposed of should be considered. This may be through a formal valuation or estimated by an officer with a reasonable understanding of the assets worth based on knowledge or market comparison.

5.4.3 Factors to consider in disposal

Apart from the monetary value of the asset, the following factors should be considered as part of the disposal process:

- the market availability for the goods
- time considerations
- options for recycling the goods
- Council resources required to manage the disposal
- costs associated with the disposal, including transportation costs and administration / advertising costs

5.4.4 Select appropriate disposal method

Council Officers will, where appropriate, dispose of assets through one of the following methods:

- **Trade-in:** trading in equipment to suppliers;
- **Expressions of interest:** advertising for expressions of interest from buyers;
- **Open Tender:** openly seeking bids through tenders;
- **Writing off the goods:** recycling or destruction of goods;
- **Sale or Transfer to other Agencies**

5.4.5 Obtain approval for disposal

Once a preferred disposal method has been identified the appropriate approval to proceed with the disposal is to be obtained in accordance with the schedule below:

Disposal Type	\$1 - \$20,000	\$20,000 - \$150,000	> \$150,000
Trade-in	Service Manager	Service Manager's General Manager	CEO
Expressions of interest			
Open Tender			
Writing off the goods			
Transfer of Assets to other Authorities (initiated by Council)			
Sale of Land	Council	Council	Council
Compulsory Transfer of Assets to other Authorities (initiated by other Authority)	Strategic Asset Manager	Strategic Asset Manager	Strategic Asset Manager

5.4.6 Undertake disposal

Proceed with the disposal in line with the approved disposal method.

5.4.7 Report Disposal

Disposal is to be reported to the Management Accounting Team and Strategic Asset Manager and appropriate action is to be undertaken on Council registers. It is the responsibility of the Asset Management Team to identify those assets that have been "replaced" by virtue of the capital works undertaken.

4.4 Depreciation

AASB 116 Property, Plant and Equipment set out the requirements for depreciation of assets:

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

5.5.1 Depreciation Method and Useful Lives

Council has determined the depreciation method and estimated useful life of its assets as follows:

Asset Class		Depreciation Period	Method
Heritage Buildings		100 - 150 years	Straight Line
Buildings - Complex	Structure	100 years	Straight Line
	Roof	50 years	Straight Line
	Fit Out	25 years	Straight Line
	Services	20 years	Straight Line
Buildings - Simple		40 years	Straight Line
Plant, Machinery and equipment		2 - 15 years	Reducing Balance
Fixtures, fittings and furniture		3 - 10 years	Straight Line
Computers and telecommunications		3 - 10 years	Straight Line
Sealed Road Pavements	High Traffic	90 years	Straight Line
	Low Traffic	100 years	Straight Line
	Concrete	40 years	Straight Line
Unsealed Road Pavements	High Traffic	16 years	Straight Line
	Low Traffic	20 - 25 years	Straight Line
Seals	Spray Seal	15 - 18 years	Straight Line
	Asphalt	25 - 30 years	Straight Line
Road Kerb and Channel		70 years	Straight Line
Traffic Control Devices		25 - 80 years	Straight Line
Bridges and Major Culverts	Timber Bridges	40 years	Straight Line
	Other Bridges	80 - 140 years	Straight Line
Footpaths and Cycleways	Concrete	65 years	Straight Line
	Asphalt	30 years	Straight Line
	Brick	50 years	Straight Line
	Gravel	20 years	Straight Line
Drainage and Sewerage	Drainage	80 - 150 years	Straight Line
	Sewerage	80 years	Straight Line
	Septic Tanks	30 years	Straight Line
Recreation, leisure and community facilities		10 - 40 years	Straight Line
Parks, Open spaces and streetscapes		10 - 50 years	Straight Line
Off Street car parks	Sealed Pavement	100 years	Straight Line
	Unsealed Pavement	20 years	Straight Line
	Seal	15 - 30 years	Straight Line

5.5.2 Annual Review of Depreciation Method and Estimated Useful Lives

It is the responsibility of the Management Accounting Team, in consultation with the Asset Management Team, to review the useful lives of all Council assets on an annual basis.

4.5 Revaluations and Fair Value Assessments

5.6.1 Measurement

AASB116 Property, Plant and Equipment states the following in regards to the measurement of an asset after initial recognition:

An entity shall choose either of the following models as its accounting policy and shall apply that policy to an entire class of property, plant and equipment.

- (a) **Cost Model**
 After recognition as an asset, an item of property, plant and equipment shall be carried at its cost less any accumulated depreciation and any accumulated impairment losses.
- (b) **Fair Value**
 An item is recognised at fair value at the time of acquisition
- (c) **Revaluation Model**
 After recognition as an asset, an item of property, plant and equipment whose fair value can be measured reliably shall be carried at a revalued amount, being its fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent impairment losses. Revaluations shall be made with sufficient regularity to ensure the carrying amount does not differ materially from that which would be determined using fair value at the reporting date.

Council has elected to use the following models for each asset class after initial recognition of an asset:

Asset Class	Model
Land	Revaluation
Land Under Roads	Fair Value
Buildings non-specialised	Revaluation - Market Value
Buildings (all other)	Revaluation – Unit Rate/ Condition Based
Plant, Machinery and Equipment	Cost
Furniture, Fittings and Furniture	Cost
Computers and telecommunications	Cost
Roads	Revaluation – Unit Rate/ Condition Based
Bridges	Revaluation – Unit Rate/ Condition Based
Footpaths and Cycleways	Revaluation – Unit Rate/ Condition Based
Drainage and Sewerage	Revaluation – Unit Rate/ Condition Based
Recreation, Leisure and Community Facilities	Revaluation – Unit Rate/ Condition Based
Parks, Open Spaces and Streetscapes	Revaluation – Unit Rate/ Condition Based
Off Street Car Parks	Revaluation – Unit Rate/ Condition Based

5.6.2 Frequency of Valuations

AASB116 provides the following commentary in relation to the frequency of revaluations:

- The frequency of revaluations depends upon the changes in fair values of the items of property, plant and equipment being revalued.
- When the fair value of a revalued asset differs materially from its carrying amount, a further revaluation is required.
- Some items of property, plant and equipment experience significant and volatile changes in fair value, thus necessitating annual revaluations.
- Frequent revaluations are unnecessary for items of property, plant and equipment with only insignificant changes in fair value. Instead, it may be necessary to revalue the item only every three to five years.

It is Council policy to formally revalue those asset classes using the revaluation model every 3 years, in line with conditions audits completed by the Asset Management department. Every financial year, a fair value assessment is undertaken for those asset classes using the revaluation model.

5.6.3 Fair Value Assessments

The purpose of the fair value assessment is to ensure that the carrying amount of an asset does not materially differ from its fair value. If there is a material difference of an asset class of more than 10%, the Finance Manager, in consultation with the auditors, will determine if a desktop revaluation of the replacement cost of the asset is required with reference to the next scheduled formal revaluation.

Fair value assessments are undertaken annually in June, and are to be carried out by the following departments within Council:

Asset Class	Department Responsible for Fair Value Assessment/Revaluations Model
Land	Council's Property Valuer
Land Under Roads	NA
Buildings non-specialised	Asset Management Team
Buildings (all other)	Council's Property Valuer
Plant, Machinery and Equipment	Not applicable – Cost Model
Furniture, Fittings and Furniture	Not applicable – Cost Model
Computers and telecommunications	Not applicable – Cost Model
Roads	Asset Management Team
Bridges	Asset Management Team
Footpaths and Cycleways	Asset Management Team
Drainage and Sewerage	Asset Management Team
Recreation, Leisure and Community Facilities	Asset Management Team
Parks, Open Spaces and Streetscapes	Asset Management Team
Off Street Car Parks	Asset Management Team

All fair value assessments are reviewed and signed off by the Finance Manager and/or the Strategic Asset Manager.

4.6 Impairment of Assets

Events and circumstances may occur that reduce the level of future economic benefits expected to be received from an asset. Such reductions in future economic benefits are termed 'impairment losses'.

AASB136 Impairment of assets requires the following:

An entity shall assess at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the entity shall estimate the recoverable amount of the asset.

In assessing whether there is any indication that an asset may be impaired, an entity shall consider as a minimum the following indicators:

- (a) External
 - During the period, an asset's market value or depreciated replacement cost has declined significantly more than would be expected as a result of the passage of time or normal use.
 - The carrying amount of the net asset of the entity is more than its market capitalisation or depreciated replacement cost.

(b) Internal

- Evidence is available of obsolescence or physical damage of an asset.
- Significant changes with an adverse effect on the entity have taken place during the period, or are expected to take place in the near future, in the extent to which, or manner in which, an asset is used or is expected to be used. These changes include the asset becoming idle, plans to discontinue or restructure the operation to which an asset belongs, plans to dispose of an asset before the previously expected date, and reassessing the useful life an asset as finite rather than indefinite.
- Evidence is available from internal reporting that indicates that the economic performance of an asset is, or will be, worse than expected.

If any of the impairment indicators or any other indicators exist, the asset must be written down to its recoverable amount.

The recoverable amount of an asset is measured as the higher of an asset's or cash generating unit's fair value less costs to sell, or its value in use (refer to AASB136).

Generally, Council will use fair value in determining a fixed asset's recoverable amount. However, if value in use is to be used, refer to AASB136 to determine how to calculate the asset's recoverable amount.

The Management Accounting Team is responsible for ensuring:

- Impairment indicators are reviewed at reporting date.
- If an impairment indicator exists, determine the affected assets recoverable amounts using fair value.
- Any impairment losses are written off to expense.

4.7 Reporting

The Audit and Risk Committee will be furnished with a report detailing revaluations, impairments, disposals, and useful life reviews for noting immediately prior to the adoption of the annual financial statements.

Any instance of non-compliance with this policy shall be reported to Management and noted by the Audit and Risk Committee.

5. Records

Record	Retention/Disposal Responsibility	Retention Period	Location
NA			

2.5 Proposal to Lease Council Land - 2 Quay Boulevard, Torquay

Author's Title: Property & Legal Services Officer

General Manager: Anne Howard

Department: Governance & Risk

File No: F17/390

Division: Governance & Infrastructure

Trim No: IC17/469

Appendix:

Nil

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to seek Council's agreement for Telstra to commence a Planning Permit application process, including public consultation, to lease a portion of Council land at 2 Quay Boulevard, Torquay (the Quay Reserve) to accommodate a telecommunications tower.

Summary

Council has received a proposal to lease a portion of land at the Quay Reserve for the purpose of construction, maintenance and operation of a telecommunications network and service.

It is recommended that Council agree to commence a Planning Permit application process, including public consultation, prior to any future decision regarding a Planning Permit or Lease.

Recommendation

That Council:

1. Agree that Telstra commence a Planning Permit application process, including public consultation, to construct a telecommunication tower on Council owned land at the Quay Reserve, Torquay.
2. Affirms that by providing agreement for the Planning Permit process, this in no way pre determines the outcome of the Planning Permit application process for Telstra.
3. Affirms that by providing agreement for the Planning Permit process, Council makes no commitment to enter into a Lease with Telstra at the Quay Reserve.

2.5 Proposal to Lease Council Land - 2 Quay Boulevard, Torquay

Report

Background

2013

- Telstra approached Council with this same proposal
- Council provided initial land owner consent to investigate the Quay site with the understanding that community engagement would be undertaken as part of Telstra's investigation and Planning Permit process in order to further test community views
- community consultation was undertaken by letterbox drops and information sessions
- there is no record of why the proposal did not progress at this point in time.

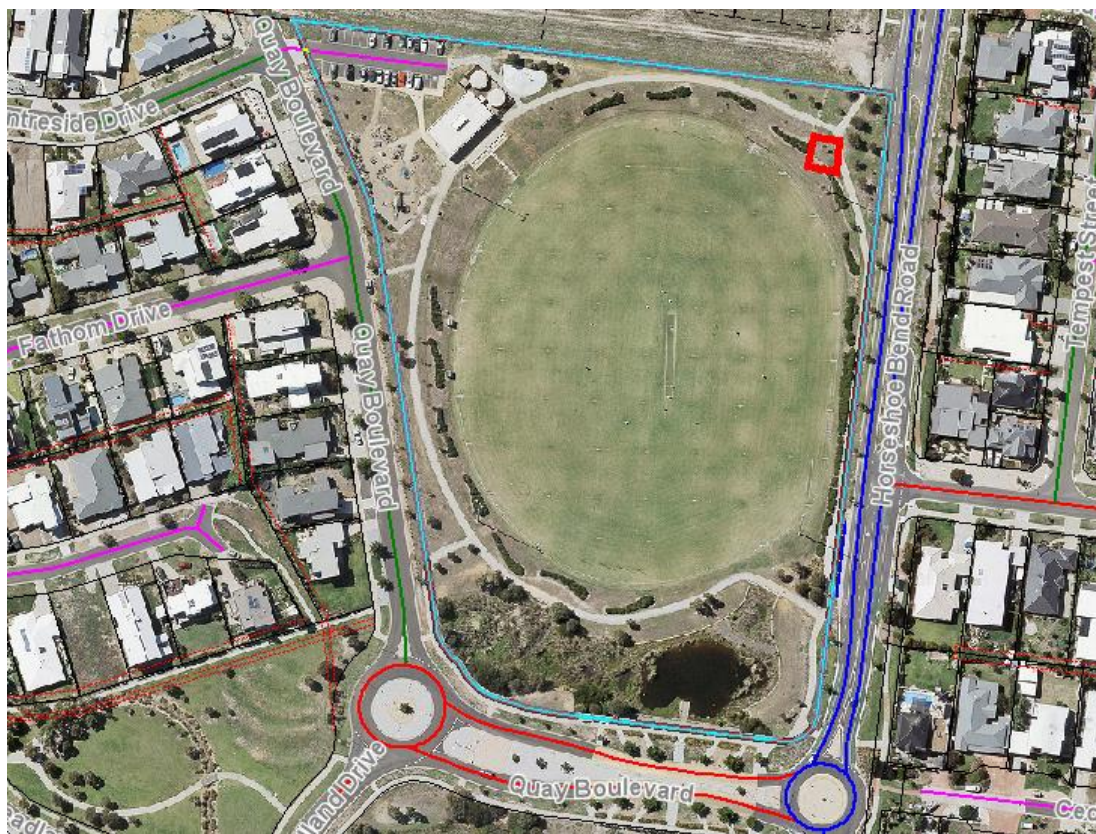
Discussion

Council officers have explored alternative sites with Telstra including the Civic Precinct however the alternate sites will not provide adequate coverage for Telstra.

Further discussions between Telstra and Council's Recreation team have occurred to ensure the runoff buffers and needs are met. The Recreation team has no objection to the proposal.

Details of Property:

- USE: Recreational purposes
- ZONING: Public Park and Recreation Zone
- SIZE: approx.3.4 hectares.



Summary of Lease Proposal:

- FOOTPRINT: 24m²
- TERM: 10 years with 2 x 5 year options
- PURPOSE: Construction, maintenance and operation of a telecommunications network and service
- TYPE: 25.4meter light pole on the Quay Reserve. The light pole will include retro fitting Council's existing lighting infrastructure onto the new pole
- LOCATION ON SITE: Area marked red on the map above.

2.5 Proposal to Lease Council Land - 2 Quay Boulevard, Torquay

Valuation:

In February 2017 a valuation was obtained through Opteon Property Group which determined the annual rental for the land to be \$20,000 or \$833.33 per m².

Financial Implications

The rental for the lease has been determined by a qualified Valuer as \$20,000 per annum.

The revenue from the lease will contribute to the ongoing maintenance and upgrade of the reserve.

Council Plan

Theme 2 Governance
Objective 2.1 Robust risk management framework and processes
Strategy 2.1.2 Stocktake of leases, licences and agreements with a risk focus.

Policy/Legal Implications

Council has not yet adopted a Lease and Licence Policy for Council owned and managed land.

In accordance with Section 190(3)(c) of the Local Government Act 1989 this Lease proposal is required to be advertised under Section 223 of the Local Government Act 1989 as the proposed term including further options is more than 10 years.

Telstra will require a Planning Permit for this proposal.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

There is a risk associated with entering into a long term lease agreement however Council has determined that this parcel of land is not required in future Open Space Strategies.

Some community members may object to the construction of a tower.

Social Considerations

Not applicable.

Community Engagement

Consultation will be required as part of the Planning Application process.

The proposal to lease Council land would be advertised in accordance with Section 223 of the Local Government Act 1989.

Environmental Implications

Not applicable.

Communication

As included under the heading 'Community Engagement'.

Conclusion

It is recommended that Council agree that Telstra commence a Planning Permit application process, including public consultation, to construct a telecommunication tower on Council owned land at the Quay Reserve, Torquay.

By agreeing, this in no way determines the outcome of a Planning Permit application and forms no commitment to enter into a Lease with Telstra.

2.6 Petition Response - Request for removal and relocation of bus terminus on the corner of Strathmore Drive and Great Ocean Road, Jan Juc

Author's Title: Manager Engineering Services

General Manager: Anne Howard

Department: Engineering Services

File No: F16/1090

Division: Governance & Infrastructure

Trim No: IC17/579

Appendix:

1. Petition - Bus Terminus - Redacted (D17/55164)
2. Bus Improvement - Strathmore Drive Concept Plan (D17/62492)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 – Section 80C:

Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to respond to the petition that was received by Council at its meeting held 23 May 2017.

Summary

Council officers have reviewed the petition and consulted further with Public Transport Victoria (PTV). There is a shared view between officers and PTV that the proposed upgrade to the current bus terminus at the intersection of Great Ocean Road and Strathmore Drive will improve safety for road traffic. The proposed modifications are funded by PTV and others.

The petition requests that an alternative location be found for the bus terminus. One factor behind the petition is the concern that landowners in the vicinity of the terminus have limited sight of drivers when a bus is parked at the location. The change in terminus location can only be made by PTV and would require time to investigate alternatives and consult with other landowners and stakeholders.

It is recommended that the works proceed at the current bus stop location to improve road safety and that PTV be requested to consider relocating the terminus to a new location prior to Strathmore Drive to address the resident's concerns.

Recommendation

That Council:

1. Note this report responds to the petition requesting the removal of the bus terminus at the corner of Strathmore Drive and Great Ocean Road, Jan Juc.
2. Note that Public Transport Victoria (PTV) is the responsible authority for bus services and the location of the bus terminus.
3. Request PTV to consider moving the bus terminus to an alternative location which may include the Great Ocean Road near Duffield's Road, Jan Juc.
4. Note that the proposed safety improvements to the current bus stop in Strathmore Drive are necessary for road traffic safety for either a bus stop or bus terminus.
5. Note that officers will proceed with the safety improvements at Strathmore Drive/ Great Ocean Road.
6. Notify the head petitioner of this resolution.

2.6 Petition Response - Request for removal and relocation of bus terminus on the corner of Strathmore Drive and Great Ocean Road, Jan Juc

Report

Background

Council received confirmation of \$60,000 of funding in January 2017 from Department of Economic Development, Jobs, Transport & Resources (DETJR) and VicRoads to upgrade a short section of Strathmore Drive at Great Ocean Road to widen the road to address a safety issue at the public bus stop located at this location. The safety issue was that the narrow width of the road means there can often be a conflict with cars trying to pass this stationary bus. Given the proximity to the intersection this issue is of greater concern than at other locations. The solution agreed with PTV and the bus company was to widen the road so there are two traffic lanes adjacent to this bus stop, refer attached plan.

The reason the bus is stationary here is it is the start of the bus run (a terminus) and so buses often wait there prior to starting their run at the nominated time table time.

Discussion

Consultation was undertaken with surrounding properties affected by the proposed works. There was general acceptance at that time from all but one property on Strathmore Drive who was concerned at the safety of the intersection. This property owner subsequently prepared a petition with 62 signatories that stated "We believe the bus terminus on the corner of Strathmore Drive and The Great Ocean Road is unsafe and should be removed. We are willing to walk a short distance to catch the bus at the next safer bus stop".

Council has raised the concerns with both the PTV and Mc Harry's, the bus service provider. Both parties are satisfied that the proposed changes will address the current safety concern for road traffic when the bus is stationary at this location and consider that the location is necessary to efficiently service the bus users at this location. They have confirmed that the current bus stop is very popular and needed.

Council officers have also considered the petition and matters raised through consultation. Officers consider the intersection will be safer for general road users once the proposed modifications are undertaken as it will allow two vehicles to safely pass the stationary bus and will not impact traffic flows at the intersection. The detail design for road widening has not been completed yet but part of the design process will include an independent road safety audit of the design to ensure all safety concerns can be identified and addressed.

In discussion with the head petitioner it has been confirmed that their key fear is that when exiting their property they will be hit by a car passing the stationary bus, particularly as the current stop is a terminus and buses can park between 2 and 20 minutes. It is agreed that to avoid this, a change to the location of the terminus (that is where buses can wait for periods to start their new run) would assist. In discussion with PTV and the bus operator, the moving of a terminus cannot be done quickly and the proposed location by the petitioner is not considered suitable as it still creates a problem for abutting landowners there. It would also mean the current bus stop at Strathmore Drive/Great Ocean Road needs to be removed impacting other users. A possible location would be to relocate the terminus to a new location on the Great Ocean Road near Duffields Road. This would still support the current route but this would require additional funding and time to implement and a change to the timetable which could occur in January. It would also require VicRoads approval. It is proposed that this matter be referred to PTV to consider, as it is the responsible authority.

Financial Implications

The proposed works are primarily being funded by other agencies with Council only \$20K to an overall project of \$80K. The recommendation of the report has no financial impact

Council Plan

Theme	4 Infrastructure
Objective	4.3 Enhance key rural and coastal roads and transport options
Strategy	4.3.3 Public transport needs assessment with proposed solutions.

Policy/Legal Implications

Council supports good access to public transport and so removal of a bus stop as proposed by the petition would reduce the level of service currently provided and so is not supported.

2.6 Petition Response - Request for removal and relocation of bus terminus on the corner of Strathmore Drive and Great Ocean Road, Jan Juc

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

The proposed improvements to the bus terminus will address the current safety concerns of bus drivers and road users by providing two dedicated traffic lanes adjacent to the bus, thus avoiding any need to give way to oncoming traffic or confusion to road users. The works will not address the issue raised by the concerned landowner, nor will they exacerbate this issue.

Social Considerations

The petition does provide an opportunity for Council and officers with further appreciation of the community's views. Having reviewed the concerns regarding the bus terminus, once the proposed widening works are completed, officers consider the intersection will be safe for general road users and the bus stop can remain at a very popular location.

Community Engagement

Consultation was undertaken with the properties directly affected by the proposed widening works. A landowner has raised a petition which has been duly considered. The concerns can be addressed and no further community engagement is considered necessary

Environmental Implications

Road widening works will require some vegetation trimming but no tree removal is anticipated. This will be determined in the detail design.

Communication

The head petitioner will be notified of the decision.

Conclusion

Having considered the request to remove the bus terminus at the corner of Strathmore Drive and Great Ocean Road and consulted PTV and the bus service provider, it is considered that the existing bus stop will be made safe once the proposed road widening is undertaken and so it should not be removed. However PTV should be requested to consider relocation of the terminus to a new location at Great Ocean Road near Duffields Road where buses could lay by without impacting residents.

2.6 Petition Response - Request for removal and relocation of bus terminus on the corner of Strathmore Drive and Great Ocean Road, Jan Juc

APPENDIX 1 PETITION - BUS TERMINUS - REDACTED

**WE BELIEVE THE BUS TERMINUS ON THE
 CORNER OF STRATHMORE DRIVE AND THE
 GREAT OCEAN ROAD IS UNSAFE AND
 SHOULD BE REMOVED. WE ARE WILLING TO
 WALK A SHORT DISTANCE TO CATCH THE
 BUS AT THE NEXT, SAFER BUS STOP.**

**WE HAVE SEEN THE COUNCIL'S PROPOSED PLAN AND DO NOT BELIEVE IT ADEQUATELY
 DELIVERS A SAFE SOLUTION FOR ROAD USES, PEDESTRIANS, BUS PASSENGERS OR
 RESIDENTS. PTV AND COUNCIL SHOULD INSTEAD USE THE EXISTING BUS STOP BETWEEN
 STRATHCAIRN AVE AND KENVARRA CRES AS THE BUS TERMINUS AND FIRST STOP ON THE
 JAN JUC ROUTE. THIS SITE HAS SPACE FOR AN OFF-ROAD, HARD STANDING FOR THE BUS.**

NAME	ADDRESS	SIGNATURE
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
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SURF COAST SHIRE
 FILE: _____
 POLICE: _____
 27 APR 2017
 OFFICER: _____
 FILE COPY DUPLICATE COPY

2.6 Petition Response - Request for removal and relocation of bus terminus on the corner of Strathmore Drive and Great Ocean Road, Jan Juc

APPENDIX 2 BUS IMPROVEMENT - STRATHMORE DRIVE CONCEPT PLAN



2.7 Councillor Representation on the Victorian Local Governance Association (VLGA)

Author's Title: Manager Governance & Risk

General Manager: Anne Howard

Department: Governance & Risk

File No: F12/2042

Division: Governance & Infrastructure

Trim No: IC17/612

Appendix:

Nil

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to appoint a Council delegate to the Victorian Local Governance Association following the resignation of Councillor Heather Wellington as the representative for that committee.

Summary

There are a number of Committees to which Council delegates are appointed on an annual basis, including regional/peak organisations and internal Advisory Committees.

Delegates are responsible for reporting back to Council in regard to any actions or outcomes from the meetings. Substitute delegates are also nominated to represent Council where the delegate is unavailable.

Councillor Heather Wellington has expressed a wish to resign as Council delegate on the Victorian Local Governance Association (VLGA) and a new delegate now needs to be appointed.

Recommendation

That Council:

1. Note the resignation of Councillor Heather Wellington as Council's delegate to the Victorian Local Governance Association.
2. Appoint Councillor Rose Hodge as the 2017 delegate on the Victorian Local Governance Association.

2.7 Councillor Representation on the Victorian Local Governance Association (VLGA)

Report

Background

There are a number of Committees to which Council delegates are appointed on an annual basis, including regional/peak organisations and internal Advisory Committees.

Delegates are responsible for reporting back to Council in regard to any actions or outcomes from the meetings. Substitute delegates are also nominated to represent Council where the delegate is unavailable.

Councillor Heather Wellington has expressed a wish to resign as Council delegate on the Victorian Local Governance Association (VLGA) and a new delegate now needs to be appointed.

Discussion

The VLGA is a unique peak body for councillors, community leaders and local governments working to build and strengthen their capacity to work together for progressive social change.

The VLGA Board manages the business and affairs of the Association and sets and oversees policy on behalf of and in accordance with the wishes of the membership. It has the power to perform all such acts and things as appear to the Board to be essential for the proper management of the business and affairs of the Association. The Board is elected for a two-year term at its February meeting. All VLGA individual members, member community groups and Councillors from member Councils are eligible to vote.

The Board consists of the President, three Vice-Presidents, a Treasurer, the Executive Officer (ex-officio) and six ordinary members, two of which are elected Councillors from member local governments. The President, Treasurer and two of the Vice Presidents are Councillors from member local governments. The President, Vice Presidents, Treasurer, Public Officer with the Executive Officer comprise the Officer Bearers of the Association that between Board Meetings may act as an Executive, with the same powers as the Board. Fifty-seven Councils are VLGA members.

Financial Implications

Not applicable.

Council Plan

Theme	2 Governance
Objective	2.5 Enhanced community engagement
Strategy	Nil

Policy/Legal Implications

Not applicable.

Officer Direct or Indirect Interest

No person associated with this report has a conflict of interest.

Risk Assessment

Not applicable.

Social Considerations

Not applicable.

Community Engagement

Involvement with regional and industry based committees provides Council with the opportunity to consider issues that may have broader impact than just the Council area, and can assist Council to hear the views of a wider community.

Environmental Implications

Not Applicable.

Communication

Delegates to the various committees are required to report back to Council in regard to the actions and discussions of each committee.

Conclusion

It is recommended that Council appoints Councillor Rose Hodge as its representative on the VGLA for the remainder of the 2017 period.

3. ENVIRONMENT & DEVELOPMENT

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

Author's Title: Statutory Planner **General Manager:** Ransce Salan

Department: Planning & Development **File No:** F16/451

Division: Environment & Development **Trim No:** IC16/896

Appendix:

1. Schedule (Amended) to Clause 35.07 (FZ) (D17/49228)
2. Schedule 2 (Amended) to Clause 43.02 (DDO) (D17/49229)
3. Schedule 4 (Amended) to Clause 43.02 (DDO) (D17/49230)
4. Schedule 6 (Amended) to Clause 43.02 (DDO) (D17/49231)
5. Schedule 9 (Amended) to Clause 43.02 (DDO) (D17/49232)
6. Schedule 15 (Amended) to Clause 43.02 (DDO) (D17/49242)
7. Schedule to Clause 94 - Local VicSmart Provisions (D17/49233)
8. Schedule 1 to Clause 95 - IN3Z - Local VicSmart Provisions (D17/49234)
9. Schedule 2 to Clause 95 - RDZ1 - Local VicSmart Provisions (D17/65131)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

The purpose of this report is to request the Minister for Planning to authorise the preparation and exhibition of Planning Scheme Amendment C122.

Summary

A review of recent planning permit activity has identified that the majority of applications are generated by a limited number of clauses (zone and overlay triggers) within the Surf Coast Planning Scheme. Targeted streamlining through an amendment to the planning scheme has the potential to make small but material reductions in the number of applications received annually and allow for a meaningful number of applications to be determined more quickly through local VicSmart applications. This will make it easier to undertake development within Surf Coast for straightforward matters. The scope of change to the planning scheme envisaged by this amendment has been recently reduced after the State VicSmart classes were expanded significantly by Amendment VC135 on 27 March 2017. That amendment has surpassed a number of matters previously considered for inclusion as local VicSmart classes.

Recommendation

That Council:

1. Seek Ministerial authorisation to prepare Amendment C122 to introduce a number of additional exemptions for minor matters and a range of local VicSmart application types.
2. Place Amendment C122 on public exhibition for one month following authorisation.
3. Receive a further report following community consultation and Hearing of Submissions at a future Council Meeting.

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

Report

Background

The purpose of this project is to review the Surf Coast Planning Scheme with the aim of reducing complexity and improving efficiency. As an outcome of this review it is proposed to amend the Surf Coast Planning Scheme to:

- provide additional exemptions from the requirement for a planning permit
- introduce local VicSmart provisions for a simpler process for specified application types.

Discussion

The customer focussed planning scheme review is being undertaken to identify policy neutral improvements to the Surf Coast Planning Scheme.

The key tasks of the review are to:

1. Map the permit triggers for the schedules to the overlays and provide recommendations as to how the number of applications could be reduced without impacting on the objectives of the overlays or schedules.
2. Identify improvements, including:
 - identify where exemptions to the planning controls can be introduced within the schedules to the overlays
 - identify where exemptions from public notice could be introduced to stream line the planning process further with sensitivity as to how this and other reform initiatives would be justified against the Council Plan
 - identify where application types could be included as local Vic Smart applications and what information requirements would be listed to achieve this.

Inputs

A review of planning permit applications made in 2014-15 found that the following clauses of the planning scheme were each generating more than 5% of applications (>25 applications per annum) in that time period:

Zone/Overlay	Clause	Provision	%
General Residential	32.08-2	Subdivision of land	9.3
	32.08-4	Two or more dwellings on a lot	5.8
Farming	35.07-1	Use	5.1
	35.07-4	Buildings and works	8.8
Environmental Significance Overlay Schedules 4 and 5 (Aireys Inlet to Eastern View)	42.02-2	Buildings and works, subdivision and vegetation removal	9.8
Design and Development Overlay Schedules 1, 2, 5, 6, 7, 8, 13, 14, 16, 20, 21, 22 and 23 (Torquay – Jan Juc)	43.02-2	Buildings and works	14.2
Neighbourhood Character Overlay Schedules 1, 2 and 3 (Aireys Inlet to Eastern View, Lorne and Anglesea)	43.05-2	Buildings and works	33.9
Bushfire Management Overlay	44.06-1	Buildings and works	6.9
All other Zone triggers			21.2
All other Overlay triggers			37.4
Particular Provision triggers			19.4

It should be noted that as a planning permit may be triggered by more than one clause the total percentage is about 170%. For 1041 applications within the time period there were 1876 permit triggers; with as many as eight permit triggers for a single application.

There is likely to be an overlap of permits triggered particularly by ESO4/5 and NCO1 and the BMO, but it is estimated that approximately 75% of applications derive from these eight triggers. This information provides a guide for focussing efforts to achieve significant gains in efficiency. Further inputs have come internally from staff within the Planning and Development Department and from a workshop with external stakeholders.

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

Reducing permit triggers

There are limited opportunities to meaningfully reduce permit triggers. The content of zones and overlays is determined by the State controlled Victoria Planning Provisions (VPP) and local planning permit triggers or exemptions may only be introduced by schedules where the VPP zone or overlay allows for these to be written in.

General Residential Zone

There is no scope to reduce the 15% of applications under the General Residential Zone (GRZ) as exemptions cannot be scheduled in to the GRZ; irrespective these permit triggers are for significant matters which are appropriately assessed through the permit process.

Farming Zone

The Farming Zone (FZ) does allow for the scheduling of a number of permit trigger thresholds:

- the floor area above which a permit is required to extend a dwelling, construct an outbuilding to a dwelling or extend the area of an agricultural building where these are associated with Section 2 uses (i.e. a dwelling on a lot below the minimum lot size)
- the land where earthworks triggers apply
- the minimum setback of buildings from roads, boundaries and other dwellings.

The schedule to the FZ presently defaults to the State maximums for the floor area triggers and all land is subject to the earthworks triggers (earthworks which alter the rate of flow or discharge point of water across a property boundary or increase the discharge of saline groundwater). The present scheduled setbacks are:

- 100m from a Road Zone Category 1
- 40m from a Road Zone Category 2
- 20m from any other road
- 5m from a boundary
- 100m from a dwelling not in the same ownership

The basis for the FZ schedule is found in the LPPF with the Municipal Framework plan at Clause 21.01-4 identifying as a key strategic direction for the Shire

To recognise that rural landscape vistas are highly valued for their contribution to the amenity and liveability of rural areas.

Further Clause 21.06 Rural Landscape has an objective:

To protect and maintain open and uncluttered rural landscapes, including vistas from main road corridors.

To recognise the importance of maintaining the visual landscape qualities of the Great Ocean Road environs both for residents and visitors to the coast.

This is implemented by:

In considering any application for a non-agricultural land use and/or development apply the following development principles:

- *buildings should be of modest scale and nestle into the landscape*
- *buildings should be subservient to the landscape so as not to detract from its visual qualities*
- *proposals should include net gain environmental outcomes*
- *development should be self-sufficient in the provision of infrastructure and associated costs.*

Applying permit triggers in the schedules to the rural zones for buildings within road setback areas to minimise the visual impact of development along main and tourist access roads.

In this context, to achieve the stated objectives it is considered that the current setbacks are appropriate and should be retained without alteration. It is considered, however, that there is scope to increase the size of extensions to a dwelling and domestic outbuildings which may be constructed without a planning permit. It is recommended that the schedule be amended to:

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

Maximum floor area for which no permit is required to alter or extend an existing dwelling (square metres).	All land, other than land adjoining the Great Ocean Road	200
	Land adjoining the Great Ocean Road	100
Maximum floor area for which no permit is required to construct an out-building associated with a dwelling (square metres)	All land, other than land adjoining the Great Ocean Road	200
	Land adjoining the Great Ocean Road	100

If the building setbacks specified by the schedule are achieved, an extension to a dwelling or outbuilding of 200m² is unlikely to prejudice the rural landscape, particularly long range vistas and the sense of openness. The permit trigger is proposed to be maintained at 100m² for land adjacent the Great Ocean Road in recognition of the importance attached to this corridor including the road's State and National heritage listing.

Environmental Significance Overlay

Environmental Significance Overlay (ESO) Schedules 4 and 5 apply to the townships of Aireys Inlet, Fairhaven, Moggs Creek and Eastern View and trigger a planning permit for all buildings and works, native vegetation removal and fencing. The buildings and work trigger doubles up with the permit requirement within the Neighbourhood Character Overlay (NCO) Schedule 1, therefore introducing even a complete exemption for buildings and works would not reduce the number of applications. The decision guidelines of ESO4 and ESO5 include considerations relevant to development therefore a permit trigger under these overlays is necessary.

ESO4 and ESO5 are also being reviewed and proposed to be amended by Amendment C96. This amendment focusses on the protection of identified biodiversity assets within township areas. The amendment proposes to replace 6 overlays (ESO3, ESO4, ESO5, VPO1, VPO2 and VPO3) in the townships with a single new ESO4. In light of this amendment, which has recently been to a Panel hearing, it is not proposed to undertake further amendments to these ESO schedules.

Design and Development Overlay

Many of the schedules to the Design and Development Overlay (DDO) which apply in Torquay and Jan Juc cover land in commercial and industrial zones (Schedules 2, 5, 6, 7, 16 and 23). A DDO is also applied to the commercial zoned land within other townships (Schedule 4 – Lorne, Schedule 9 – Anglesea, Schedule 15 – Aireys Inlet). The zones also trigger a permit and the respective DDO is used to introduce local design objectives and requirements. The Commercial 1 Zone includes an exemption for:

- An alteration to an existing building façade provided:
 - the alteration does not include the installation of an external roller shutter
 - at least 80 per cent of the building facade at ground floor level is maintained as an entry or window with clear glazing.

It is proposed that this exemption be replicated in the DDO schedules which apply to land zoned Commercial 1 (C1Z) for ground floor facades to enable alterations to shop fronts (such as changing the location of a doorway) without requiring a planning permit under the zone or overlay. This is likely to result in a small reduction in applications.

The schedules (20, 21 and 22) which apply to the residential areas in Torquay and Jan Juc were largely applied by Amendment C66 in 2014. Amongst other things this amendment implemented the *Torquay-Jan Juc Neighbourhood Character Study & Vegetation Assessment (2006)* and *Torquay-Jan Juc Neighbourhood Character Study Review (2012)*.

Feedback was received during internal and external consultation that the permit trigger within Schedules 20, 21 and 22 to construct a building when the garage is not setback behind the front wall of the dwelling by at least 1.0m was viewed as providing limited value in achieving preferred character outcomes. Within the 2 year period reviewed, 11 applications (~1.1%) were required only due to this permit trigger and don't represent a significant processing burden. An improvement has been made to the schedules by Amendment C102 (on 12/2/2015) to clarify that the trigger only applies to a new garage or carport to avoid a permit being required to construct a building where the relationship of garage to dwelling is a pre-existing situation.

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

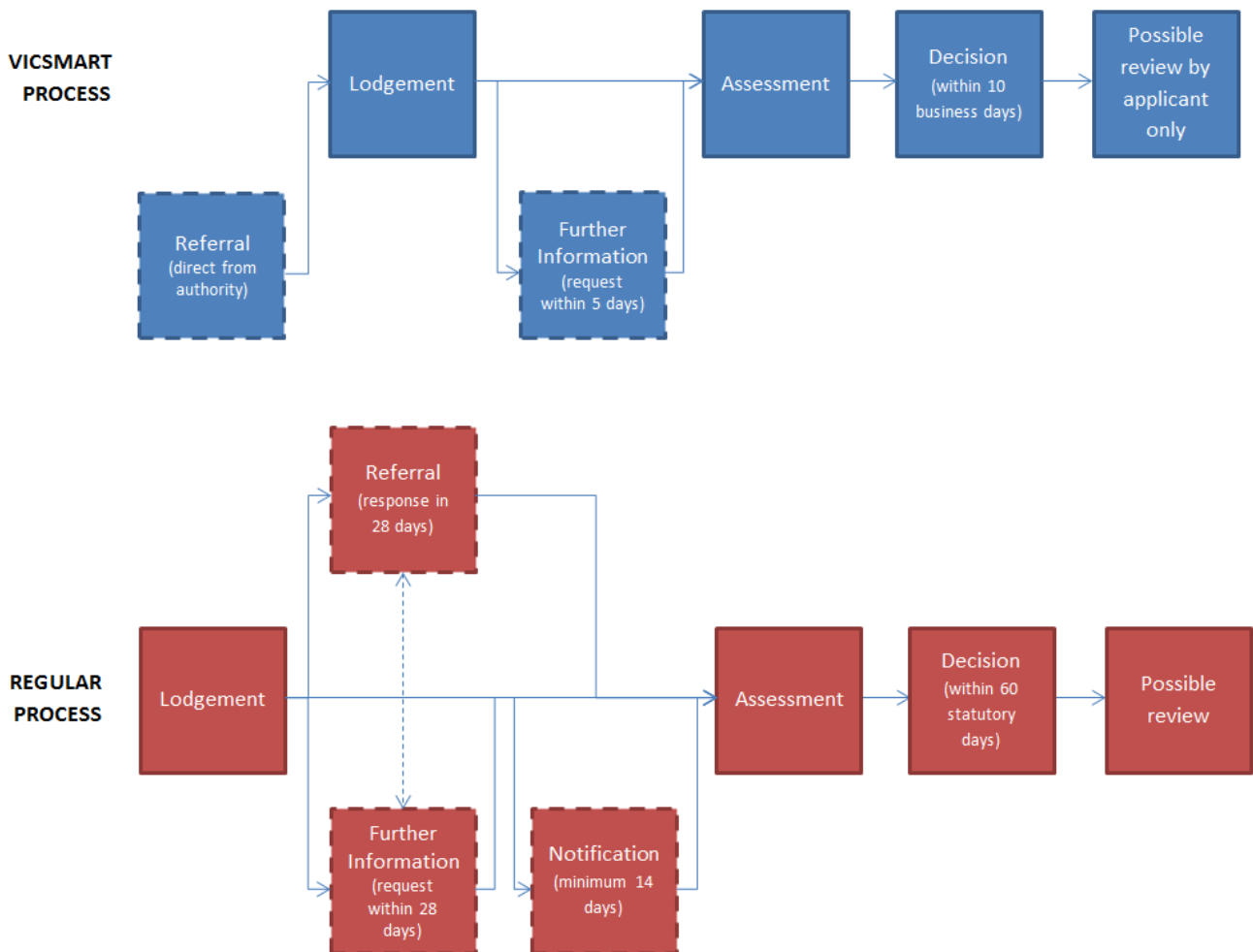
It is considered that it would be inappropriate to remove this permit trigger without undertaking further strategic assessment.

Neighbourhood Character Overlay

Over a third of all applications are for a permit under the NCO which is applied to the coastal townships of Aireys Inlet-Fairhaven, Lorne and Anglesea (Schedules 1, 2 and 3 respectively). The VPP NCO triggers a planning permit for all buildings and works other than for outdoor swimming pools and for an outbuilding normal to a dwelling, which may be triggered under a schedule. Each of the three schedules does require a permit for these developments and are relevant to achieving the preferred neighbourhood character. The VPP NCO does not allow a schedule to exempt other specified buildings and works; therefore there is no scope to reduce the number of permit requirements under this overlay. However there is potential to consider using local VicSmart provisions for some application types.

Local VicSmart

VicSmart is a streamlined planning permit process which aims to determine applications within 10 business days of lodgement. A simple comparison with the regular application process is provided by the following graphics:



3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

Steps	Regular permit process	VicSmart process
Requesting further information under s.54 of the Act	If the request is made within 28 days of receiving the application, the statutory clock stops and returns to zero when the information is received.	If the request is made within five days of receiving the application, the statutory clock stops and returns to zero when the information is received.
Giving notice of the application under s.52 of the Act	Yes. If the responsible authority considers giving notice is necessary.	No. The giving of notice is not required.
Referring the application under s.55 of the Act	Yes. If required, the applicant can submit written consent with the application or council can refer the application after it has been received.	No. If required, written consent from a referral authority must be submitted with the application.
Matters to be considered when assessing the application	Full assessment against the requirements of s.60 of the Act, SPPF, LPPF and local provisions.	Only assessed against the VicSmart decision guidelines.
Deciding the application	Council (or delegate).	Chief Executive Officer (or delegate).
Third party review rights	Yes. Unless specifically exempt in the planning scheme.	No. Only an applicant has a right of review.
Applicant review against failure to decide	60 calendar days after lodgement. Applicant may apply for a review if no decision is made within time.	10 business days after lodgement. Applicant may apply for a review if no decision is made within time.

VicSmart is implemented by Clauses 90 to 95 of the planning scheme. The VicSmart provisions don't trigger a permit; permits are triggered in the usual way by the zones, overlays and particular provisions. Clauses 92 and 94 specify which classes of application are VicSmart. Clause 92 specifies a range of applications which are State VicSmart, in other words they are VicSmart in all planning schemes across the State (in the VPP) and can't be varied by the local scheme. This includes (not set out in full):

- subdivision to realign a boundary in all residential, commercial, industrial and rural zones
- subdivision of land into lots each containing an existing building or car parking space in all residential (other than LDRZ), commercial and industrial zones
- subdivide land into two lots which doesn't include a vacant lot in all residential (other than LDRZ), commercial and industrial zones
- subdivide land into two lots above the minimum lot size in the rural zones
- construct a building or works with a cost of less than \$1,000,000 in all industrial zones including land covered by a Design and Development Overlay
- construct a building or works with a cost of less than \$500,000 in all commercial, special use and comprehensive development zones including land covered by a Design and Development Overlay
- construct a building or works with a cost of less than \$500,000 in the Farming Zone (with some qualifiers)
- construct a building or works with a cost of less than \$250,000 in the Rural Living and Rural Conservation zones (with some qualifiers).
- construct a fence in an overlay
- remove, destroy or lop one tree in an overlay
- subdivision and various buildings and works in the Heritage Overlay

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

- construct a carport, garage, pergola, verandah, deck, shed or similar structure or rainwater tank in the Environmental Significance Overlay, Significant Landscape Overlay, Design and Development Overlay, Neighbourhood Character Overlay and Salinity Management Overlay
- display a sign in all commercial and industrial zones
- reduce the required car parking by no more than 10 spaces
- reduce the loading bay requirements.

As a result Council already processes a number of VicSmart applications. Clause 94 enables local VicSmart application types to be scheduled to allow more application types to fall within the VicSmart process. A schedule may specify any application under a zone, overlay or particular provision. Where a proposal has more than one permit trigger, each trigger must be classed as VicSmart for the application to fall in to the VicSmart process.

The State classes were expanded significantly by Amendment VC135 on 27 March 2017 and this amendment has surpassed a number of matters considered for inclusion as local VicSmart classes.

Inherently VicSmart is intended for straight-forward applications. For an application class to be suitable for VicSmart it must be unlikely that the grant of a permit for the proposed use or development will cause material detriment (relevant to the permit trigger) to any person given the removal of objection and third party review rights.

It is proposed that the following matters be scheduled as local VicSmart classes of application:

Zone	Application purpose
Industrial 3	Use land for industry or warehouse for a purpose without adverse amenity potential*.
Farming	<p>Construct buildings and works associated with a single dwelling where the setbacks of the FZ are met.</p> <p>Construct an extension or alteration to an existing building associated with a single dwelling which doesn't meet the setbacks of the FZ where the setback is not reduced.</p> <p>Construct an extension or alteration to an existing building associated with extensive animal husbandry or crop raising which doesn't meet the setbacks of the FZ where the setback is not reduced.</p>
Overlay	
Design and Development Schedule 1 (Torquay)	Construct a building which is more than 7.5 metres above ground level and not exceeding 8.0 metres above ground level.
Design and Development Schedules 20, 21 and 22 (Torquay)	Construct a new garage or carport associated with one existing dwelling on a lot that is not setback from the street at least 1 metre further than the wall of the dwelling.
Neighbourhood Character Overlay Schedules 1, 2 and 3 (Aireys Inlet to Moggs Creek, Lorne and Anglesea)	Alter an existing building where the gross floor area and height above ground are not increased.

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

Salinity Management Construct a building or carry out works associated with one dwelling on a lot connected to reticulated sewerage.

Land Subject to Inundation Construct a building or carry out works.

Particular Provision

Clause 52.29 Create or alter access to a road in a Road Zone, Category 1.

Land Adjacent to a Road Zone, Category 1, or a Public Acquisition Overlay for a Category 1 Road

* An industrial or warehouse use which is not listed with a Note 1 or 2 in Clause 52.10 or exceeds the threshold distance specified in Clause 52.10 and is not within 30m of residential zoned land.

Financial Implications

The project is being undertaken within operational budgets.

The proposed introduction of additional permit exemptions and local VicSmart provisions will make the process of developing or establishing a new business in Surf Coast easier for some matters; reducing the associated costs and encouraging investment. It is also likely to reduce the cost to Council of providing planning services, by eliminating some applications and allowing a streamlined process for others. Reducing workloads also allows planning staff to determine the remaining applications more thoroughly and efficiently.

Council Plan

Theme 5 Development and Growth

Objective 5.4 Transparent and responsive land use and strategic planning

Strategy 5.4.3 Investigate a customer focussed approach to planning applications (this may include case managers)

Policy/Legal Implications

An amendment to the planning scheme will be prepared and processed in accordance with the requirements of the *Planning and Environment Act 1987*.

Officer Direct or Indirect Interest

The officer is an owner of property within Aireys Inlet and as a result has the potential to benefit from the proposed VicSmart application classes. It is considered that the officer does not have a direct or indirect conflict of interest pursuant to s.77A(4) as the interest could not reasonably be regarded as capable of influencing any actions or decisions of the relevant person in relation to the matter and s.77A(5) as the interest is held as a resident, ratepayer or voter and does not exceed the interests generally held by other residents, ratepayers or voters.

Risk Assessment

There are no perceived risks associated with the preparation and exhibition of an amendment which will be undertaken in accordance with the requirements of the *Planning and Environment Act 1987*.

Social Considerations

The proposed amendment would reduce "red tape" for people wishing to undertake a range of straight-forward matters, but it would also remove any third party involvement, including the right to appeal Council's decision. As the range of proposed exemptions and local VicSmart applications are targeted to matters which are unlikely to cause material detriment to neighbouring properties or the broader community it is considered that there is unlikely to be adverse social impacts. Local VicSmart applications are still subject to a merits assessment by Council planning officers which includes consideration of social impacts (where relevant to the permission required).

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

Community Engagement

Early engagement was undertaken in the first quarter of 2016 at an external stakeholder workshop (with representatives from the planning and building industries and community interest groups) which informed the preparation of the proposed local VicSmart provisions.

Recently the draft local VicSmart and new exemption provisions have been shared with key community groups (such as 3228, AIDA, Friends of Lorne, tourism and traders organisations) to gauge community reaction before proceeding with the planning scheme amendment. At the time of preparing this report no comments have been received.

Community engagement on the amendment will be undertaken via the legislative process required by the *Planning and Environment Act 1987*. Following Ministerial authorisation, the amendment and application would be placed on public exhibition for one month.

Environmental Implications

There are no perceived environmental implications associated with the project or the preparation and exhibition of the amendment.

Communication

Notice will be given of the amendment in accordance with the legislative requirements of the *Planning and Environment Act 1987*.

Conclusion

A review of recent planning permit activity has identified that the majority of applications are generated by a limited number of clauses (zone and overlay triggers) within the Surf Coast Planning Scheme. Targeted streamlining has the potential to make small but material reductions in the number of applications received annually and allow for a meaningful number of applications to be determined more quickly through local VicSmart applications. This will make it easier to undertake development within Surf Coast for straightforward matters.

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

APPENDIX 1 SCHEDULE (AMENDED) TO CLAUSE 35.07 (FZ)

SURF COAST PLANNING SCHEME

19/08/2010
 C.48

SCHEDULE TO THE FARMING ZONE

Shown on the planning scheme map as **FZ**

	Land	Area/Dimensions/Distance
Minimum subdivision area (hectares).	Thompsons Creek Catchment (except Lot 1 PS315793E and Lot B 534262Q version 2)	<p>60ha.</p> <p>This may be reduced to 40ha provided the following conditions are met:</p> <ol style="list-style-type: none"> 1. A land plan is submitted that shows: <ul style="list-style-type: none"> · that principles of biodiversity have been applied · fencing of areas of remnant vegetation and/or conservation areas to exclude stock · a minimum area of 10% established to trees (increasing to 15% where salting or other problems exist) · proposed management practices in the fenced off areas especially for the control of rabbits, foxes and noxious weeds · evidence that the recommendations of the Department of Natural Resources and Environment will be implemented in recognised hot spot salt areas in the Thompsons Creek Catchment Plan 2. The owner enters into an agreement under Section 173 of the Act which commits any present or future owner to the implementation of the land plan and ongoing management of maintenance of the property so the land does not revert back to its former state.

SURF COAST PLANNING SCHEME

	Land	Area/Dimensions/Distance
	Otway Hills and Coastal Hinterland	60ha
	Winchelsea Plains	80ha
	Barrabool Hills	40ha
	Deans Marsh District	40ha
	<i>Refer to Map 1 to this Schedule.</i>	
	Lot 1 PS315793E	20ha
	Lot B PS 534262Q	16 ha
Minimum area for which no permit is required to use land for a dwelling (hectares).	Thompsons Creek Catchment	60ha. This may be reduced to 40ha provided the following conditions are met: 1. A land plan is submitted that shows: <ul style="list-style-type: none"> · that principles of biodiversity have been applied · fencing of areas of remnant vegetation and/or conservation areas to exclude stock · a minimum area of 10% established to trees (increasing to 15% where salting or other problems exist) · proposed management practices in the fenced off areas especially for the control of rabbits, foxes and noxious weeds · evidence that the recommendations of the Department of Natural Resources and Environment will be implemented in recognised hot spot salt areas in the Thompsons Creek Catchment Plan. 2. The owner enters into an agreement under Section 173 of the Act which

SURF COAST PLANNING SCHEME

	Land	Area/Dimensions/Distance
		commits any present or future owner to the implementation of the land plan and ongoing management of maintenance of the property so the land does not revert back to its former state.
	Otway Hills and Coastal Hinterland	60ha
	Winchelsea Plains	80ha
	Barrabool Hills	40ha
	Deans Marsh District	40ha
	<i>Refer to Map 1 to this Schedule.</i>	
Maximum area for which no permit is required to use land for timber production (hectares).	All land	40ha
Maximum floor area for which no permit is required to alter or extend an existing dwelling (square metres).	<u>All land, other than land adjoining the Great Ocean Road</u> None specified	<u>200</u>
	<u>Land adjoining the Great Ocean Road</u>	<u>100</u>
Maximum floor area for which no permit is required to construct an out-building associated with a dwelling (square metres)	<u>All land, other than land adjoining the Great Ocean Road</u> None specified	<u>200</u>
	<u>Land adjoining the Great Ocean Road</u>	<u>100</u>
Maximum floor area for which no permit is required to alter or extend an existing building used for agriculture (square metres).	None specified	
Minimum setback from a road (metres).	A Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1	100 metres
	A Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2	40 metres

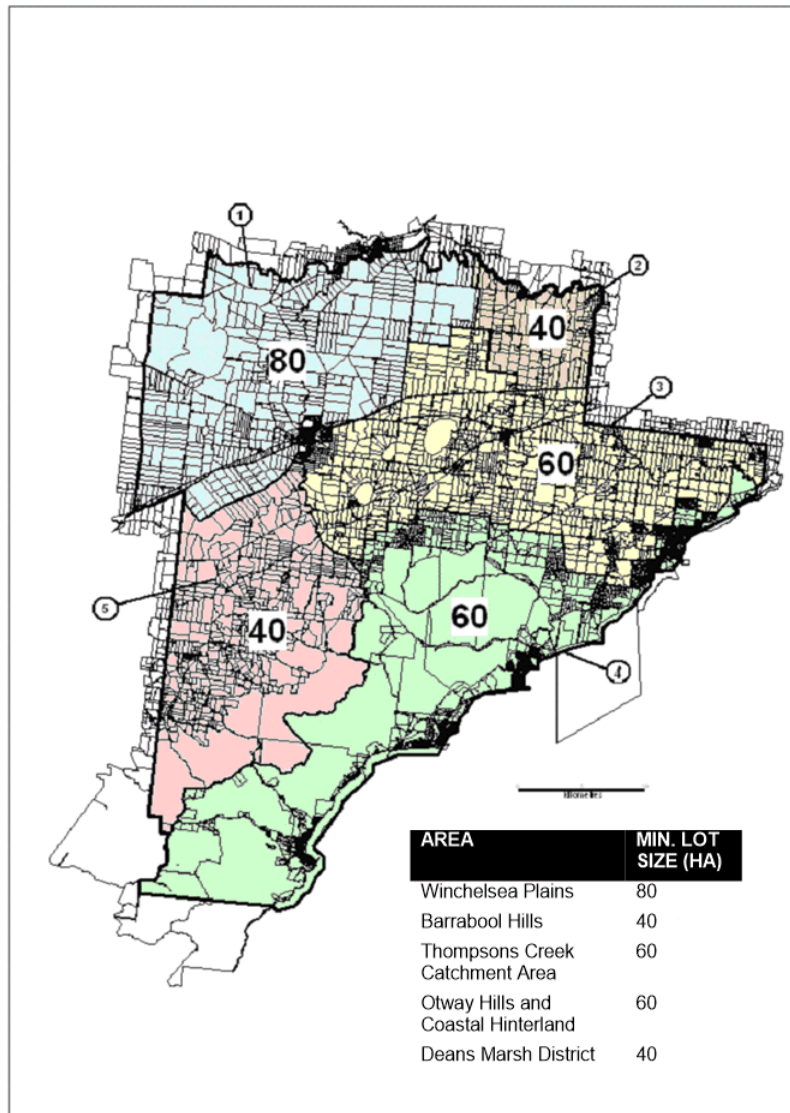
SURF COAST PLANNING SCHEME

	Land	Area/Dimensions/Distance
	Any other road	20 metres
Minimum setback from a boundary (metres).	Any other boundary	5 metres
Minimum setback from a dwelling not in the same ownership (metres).	Any dwelling not in the same ownership	100 metres

Permit requirement for Land earthworks	
Earthworks which change the rate of flow or the discharge point of water across a property boundary.	All land, except land contained within the Public Acquisition Overlay (PAO3) for or impacted by the construction of the Princes Highway West duplication project and associated works not including the construction of a grade separated interchange at the intersection of Princes Highway West with Cape Otway and Devon Roads.
Earthworks which increase the discharge of saline groundwater.	All land, except land contained within the Public Acquisition Overlay (PAO3) for or impacted by the construction of the Princes Highway West duplication project and associated works not including the construction of a grade separated interchange at the intersection of Princes Highway West with Cape Otway and Devon Roads.

SURF COAST PLANNING SCHEME

Map1 to Clause 35.07 – Minimum Lot Sizes



3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

APPENDIX 2 SCHEDULE 2 (AMENDED) TO CLAUSE 43.02 (DDO)

SURF COAST PLANNING SCHEME

11/11/2010
C49

SCHEDULE 2 TO THE DESIGN AND DEVELOPMENT OVERLAY

Shown on the planning scheme map as **DDO2**

BELL STREET, TORQUAY

1.0

03/05/2007
C36

Design objectives

To strengthen the identity of Bell Street activity node as an entertainment precinct, emphasising its links with adjacent tourist accommodation places and the surf beaches.

To promote excellence in the design, articulation and massing of buildings.

To encourage external building materials, finishes and colours that present a vibrant image associated with the beach and surfing culture intrinsic to Torquay.

To encourage the integration of the streetscape and street landscaping with any new development.

To ensure the provision of adequate car parking and safe vehicular access for all development.

To ensure that advertising signs are used for business identification purposes rather than product advertising and that images are displayed that complement the surf and beach culture of Torquay without compromising the amenity, coastal character and identity of the town.

2.0

11/11/2010
C49

Buildings and works

A permit is not required for alteration to a ground floor level building façade provided:

- The alteration does not include the installation of a roller shutter; and
- At least 80 per cent of the building façade at ground floor level is maintained as an entry or window with clear glazing.

Requirements

Development should reflect and express the coastal town culture of Torquay, particularly surfing, with regard to building articulation, mass, external materials, finishes and colours.

Buildings should:

- Have a lightweight image, utilising timber and other natural and innovative materials.
- Include disaggregated structures with interesting spaces and projections while still conveying simplicity and distinction.
- Comprise facades that utilise light, shade and texture.
- Utilise accent or vibrant 'beachy' colours where appropriate, within the streetscape context.

Building heights must be consistent with the surrounding streetscape character.

All car parking required as part of a development must be provided on site to the rear or side of buildings. Staff car parking should be provided at the rear of allotments. Any car parking having frontage to Bell Street must be well landscaped to reduce its visual impact.

3.0

11/11/2010
C49

Decision guidelines

| SURF COAST PLANNING SCHEME

Before deciding on an application the responsible authority must consider:

- The extent to which the building architecture expresses the culture of Torquay.

DRAFT

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

APPENDIX 3 SCHEDULE 4 (AMENDED) TO CLAUSE 43.02 (DDO)

SURF COAST PLANNING SCHEME

11/11/2010
C49

SCHEDULE 4 TO THE DESIGN AND DEVELOPMENT OVERLAY

Shown on the planning scheme map as **DDO4**

LORNE COMMERCIAL / TOURIST ACCOMMODATION PRECINCTS

Precinct 1 – Central Retail Core Precinct

Precinct 2 – Commercial and Tourist Mixed Use Precinct

Precinct 3 – Tourist Accommodation Precinct

Refer to the Map to Schedule 4 for precinct boundaries.

1.0
16/10/2008
C34

Design objectives

All Precincts

To improve and enhance the image and appearance of the Lorne commercial and tourist precincts so as to create a pleasant place to shop and recreate and to reinforce the unique urban/retail character that is recognisably Lorne.

To consolidate development within the commercial core of the township.

To encourage development that will accommodate a mixture of retail, office, entertainment and visitor accommodation facilities within the commercial core of the township.

To encourage a scale of development which is complementary to and compatible with the overall character of the centre and amenity of the surrounding development.

Central Retail Core Precinct

To promote the central retail core precinct as the preferred location for new retail development.

To consolidate retail activities at street level with office and non-retail activities encouraged to locate at either first floor level or at the periphery of the central retail core.

To maintain the low rise character of building facades along Mountjoy Parade.

To encourage the establishment of tourist accommodation and units above street level.

To implement urban design guidelines which improve the character and appearance of the precinct to create a pleasant place to shop and recreate.

Commercial and Tourist Mixed Use Precinct

To encourage a mix of commercial, entertainment, recreational, leisure uses and tourist development which would complement the foreshore location and the primary retail function of the Central Retail Core.

To limit further expansion of the commercial premises in the vicinity of the Erskine River unless it can be demonstrated there is an overwhelming need for an increase in floor space

SURF COAST PLANNING SCHEME

to service the local and visitor population; and the use cannot reasonably be accommodated within the Central Retail Core.

To maintain the low rise character of building facades along Mountjoy Parade and the Erskine River environs.

To improve the character and appearance of the precinct so that the physical environment offers variety, interest and encourages pedestrian movement along Mountjoy Parade.

Tourist Accommodation Precinct

To encourage a diversity of dwelling types and a range of accommodation for residents and visitors to Lorne in proximity to the Central Retail Core and recreational resources of the township.

To ensure that the scale of the development is compatible with that of the surrounding land uses.

To ensure that new development maintains the low rise nature of the built environment in Lorne.

To encourage landscaping that positively contributes to the landscape character of the township, in particular the retention and planting of tall canopy trees.

To ensure that the opportunities for landscaping are maximised within and across development sites.

To protect the residential amenity derived from the availability of views of landscape features.

2.0
16/10/2008
C34

Buildings and works

A permit is not required for alteration to a ground floor level building façade provided:

- The alteration does not include the installation of a roller shutter; and
- At least 80 per cent of the building façade at ground floor level is maintained as an entry or window with clear glazing.

Requirements

Central Retail Core

Building Height

- The height of a building on land with a frontage to Mountjoy Parade should not exceed 7.5 metres above the footpath level at the street alignment.
- Any part of a building which exceeds a height of 7.5 metres should be set back at least 7.5 metres from the frontage to Mountjoy Parade.
- The maximum height of all buildings should not exceed 10 metres above the footpath level at the Mountjoy Parade street alignment.

Plot Ratio

- The maximum building plot ratio of a site should not exceed 2.0.

SURF COAST PLANNING SCHEME

Commercial and Tourist Mixed Use Precinct

Building Height

- The height of all buildings on land with a frontage to Mountjoy Parade should not exceed 4.5 metres above the footpath level at the street alignment.
- Any part of a building which exceeds a height of 4.5 metres should be setback from the frontage and contained below an angle of 30 degrees as measured from the top of the building at the street alignment.
- Any two storey element should be setback at least 10 metres from the street frontage.
- The maximum height of all buildings should not exceed 8.0 metres above the footpath level at the Mountjoy Parade street alignment.

Plot Ratio

- The maximum plot ratio should not exceed 1.0.

Tourist Accommodation Precinct

Building Height

- The maximum height of all buildings should not exceed 8.0 metres above natural ground level.

Landscaping

- At least 30 percent of the site area should be set aside for landscaping including the 2 metre setback areas adjoining any front and side street boundary.

3.0
16/10/2008
C34

Advertising signs

Advertising sign requirements are at Clause 52.05-8, Category 3.

4.0
11/11/2010
C49

Decision Guidelines

Before deciding on an application, in addition to the decision guidelines in Clause 43.02-5, the responsible authority must consider, as appropriate:

Central Retail Core

- Building height at street level should be scaled to maximise sunlight penetration and allow views over the buildings from the properties on the west side of Smith Street.
- Variations in facade and building height will be encouraged to achieve varied streetscape forms and to create view corridors between the frontage of buildings.
- A non-continuous building mass will be encouraged at street level with occasional setbacks along the streetscape to act as suntraps and activity areas.
- Ground floor awnings, post supported verandahs and decks will be encouraged, but continuity will be discouraged in the interests of achieving a diversity of facades and combination of sunlight and shade to the footpath areas using creative design ideas. Decks should be designed to add depth and texture to building facades but should not be solidly roofed to maximise sunlight penetration in the afternoon.
- Roof elements on the upper most portion of buildings visible from the adjacent street should be designed to slope toward the street at an angle of around 25 to 30 degrees.

SURF COAST PLANNING SCHEME

- A sense of life, vitality, habitation and a continually changing visual panorama will be encouraged along Mount Joy Parade, and this should be taken into account in the design and articulation of facades and built form. Creative design ideas will be encouraged in achieving these objectives.
- Painted external surfaces should provide colour, variation and detail to the streetscape.
- Planting will be encouraged to add visual interest to the streetscape and accentuate the strong image of Lorne with its well vegetated hillsides.
- Lighting be used to softly accentuate building form, texture and variety of the streetscape.

Commercial and Tourist Mixed Use Precinct

- Building height should be limited to ensure maximum sunlight penetration to the footpath and to allow retention of views across the buildings from the first floor of buildings behind.
- Development should be stepped back in full storey height elements with sufficient setback to allow sunlight penetration and achieve a single storey visible building height to the street.
- Building heights should enhance the traditional character of the street and visually strengthen this area as a distinct component from the Central Retail Core.
- Variation in parapet height and roof height will be encouraged to add visual interest to the streetscape.
- A non-continuous building mass will be encouraged with setback areas provided regularly along the streetscape to highlight a detached lower scale character for the streetscape.
- The rambling guesthouse form will be used as an architectural prototype in this precinct, the most significant visual elements being:
 - The long horizontally emphasised facade portions.
 - The use of timber in wall surfaces and verandah detailing.
 - The dominant generous, expansive roof forms.
 - The wide verandahs, which are generally roofed.
- Roof elements should slope towards the street at an angle of around 25 to 30 degrees, and be large in area and volume in the form of traditional expansive guesthouses.
- Tree planting on private lots, or the provision of large plants in tubs will be encouraged to enhance the existing and potential high landscape quality of this precinct.

Tourist Accommodation Precinct

- Building height should be scaled to ensure it does not dominate existing or proposed landscaping and vegetation cover on the site.
- Building setbacks and siting should provide for the retention and re-establishment of significant landscaping.
- Residential development adjacent Mountjoy Parade should reflect the built character and overall objectives of this policy.
- The design and built form of buildings should reflect the character of traditional buildings in the precinct.

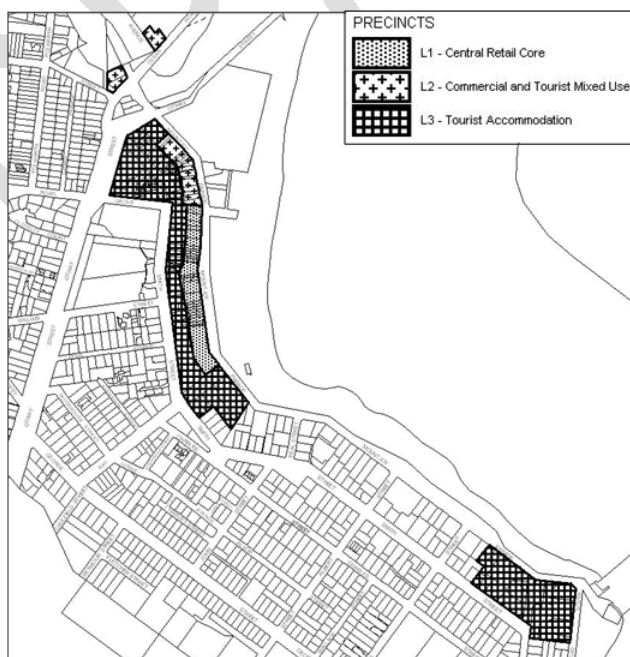
SURF COAST PLANNING SCHEME

- Whether landscaping areas have been consolidated so as to maximise the opportunity to plant tall canopy trees.
- The need to emphasise planting within landscape areas.
- The appropriateness of allowing non-indigenous tree species having regard to the growing conditions and space available.

Advertising signs all precincts

- Advertising signs should be designed to integrate with the architectural style and character of a building and where possible should be included as an integral part of the design theme of a development.
- Advertising signs attached to buildings should not obscure architectural features and supporting structures should not be obtrusive when viewed from public areas
- The advertising area should be proportionate to the building or structure on which the sign is located and should not unreasonably obscure views to surrounding signs.
- Advertising schemes should incorporate graphics, symbols and colours that reflect themes of the beach, ocean and natural environment.
- Above-verandah signs are strongly discouraged.
- Illuminated signs should be located below verandah level.
- Pole signs are strongly discouraged.
- Promotion signs are strongly discouraged.

Map 1 – Lorne Commercial / Tourist Centre Precincts



3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

APPENDIX 4 SCHEDULE 6 (AMENDED) TO CLAUSE 43.02 (DDO)

SURF COAST PLANNING SCHEME

20/03/2014
C66

SCHEDULE 6 TO THE DESIGN AND DEVELOPMENT OVERLAY

Shown on the planning scheme map as **DDO6**.

TORQUAY TOWN CENTRE

Precinct 1 – Central Retail Core Precinct

Precinct 2 – Bristol Rd (West) Precinct

Precinct 3 – The Foreshore Precinct

Refer to Map 1 to Schedule 6 for precinct boundaries

1.0

20/03/2014
C66

Design objectives

All Precincts

To facilitate the development of a vibrant mixed use activity centre that is designed to cater for active uses at ground level and offices, community facilities and apartments at upper levels.

To promote a design and built form that contributes to a casual and relaxed yet vibrant atmosphere throughout the Torquay Town Centre emphasising strong associations with the beach, surfing and coastal culture of the township.

To reinforce the generally modest, human scale aspect of the built form and consistent rhythm of narrow, active shopfronts.

To encourage an innovative and adventurous approach to building design and the use of sustainable design principles.

To encourage development with a pedestrian emphasis, incorporating structures and landscaping to provide summer shade, winter sun and protection from the weather.

To encourage the establishment of quality landscaping on public and private land throughout the Town Centre, promoting indigenous planting to create a link between the commercial heart of Torquay and its natural environment.

To ensure the design of car parking and vehicular access contributes to the built and landscape qualities of the area.

To encourage interesting and innovative advertising signage that contributes to, but does not dominate, a vibrant streetscape.

To minimise the number of signs along The Esplanade and Zeally Bay Road so as not to detract from the natural environment of these areas.

Precinct 1 – Central Retail Core & Precinct 2 – Bristol Road (West)

To create a landscaped pedestrian thoroughfare linking Gilbert Street to Taylor Park, the Bristol Road supermarket and car parking areas.

To encourage buildings to extend to the front and side boundaries to create a unified streetscape image consistent with the existing and preferred character.

To promote first floor setbacks along Gilbert Street to encourage the provision of balconies for outdoor living, dining and other activities.

SURF COAST PLANNING SCHEME

To enhance the traditional 'strip shopping centre' image of multiple shopfronts in Gilbert Street, west along Bristol Road.

To ensure that large format retail premises (e.g. supermarkets, department stores) are sleeved by smaller retail premises to create active facades, maintain the rhythm of small shop fronts and avoid large expanses of blank wall.

Precinct 3 - Foreshore

To promote a more urban, active and intensively built environment that will encourage a greater diversity of land use and draw the vibrancy and activity of Gilbert Street towards the foreshore.

To create an active and vibrant street frontage along The Esplanade that ensures quality public space with a generous promenade and the use of light weight canopies and balconies.

To promote innovative façade treatments and building forms with roof forms and materials that complement the building design, contribute to interest and variety of the streetscape and take advantage of the coastal aspect.

To promote development on the corners of Gilbert Street and Zeally Bay Road with The Esplanade as gateways through strong / innovative architectural treatment, enhancing the visual link with the foreshore.

2.0

20/03/2014
C66

Buildings and works

A permit is not required for alteration to a ground floor level building façade provided:

- The alteration does not include the installation of a roller shutter; and
- At least 80 per cent of the building façade at ground floor level is maintained as an entry or window with clear glazing.

A permit is required to construct a fence which abuts a road or public area, including a public car park.

Application requirements

All planning applications (except for minor buildings and works) must be accompanied by a town activity centre and site description and a design response that explains how the proposed development responds to the objectives and the relevant requirements of this schedule in the context of the town activity centre and site description.

Requirements

Precinct 1 "Central Retail Core" & Precinct 2 "Bristol Road (West)"

Building height and siting

- In Precinct 1 buildings should not exceed two storeys and 8 metres in height above natural ground level. Higher elements must be supported with detailed design considerations in a written submission that respects the streetscape character and sunlight / shadowing impacts on adjoining premises and public areas, and advances coastal design and environmentally sustainable design principles.
- In Precinct 2 building heights should not exceed 9 metres above natural ground level.
- Building height should be scaled to maximise sunlight penetration to pedestrian areas during winter.
- Zero building setbacks to front and side boundaries are encouraged.

SURF COAST PLANNING SCHEME

Building design

- Building design should utilise simple, cantilevered awnings to reflect the modernist styling of some of the older buildings in Gilbert Street and to avoid cluttering pedestrian space with verandah posts.
- At ground floor level shop fronts should be inviting and encourage interaction. The use of a combination of solid material and glass is preferred to fully glazed shop fronts.
- Blank walls should be avoided for facades fronting public areas. Where it is impractical to provide windows, consideration should be given to the use of glass bricks or other design features, which break up the surface and provide interest.
- Design and choice of materials (including recycled materials) should be based on principles of best practice ecological sustainable design that is also reflective of the Torquay coastal architecture.
- Vibrant colours that convey a feeling of beaches, sand, water and activity to assist in creating a vibrant and colourful streetscape are encouraged.
- Where larger buildings are proposed, façade detail, materials and colours should be designed to provide interest and articulation. The traditional 'strip shopping centre' image of multiple shopfronts should be maintained.

Precinct 3 "Foreshore"

Building setbacks – The Esplanade

- Buildings should be set back from The Esplanade frontage to achieve a minimum 6 metre wide promenade along The Esplanade to encourage outdoor dining areas and retail activity and accommodate street planting. Some variation in frontage setback is preferred.
- Buildings with frontage to The Esplanade must be set back from the rear boundary to provide space for dual 90 degree angle parking, pedestrian access, and service delivery (refer Torquay Town Centre Parking and Access Strategy,2011).
- Second and third storey building components (including balconies, balustrades, sunshades, pergolas etc) should be designed and/or set back from The Esplanade frontage so as not to cause additional overshadowing of the front setback area/footpath at the 2 pm equinox.

Building setbacks – Zeally Bay Road & Cliff Street

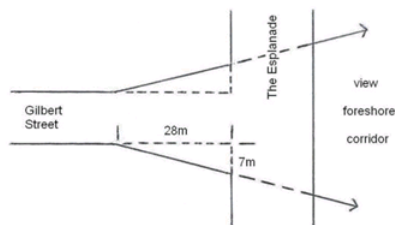
- Building should be set back from the Zeally Bay Road frontage to achieve a minimum 3 metre wide footpath along Zeally Bay Road and to enable the retention and planting of street trees to complement the streetscape adjacent to Taylor Park.
- Buildings must be set back from the Cliff Street frontage to achieve a minimum 3 metre wide footpath along Cliff Street and provision for 90 degree parking on the eastern side of the road (refer Torquay Town Centre Parking and Access Strategy,2011).
- Second and third storey building levels should be stepped back from the Zeally Bay Road and Cliff Street frontages in average 3 metre increments to achieve visual interest and opportunity for privacy separation. Variation in setback to create interest in building form is encouraged.

Building setbacks – Gilbert Street

- Buildings may have a 'zero' lot line along the Gilbert Street road frontages provided:
 - a minimum 3 metre wide unobstructed footpath is maintained; and
 - a splay out to 7 metre along the Gilbert Street frontage for the properties at the corner of Gilbert Street and The Esplanade is achieved in accordance with Diagram 1.

SURF COAST PLANNING SCHEME

Diagram 1: Gilbert Street / The Esplanade corner building setback splay



- Any third storey building component (including balconies, balustrades, sunshades, pergolas etc) should be set back from the Gilbert Street frontage (north side) so as not to cause additional overshadowing of the footpath between the 11 am and 2 pm equinox.

Building setbacks – general

- Third storey level building elements should be set back from the southern property boundary so as not to cause overshadowing of the adjoining property at that level between 9 am and 3 pm at the equinox.

Building height

- Buildings (including service installations and other appurtenances of a building) should not exceed 3 storeys and 10.5 metres in height. Higher elements must be supported with detailed design considerations in a written submission that demonstrate how the design objectives are achieved.

Building design

- Ground floor facades should be designed to activate the street and have a high proportion of glazing to promote visibility into and out of buildings.
- Retractable (fold back) doors are encouraged to integrate outdoor dining areas with indoor areas.
- Balconies must not extend beyond the front wall of the ground floor, and balustrades should be a minimum of 50% transparent to maintain daylight and openness of design.

Access and parking

- Development of sites fronting The Esplanade should provide for rear parking accessed from the laneway off Zeally Bay Road.
- Vehicle access directly off The Esplanade is discouraged, except for properties where no rear access is possible.
- Parking associated with residential accommodation should be integrated with the development on site.

Landscaping

- Landscaping should comprise hardy plant varieties, preferably indigenous, that are appropriate to coastal conditions and therefore likely to maintain a healthy appearance.
- On street planters may be used to highlight and define the character of individual commercial properties and outdoor eating areas provided native vegetation is used (preferably indigenous) and provided they do not impede the movement of pedestrians.
- Planters should be sturdy and reflect the coastal character/geology by imitating local materials and coastal textures.

SURF COAST PLANNING SCHEME

- Specimen trees, street furniture and art work are to be incorporated into the footpath design along The Esplanade and Zeally Bay Road.
- Balconies should be softened with landscaping contained in planters.
- Public car park areas are to contain trees that provide a canopy cover of these areas of at least 25% at maturity.
- An aesthetic screen (comprising of plants, fencing or by other means) is to be provided along boundaries common with residential uses sufficient to effect a minimum 75% concealment of buildings and activities from the adjacent residential properties.

Exemption from notice and review

An application is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act. This exemption does not apply to an application for a building or works within 30 metres of land (not a road) which is in a residential zone.

3.0

20/03/2014
C66

Advertising signs

Advertising sign controls are at Clause 52.05.

Category 3 applies to land on The Esplanade and Zeally Bay Road.

Category 1 applies to all other areas within the Town Centre.

Requirements

- Advertising signs should be included as part of the planning permit application for a new development.
- Advertising signs should not obscure architectural features, and supporting structures should not be obtrusive when viewed from public areas.
- The size of advertising signs should be proportionate to the design and scale of buildings on which they are displayed and be respectful of human scale and streetscape amenity.
- Advertising signs at verandah height and above are discouraged, other than business identification signs which should be fixed flush to the building façade unless the design is particularly innovative and will enhance the streetscape.
- Along Zeally Bay Road floodlit signs and internally illuminated signs are discouraged, unless it can be demonstrated that the signs will not unreasonably affect the amenity of Taylor Park.
- Signage fronting the foreshore reserve and Taylor Park should be understated and designed as part of the building architecture. Pole signs and high wall signs are discouraged.
- Where Category 1 applies the following signs are discouraged:
 - High wall sign
 - Major promotion sign
 - Panel sign
 - Pole sign
 - Sky sign
- Temporary banners and flags are discouraged, except for promotional purposes. Bunting and streamer signs are discouraged.

SURF COAST PLANNING SCHEME

- Illumination levels of floodlit or internally illuminated signs should not cause detriment to the amenity of nearby dwellings.
- Illuminated signage is to be turned off nightly between 11.00pm and 7.00am.

4.0 Decision guidelines

20/03/2014
C66

Before deciding on an application, in addition to the decision guidelines in Clause 65, the responsible authority must consider, as appropriate:

- Whether minor projections that exceed the recommended height to create architectural interest cause detrimental overshadowing, create a sense of visual bulk or compromise the proportions of the streetscape.

5.0 Reference Documents

20/03/2014
C66

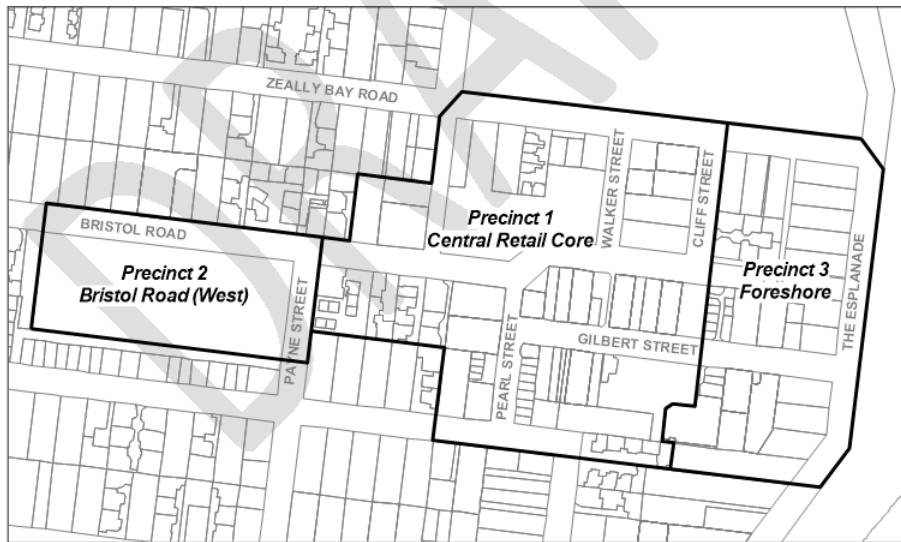
Torquay Town Centre Parking and Access Strategy 2011-16 (2011)

Torquay Town Centre Revitalisation Project (2001)

Torquay Town Centre – Foreshore Zone Design Guidance (2007)

Torquay Town Centre Revitalisation Project – Urban Design Guidelines (2007)

Map 1 to Schedule 6 to Clause 43.02: Torquay Town Centre – Precinct Plan



3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

APPENDIX 5 SCHEDULE 9 (AMENDED) TO CLAUSE 43.02 (DDO)

SURF COAST PLANNING SCHEME

19/05/2016
C97

SCHEDULE 9 TO THE DESIGN AND DEVELOPMENT OVERLAY

Shown on the planning scheme map as **DDO9**.

Anglesea Town Centre

1.0

13/03/2014
C79

Design objectives

To establish an identifiable and cohesive village character for the town centre whilst encouraging shops to express their individual identity as a means of achieving visual interest.

To ensure that development complements the preferred coastal village character of the town centre, with emphasis on simple building forms and well defined pedestrian areas.

To retain the low rise built character of the centre and allow for a reasonable sharing of views from residential properties to the rear.

To encourage the use of natural and earthy external building materials and colours that are reflective of Anglesea's natural environment, including the bush, beach, ocean and cliff faces.

To encourage innovative and creative advertising signs that are designed to be part of the shopfront façade treatment and are of a scale and design that reflects the centre's village character.

To encourage and promote development which utilises sustainable design principles.

To promote the use of indigenous plant species in landscaping, and integrate landscaping with the design of car parking areas.

2.0

13/03/2014
C79

Buildings and works

A permit is not required for alteration to a ground floor level building façade provided:

- The alteration does not include the installation of a roller shutter; and
- At least 80 per cent of the building façade at ground floor level is maintained as an entry or window with clear glazing.

A permit is required to construct a fence which has abuttal to a road or public area, including a public car park.

Requirements

- Buildings should not exceed a height of 7.5m above natural ground level. Minor projections may be permitted to exceed this height to create architectural interest provided they do not cause detrimental overshadowing, create a sense of visual bulk, result in loss of views of natural features or compromise the proportions of the streetscape.
- Building façade design should provide for individuality in shop front presentation and comprise not less than a ratio of 10% of solid material to glass area in the shopfront below verandah level.
- Large areas of blank wall or highly reflective/brightly coloured surfaces should be avoided for facades fronting public areas. Where possible areas of blank space should be reduced by additional window openings which contribute to the display of goods from within, or by the display of community/tourist information.

SURF COAST PLANNING SCHEME

- The addition of parapets to buildings above verandahs is encouraged to improve the general proportions of the building façade, and should be varied in shape to reinforce the sense of small individual shopfronts.
- Verandah posts should not impair vehicular or pedestrian movement.

3.0
19/04/2006
VC37

Advertising

Advertising sign requirements are at Clause 52.05-9, Category 3.

Performance criteria

In addition to the decision guidelines at Clause 52.05-2:

- Advertising signs should be designed to integrate with the architectural style and character of the building and streetscape image, and should be included as an integral part of the design theme of a development.
- Advertising signs attached to buildings should not obscure architectural features and supporting structures should not be obtrusive when viewed from public areas.
- Advertising at verandah height and above should be limited to business identification and should be fixed flush to the building façade unless the design is particularly innovative and will enhance the streetscape.
- Signs should not dominate or obscure other signs as a result of visual clutter.
- Signs should not emit excessive glare or reflection from internal or external illumination or cause detriment to the amenity of nearby dwellings.

The following signs will not be supported:

- Illuminated signs above verandah level.
- Pole signs.
- Promotion signs.

4.0
19/05/2016
C97

Decision guidelines

Before deciding on an application, in addition to the objectives and performance criteria under each heading above and in Clause 43.02, the responsible authority must consider:

- The extent to which a building is consistent with the design principles expressed in the Anglesea Streetscape Project 1996.
- Whether landscaping and works within public areas is consistent with the Streetscape and Landscaping Policy at Clause 22.02 and the Anglesea Great Ocean Road Study 2016.

5.0
19/05/2016
C97

Reference Documents

Anglesea Streetscape Project 1996

Anglesea Great Ocean Road Study 2016

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

APPENDIX 6 SCHEDULE 15 (AMENDED) TO CLAUSE 43.02 (DDO)

SURF COAST PLANNING SCHEME

31/05/2012
C55

SCHEDULE 15 TO THE DESIGN AND DEVELOPMENT OVERLAY

Shown on the planning scheme map as **DDO15**.

AIREYS INLET COMMERCIAL AREAS

1.0 Design objectives

31/05/2012
C55

To ensure new development respects the coastal character of Aireys Inlet.

To ensure the scale of new buildings respects the predominant low rise development in Aireys Inlet.

To enhance views to the Split Point Lighthouse, the landscape ridgelines, the general store and the valley.

To provide for pedestrian permeability and access to the Painkalac Creek.

2.0 Buildings and works

31/05/2012
C55

A permit is not required for alteration to a ground floor level building façade provided:

- The alteration does not include the installation of a roller shutter; and
- At least 80 per cent of the building façade at ground floor level is maintained as an entry or window with clear glazing.

Requirements

The preferred maximum building height is 8 metres.

Development above 8 metres should:

- Present as two-storey building when viewed from the Great Ocean Road and Painkalac Creek.
- Be designed to allow for views to the Split Point Lighthouse, the landscape ridgelines, the general store and the valley.

Buildings should display a coastal style of architecture and be suitably articulated.

Buildings should be designed to differentiate horizontal and vertical tenancies.

Buildings should be designed to create a pedestrian focussed street, through the provision of wide footpaths and cantilevered balconies, awnings and/or verandas at the street edge.

Buildings should be designed to have an active frontage to the Great Ocean Road and where possible, the Painkalac Creek corridor.

Buildings should be designed to enhance pedestrian linkages between the Great Ocean Road and Painkalac Creek.

Car parks should be designed to prevent light spillage to the adjoining neighbourhood and the Painkalac Creek environs.

Car parks should include shade trees, footpaths and bicycle storage areas.

Large car parking areas should be located away from the active street edge and be designed to integrate with the adjacent sites.

3.0 Advertising signs

31/05/2012
C55

Advertising sign requirements are at Clause 52.05, Category 3 – High Amenity area.

SURF COAST PLANNING SCHEME

4.0 Decision guidelines

31/05/2012
C55

Before deciding on an application, in addition to the decision guidelines in Clause 43.02 and the relevant local policies, the responsible authority must consider:

- How the design, height and visual bulk of new buildings address potential amenity impacts on surrounding development.
- How the design of new buildings responds to the coastal character of Aireys Inlet and the Great Ocean Road environs.
- The impact the proposal may have on views to the Split Point Lighthouse, the landscape ridge lines, the general store and the valley.
- How the proposal improves the street environment for pedestrians.
- The extent to which buildings provide an active frontage to the Great Ocean Road and the Painkalac Creek frontage.
- The design of car park areas and their effect on adjoining neighbourhoods and the Painkalac Creek environs.

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

APPENDIX 7 SCHEDULE TO CLAUSE 94 - LOCAL VICSMART PROVISIONS

SURF COAST PLANNING SCHEME

Proposed C--

SCHEDULE TO CLAUSE 94

1.0 Table 1 Classes of local VicSmart application under zone provisions

Proposed C--

Name of zone or class of zone	Class of application	Permit requirement provision	Information requirements and decision guidelines
Industrial 3 Zone	Use land for industry where: <ul style="list-style-type: none"> ▪ It is not for a purpose shown with a Note 1 or Note 2 in the table to Clause 52.10. ▪ The land is at least the following distance from land in a residential zone or land used for a hospital or an education centre or land in a Public Acquisition Overlay to be acquired for a hospital or an education centre: <ul style="list-style-type: none"> ▪ The threshold distance, for a purpose listed in the table to Clause 52.10. ▪ 30 metres, for a purpose not listed in the table to Clause 52.10. 	Clause 33.03-1 (IN3Z)	Clause 95 Schedule 1
Industrial 3 Zone	Use land for warehouse where: <ul style="list-style-type: none"> ▪ It is not for a purpose shown with a Note 1 or Note 2 in the table to Clause 52.10. ▪ The land is at least the following distance from land in a residential zone or land used for a hospital or an education centre or land in a Public Acquisition Overlay to be acquired for a hospital or an education centre: <ul style="list-style-type: none"> ▪ The threshold distance, for a purpose listed in the table to Clause 52.10. ▪ 30 metres, for a purpose not listed in the table to Clause 52.10. 	Clause 33.03-1 (IN3Z)	Clause 95 Schedule 1
Farming Zone	Construct a building or construct or carry out works associated with one dwelling on a lot, other than a building which is within any of the following setbacks unless the building is an extension or alteration to an existing building and the existing setback is not reduced: <ul style="list-style-type: none"> ▪ 100 metres from a Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, 	Clause 35.07-4 (FZ)	Clause 93.13

SURF COAST PLANNING SCHEME

Name of zone or class of zone	Class of application	Permit requirement provision	Information requirements and decision guidelines
	Category 1. <ul style="list-style-type: none"> ▪ 40 metres from a Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2. ▪ 20 metres from any other road. ▪ 5 metres from any other boundary. ▪ 100 metres from a dwelling not in the same ownership. ▪ 100 metres from a waterway, wetlands or designated flood plain. 		
Farming Zone	Construct an extension or alteration to an existing building associated with the use of the land for extensive animal husbandry or crop raising, which is within any of the following setbacks and the setback is not reduced: <ul style="list-style-type: none"> ▪ 100 metres from a Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1. ▪ 40 metres from a Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2. ▪ 20 metres any other road. ▪ 5 metres from any other boundary. ▪ 100 metres from a dwelling not in the same ownership. ▪ 100 metres from a waterway, wetlands or designated flood plain. 	Clause 35.07-4 (FZ)	Clause 93.13

2.0

Proposed C--

Table 2 Classes of local VicSmart application under overlay provisions

Name of overlay or class of overlay	Class of application	Permit requirement provision	Information requirements and decision guidelines
Environmental Significance Overlay	Alter an existing building where the gross floor area and height above ground are not increased.	Clause 42.01-2 (ESO) Schedules 4 and 5	Clause 93.05
Design and Development Overlay	Construct a single dwelling on a lot which is more than 7.5 metres above ground level and not	Clause 43.02-2 (DDO) Schedules 1, 20,	Clause 93.05

SURF COAST PLANNING SCHEME

Name of overlay or class of overlay	Class of application	Permit requirement provision	Information requirements and decision guidelines
	exceeding 8.0 metres above ground level.	21 and 22	
Neighbourhood Character Overlay	Alter an existing building where the gross floor area and height above ground are not increased.	Clause 43.05-2 (NCO) Schedules 1, 2 and 3	Clause 93.05
Salinity Management Overlay	Construct a building or construct or carry out works associated with one dwelling on a lot connected to reticulated sewerage.	Clause 44.02-1 (SMO)	Clause 93.05
Land Subject To Inundation Overlay	Construct a building or construct or carry out works.	Clause 44.04-1 (LSIO)	Clause 93.08

3.0

Proposed C--

Table 3 Classes of local VicSmart application under Particular Provisions

Name of particular provision	Class of application	Permit requirement provision	Information requirements and decision guidelines
Clause 52.29 Land Adjacent to a Road Zone, Category 1, or a Public Acquisition Overlay for a Category 1 Road	Create or alter access to a road in a Road Zone, Category 1.	Clause 52.29	Clause 95 Schedule 2

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

APPENDIX 8 SCHEDULE 1 TO CLAUSE 95 - IN3Z - LOCAL VICSMART PROVISIONS

SURF COAST PLANNING SCHEME

--/--
Proposed C--

SCHEDULE 1 TO CLAUSE 95

USE APPLICATIONS UNDER INDUSTRIAL 3 ZONE

1.0 Information requirements

--/--
Proposed C--

An application must be accompanied by the following information as appropriate:

- The purpose of the use and the types of processes to be utilised.
- The type and quantity of goods to be stored, processed or produced.
- How land not required for immediate use is to be maintained.
- Whether a Works Approval or Waste Discharge Licence is required from the Environment Protection Authority.
- Whether a notification under the Occupational Health and Safety (Major Hazard Facilities) Regulations 2000 is required, a licence under the Dangerous Goods Act 1985 is required, or a fire protection quantity under the Dangerous Goods (Storage and Handling) Regulations 2000 is exceeded.
- The likely effects, if any, on the neighbourhood, including:
 - Noise levels.
 - Air-borne emissions.
 - Emissions to land or water.
 - Traffic, including the hours of delivery and despatch.
 - Light spill or glare.
- A plan drawn to scale which shows:
 - The boundaries and dimensions of the site.
 - Adjoining roads.
 - The layout of existing buildings and works.
 - Driveways and vehicle parking and loading areas.
 - External storage and waste treatment areas.
 - Mechanisms to mitigate noise, odour and other adverse amenity impacts of, and on, nearby industries.

2.0 Decision guidelines

--/--
Proposed C--

In assessing an application the responsible authority must consider as appropriate:

- Clauses 13.04 and 17.02 of the State Planning Policy Framework.
- The effect that nearby industries may have on the proposed use.
- The drainage of the land.
- The availability of and connection to services.
- The effect of traffic to be generated on roads.
- The interim use of those parts of the land not required for the proposed use.
- The effect on nearby industries.

3.1 C122 - Customer Focused Planning Scheme Review - Local VicSmart Provisions

APPENDIX 9 SCHEDULE 2 TO CLAUSE 95 - RDZ1 - LOCAL VICSMART PROVISIONS

SURF COAST PLANNING SCHEME

Proposed C--

SCHEDULE 2 TO CLAUSE 95

**LAND ADJACENT TO A ROAD ZONE, CATEGORY 1 OR PUBLIC
ACQUISITION OVERLAY FOR A CATEGORY 1 ROAD**

1.0 Information requirements

Proposed C--

An application must be accompanied by the following information as appropriate:

- A copy of title for the subject land and a copy of any registered restrictive covenant.
- A description of the use of the land and the proposed buildings and works.
- A layout plan, drawn to scale and fully dimensioned showing:
 - The boundaries and dimensions of the site.
 - Adjoining roads.
 - Relevant ground levels.
 - The layout of existing and proposed buildings and works.
 - All existing and proposed driveways.
 - Existing and proposed landscape areas.
 - Street frontage features such as poles, street trees and kerb crossovers.
- A photograph of the area affected by the proposal.

2.0 Decision guidelines

Proposed C--

In assessing an application the responsible authority must consider as appropriate:

- Any relevant decision guideline specified in Clause 52.29.

3.2 Capital Works Community Engagement Policy Review

Author's Title: Manager Program Management Office **General Manager:** Ransce Salan
Department: Program Management Office **File No:** F13/1459
Division: Environment & Development **Trim No:** IC17/540

Appendix:

1. Capital Works Engagement Policy Draft (D17/62342)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

The purpose of this report is to update and recommend improvements to the Capital Works Community Engagement Policy as a result of a scheduled policy review.

Summary

The Capital Works Community Engagement Policy outlines a process which ensures the community is consulted about Council's Capital Works under \$1,000,000 in value which does not require a Planning Permit. The policy has been reviewed in accordance with Council's policy review schedule and some changes recommended to improve the policy.

Recommendation

That Council note the updated Capital Works Community Engagement Policy.

3.2 Capital Works Community Engagement Policy Review

Report

Background

In March 2009, the Minister for Planning amended all planning schemes (Amendment VC53) to introduce an additional permit 'exemption' (to Clause 62.02-1) for 'buildings or works with an estimate cost of \$1,000,000 or less carried out by or on behalf of a municipal council'. Prior to this change, the planning permit process provided a process for obtaining internal comments on capital works projects (for example, heritage advice), and for notifying the community in immediate vicinity of proposals.

This policy outlines the alternative process Council has put in place to ensure appropriate community consultation and internal referrals are still undertaken for capital works with Expansion Expenditure (new or upgraded assets) with an estimate cost of \$1,000,000 or less.

The Policy does not apply to works which are deemed either 'Routine Maintenance' or 'Renewal Expenditure'.

The revised policy was presented to the Audit and Risk Committee on 8 September 2016 but was not discussed. The Audit and Risk Committee resolution included an instruction for members to provide any comments regarding the revised Capital Works Community Engagement Policy to Council (via email to Manager Governance and Risk, Wendy Hope). No comments were received.

Discussion

The updated policy is intended to improve clarity of responsibilities and guidance for engagement, including minimum levels and methods of engagement.

This Policy is specific to capital works that would have triggered requirement for a Planning Permit under relevant planning schemes if the exemption did not exist.

Community engagement for other capital works projects is planned on a case-by-case basis relative to the complexity, risk and community interest in the project. This planning is based on the International Association for Public Participation IAP2 spectrum from inform to empower in accordance with the Surf Coast Shire Council Communications and Community Engagement Strategy 2015 – 2018 and the Project Delivery Framework.

The Policy does not apply to works which are deemed either 'Routine Maintenance' or 'Renewal Expenditure' given that these activities do not change the overall nature of the infrastructure, rather keep it functioning at original capacity.

Financial Implications

There are no direct financial implications association with adoption of the updated policy. Communications and engagement activities are a consideration for establishing individual project proposal budgets.

Council Plan

Theme	2 Governance
Objective	2.4 Transparency in decision making and access to information
Strategy	2.4.3 Ensure decision-making is as transparent as possible.
Theme	2 Governance
Objective	2.1 Robust risk management framework and processes
Strategy	2.1.1 Implement the risk management system.
Theme	2 Governance
Objective	2.2 High performing accountable organisation
Strategy	2.2.3 Increase capability in analysing and managing contentious issues.

Policy/Legal Implications

This policy update is intended to improve community consultation and engagement for transparent decision making for projects. This is intended to achieve successful project outcomes and mitigate risk of objector action through Victorian Civil Administrative Tribunal or other legal action.

3.2 Capital Works Community Engagement Policy Review

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

This policy update is intended to improve community consultation and engagement for transparent decision making for projects. This is intended to achieve successful project outcomes and mitigate risk of objector action through Victorian Civil Administrative Tribunal or other legal action.

Social Considerations

This policy update is intended to improve community engagement in Council decisions regarding capital projects and successful project outcomes.

Community Engagement

Community engagement has not been undertaken to develop the updated Capital Works Community Engagement policy however the recommended updates are based on community expectations expressed through a number of recent projects.

Internal consultation to revise the policy included Manager Strategic Asset Management, Manager Recreation and Open Space Planning, Coordinator Statutory Planning, Coordinator Communications and Engagement and project managers.

Environmental Implications

There are no direct environmental implications associated with adoption of the updated Capital Works Community Engagement policy.

Communication

The updated policy will be distributed to relevant officers including Managers, Coordinators and project managers highlighting the importance of the policy for mitigating risk in project work and achieving good project outcomes. It will be available on the Surf Coast Shire Council intranet and in the records management system.

Conclusion

The Capital Works Community Engagement policy has been revised in accordance with Council's policy review schedule and it is recommended that Council note the updated policy.

3.2 Capital Works Community Engagement Policy Review

APPENDIX 1 CAPITAL WORKS ENGAGEMENT POLICY DRAFT

COUNCIL POLICY



Capital Works Community Engagement	Document No:	SCS-025
	Approval Date:	22 September 2015
	Approved By:	Council
	Review Date:	August 2016
Responsible Officer: Manager Program Management Office	Trim Reference:	D15/65172
Authorising Officer: Chief Executive Officer		

1. Purpose

To outline a process that ensures the community is consulted about Council capital works under \$1,000,000 in value that are exempt from a Planning Permit, that would have triggered requirement for a Planning Permit under relevant planning schemes if the exemption did not exist.

To guide community consultation for capital works that do not trigger a requirement for a Planning Permit under relevant planning schemes.

2. Scope

In March 2009, the Minister for Planning amended all planning schemes (Amendment VC53) to introduce an additional permit 'exemption' (to Clause 62.02-1) for 'buildings or works with an estimate cost of \$1,000,000 or less carried out by or on behalf of a municipal council'. Prior to this change, the planning permit process provided a process for obtaining internal comments on capital works projects (for example, heritage advice), and for notifying the community in immediate vicinity of proposals.

This policy outlines the alternative process Council has put in place to ensure appropriate community consultation and internal referrals are still undertaken for capital works with Expansion Expenditure (new or upgraded assets) with an estimate cost of \$1,000,000 or less.

This Policy is specific to capital works that would have triggered requirement for a Planning Permit under relevant planning schemes if the exemption did not exist.

Community engagement for other capital works projects is planned on a case-by-case basis relative to the complexity, risk and community interest in the project. This planning is based on the International Association for Public Participation IAP2 spectrum from inform to empower in accordance with the Surf Coast Shire Council Communications and Community Engagement Strategy 2015 – 2018 and the Project Delivery Framework.

The Policy does not apply to works which are deemed either 'Routine Maintenance' or 'Renewal Expenditure'.

3. Application

The Policy applies to all capital works being undertaken by Council, on Council owned or managed land that would have triggered requirement for a Planning Permit under relevant planning schemes if the exemption did not exist.

4. Definitions

Routine Maintenance Regular ongoing day to day work that is required to keep assets functioning at a specific standard, and to prevent early failure or deterioration. It is expenditure on an asset, which maintains the asset in use, but does not increase its service potential or life.

Renewal Expenditure Major work that does not increase the assets design capacity, but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to its original capacity is new work expenditure.

Expansion Expenditure Works that create a new asset that did not previously exist, or works, which upgrade or improve an existing asset beyond its current capacity. They may result from growth, social and environmental needs.

5. Policy

- 5.1 The project manager shall prepare information about the proposed project for consideration by stakeholders (internal and external) including whether or not the works would have triggered a requirement for planning permit under relevant planning schemes if the exemption did not exist.
- 5.2 Internal stakeholders will be consulted prior to finalizing information and activities for external consultation, including seeking advice from the Community Relations Department.
- 5.3 The Sponsor will approve the information and activities for external consultation.
- 5.4 The following community consultation on the proposed project is to take place for projects that would have triggered a requirement for planning permit under relevant planning schemes if the exemption did not exist.

Mandatory and optional activities are not required for works that do not trigger a requirement for a Planning Permit under relevant planning schemes however may be considered as part of developing a communications and engagement plan based on the IAP2 spectrum of engagement for each project.

Mandatory

- Informing the adjacent land-owners via letter (email delivery preferred, post if email not available)
- Informing known stakeholder or resident groups associated with the project location via letter (email delivery preferred, post if email not available)

Optional (if the proposed project is likely to have broader interest)

- Erecting signs on site
- Informing the wider community via letter to selected address group (email preferred, post or letter box drop if email not available)
- Placing an advertisement in the local press
- Information sessions at the proposed project location, or another location, held at a time that is convenient to the community of interest

- 5.5 Information provided to community must include:
- an explanation of the rationale and process to consult
 - information about the proposed project
 - instructions that written submissions should be directed to the appropriate Project Sponsor with a closing date that is a minimum of 14 days' after the date information is provided (delivered, advertised and/or displayed)
 - a requirement for submissions to include:
 - name
 - address
 - email
 - telephone number
 - that email is the preferred method of contact and, if email is provided, this will be the default method of contact from Council to submitters.
- 5.6 If opposition to the proposed project is received, the Project Sponsor (with support of the Project Manager) is to convene a mediation meeting with the ward Councilor/s, submitters Council staff and other experts, as appropriate. Other Councilors and community members may also choose to attend. The purpose of this meeting is to negotiate a solution, and both the supporters and objectors to the proposal should be involved in the discussions.

A minimum of 5 working days' notice is required for this mediation meeting and it must be held at the proposed project location, or another location, and time that is convenient to the majority of the submitters.

The outcomes possible from this meeting are:

- Opposition withdrawn - submitter should withdraw their objection in writing. In this instance the project should proceed.
 - Negotiated solution – the proposed project is modified to satisfy both the resident/stakeholders and Council. In this instance the proposed project should proceed.
 - Maintained opposition – no resolution can be reached. In this instance, the proposed project should be reported to Council for a decision.
- 5.7 Council will decide on the project where opposition remains following consultation. A report will be written by the project manager and authorized by the Sponsor to detail the objections that have not been withdrawn or negotiated. The Project Manager will arrange a Hearing of Submissions meeting with Council and invite all submitters (for and against) to address Council at this meeting. Following consideration of the submissions Council can approve, amend or abandon the proposed project.
- 5.8 All submitters will be advised of Council's decision using contact details provided on their submission (email delivery preferred, post if email not available)

6. Records

Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Records documenting liaison activities undertaken with professional associations, private sector organisations and community groups.	Project Manager	5 Years	TRIM

7. Attachments

N/A

8. References

Surf Coast Shire Council Project Delivery Framework

Approval Date:	22 September 2015	Approved by:	Council
Amendment/Review 1:		Approved by:	
Amendment/Review 2:		Approved by:	

3.3 Torquay Transit Corridor

Author's Title: Coordinator Strategic/Land Use
Planning

General Manager: Ransce Salan

Department: Planning & Development

File No: F14/242

Division: Environment & Development

Trim No: IC17/535

Appendix:

1. Torquay Transport Rail Link Report AECOM 2014 (D17/60609)
2. Torquay 2040 Map (D17/60669)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to update Council on the proposed Torquay Transit Corridor between Geelong and Torquay.

Summary

The State Government has been doing technical background investigations into a Geelong to Torquay rail link since 2010. The recent State budget allocated funding to the planning and acquisition of a transit corridor, subject to a Federal Government funding contribution. The May 2017 Federal budget when announced did not include funding for the transit corridor, but discussions between State and Federal Government Ministers are continuing.

Improved public transport by dedicated bus lane, light rail or heavy rail between Geelong and Torquay would bring a number of social and economic benefits to the local community and visitors. Long term planning for infrastructure such as public transport should occur now to secure the future benefits. It is recommended that Council support the ongoing planning of future public transport options and advocate for Federal funding.

Recommendation

That Council:

1. Advocate to the Federal Government for funding to continue the planning for future public transport options between Geelong and Torquay by writing to the Minister for Infrastructure and Transport.
2. Write to both State and Federal Government Transport Ministers outlining its support for planning of this public transport corridor, including engagement of Council and the Surf Coast Shire community in this process.

3.3 Torquay Transit Corridor

Report

Background

The options for a possible rail or transport corridor from Geelong to Torquay have been under active consideration by the State Government since 2010. In 2010 AECOM prepared a report for the State Government calculating demand and considering options. In 2012 an AECOM report considered corridor preservation for an alignment. In 2015 work was undertaken for a Victorian Integrated Transport Model review of all modes of transport for the corridor. Much of this work was confidential until the attached report by AECOM for Public Transport Victoria was released under the Freedom of Information Act in 2015. Refer Appendix 1. This report is the latest information received by Council.

The Regional Network Development Plan mentions the need to undertake planning work for improved public transport connections to Armstrong Creek. In October 2016 Infrastructure Victoria released a 30 year infrastructure strategy which mentions the Torquay rail extension as an infrastructure option and refers to preserving a specific corridor.

Locally, the member for South Barwon, Andrew Katos, wrote to his constituents in November 2016 to seek their views on a railway line to Torquay. Council has not received feedback from Mr Kato's office regarding the outcomes of this consultation.

Council's adopted the strategic plan for urban growth in Torquay/Jan Juc: *Sustainable Futures Plan: Torquay Jan Juc 2040* (2012 and 2014 versions) that was developed in partnership with the State Government. The plan refers to a "potential transit corridor" with an indicative line along the west side of the Surf Coast Highway. However, no transit corridor as such has been reserved in the planning scheme. Refer Appendix 2.

Map 1: General Location of Rail Corridor

Source: Aecom 2014



3.3 Torquay Transit Corridor

Discussion

The concepts prepared for the State Government for a transit corridor between Geelong and Torquay consider four modal options:

1. Premium bus (high quality infrastructure with frequent services running on existing roads).
2. Bus Rapid Transit (buses running in their own lanes with better infrastructure).
3. Light Rail (such as tram-trains, or electrified light rail). Refer Appendix C in Appendix 1.
4. Heavy Rail.

The options for a transit corridor are focussed around a reservation between the proposed Armstrong Creek station and Torquay North. Fast connections to the future Armstrong Creek train station – or Marshall/Waurn Ponds in the interim - would greatly enhance access to Geelong and Melbourne for Surf Coast commuters and make Torquay more accessible to tourists.

With the exception of modal options, all of the above options require either a dedicated lane on the Surf Coast Highway or a separate transport corridor running south from Armstrong Creek. In earlier discussions two years ago, the alignment chosen was a transport corridor to the east of the Surf Coast Highway, with a station on the west side of the highway near John Pawson Junior Lane, in the vicinity of the Messmate Road future growth area.

On 5 April 2017 Council officers met with officers from DEDJTR – Transport Victoria to discuss the status of work on the transit corridor. On 30 April 2017, the State Government released plans for a \$1.45 billion Regional Rail Revival package for better regional rail services. This included \$110 million for planning and land acquisition for the Surf Coast Rail Project. However, the project was dependent on a commitment from the Federal Government for funding in the Commonwealth 2017 budget. When the Federal budget was released in May, it did not include funding for the Surf Coast Rail Project. However, Transport Victoria has indicated that the State and Federal Ministers are still in discussion about this topic.

Financial Implications

There are no financial implications for Council. The rail options including any land acquisition required are the responsibility of the State Government. The land assessment, demand and alignment options are also being developed by the State Government.

Council Plan

Theme 5 Development and Growth
Objective 5.4 Transparent and responsive land use and strategic planning
Strategy Nil

Theme 4 Infrastructure
Objective 4.3 Enhance key rural and coastal roads and transport options
Strategy 4.3.3 Public transport needs assessment with proposed solutions.

Policy/Legal Implications

Council officers are considering the future rail link/transit corridor in the strategic planning for Torquay North and urban growth strategies such as Strengthening Town Boundaries.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

Not applicable.

Social Considerations

A future rail link or improved public transport option to Geelong from Torquay would have significant social benefits for the community, with increased access to Melbourne employment options, more sustainable transport and cost benefits.

Improved public transport options would also have benefits to the visitor economy, especially international visitors.

3.3 Torquay Transit Corridor

Community Engagement

The State Government have not openly engaged with the community except through the flyer and survey distributed by Andrew Katos. In 2015 Council communicated to Transport Victoria that Surf Coast Shire felt the Torquay/Jan Juc community should be consulted on transit corridor alignment options, rather than informed about an alignment chosen.

Environmental Implications

Environmental impacts have been considered in the assessments undertaken by the State Government. These include an analysis of constraints within the potential alignment including: drainage, geology, topography, native vegetation and existing and planned developments. A rail bridge will necessary to cross Thompson Creek and a number of biosites have been identified along the general route.

Communication

It is recommended that Council write to the relevant State and Federal Government Ministers to advocate on behalf of the community. Of particular importance is that the planning for the route ensures that the corridor is protected for the future.

Conclusion

Improved public transport from Geelong to Torquay via a dedicated bus lane, light rail or heavy rail would have significant social and economic benefits to the Surf Coast community. It is recommended that Council advocate to the Federal Government for funding to continue the planning for public transport options between Geelong and Torquay and write to both State and Federal Government transport Ministers outlining our support for ongoing planning and indicate Council's desire to be included in the planning and discussions regarding the transit corridor.

3.3 Torquay Transit Corridor

APPENDIX 1 TORQUAY TRANSPORT RAIL LINK REPORT AECOM 2014

Released Under the Freedom of Information Act 1982
Public Transport Victoria



Torquay Rail Link
Public Transport Victoria
27-Aug-2014
Doc No. 60316739

Document 4

Torquay Rail Link - Design Report

Final Report



Exemptions used.

Released Under the Freedom of Information Act 1982
 Public Transport Victoria
 AECOM

Torquay Rail Link
 Torquay Rail Link - Design Report

Torquay Rail Link - Design Report

Final Report

Client: Public Transport Victoria
 ABN: 37 509 050 593

Prepared by

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Executive Summary

This report is an update of a 2012 report entitled "Torquay Transit Corridor Options Preservation", produced for the then Department of Planning and Community Development. It incorporates changes arising from further rail concept design undertaken in 2014 for Public Transport Victoria.

The Torquay Rail Link concept design has been produced for Public Transport Victoria (PTV), along the alignment of the Torquay Transit Corridor (TTC). The Torquay Transit Corridor is planned to link Marshall Railway Station in the southern suburbs of Geelong with Torquay. It is located broadly parallel to the Surf Coast Highway. The corridor is currently planned as a general purpose 'transit corridor', intended for a high quality transit service, either as a busway, or light or heavy rail.

Heavy rail is the most constrained of mass transit modes in terms of engineering requirements and sets the most demanding design parameters. The approach through this concept design is to investigate what land footprint is required in planning for heavy rail, and the subsequent implications on land requirements by providing for additional modes.

Two feasible alignments for the corridor were identified in 2012. Both are preferable from an engineering perspective and are compatible with known land use and environmental constraints. Subsequent design refinements in 2014 have been incorporated and are shown on the alignment shown in Appendix A. It should be noted that this option will need to be further developed, and that fieldwork will be required to quantify important potential impacts. It may be required to modify the option as a result of fieldworks.

The key design features of the alignment are:

- Provision for stations at Armstrong Creek and Torquay North, based on a strategic assessment of connectivity across the region, consideration of land use planning and technical constraints
- Design speed of 100 km/h for rail, except for the approach to Torquay which is 80km/h
- Consistency with land use plans in Greater Geelong and Surf Coast Shire areas
- Grade separation of intersecting roads for rail

Sub-options have been developed for the vertical alignment between Burvilles Road and Lower Duneed Road. The base option raises the rail alignment to provide rail bridges over Warralilly Boulevard (Stewarts Road) and Coastside Drive. Following stakeholder feedback, an alternative vertical alignment has been developed with Warralilly Boulevard and Coastside Drive designed at-grade potentially with level crossings. The base design proposed the rail remaining at ground level where it crosses Lower Duneed Road with a road overpass of the rail line being provided. An alternative vertical alignment has been developed following stakeholder feedback with the rail being placed in a cutting under Lower Duneed Road.

The alignments identified preserve a suite of strategic options, including:

- There is flexibility to refine design in the future, especially through use of steeper gradients, to allow for optimisation following detailed survey and design.
- The corridor retains flexibility to adopt more demanding technical standards, assuming that technology improves over time.
- Torquay Station will be located north of Torquay's urban growth boundary just north of John Pawson Junior Lane as shown in the drawings in Appendix A, however the precise station location is flexible in the design, allowing for integrated transport and land use development planning to occur if required.

Should further project development proceed, AECOM recommends that

- targeted field studies are undertaken along the corridor and the environs, addressing gaps in the data available, including but not limited to:
 - Indigenous archaeology, heritage and cultural values
 - European archaeology, heritage and cultural values
 - Flora and fauna
- alignments are refined in the light of any new constraints identified following field checking.

a risk assessment is undertaken of corridor encroachment in the green belt area versus formal protection.

- If it is determined that formal protection is warranted, then complete a multi-criteria assessment of the route options and undertake the relevant planning scheme amendments based on the content of this study.

1.0 Introduction

1.1 Study context

This Torquay Rail Link concept design has been produced for Public Transport Victoria (PTV), along the alignment of the Torquay Transit Corridor (TTC).

The TTC is planned to link Marshall Railway Station in the southern suburbs of Geelong with Torquay. It is located broadly parallel to the Surf Coast Highway. A map of the Corridor supplied by PTV is shown in Figure 1.

This report is an update of a 2012 report entitled "Torquay Transit Corridor Options Preservation", produced for the then Department of Planning and Community Development, incorporating changes arising from further rail concept design undertaken in 2014 for Public Transport Victoria.

The corridor is a general purpose 'transit corridor', intended for a high quality transit service, either as a busway, or light or heavy rail.

1.2 Study objectives

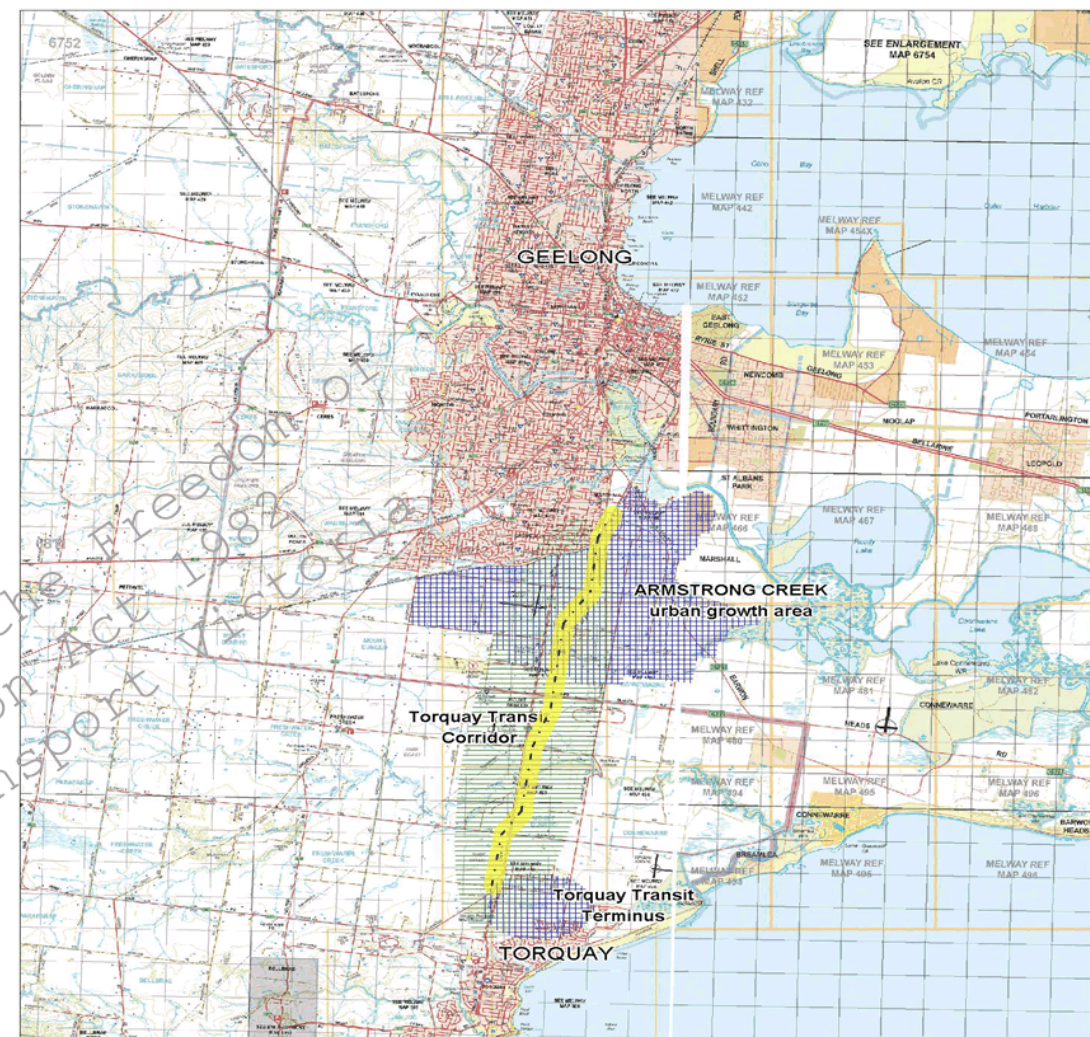
The objectives of study are to:

- Review and refine the previous heavy rail options prepared in 2012
- Review the station location for Torquay in the context of current land availability
- Develop station layouts for Armstrong Creek and Torquay

1.3 Approach to the study

Heavy rail is the most constrained of mass transit modes in terms of engineering requirements and sets the most demanding design parameters. The approach through this study has been to investigate what land footprint is required in planning for heavy rail, and the subsequent implications on land requirements by providing for additional modes.

Figure 1 Overview of Torquay Transit Corridor



2.0 Corridor Planning Context

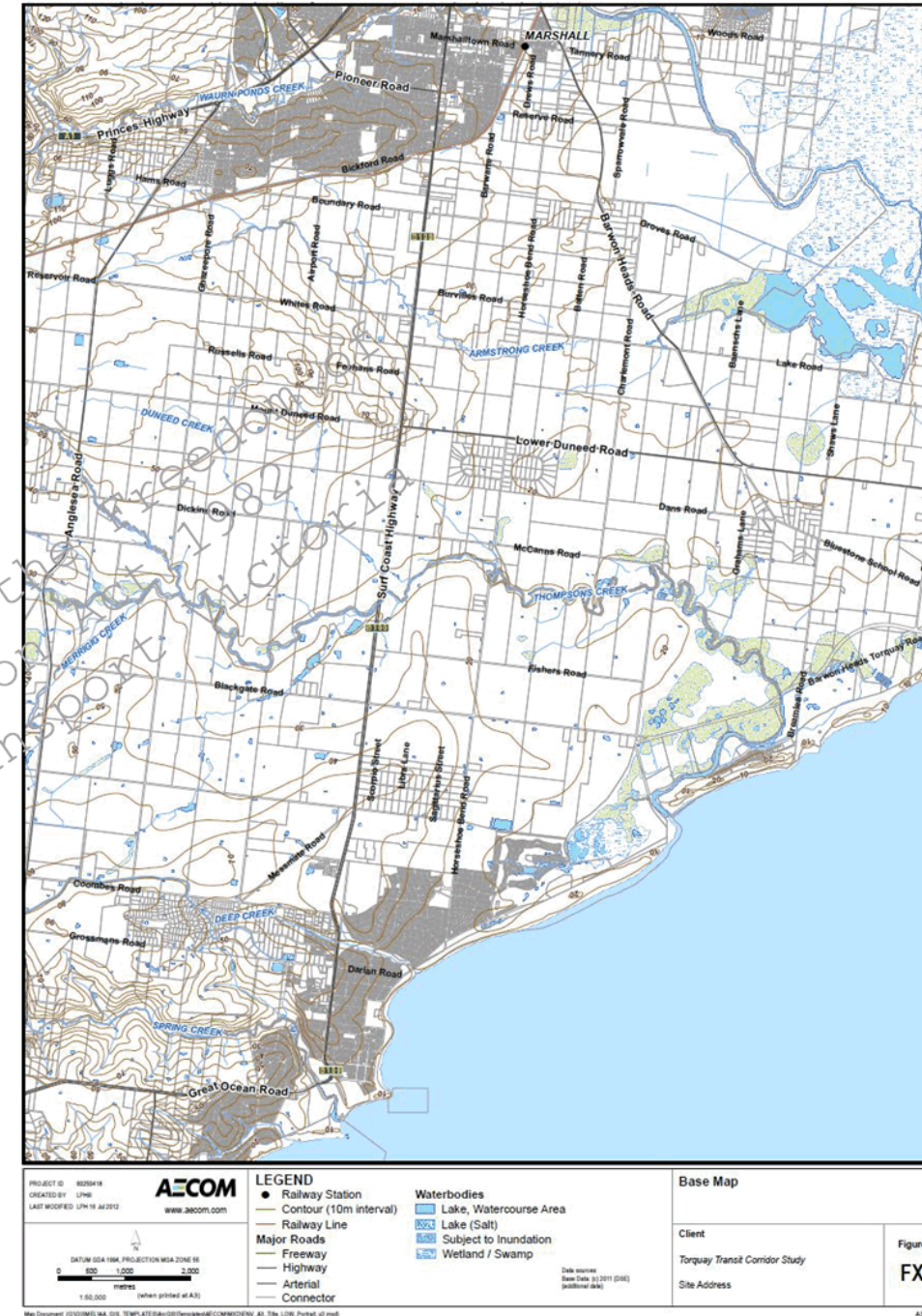
2.1 Existing features relevant to design

Table 1 summarises key existing features of the corridor that influence design.

Table 1 Existing features relevant to design

Feature	Description
Roads	<ul style="list-style-type: none"> The corridor is crossed east-west by one major arterial road (Lower Duneed Road) and seven minor roads. The corridor is parallel to Barwarre Road. Barwarre Road is an unsealed one lane road planned to become a greenway north of Boundary Road. The corridor runs generally parallel to Surf Coast Highway, a major arterial road. The alignment options cross the Surf Coast Highway once.
Geology	<ul style="list-style-type: none"> Generally alluvial materials. Band of basalt between Armstrong Creek and Thompsons Creek.
Topography	<ul style="list-style-type: none"> Generally flat to undulating. <ul style="list-style-type: none"> Armstrong Creek Town Centre and Torquay North are both located on low ridges. Mount Duneed is a prominent hill about half-way along the corridor on the west side of the Surf Coast Highway. Highest point on corridor: at Torquay, approximately 50m above sea level Lowest point on corridor: at northern extremity, approximately 15m above sea level
Drainage	<ul style="list-style-type: none"> From north to south, natural drainage points and lines are located at the northern end of the corridor (south of Reserve Road), south of Armstrong Creek Town Centre (Armstrong Creek proper), Thompsons Creek, at start of the Deep Creek catchment at the southern end of the corridor.
Native Vegetation	<ul style="list-style-type: none"> Plains Grassland is known to exist along Barwarre Road. A 10m easement has been recommended in the Framework Plan. There are also known areas of native vegetation along some creek lines.
Established and planned developments	<ul style="list-style-type: none"> There are a number of houses and farms in the corridor area. Most of the corridor is currently used for low-intensity farming, with some scattered rural residential development. A corridor has been described in the Greater Geelong Planning Scheme to traverse through the Armstrong Creek Town Centre. The existing Torquay urban footprint and future urban expansion as currently planned.

Figure 2 Overview map of the environs of the Torquay Transit Corridor



2.2 Existing and planned rail conditions

2.2.1 Existing infrastructure and possible improvements

The current rail infrastructure at the northern end of the corridor is a single track broad gauge line from Geelong to Warrnambool. Marshall Station is located just north of where the Transit Corridor meets the mainline. The existing railway has a level crossing on Reserve Road south of Marshall Station. The existing constrained single track section south of Geelong station includes a tunnel and long bridge over the Barwon River.

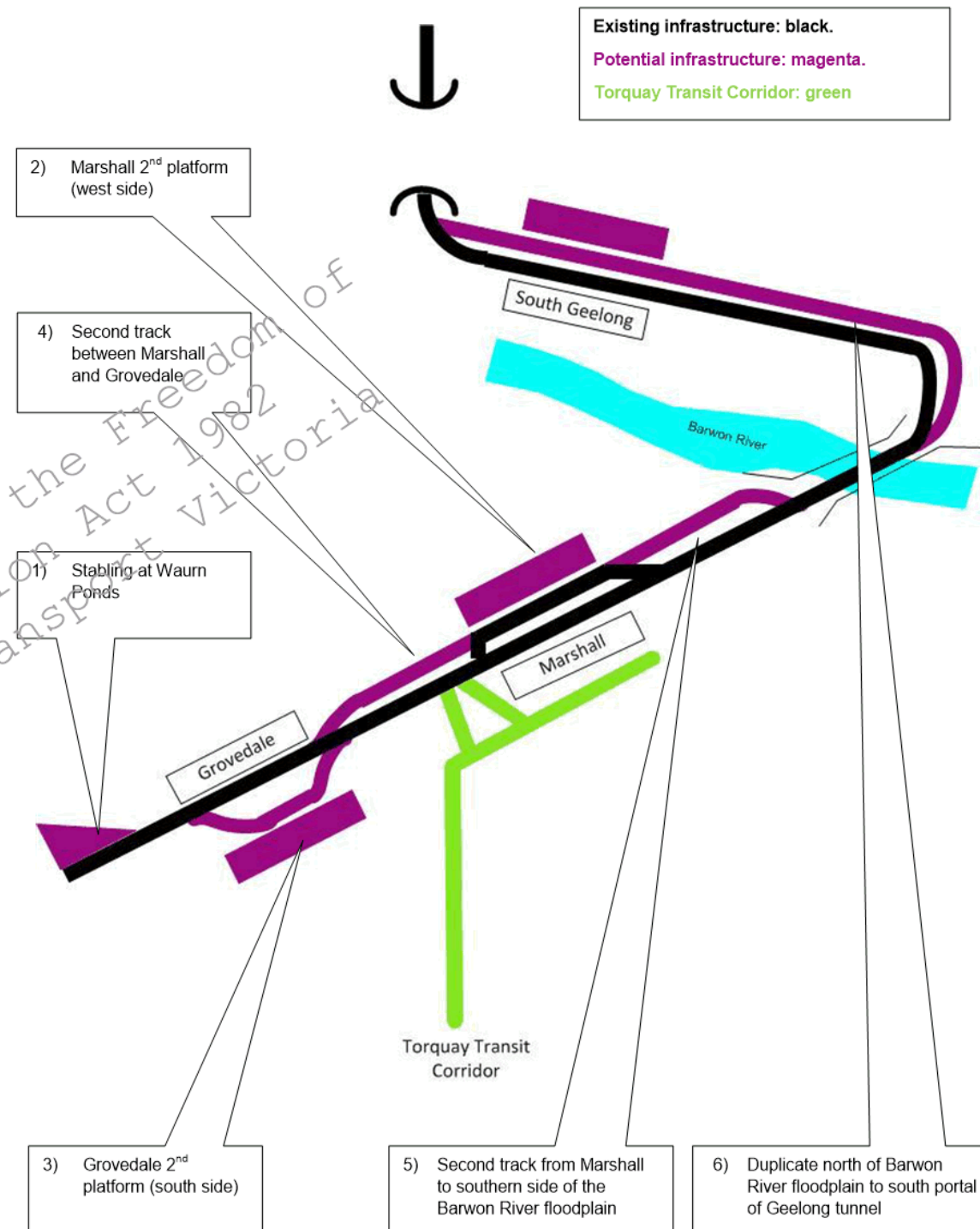
Potential future enhancements envisaged between Geelong and Waurn Ponds are listed below and shown on Figure 3:

2.2.2 Strategic service plans

Grovedale Station is currently under construction and due for completion in late 2014. It is located about 5 kms west of Marshall. Future services on the Geelong corridor will operate via the Regional Rail Link in 2016, so service levels at Marshall may change as operational planning for these projects progress. It is assumed that as many future Marshall trains as possible will start from Grovedale.

Prior to track duplication between South Geelong and Grovedale, shuttle services are envisaged to operate between Torquay and Marshall, with passenger transfers at Marshall station for onward connection to Geelong / Melbourne and Warrnambool services. The concept design for the Torquay rail link includes a connection to the main line at Marshall to permit access to stabling and maintenance facilities.

Figure 3 Indicative sketch of potential rail capacity upgrades



2.3 Rail design standards

For TTC planning purposes, rail infrastructure shall be designed in accordance with Victorian Rail Industry Operator Group (VRIOG) standards for future electrification as a passenger railway. A major driver of the land use footprint is earthworks. As detailed geotechnical investigations have not been undertaken, it has been assumed that track formation earthworks batter slopes will be at 1 in 2 where possible (i.e. each one metre of depth requires two metres of horizontal width) and a corridor width of 40m. Retaining walls may be required to retain the earthworks within the rail corridor width, but this will be at a greater cost.

The following assumptions have been made in preparing the concept design:

- The finest-scale contours supplied have been used.
- Structural depth and road pavement depth of 1.5m for road bridges and 2.0m for rail bridges. This can be refined with detailed design.
- The gradient at the planned station sites is minimal for drainage only.
- Gradients and curves compliant with VRIOG standards.

Table 2 Design parameters

Design element	Rail Design Standard
Minimum gradient	- Desirable minimum 0.25% in cutting for drainage
Maximum gradient	- Maximum 2.0% for passenger lines.
Vertical curves	- Distance of 25m between curves - Minimum radii for sags: 6,700m - Minimum radii for summits: 3,350m
Maximum horizontal curve radius for speed	- 80km/h: 500m - 100km/h: 800m - 115km/h: 950m - 160km/h: 1,650m
Vertical clearance	5.75m (V2) clearance from rail to underside of road bridges to permit electrification. i.e. 7.25m to allow for structural depth so that roads remain at natural ground level.
Horizontal clearances	- Envelope B in VRIOGS i.e. - Track centres: 4m - Track horizontal clearances: 4m each
Grade separation	Required
Embankment slopes	- 1V:2H preferred - 1V:1.5H maximum
Cutting slopes	1:1 subject to geotechnical conditions
Allowance for rail systems.	2.0m wide verge incorporated.

2.4 Rail corridor design implications

The design implications are summarised in Table 3, in the order in which they generally shape the design strategy.

Wherever possible, the corridor has been identified to be as straight as possible with earthworks reduced to the minimum feasible amount.

The existing structures and buildings, topography, roads, drainage considerations and existing rail interface requirements are constraints throughout the corridor. Land use plans are a constraint between Marshall and the Geelong urban growth boundary, and on the approach into Torquay. A consequence of the land use plan is that deep cuttings are required to achieve the rail engineering requirements.

The permissible line speed in the vicinity of Armstrong Creek station is 100 km/h and on the approach to Torquay is 80km/h. Elsewhere the alignment permits 160km/h operations subject to the track being constructed to Regional Fast Rail high performance standards, which include 60kg rail and concrete sleepers.

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Table 3 Summary of design implications

Design constraint	Design response
Existing structures and buildings	<ul style="list-style-type: none"> - Avoid demolition of built structures visible on aerial photography, including houses, farm buildings and high-tension power line towers.
Topography	<ul style="list-style-type: none"> - Gently undulating topography means that a railway could be developed at close to natural ground levels - Limited earthworks required due to topographical constraints. Default design response would provide embanking on approach to the Armstrong Creek ridge line with limited cut through ridge at Torquay Station.
Existing roads	<ul style="list-style-type: none"> - Grade separation required where roads remain open. Default design response would raise or lower roads rather than rail corridor, as roads are less constrained than rail in alignment requirements. - Ridge and depression topography can be exploited to achieve grade separations where railway requires a structure or cut to achieve gradient requirements. This applies at two sites – Warrally Boulevard and the Surf Coast Highway near Torquay.
Drainage	<ul style="list-style-type: none"> - Creek lines impose a very strong preference for rail to be at surface/elevated as tunnelling under watercourses is cost-prohibitive - even if technically possible. The default rail design would ensure a high point at ridgelines, including Armstrong Creek Town Centre [ACTC], draining north and south. - The concept design has a nominal longitudinal slope throughout to allow for drainage. - It is recommended that roads in Armstrong Creek Town Centre, and surrounding properties, be constructed at a higher level to minimise the excavation and cost of a future railway.
Existing rail interface requirements	<ul style="list-style-type: none"> - An additional platform face at Marshall is proposed for a shuttle service, with a connection available to the main line to access depot and stabling facilities.
Land use plans	<ul style="list-style-type: none"> - Constrain transit corridor to provide grade separation for planned roads in Horseshoe Bend precinct and master plan area, including existing roads. - Town Centre Master Plan is based around rail-under-road grade separations with roads at natural ground level. - Accounting for the Master Plan means an elevated option has not been developed. - Significant length of cutting through the ACTC. Requires assisted drainage such as pumps, as the base of cutting is below the surrounding watercourse levels. - Planning for East-West arterial road is still in development. The designs in this interim report will need to evolve, and be coordinated with the east-west road design as the development of both proposals continues. - Torquay Sustainable Futures Plan and stakeholder engagement with Surf Coast Shire indicated a preference for a station north of John Pawson Junior Lane, and west of Surf Coast Highway.
Vertical clearance	<ul style="list-style-type: none"> - Requires cutting exceeding 9m depth.

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3.0 Corridor design

3.1 Horizontal Design

The horizontal alignment follows, for a large part, the Eastern Alignment as described in the 2012 "Torquay Transit Corridor – Options Preservation Report". The main changes following feedback from stakeholders are:

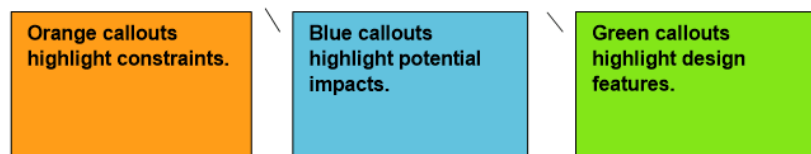
- Alignment crosses to the west side of the Surf Coast Highway at-grade just north of Blackgate Road, with the Surf Coast Highway raised over the TTC
- Torquay terminus station is just north of John Pawson Junior Lane, as envisaged by Surf Coast Council.

The alignment is relatively fixed by the Armstrong Creek Town in the north and the Torquay terminus station in the south. However, there is scope for alignment alternatives between Lower Duneed Road and Blackgate Road.

Figure 5 provides an overview of the key features along the developed option, together with an alternative horizontal route option between Lower Duneed Road and Blackgate Road. Biosite data from the GIS database is also shown. The developed option has marginally less direct impact on farm dwellings compared to the alternative route. It is emphasised that the developed design has been based on the desktop level data available during the course of the study and is therefore not necessarily the preferred alignment. The alternative route or a hybrid route may be preferred should the developed option not be feasible or economical for environmental or engineering reasons.

Horizontal and vertical concept alignments are given in Appendix A for.

Key features of the designs are highlighted with colour-coded callout boxes.



3.2 Vertical Design options

Options have been developed for the vertical alignment for the section between Burvilles Road and Lower Duneed Road. The developed option raises the rail alignment above the ground level between Armstrong Creek and Coastside Drive, resulting in rail bridge grade separations over Warralilly Boulevard (Stewarts Road) and Coastside Drive. A less intrusive alternative vertical alignment is also shown on the plan SK-0204 in Appendix A which lowers the rail between Burvilles Road and Lower Duneed Road, resulting in Warralilly Boulevard and Coastside Drive being at grade potentially with level crossings.

The developed option proposes raising Lower Duneed Road over the proposed the rail alignment. Following stakeholder feedback an option to place the rail in a cutting under the existing alignment of Lower Duneed Road has been developed, as shown on plan SK-0205.

3.3 Station design

Station layouts have been developed for Armstrong Creek and Torquay.

Armstrong Creek is proposed to be a town centre station. The station layout shown in SK-0005, included in Appendix A, is planned to have an ultimate side platform configuration to minimise the volume of earthworks cut, compared to an island platform configuration. Interchange bus stops are located adjacent to the future Main Street and Connector Road A. No commuter parking is proposed for this station, which is in line with the town centre structure plan and the desire to activate the station precinct to maximise:

- integration with the town centre
- walk-up and cycling patronage
- feeder bus patronage
- safety and crime prevention.

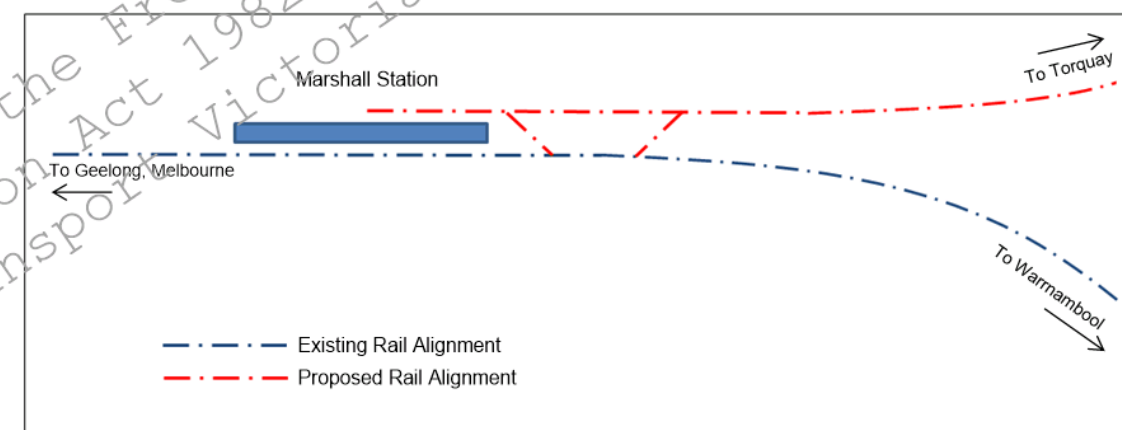
Torquay Station is proposed to be a terminus station and is located just north of the town's urban growth boundary. A concept layout for the station is shown in drawing SK-0003 in Appendix A, the main features being:

- Station access from John Pawson Junior Lane
- Bus interchange
- Taxi and Kiss 'n' ride
- Nominal parking for 200 cars, with future expansion to 400 cars
- Island platform configuration, should a second terminating track be desired.

3.4 Rail configuration

The proposed rail configuration shown in Figure 4 has been developed to enable shuttle services to operate on the single line between Torquay and Marshall without impacting the reliability of the existing services between Warrambool, Grovedale and Geelong. The existing side platform at Marshall is proposed to be converted to an island platform to enable convenient cross platform transfers. Crossovers are proposed as shown to enable the Torquay line fleet to access depot and stabling facilities. The crossover furthest from Marshall could also permit revenue services to continue through to Geelong subject to train path availability.

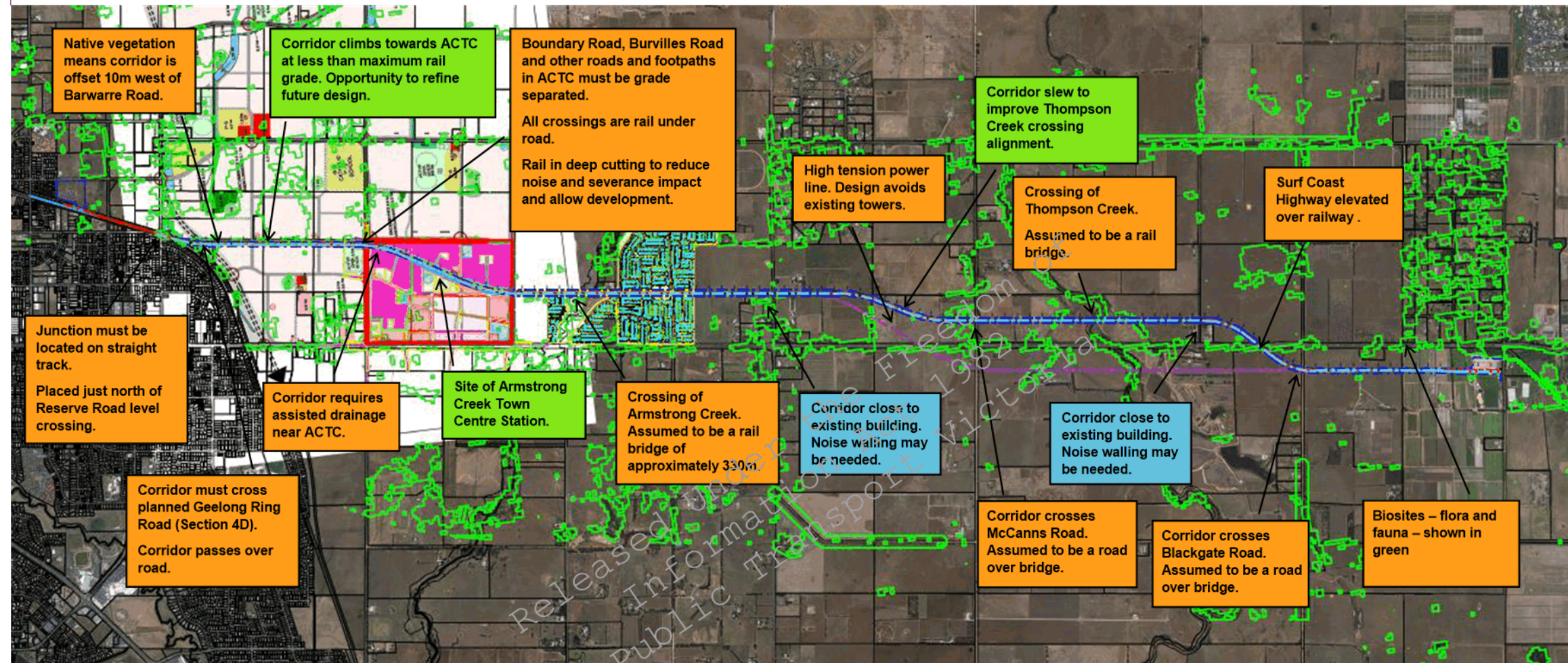
Figure 4 Concept arrangement for the junction between the TTC and Warrambool line



3.5 Concept design for key grade separations

A number of potential grade separations are required to deliver rail on the TTC, as shown on the drawings in Appendix A. These are listed in Table 4.

Figure 5 Developed Option and Alignment Alternative



Disclaimer added 19/04/2017
An alignment for the corridor between Armstrong Creek and Torquay North has not yet been agreed between stakeholders, nor has the location of a terminus of a transport corridor been fixed within Torquay North.

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Table 4 Analysis of road network connectivity considerations

Description of road		Network considerations towards Geelong			Network considerations towards Torquay			Recommendation
Road Name	Function	Nearest alternative if closed	Network suitability of alternative	Additional distance	Nearest alternative if closed	Network suitability of alternative	Additional distance	
East – West Connector Road Chainage 81000	Planned major arterial road.	Not applicable – road is currently in planning phase.						Grade separate (Road over rail) design to be developed in coordination with VicRoads.
Barwarre Road	Local access road through planned urban growth area.	Not applicable – road is proposed to be discontinued and replaced with a 'greenway'.						Note change to road function.
Future Connector Road Chainage 81280	East-west collector road through planned Horseshoe Bend urban area	The Master Plan indicates that this road may be truncated if a railway is developed.						Truncated if a railway is developed
Future Connector Road Chainage 81800	East-west collector road through planned Horseshoe Bend urban area	The Master Plan indicates that this road may have a bridge if a railway is developed.						Design allows for grade separation if desired.
Boundary Road	Local access road through planned urban growth area.	Not applicable – road has a key role in the urban growth land use plans						Assume grade separation. It is recommended the road (and surrounding properties) be constructed at a higher level to minimise the excavation and cost of a future railway, and to remove any drainage issues.
Connector Road B	Local access road through planned urban growth area.	Not applicable – road has a key role in the urban growth land use plans						Assume grade separation. It is recommended the road (and surrounding properties) be constructed at a higher level to minimise the excavation and cost of a future railway, and to remove any drainage issues.
Main Street, Armstrong Creek Town Centre	Planned urban street through activity centre.	Not applicable – road has a key role in the urban growth land use plans						Assume grade separation. It is recommended the road (and surrounding properties) be constructed at a higher level to minimise the excavation and cost of a future railway, and to remove any drainage issues.
Burvilles Road	Local access road through planned urban growth area.	Not applicable – road has a key role in the urban growth land use plans						Assume grade separation. It is recommended the road (and surrounding properties) be constructed at a higher level to minimise the excavation and cost of a future railway, and to remove any drainage issues.
Stewarts Road / Warralilly Boulevard	Local access road through planned urban growth area.	Two options have been prepared. The initial option assumes a grade separated rail over road, but an alternative at grade rail/road crossing option has been prepared at the request of the City of Greater Geelong.						At-grade crossing preferred by City of Greater Geelong
Coastside Drive	Local access road constructed urban growth area.	Two options have been prepared. The initial option assumes a grade separated rail over road, but an alternative at grade rail/road crossing option has been prepared at the request of the City of Greater Geelong.						At-grade crossing preferred by City of Greater Geelong
Lower Duneed Road	Arterial road providing access to Barwon Heads from the Surf Coast Highway.	Horseshoe Bend then Stewarts Road / Warralilly Boulevard	Poor. Lower Duneed Road is an arterial but Warralilly Boulevard is local access.	0m	Horseshoe Bend Road then McCanns Road	Poor. Horseshoe Bend Road is local access. McCanns is narrow single seal local access.	0m	Assume grade separation

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Description of road		Network considerations towards Geelong			Network considerations towards Torquay			Recommendation
Road Name	Function	Nearest alternative if closed	Network suitability of alternative	Additional distance	Nearest alternative if closed	Network suitability of alternative	Additional distance	
McCanns Road	Local access serving ~7 residence between SCH and Horseshoe Bend Road	Horseshoe Bend Road, then Lower Duneed Road	Adequate. Alternatives are of similar or higher standard.	Up to 2.5 km	Horseshoe Bend Road	Adequate, although Horseshoe Bend Road has a sharp curved alignment over Thompsons Creek.	Up to 1.5 km	Possible closure. Alternatively, grade separation delivered by raising/lowering road.
Surf Coast Highway	Major arterial road between Geelong and Torquay.	Anglesea Road (to west)	Poor. Surf Coast Highway is a major arterial road with substantially more capacity than Anglesea Road.	n/a	Anglesea Road (to west)	Poor. Surf Coast Highway is a major arterial road with substantially more capacity than Anglesea Road.	n/a	Assume grade separation by raising road.
Blackgate Road (west of Surf Coast Highway)	Local access serving ~10 residences between SCH and Ghazeepore Rd	Ghazeepore Road	Poor. Alternative routes to access Torquay are limited by Thompsons Creek.	Up to 6km	Ghazeepore Road	Adequate	Up to 5km	Assume grade separation delivered by raising road.

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4.0 Impacts of Designs

4.1 Noise

A noise policy framework for rail is now active. It is principles-based. The principles are:

- Integrated early consideration
- Affordability and equity
- Balancing objectives
- Best fit solutions

Some features of the design that reduce noise impacts include:

- extensive sections of cutting through the planned development area
- alignment selection avoiding buildings on the east side of Surf Coast Highway south of Blackgate Road.

To further mitigate noise, strategies that can be considered in further development of the design include:

- Design and alignment refinement
- Targeted noise walling. A nominal allowance for noise barriers around established buildings at the locations shown on Figure 4 has been assumed in cost estimation.

Further investigations and noise modelling need to be undertaken in the next stage of the project.

4.2 Minimising Structure Impacts

The design includes rail bridges with embankments at creek crossings and trenched sections in Armstrong Creek Town Centre. These designs address the design parameters of rail whilst reducing the visual and amenity impact of the corridor.

The proposal for a sunken corridor through Armstrong Creek Town Centre is crucial to enable connectivity across the rail corridor at various locations. The trench would extend from approximately 500m north of Boundary Road to 800m south of Main St, including ACTC station location.

The crossing of Thompsons Creek has a lower visual impact as it is located in the green belt between Armstrong Creek and Torquay. Its design will need to be reviewed based on hydrological studies.

4.3 Cost Estimate

High level capital cost estimates for various options have been prepared and are given in Appendix B. The infrastructure for the rail alignment shown in Appendix A is similar to the Eastern Option.

AECOM has estimated the railway to cost in the range of [REDACTED] to build.

Assumptions used in preparing these costs include:

- Capital cost estimates have been prepared by a cost estimator based on benchmark rates for civil construction and advice from experienced rail engineers.
- The cost estimates are based on 2014 rates and **include** the following general scope elements, with more details included in Appendix B:
 - Land acquisition
 - Demolition
 - Rail construction, including civil works, rail/roadway construction, electrical works, stations and platforms at Armstrong Creek and Torquay North, and structures
 - Shared pathway

- Grade separations and intersection treatments
- Drainage
- Noise barriers
- Fencing
- Public utility diversion
- Indirect costs
- Client costs
- Risk items
- The following **exclusions** apply:
 - Bridges for future connector roads (approx. chainages 81000, 81270, 81800)
 - Potential bridge for local access at approx. chainage 90700
 - Works for temporary bus interchanges
 - Franchisee costs
 - GST
 - Upgrades to surrounding roads
 - Fauna treatment
 - Carbon offset allowances
 - Rolling stock

¹ The rail design software assumes that corridor sections more than 7m depth are cut and cover tunnel and these sections are shown accordingly on the design plans in Appendix A. The optimal technical solution would be determined in detailed design.

5.0 Network Planning Considerations

5.1 Staging of Corridor Development

The ability to supply rail service on the TTC is constrained by operational limitations, with a number of strategic issues to consider:

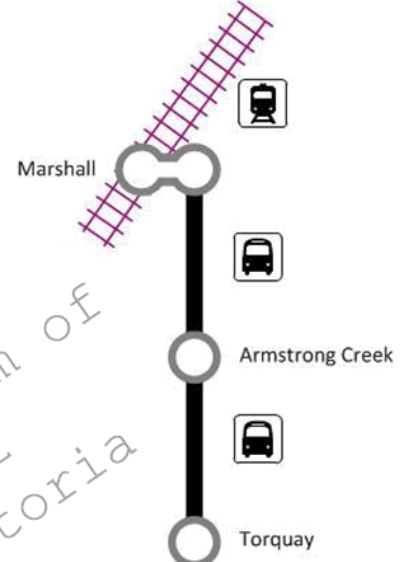
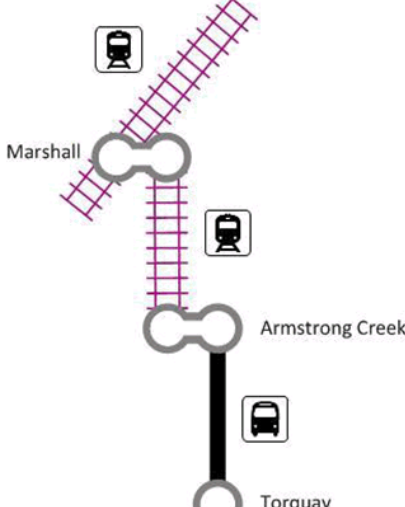
- To provide services to either Armstrong Creek Town Centre or Torquay as well as to Grovedale, the normal approach would be to operate half of these on the TTC. The demand forecasting report shows patronage by branch to be broadly similar for strategic planning purposes.
- The alternative of dividing train sets at Marshall to serve one or two stations on each branch (e.g. Grovedale and Armstrong Creek) would be a significant constraint, complicating operations and driver management, and adding journey time. This is not recommended.
- A shuttle from Marshall has been considered, although this would add a transfer for most passengers because Marshall is not a major destination. The concept design assumes this as the initial stage for the proposal. This option will require a reconfiguration at Marshall to provide an additional platform for the terminating shuttle.

Potential scenarios are summarised in sketch form in Table 5. In the sketches, transfers are shown with 'interchange' station iconography and the modes are reflected by pictograms and line styles.

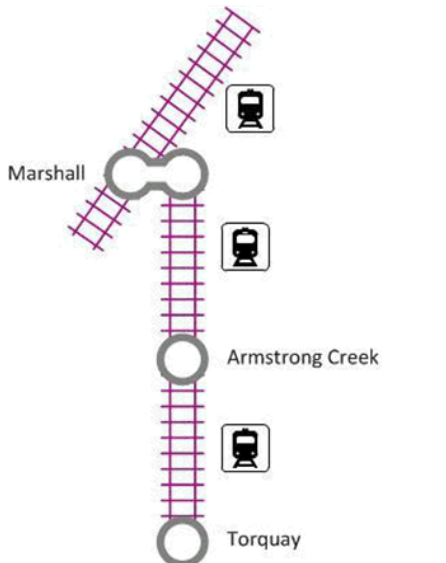
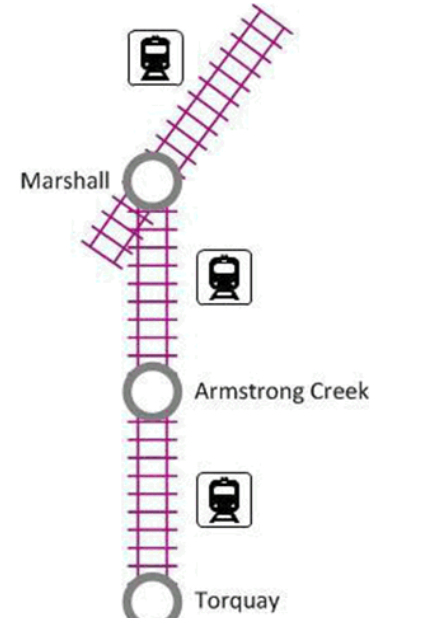
AECOM recommends the following staging strategies to be considered further in developing a business case for the TTC's construction:

- **Staged through rail services to Armstrong Creek with connecting buses:** Rail between Marshall and Armstrong Creek, with rail services operating through to Geelong and Melbourne, and with two services per hour delivered using bus between Armstrong Creek and Torquay.
- **Rail shuttle:** Rail between Marshall and Torquay, connecting to Geelong – Melbourne services at Marshall.
- **Direct through rail:** Rail between Marshall and Torquay, operating through to Geelong and Melbourne.

Table 5 Summary of potential staging strategies

Stage	Scenario (in sketch form)	Comments
Stage 0: Pre-rail connection		<ul style="list-style-type: none"> - Bus shuttle service between Marshall and Torquay - One transfer required at Marshall - Good coordination - Lowest cost option - 'Premium' service at turn up and go headway
Stage 1: Extension to Armstrong Creek		<ul style="list-style-type: none"> - Rail shuttle service between Marshall and ACTC; bus shuttle between ACTC and Torquay - Two transfers required - Premium level of service between Torquay and ACTC - Poor coordination at Armstrong Creek

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Scenario (in sketch form)	Comments
Stage 2: Extension to Torquay 	<ul style="list-style-type: none"> - Shuttle service on Transit Corridor - One transfer required at Marshall between rail services - High capital cost
Ultimate Stage 	<ul style="list-style-type: none"> - Direct service from Melbourne/Geelong along full length of corridor - No transfers - Good integration with clockface headways - Negative impact on proposed services to Grovedale, until track duplication between Geelong and Marshall

A design that requires transfers at Marshall and Geelong is unlikely to be a competitive alternative to private car travel to central Geelong.

A bus-to-train, or train-to-train transfer will be acceptable for travel between the TTC and greater Melbourne. This is because the transfer is a small share of the total generalised journey time, indicatively 15 percent, and the total generalised journey time is likely to be competitive with car.

By contrast transfers will be around 40 percent of the generalised journey time for a passenger travelling between the TTC and central Geelong. The trip will be perceived to be about twice as long as the comparable trip by car.

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5.2 Light Rail Alternatives

Should a heavy rail connection to Armstrong Creek and Torquay be found not to be achievable, alternative rail connections to Torquay have been looked at. This has been developed into a report, included as Appendix D Light Rail Alternatives to this report.

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6.0 Recommendations and next steps

6.1 Options preserved as a result of this study

The design developed in this study preserves a number of options:

- There is flexibility to refine design in the future, especially through use of steeper gradients, to allow for optimisation following detailed survey and design
- The corridor retains flexibility to adopt more demanding technical standards assuming that technology improves over time
- The station location footprint at Torquay North should be preserved.

6.2 Next Steps

AECOM recommends a number of additional steps to advance the protection of a corridor:

- 1) Undertake targeted field studies along the identified corridors and their environs, addressing gaps in the data available to appraise each corridor, including but not limited to:
 - a. Indigenous archaeology, heritage and cultural values
 - b. European archaeology, heritage and cultural values
 - c. Flora and fauna
- 2) Revise the alignments in the light of any new constraints identified following field checking.
- 3) Undertake a risk assessment of corridor encroachment in the green belt area versus formal protection for the predominantly rural land adjacent to Blackgate Road, between Lower Duneed Road and Torquay.
- 4) If it is determined that formal protection is warranted, then complete a multi-criteria assessment of the route options and undertake the relevant planning scheme amendments between Lower Duneed Road and Blackgate Road.
- 5) Roads in Armstrong Creek Town Centre, and surrounding properties, be constructed at a higher level to minimise the excavation and cost of a future railway.

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Appendix A

Design drawings

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Pages 21 through 34 redacted for the following reasons:

30(1)

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Exemptions used:

Appendix B

Cost estimates

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Pages 36 through 37 redacted for the following reasons:

s25 - Not relevant

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Exemptions used:

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Appendix C

Light Rail Alternatives Report

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Light Rail Alternatives

Interurban light rail is a hybrid operational model between a city 'tram' and a conventional heavy-rail train. There are notable examples in the United States and Europe that demonstrate some of the key characteristics of contemporary interurban operations: slow running in the centre of streets, tight-radius turns in town, fast running on private right-of-way outside of town, and various forms of 'infrastructure sharing'.

The key advantage of light rail in the context of the Torquay corridor is that it can be incorporated more effectively into roads, running in medians or roadsides, without the policy-driven need for heavy rail grade separation. Accordingly, light rail can be integrated into urban design and provide direct access to town centres.

Three technologies are explored here for their suitability to the Torquay (or Drysdale) corridor:

- Conventional electrified interurban light rail
- Diesel light rail
- Tram-trains

The applicability of these technologies to Torquay is summarised in the table below.

Table 6 Overview of the advantages and disadvantages of light rail models

	Conventional electrified interurban light rail	Diesel light rail	Tram-trains
Advantages	<ul style="list-style-type: none"> - Demonstrated and supported technology - Scalable into urban networks 	<ul style="list-style-type: none"> - Potential precursor to electrification - Lower capital cost for initial build - Demonstrated examples of lightly built fixed infrastructure 	<ul style="list-style-type: none"> - Single seat service to Geelong station - Intensified use of existing infrastructure - Strategic opportunity for wider deployment in Geelong where extensive current and former rail infrastructure exists
Disadvantages	<ul style="list-style-type: none"> - High cost for electrification - High cost for stand-alone operation - Potential at-grade crossing issues with broad gauge passenger rail at Marshall - Easement required into central Geelong and interchanges required to access other modes 	<ul style="list-style-type: none"> - Slower acceleration and deceleration - High cost for stand-alone operation 	<ul style="list-style-type: none"> - Requires broad gauge tram, which is unusual but not unprecedented - Bespoke rolling stock - Not feasible if no capacity exists on the railway line - Complex technical interfaces - Long lead time to prove concept under local safety rules

The review found that there is a range of alternatives to the narrow definition of 'tram' and 'passenger train' that usually applies in Victoria. Should a dedicated rail service to Torquay or Drysdale not be feasible, then one of these alternatives may offer a way forward to provide fixed-rail infrastructure on the corridor. Although this is an initial appraisal only, the key constraint on the use of tram-trains is likely to be track capacity on the railway; a new route might be required in which case a diesel light rail may be an initial option, with long-term electrification.

Conventional electrified interurban light rail

The examples outlined below represent some typical electrified interurban light rail operations. They are characterised by high levels of intercity, commuter or tourist traffic; long histories; and significant amounts of recent investment.

These lines are genuine intercity lines, having substantial lengths of rural or semi-rural running, although given many examples are European the areas served are densely settled by Australian standards.

The closest example to this model in Australia is the Glenelg tram in Adelaide, which operates almost entirely in its own reservation on a former railway. However it is primarily a suburban tram service, having continuous suburban development along its route.

Table 7 Key parameters for exemplar interurban light rail operations

	Belgian Coastal Tram	Forchbahn	Norristown	Upper Rhine
Length	68km	10km	22km	~50km
Number of stops	70	20	22	~65, plus shared stops
Service level	10 min summer 20 min winter	7.5 min peak 15 min daytime Express operations in peak	5 min peak 20 min daytime Express operations in peak	10 min
Track	Double throughout, single end trams	Single and double track sections	1 to 3	Single and double track
Gauge	1000 mm	1000 mm	1435 mm (standard)	1000 mm
Voltage	600 V DC	600 / 1200 V DC. Dual voltage (600 V tram, 1200 V 'train').	Third rail	750 V

Belgian Coast Tram

The Belgian Coast Tram is the longest single tram line in the world as well as one of the few interurban tramways in the world to remain in operation. It connects the cities and towns along the entire Belgian coast, between De Panne near the French border, and Knokke-Heist. The service makes 70 stops along the 68 km long line, with a tram running every ten minutes during the peak summer months (every 20 mins in the winter months), during which it is used by over 3 million passengers.

The line is metre gauge and fully electrified at 600 V DC. Current rolling stock is high floor but a new generation of low-floor stock is on order. Trams operate in extensive sections of reserved track both in rights-of-way and centre of road, as well as street running sections in townships. The line's topography is generally very flat, with no significant gradients on the line.

Figure 6 Belgian Coast Tram map



Figure 7 Coastal tram (Kusttram), southern Oostende, Belgium



Forch Railway (Forchbahn)

The Forchbahn (Forch railway) is a light railway in Zürich, comprising 13km of segregated railway and 3km of embedded tramway track. It links the towns of Esslingen and Forch to Rehalp, an outer suburb of the city of Zürich. From Rehalp, trains continue over the Zürich tram system to a terminus outside Zürich Stadelhofen railway station in central Zürich.

The line has a gauge of 1,000 mm and is fully electrified through 600 and 1200 V DC overhead line, serving 20 stations.

Figure 8 Stadler - articulated motor cars with a cab at one end and doors on both sides



Figure 9 Forchbahn and city trams at the Stadelhofen terminus



Figure 10 The station and depot at Forch



Figure 11 A train on roadside single track in the countryside



Norristown High Speed Line

The Norristown High Speed Line is a 21.6 km interurban line, operated by SEPTA, running between Upper Darby and Norristown, Pennsylvania, USA. The service is an outer-suburban commuter operation. The rail line runs entirely on its own right-of-way, inherited from the original Philadelphia and Western Railroad line, referred to as SEPTA Route 100. The line has full grade separation, third rail electrification and high platforms, characteristic of rapid transit systems, but uses smaller cars with on-board fare collection.

Figure 12 SEPTA N-5 car #144 of the Norristown High Speed Line, Route 100, as it enters the Gulph Mills Station in Upper Merion, Pennsylvania



The Upper Rhine Railway

The cities of Heidelberg, Mannheim and Weinheim are linked by the Upper Rhine Railway, an interurban light rail service. The network incorporates many of the features of contemporary interurban light rail operation including single-track roadside working, low floor vehicles, and relatively high speed operation (up to 80 km/h).

Figure 13 Single track operation through the village centre of Großsachsen



Figure 14 New low floor tram rolling stock on the Upper Rhine Railway



Figure 15 Roadside operations, Upper Rhine Railway



Emerging developments

'High speed' intercity trams are being developed for operations in densely settled parts of Europe. For example:

- An international line of some 35 km is planned between Maastricht (The Netherlands) and Hasselt (Belgium), with a fleet of 12 40m long trams capable of 100km/h operation. The planned end-to-end journey time is 39 minutes.
- A 60km peri-urban network on the northern fringe of Brussels has recently been announced for implementation by 2020, with extensive high-speed alignment adjacent to a motorway.
- The Randstadrail network in Rotterdam / Den Haag, The Netherlands, has seen the conversion of lightly used passenger rail services to light rail with a combination of underground and street running.

Applicability of this model to Torquay and Drysdale

The principle elements of this operational model applicable to Torquay or Drysdale are:

- Flexibility to operate on-street where dedicated reservations are not cost-effective or feasible
- Wide stop spacing, with an average spacing of 1km typically, but with closer stops in townships and wider spacings on the intertown sections
- Full operational flexibility regarding single track working, provided safeworking is addressed
- Potential for high maximum operating speeds to provide attractive journey times

The principal limitations on this model for Torquay and Drysdale are:

- Conventional use of electric traction adds capital costs (however, see following sections).
- Networks are commonly either the residual parts of an historic network, rather than newly built systems. Only in recent times have new large scale networks been proposed and generally they are able to be integrated with an urban network, for example in Rotterdam and Brussels.

Diesel light rail

SPRINTER

The SPRINTER is a DMU-operated 35km light rail line operating between Oceanside and Escondido, California, United States.

Sprinter service is operated with Desiro-class diesel multiple units (DMU) manufactured by Siemens in Germany, where they are widely used by main-line regional railways. The Sprinter line forms part of a wider network of railway services using a mixture of technologies.

Figure 16 Sprinter map (with other lines included)



Figure 17 Sprinter at Oceanside



Regio Sprinter

The Regio Sprinter is a lightweight German diesel railcar. It has the best acceleration of any multiple unit or railbus in Germany. The Regio Sprinter is used on two lightly-built regional lines in Germany and one in Denmark:

- Rurtalbahn: 17
- Vogtlandbahn: 18 – this operation includes a Tram-Train service in central Zwickau, discussed below.
- Nærumbanen: 4

Key characteristics of the Regio Sprinter rolling stock are summarised in Table 8 below.

Table 8 Key characteristics of Regio Sprinter rolling stock

Characteristic	Specification
Manufacturer:	Siemens AG / DUEWAG
Year(s) of manufacture:	1995-1999
Axle arrangement:	A+2+A
Gauge:	1,435 mm
Length over couplers:	24,800 mm
Height:	3,350 mm
Service weight:	49.2 t
Top speed:	120 km/h
Acceleration:	1.1 m/s ²
Motor make / model:	2x MAN D2865 LUH05
Brakes:	Electromagnetic rail brake retarder
Capacity:	74 seats, 84 standing places (158 total)

Figure 18 RegioSprinter on the Rurtalbahn at Düren



Figure 19 Regio Sprinter on the Vogtlandbahn



Figure 20 RegioSprinter at the Nærumbanen terminus at Jägersborg



Applicability of this model to Torquay and Drysdale

The principle elements of this operational model applicable to Torquay or Drysdale are:

- Avoiding the cost of electrification required for the conventional intercity tram outlined above
- Wide stop spacing, with an average spacing of 1km typically, but with closer stops in townships and wider spacings on the intertown sections
- Full operational flexibility regarding single track working, provided safeworking is addressed

The principal limitations on this model for Torquay and Drysdale are:

- This operating model has mainly been developed to sustain passenger services on lightly used lines or on freight railways, rather than on newly constructed railways.

Tram-Trains

Tram-trains vs Train-trams

A 'tram-train' is a hybrid operational model that reflects an adaptation of trams to operate on railway infrastructure, and in some cases for trains to operate on tramway infrastructure. Trams run through from an urban tramway to main-line railway lines which are shared with conventional trains. This combines the tram's flexibility and accessibility with a train's greater speed, and bridges the distance between a main railway station and a city centre.

Most tram-trains are standard gauge, which facilitates sharing track with main-line trains. Exceptions include Alicante Tram and Nordhausen which are metre gauge.

Tram-train vehicles are often dual-equipped to suit the needs of both tram and train operating modes, with support for multiple electrification voltages if required and safety equipment such as train stops and other railway signalling equipment.

Karlsruhe model

Karlsruhe in Germany pioneered the modern 'tram-train' when its urban tramway network was extended onto the mainline rail system. The first line was introduced in 1992, operating between Karlsruhe Marktplatz and Grötzingen like a tram, following BOStrab German tramway specifications, and then at Grötzingen there is a DC to AC voltage change and operation as a heavy rail vehicle, following EBO heavy rail specifications, on 18 km of track towards Bretten. In addition to the voltage change and specification shift, safeworking is also transferred from the AVG tram driver to the Deutsche Bahn AG train control.

Figure 21 Demonstrating interworking from rail to street



The model has been highly successful, expanding to cover over 260 kilometres and serving 188 stations across 12 lines, although not all of these are operated in tram-train mode.

The 'Karlsruhe model' has now been deployed at four other cities in Germany and in the Netherlands, and has been considered for deployment in Adelaide. Some operations are shown below. A very high level of technical interoperability has been achieved in Kassel, for example, where a mixed fleet of dual-voltage trams and diesel/DC electric trams provide through running between tramway and railway.

Figure 22 A Nordhausen 'DUO' Combino on the track linking the urban tramway, where it is electrically powered via overhead wires, and the HSB (Harzer Schmalspurbahn) rural railway, where it is powered by an on board diesel engine



Figure 24 RegioTram Kassel dual mode diesel/electric Alstom Regio-Citadis approaching Wolfhagen using diesel power



Figure 23 RegioTram Kassel dual voltage DC/AC Alstom Regio-Citadis next to a KVG Bombardier Flexity Classic tram at Königsplatz



Capital MetroRail

Capital MetroRail is a diesel commuter rail system that uses tram-train operation. It connects Austin's northern suburbs to downtown. The line operates on 51km of existing freight tracks, and consists of nine stations operating on-street in downtown Austin. The service is relatively infrequent, with approximately 30 minute service in the peak and an hourly off peak service.

Figure 25 Austin Metrorail train at Downtown Station



Figure 26 Interiors of the Capital MetroRail rolling stock



Zwickau Train-Tram

The Zwickau model sees lightweight diesel Train-Trams extended from the mainline railway through urban streets and part of a pedestrianised zone. The tracks are segregated from the normal road traffic.

These TrainTrams are operated by the VogtlandBahn railway, outlined above. Because the trams are metre gauge and the train is standard gauge, where the trams and trains share tracks, they use dual gauge with a shared rail, as shown below.

Figure 27 The Zwickau Model has main-line lightweight diesel tram-trains running through urban streets.



Applicability of this model to Torquay and Drysdale

The principle elements of this operational model applicable to Torquay or Drysdale are:

The opportunity to make use of the established passenger rail infrastructure between Marshall and central Geelong, and also to add spurs from that infrastructure to provide direct access to central Geelong. For example, the level crossing at South Geelong Railway Station would provide an opportunity to run a tram-train into Geelong CBD and avoid the bottleneck of the single-track Geelong tunnel (see Figure 3). Using the rail corridor between Marshall and South Geelong would avoid tram/vehicle separation issues at the Barwon River road crossings in Geelong that are an issue for busway routings.

- The flexibility of existing passenger rail extends to potentially using maintenance, cleaning and stabling facilities established for heavy rail.
- Traction power flexibility, with diesel and electric options both proven technologies
- Gauge flexibility – the technology is not gauge sensitive and could in principle operate on broad gauge.

The principal limitations on this model for Torquay and Drysdale are:

- Very long lead times for development and completion of a railway safety case. For example, a Victorian standard for tram-train rolling stock would need to be developed in conjunction with rolling stock manufacturers. Tram-trains are not an 'off-the-shelf' solution, despite proof of concept being well established.
- The Geelong rail corridor would likely require significant upgrades to enable a tram – train from Torquay; the short length of corridor sharing on the Drysdale route is unlikely to warrant the effort as conventional street-based intercity light rail is an alternative option.

Potential application of light rail to the Torquay and Drysdale corridors

As these case studies indicate, there is a wide range of technological features that can potentially be applied in developing a light rail solution for Torquay or Drysdale corridors. However, the two most fundamental choices in the case studies reviewed are:

- Does the service interwork with heavy rail, either passenger or freight?
- Is the light rail electric or diesel traction?

The technologies in turn create opportunities and impose limitations on the transport outcomes that can be achieved. A summary of key considerations is provided in Table 9.

Table 9 Light rail technology options and transport outcome influence

Technology choice	Transport outcome influence
Electric vs diesel	Better acceleration of electric trams supports closer stop spacing, which in turn is better for suburban and township services.
Tramway only vs tram-train	'Tramway' operations – on street, in reservation or on a dedicated easement – is relatively simple and a well-proven model in Australia. Tram-train adds flexibility of route options, but substantial regulatory and operational complexity.

Conclusion

There are a wide range of intercity light rail technologies available. Using tram-train on the Drysdale corridor would need to be critically considered, given the constraints in the short section it would share into central Geelong and the complexity of introducing the technology for the first time in Australia.

The Torquay corridor has more strategic opportunity, but is nevertheless very constrained. It is very difficult to compare the cost of securing a conventional separated light rail route into central Geelong through Belmont to the unknown cost of completing a regulatory assessment of introducing tram-train and using the railway corridor.

As currently conceived, diesel traction power would be adequate for the corridors given the wide station spacing. However, consideration of light rail itself would warrant a critical rethinking about the route and station spacing, making it not possible to say definitively what would be the optimal traction solution.

AECOM recommends that PTV consider these technologies further in the event that enhanced bus services and heavy rail solutions are considered unfeasible.

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3.3 Torquay Transit Corridor

APPENDIX 2 TORQUAY 2040 MAP

Sustainable Futures Torquay – Jan Juc 2040 map



LEGEND	
	Existing residential
	Existing low density residential
	Activity Centre
	Existing employment land
	Residential zoned land
	Open space/access ways/buffers
	Main Roads
	Urban consolidation
	Future low density residential
	Future residential land
	New neighbourhood hub
	Future employment land
	Potential private school
	Potential government school
	Potential activity centre
	Torquay North
	Torquay Central
	Jan Juc

4. CULTURE & COMMUNITY

4.1 Adoption of the Council Plan (including the Health and Wellbeing Plan and the Strategic Resource Plan) 2017-2021

Author's Title: Coordinator Governance & Corporate Planning **General Manager:** Chris Pike

Department: Governance & Risk **File No:** F15/1705

Division: Governance & Infrastructure **Trim No:** IC17/482

Appendix:

1. Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021 - Submissions Summary (D17/56759)
2. Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021 (D17/43811)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 – Section 80C:

Yes

No

Status:

Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to consider the Council Plan (incorporating the Health and Wellbeing Plan and the Strategic Resource Plan) 2017–2021 for adoption.

Summary

The Council Plan is Council's key strategic plan that clearly identifies what the Council is planning to achieve during its elected term.

Council is required to prepare a Council Plan within the period of six (6) months after each general election or by the next 30 June, whichever is later and to provide a copy of the adopted Council Plan to the Minister for Local Government by 30 June pursuant to Section 125 of the Local Government Act 1989 (the Act). This must include a Strategic Resource Plan.

Section 26 of the Public Health and Wellbeing Act 2008 requires Council to prepare a Municipal Public Health and Wellbeing Plan (Health and Wellbeing Plan) within the period of 12 months after each general election of the Council. Section 27 of this Act allows for the integration of the Health and Wellbeing Plan into the Council Plan.

The Council Plan and Health and Wellbeing Plan for 2017-2021 have been integrated to strengthen and streamline planning and reporting processes. The integrated plan recognises the impact that a broad range of Council activities can have on health and wellbeing outcomes.

At its Special Council meeting held on Tuesday, 11 April 2017, Council resolved to give public notice that it had prepared a draft Council Plan (incorporating the Health and Wellbeing Plan) 2017–2021, and resolved to exhibit the plan for the period commencing on Wednesday 12 April 2017 and concluding at 4.00pm on Thursday 11 May 2017. Thirteen submissions were lodged.

The Hearing of Submissions Committee met on Tuesday 30 May 2017 and heard from a number of submitters.

Minor amendments have been made to the draft Council Plan following the submissions process.

4.1 Adoption of the Council Plan (including the Health and Wellbeing Plan and the Strategic Resource Plan) 2017-2021

Recommendation

That Council:

1. Note that 13 submissions were received in relation to the draft Council Plan (incorporating the Health and Wellbeing Plan and the Strategic Resource Plan) 2017–2021, including two late submissions received after the submission period closed.
2. Note that minor amendments have been made to the Council Plan (incorporating the Health and Wellbeing Plan and the Strategic Resource Plan) 2017–2021 following consideration of submissions.
3. Adopt the Council Plan (incorporating the Health and Wellbeing Plan and the Strategic Resource Plan) 2017–2021 as included at Appendix 2.
4. Submit a copy of the Council Plan (incorporating the Health and Wellbeing Plan and the Strategic Resource Plan) 2017 – 2021 to the Minister for Local Government and make the Plan available for inspection by the public, in accordance with Section 125 of the Local Government Act 1989.
5. Prepare a four year action plan to deliver the Council Plan (incorporating the Health and Wellbeing Plan and the Strategic Resource Plan) 2017–2021 and consider this for endorsement at a future meeting of Council.

4.1 Adoption of the Council Plan (including the Health and Wellbeing Plan and the Strategic Resource Plan) 2017-2021

Report

Background

The Surf Coast Shire Council general election was conducted on 22 October 2016. Section 125 of the *Local Government Act 1989* requires that:-

- (1) A Council must prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later.
- (2) A Council Plan must include:
 - (a) the strategic objectives of the Council
 - (b) strategies for achieving the objectives for at least the next 4 years
 - (c) strategic indicators for monitoring the achievement of the objectives
 - (d) a Strategic Resource Plan containing the matters specified in section 126
 - (e) any other matters which are prescribed by the regulations.
- (3) A person has a right to make a submission under section 223 on the proposed Council Plan.
- (4) The Minister may extend the period within which a Council must comply with sub-section (1).
- (5) A Council must submit a copy of the Council Plan to the Minister by the date specified in sub-section (1) or applying under sub-section (4)."

Section 26 of the *Public Health and Wellbeing Act 2008* requires Council to prepare a Municipal Public Health and Wellbeing Plan (Health and Wellbeing Plan) within the period of 12 months after each general election of the Council. Section 27 of this Act allows for the integration of the Health and Wellbeing Plan into the Council Plan.

The Council Plan and Health and Wellbeing Plan for 2017-2021 have been integrated to strengthen and streamline planning and reporting processes.

Prior to Council adopting its Council Plan, Council publicly exhibited the draft document for a period of 28 days. Council received and considered public submissions at a Hearing of Submissions meeting held on Tuesday 30 May 2017.

Following adoption of the Council Plan, Section 125(11) of the *Local Government Act 1989* requires that:

- (11) A copy of the current Council Plan must be available for inspection by the public at—
 - (a) the Council office and any district offices; and
 - (b) any other place required by the regulations.

Discussion

1. Public submissions

Following the public exhibition process, 13 public submissions were received by the Hearing of Submissions Committee on Tuesday, 30 May 2017 including two late submissions received, one at 3:12pm Friday 12 May 2017 on behalf of the Committee for Lorne and the second received at 10:47 am Thursday, 18 May 2017 from Quit Victoria.

Common themes identified in the submissions received included:

- service planning, performance and accountability
- support for the arts
- provision of appropriate facilities to support a growing community
- collaborative partnerships
- preserving and enhancing the natural environment
- community connections.

Minor amendments to the draft Council Plan have been included as a result of the submissions process. Refer Appendix 1 for a summary of all submissions received, including late submissions.

2. Other alterations

During the exhibition period, a number of wording and structural changes were identified by Council officers to provide further clarification of meaning in relation to the strategies. The suggested wording changes that have been identified in relation to the Council Plan measures will ensure that the identified outcomes under each objective are measurable and achievable.

4.1 Adoption of the Council Plan (including the Health and Wellbeing Plan and the Strategic Resource Plan) 2017-2021

The following tables provide a summary of these suggested changes:

Council Plan 2017 - 2021 - Changes					
No	Theme	Strategic Objective	Change	Strategies	Reference to Appendix 1
1	Community Wellbeing	(a) Support people to participate in and contribute to community life	Wording	Reworded from “Develop and implement a program to support communities of interest, and provide a place for them to identify and achieve their community aspirations” to “Develop and implement a program to support communities of place and interest, and provide opportunities for them to identify and achieve their community aspirations”	Nil
2	Balancing Growth	(j) Retain and enhance rural land for appropriate and sustainable uses	Structural	Relocated to Environmental Leadership Theme strategic objective (h)	Submission 6.
3	Balancing Growth	(h) Ensure infrastructure is in place to support existing communities and provide for growth	Wording	Reworded from “Explore the potential rail link in Torquay and the level of service on the Warrnambool line” to “Explore the potential public transport link to Torquay and the level of rail service on the Warrnambool line”	Nil
4	Balancing Growth	30) Advocate for supporting infrastructure (e.g. NBN, water supply, roads)	Wording	Reworded to read “Advocate for supporting infrastructure”	Nil
5	Balancing Growth	30) Advocate for supporting infrastructure	Structural	Relocated from strategic objective j) Retain and enhance rural land for appropriate and sustainable uses” to revised strategic objective “ i) Ensure infrastructure is in place to support existing communities and provide for growth”	Nil
6	Balancing Growth	(j) Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire	Addition	Advance a Strategic Plan for Lorne	Submission 12.

Financial Implications

Council Plan strategies will be funded via Council's budget allocation processes.

4.1 Adoption of the Council Plan (including the Health and Wellbeing Plan and the Strategic Resource Plan) 2017-2021

Council Plan

Theme	2 Governance
Objective	2.2 High performing accountable organisation
Strategy	Nil

Policy/Legal Implications

The Council Plan is required to be prepared pursuant to Section 125 of the Act and must include:

1. The strategic objectives of the Council.
2. Strategies for achieving the objectives for at least the next 4 years.
3. Strategic indicators for monitoring the achievement of the objectives.
4. A Strategic Resource Plan containing the matters specified in section 126.
5. Any other matters which are prescribed by the regulations.

This section of the Act also requires Council to publicly exhibit the draft Council Plan, giving the public the right to make a submission pursuant to Section 223 of the Act.

Section 223 of the Act outlines the process that must be followed by Council to publicly exhibit the draft Council Plan, and to receive and consider public submissions prior to adoption of the Plan. This process has been completed as required.

Section 125 (5) requires Council to submit a copy of the Council Plan to the Minister (for Local Government) within 6 months after each general election or by 30 June, whichever is the later. Following adoption of the Council Plan, a copy will be sent to the Minister, prior to 30 June, 2013.

Section 26 of the Public Health and Wellbeing Act 2008 requires Council to prepare a Municipal Public Health and Wellbeing Plan (Health and Wellbeing Plan) within the period of 12 months after each general election of the Council. Section 27 of this Act allows for the integration of the Health and Wellbeing Plan into the Council Plan.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

In considering submissions received through the exhibition period, Council is demonstrating that it is listening to the community and complying with the relevant legislation in regard to the preparation and adoption of the Council Plan and Health and Wellbeing Plan.

Social Considerations

In accordance with the Local Government Act 1989, the "primary objective of a council is to endeavour to achieve the best outcomes for the local community with regard to the long-term and cumulative effectiveness of decisions." It is proposed that this plan reflects the views and aspirations of the community.

Community Engagement

Council has undertaken an extensive community engagement process to develop the Draft Council Plan and to receive input from the community in regard to Council's proposed vision and objectives for the next four years.

Environmental Implications

Council remains committed to preserving and enhancing the natural environment including encouraging the uptake of renewable energy, the reuse of resources and supporting the production and consumption of locally grown food. These priorities are included in the "Environmental Leadership" theme in the Council Plan.

Communication

The public exhibition period for the draft Council Plan was advertised in local media, and on Council's web site. Copies of the document were made available across the shire, including visitor centres, community houses and Council offices.

Submitters wishing to address the Hearing of Submissions Committee were provided with an opportunity to do so at a Hearing of Submissions Committee meeting held on Tuesday 30 May 2017.

4.1 Adoption of the Council Plan (including the Health and Wellbeing Plan and the Strategic Resource Plan) 2017-2021

A copy of the adopted Council Plan will be available for public inspection following adoption of the document by Council at the Council offices and on Council's website.

Conclusion

The Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021 included as Appendix 2 is presented to Council for adoption.

4.1 Adoption of the Council Plan (including the Health and Wellbeing Plan and the Strategic Resource Plan) 2017-2021

**APPENDIX 1 COUNCIL PLAN (INCORPORATING THE HEALTH AND WELLBEING PLAN) 2017-2021
- SUBMISSIONS SUMMARY**

Submissions Summary Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021

No.	Submitter Name	Request to be heard?	Location	Summary of submission	Link to Council Plan	Comments	Officer recommendation
1.	Individual	Yes	Anglesea	Support the Surf Coast Art Space to remain a priority in the Council Plan under the "Vibrant Economy" theme.	<p>a) Support people to participate in and contribute to community life</p> <p>l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community</p> <p>o) Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses</p>	Submission is already covered by existing strategic objectives and strategies.	<p>No change to Council Plan.</p> <p>Referred to the Budget process for consideration.</p>
2.	G21 Health & Wellbeing Pillar	No	Geelong	Strengthen community wellbeing outcomes through policy development and alignment to G21 regional projects and priorities.	<p>10) Work in partnership with community and agencies to improve young people and their families' access to the services and support they need</p> <p>20) Develop and implement a local food program in partnership with community</p> <p>48) Develop innovative funding partnerships with community, business and government.</p> <p>Health and Wellbeing outcomes integrated throughout Council Plan.</p>	Submission is already covered by existing strategic objectives and strategies.	<p>No change to Council Plan.</p> <p>An action plan will be developed and presented to Council, refer Council Report recommendation.</p>
3.	Individual	No	Bellbrae	Improve measurement of community access to services they need. Increase linkage to previous Council Plan,	<p>h) Ensure infrastructure is in place to support existing communities and provide for growth</p> <p>r) Provide quality customer service that is</p>	Submission is already covered by existing strategic objectives and strategies.	No change to Council Plan.

D17/56759

No.	Submitter Name	Request to be heard?	Location	Summary of submission	Link to Council Plan	Comments	Officer recommendation
				initiatives carried over etc. Complete the Rural Hinterland Strategy. Fund projects to deliver infrastructure i.e. Bellbrae Community Hall extension.	convenient, efficient, timely and responsive s) Ensure the community has access to the services they need 58) Review Council-delivered services to ensure they are of high quality and delivering best value 59) Conduct service reviews to identify best service delivery model 60) Advocate for services that are best delivered by others 29) Finalise and implement the Rural Hinterland Strategy		
4.	Individual	Yes	Winchelsea	Include shared pathway for Austin St, Winchelsea to improve walkability and pedestrian safety.	21) Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 23) Conduct a review of the existing pathway strategy and implement recommendations 33) Advance a Winchelsea and Moriac Development Program	Submission is already covered by existing strategic objectives and strategies.	No change to Council Plan.
5.	Individual	Yes	Paraparap	Greater clarity around the justification for and service performance of specific services provided to the community together with	s) Ensure the community has access to the services they need. 59. Review Council-delivered services to ensure they are of high quality and	Submission is already covered by existing strategic objectives and strategies.	No change to Council Plan. An action plan will be developed and

D17/56759

No.	Submitter Name	Request to be heard?	Location	Summary of submission	Link to Council Plan	Comments	Officer recommendation
				allocated resources. Clarification of timing and accountabilities in delivering the plan.	delivering best value. 60. Conduct service reviews to identify best service delivery model.		presented to Council, refer Council Report recommendation.
6.	Surf Coast Environment and Rural Advisory Panel	Yes	Torquay	Include a high level overview of core business activities by theme. Strengthen link to “preserving and enhancing the natural environment” and the shire’s natural heritage and landscapes. Focus currently is on renewables. Also increase emphasis on retaining local character while planning for growth. Complete the Rural Hinterland Strategy.	h) Retain and enhance rural land for appropriate and sustainable uses. 21. Finalise and implement the Rural Hinterland Strategy. j) Strengthen township boundaries and support unique township character	Submission is already covered by existing strategic objectives and strategies. Realignment of strategic objective h) to “Environmental Leadership” Theme will strengthen the focus on the natural environment.	Move strategic objective “Retain and enhance rural land for appropriate and sustainable uses” from “Balancing Growth” Theme to “Environmental Leadership” Theme.
7.	Individual	No	Randwick	Reduce service subsidies to fund infrastructure or reduce rate increases	p) Ensure Council is financially sustainable and has the capability to deliver strategic objectives 46) Establish long-term financial principles and incorporate into the long-term financial plan	Submission is already covered by existing strategic objectives and strategies.	No change to Council Plan
8.	Individual	No	N/A	Support and advocate on behalf of the community to maintain social equity and reduce disadvantage and financial hardship.	Health and Wellbeing outcomes integrated throughout Council Plan. d) Provide support for people in need 21) Advocate for better public transport,	Submission is already covered by existing strategic objectives and strategies.	No change to Council Plan

No.	Submitter Name	Request to be heard?	Location	Summary of submission	Link to Council Plan	Comments	Officer recommendation
					including buses, and investigate the provision of community transport and transport connections 30) Advocate for supporting infrastructure (e.g. NBN, water supply, roads) 44) Advocate for and drive the Great Ocean Road visitor economy 60) Advocate for services that are best delivered by others		
9.	Individual	Yes for both submissions	Deans Marsh	Request for a feasibility study on:- <ul style="list-style-type: none"> the extension of the Tiger Rail Trail from Forrest to Pennyroyal and creating loop walking paths in Deans Marsh to support social connection and safe exercise. 	21) Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 23) Conduct a review of the existing pathway strategy and implement recommendations	Submission is already covered by existing strategic objectives and strategies.	No change to Council Plan
10.	3228 Residents Association	No	Torquay	Discouragement of fast food outlets Infrastructure to support people to be healthy and active i.e. a swimming pool and appropriate facilities for the Arts Community. Strategies to enable people to age in place i.e. appropriate infrastructure, transport connections, rate	g) Support local food production. h) Ensure infrastructure is in place to support existing communities and provide for growth 20) Develop and implement a local food program in partnership with community 11) Pursue Age Friendly City status	Submission is already covered by existing strategic objectives and strategies.	No change to Council Plan

D17/56759

No.	Submitter Name	Request to be heard?	Location	Summary of submission	Link to Council Plan	Comments	Officer recommendation
				relief, managing growth, community safety Future development to reflect Council's commitment to renewable energy	21) Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections e) Drive the use of renewable energy		
11.	U3A Surf Coast Inc.	Yes	Torquay	Provision of suitable community facilities to meet the needs of community groups servicing the needs of a growing population.	h) Ensure infrastructure is in place to support existing communities and provide for growth	Submission is already covered by existing strategic objectives and strategies.	No change to Council Plan
12.	Committee for Lorne	No	Lorne	Update of Lorne Strategy Plan 2003 required.	i) Strengthen township boundaries and support unique township character l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community n) Strengthen the vitality of town centres 36) Support and build capability of businesses and business / tourism groups 49) Build on relationships with agencies and key stakeholders for the benefit of the community	Some relationship to existing strategies. Opportunity to identify this as a priority.	Develop an additional strategy i.e. 34. Advance a Strategic Plan for Lorne. Referred to the Budget process for consideration.
13.	Quit Victoria	No	Melbourne	Ban smoking in all outdoor drinking areas.	b) Support people to be healthy and active 6) Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice	Submission is already covered by existing strategic objectives and strategies.	No change to Council Plan

4.1 Adoption of the Council Plan (including the Health and Wellbeing Plan and the Strategic Resource Plan) 2017-2021

APPENDIX 2 COUNCIL PLAN (INCORPORATING THE HEALTH AND WELLBEING PLAN) 2017-2021



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C C A E C

Council has worked hard to create a plan for 2017 to 2021 that reflects the needs of our community, while laying the foundation needed to achieve a longer-term vision for our region.

In this plan, we have set goals for many highly valued priorities, including infrastructure, community life, renewable energy, transport corridors, digital technology, customer service and financial responsibility. We have been careful to focus our attention on what is not only most important, but where we as Council can make a significant difference within our community.

For the first time, we have incorporated the Health and Wellbeing Plan into the Council Plan, highlighting the importance of this for our Shire.

With significant population growth forecast for our region, we face the challenge of preserving and enhancing our unique natural environment and townships, while still catering for the vast number of people who wish to visit or live in our Shire.

In this plan, we have looked at balancing growth within our town boundaries, with continued population increases in Torquay and Jan Juc, and with Winchelsea's population forecast to quadruple by 2050.

Growth also puts increased pressure on our existing infrastructure, such as the Great Ocean Road – an internationally acclaimed tourist destination and the 'spine' of our Shire. It is an important connection for our coastal communities and rural hinterland, and we are working with state and federal governments and the community to ensure this great asset is protected and managed effectively.

The agricultural features of our rural areas are playing a significant role in the development of our Shire's economy, which requires more than 2000 jobs to be created in the next 20 years to maintain the current ratio of local employment. A range of industries and businesses will contribute, but it is the visitor economy that is expected to provide the most growth.

This Council Plan not only reflects the important work that needs to be undertaken by Council during this term, but also lays the foundation for what is required to ensure a successful and sustainable future for our community.



Cr Brian McKitterick
Mayor
June 2017

Our Vision

“An engaged, innovative and sustainable community.”

This plan identifies five main themes that support our vision and will guide Council's focus throughout the current four-year term.

Each theme is aligned with a number of strategic objectives and outcomes.

Our Themes

1. Community Wellbeing
2. Environmental Leadership
3. Balancing Growth
4. Vibrant Economy
5. High Performing Council

About the Council Plan (incorporating the Health and Wellbeing Plan)

The Surf Coast Shire Council Plan 2017-2021 is a plan for our community. It sets Council's strategic direction for the next four years, identifying the key priorities and themes that will help guide decision-making during this time.

This Council Plan also incorporates the Surf Coast Shire's Health and Wellbeing Plan for the first time, reflecting Council's commitment to improving the health and wellbeing of the local population. Enhancing the quality of life of our residents and visitors is intrinsic to Council's vision for an engaged, innovative and sustainable community.

Working in partnership with all levels of government, peak bodies, local organisations and members of our community, Council aims to deliver better health and wellbeing outcomes for all and to contribute to the overall success of the *Victorian Public Health and Wellbeing Plan 2015-2029*.

Community members and a range of organisations helped shape this plan by providing Council with ideas and important feedback on the five key themes. An online survey on *Surf Coast Conversations* – distributed through various community groups – allowed people across the Shire to share insights that helped Council determine priorities and tailor strategies.

As part of the plan, Council commits to evaluating its own performance and publishing results within its annual report each October. The community has an opportunity to assess Council's annual performance against the priorities outlined in this plan.

Council will draw on funds and resources from the Strategic Resource Plan to deliver the actions outlined in the Council Plan, and will work with a range of partners to implement this.

With the recent introduction of the Victorian Government's Fair Go Rates system, Council is mindful of the ongoing requirement to meet community needs for services and infrastructure, while safeguarding the long-term social, economic and environmental viability and sustainability of the Surf Coast Shire.

Why do we need a plan?

Developing a Council Plan helps our community – residents, visitors, local businesses, organisations, agencies, staff and other important partners – to have a shared understanding of our vision and priorities.

As well as planning for the future needs of our municipality, Council plays a key role in promoting health and wellbeing across our community. These important functions are requirements under State Government law, as outlined in:

- i) Section 125 of the *Local Government Act 1989 (Vic)*; and
- ii) Section 26(2) of the *Public Health and Wellbeing Act 2008*.

Section 125 of the *Local Government Act 1989* requires a Council to prepare and approve a Council Plan within six months of a general election or by the next 30 June, whichever is later. The Council Plan must include:

- a) the strategic objectives of the Council;
- b) strategies for achieving the objectives for at least the next four years;
- c) strategic indicators for monitoring the achievement of the objectives;
- d) a Strategic Resource Plan containing the matters specified in section 126 of the Act;
- e) any other matters which are prescribed by the regulations.

The *Victorian Public Health and Wellbeing Act 2008* requires that municipal public health plans are also developed within 12 months of a general council election, or included in the overall Council Plan, with a focus that:

- builds on priority areas evident in the Council Plan;
- examines data about health status and determinants in the municipal district;
- is consistent with the municipal strategic statement and other related plans, e.g. heatwave

- plan;
- incorporates evidence-based goals and strategies for creating a local community in which people can achieve maximum health and wellbeing;
- specifies how the council will work in partnership with the Department of Health and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health plan;
- provides for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan; and
- supports a social model of health.

Surf Coast Shire Council Policy Context

The Council Plan takes into account the range of existing policies and documents across the organisation to ensure consistency. The existing documents provide guidance at a more operational level. The full list is available on our website.

A range of data sources was used in the development of the Council Plan, incorporating a review of the five environments for health – social, built, natural, economic, as well as an examination of the cultural environment. A list of all data sources and their relevance to the Council Plan is included at Appendix 1.

This plan also forms part of the *G21 Health and Wellbeing Plan* for our region, which was developed through collaboration with local communities, organisations and regional partners. Its aim is to support and strengthen the capacity of communities and individuals to achieve better health.

G21 is the formal alliance of government, business and community organisations within the Geelong region across five member municipalities – Colac Otway, Golden Plains, Greater Geelong, Queenscliff and Surf Coast Shire. Council works closely with the G21 alliance to help develop strategies that will improve the lives and experience of people who live, visit and work in our communities.

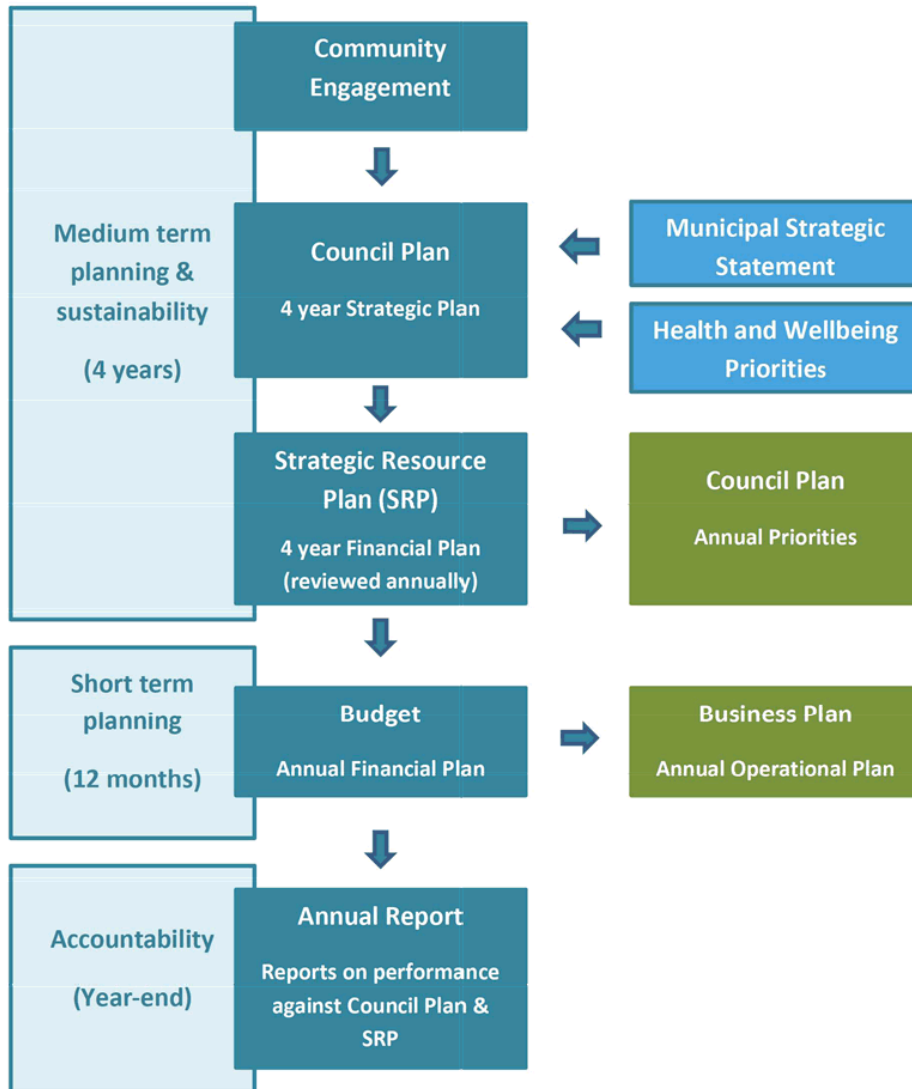
The priorities identified in the *G21 Health and Wellbeing Plan* include the promotion of active living and healthy eating and the prevention of men's violence against women and children.

The Surf Coast Shire Council Plan acknowledges the priorities set out in the *Victorian Health Priorities Framework 2012 – 2022: Rural and Regional Health Plan*. It also supports the vision of the *Victorian Public Health and Wellbeing Plan 2015 – 2019* for a state free of the avoidable burden of disease and injury, so that all Victorians can enjoy the highest attainable standards of health, wellbeing, and participation at every age.

Council Planning Hierarchy

Community engagement is the foundation for developing the Council Plan and Strategic Resource Plan. Both are important touchstones to establish our annual priorities and prepare a budget and business plan for the year ahead.

Council is committed to implementing the plan in partnership with the community, organisations and agencies providing services, and other levels of government. A list of these partners is provided at Appendix 3.



Community Engagement

Surf Coast Shire Council recognises that keeping people informed and inviting them to take part in decision-making makes our community a better place to live, work and visit.

As detailed in the Council's Communications and Community Engagement Strategy 2015 – 2018, Council agrees that community members have a right to know and contribute to decisions that affect them.

In accordance with the *Local Government Act 1989*, "the primary objective of a council is to endeavour to achieve the best outcomes for the local community with regard to the long-term and cumulative effects of decisions". The 'Best Value Principles' also contained in the Act support a program of regular consultation with the community in relation to the services provided by Council and its responsiveness to community needs.

Council recognises that this can only be achieved if people are involved in planning for their future.

Through consultation, collaboration and engagement with the Council, our community has contributed to the development, implementation and evaluation of the Council Plan, which is not only a requirement under the *Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*, but helps improve the quality of the plan. Council believes this plan reflects the views and aspirations of our community.

Using the online hub Surf Coast Conversations along with numerous face to face discussions, community members have been able to help shape the Council Plan by sharing feedback about priorities for the next four years, including goals for better health and wellbeing, and input into the five themes and what might be delivered under each of them.

Almost 1,000 people provided their views via this portal. While many views were diverse, there was a consistent message that people love to live in and visit the Surf Coast Shire and there are many things that make the area special. Our community is looking for the opportunity to participate further in community life and provide support for others in the community.

The draft Council Plan 2017-2021 was made available on the Council website and Surf Coast Conversations online hub in April and May 2017, and at the following exhibition locations for further public comment. The opportunity to provide feedback was extensively advertised. Additional feedback was considered in development of the final plan.

Hard copies of the survey and draft Council Plan were available for inspection at:

- Council office, 1 Merrijig Drive, Torquay
- Aireys Inlet, Anglesea, Lorne & Winchelsea Post Offices
- Lorne Visitor Centre
- Deans Marsh and Moriac General Stores
- Torquay and Mobile Libraries
- Community Houses at Anglesea, Deans Marsh, Lorne and Winchelsea

Monitoring and Evaluation

It is important that Council has an opportunity to reflect on the implementation of the Council Plan on an annual basis, not only as a requirement of the *Victorian Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*, but to ensure that delivery of the plan is on target and to check that the plan's strategies remain the best way for Council to deliver its priorities.

Annual monitoring and review allows Council to determine whether it has achieved what it set out to do; how well it did it; what difference it has made; and whether any adjustments are needed to the plan for the remainder of its term. Section 125 (7) of the *Local Government Act 1989* specifies that "At least once in each financial year, a Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan".

Indicators are included in the plan to demonstrate how Council will measure its performance against the strategic objectives. The *Local Government (Planning and Reporting) Regulations 2014* require Council to report twice a year on these indicators.

Where appropriate, Council is working with partners to improve the monitoring and evaluation of the plan. In particular, Council is working with broader G21 Councils to review the effectiveness of shared regional plans.

The *Public Health and Wellbeing Act 2008* requires that "A Council must review its municipal public health and wellbeing plan annually and, if appropriate, amend the municipal public health and wellbeing plan". The Act does not require a specific reporting requirement. Integration of the Health and Wellbeing Plan within the Council Plan will ensure that performance will be reported against health and wellbeing outcomes every six months.

Your Council

As affirmed in our Council Purpose, we exist **to help our community and environment to thrive** working to fulfil our purpose, the organisation supports our Councillors so they can best serve our community.

These principles underpin how the Council organisation operates.

Our community has many important priorities. Our Council sought your views and diligently reviewed these priorities to identify those to be included in the Council Plan.

I would like to highlight two themes that will require particular focus: how do we manage growth and how do we generate jobs, while maintaining the character and amenity of our towns and rural hinterland? While they are not new issues as such, the Council Plan seeks to draw out strategies for addressing them at a deep level.

The Council Plan also recognises the importance of community wellbeing and that our way of life ultimately depends on the environment. For example, our recent youth survey highlighted the importance of improving health services for young people, in particular in support of mental health.

Council understands that you, our citizens and customers, require from us an efficient and effective service. We are working hard to understand your experience in dealing with Council and are identifying ways for it to be enhanced. We will continue with important reform programs, such the use of digital technologies and Council's focus on our town planning service.

The Council Plan outlines how we intend to deliver the required outcomes and measure our performance. Importantly, we have also developed a 10-year financial plan that shows how Council's priorities can be supported.

It is an authentic and insightful plan, with realistic and achievable goals that we believe will make a significant difference to our community – not only over the next four years of this Council term but also for the long-term future of the Surf Coast Shire.

We are committed to working alongside you to achieve this.



Keith Bailie
CEO, Surf Coast Shire
June 2017

Council Purpose and Organisation Direction

This Council Plan includes our Council Purpose and Organisation Direction, which were developed to help ensure the Council's activities remain focused on community needs. Much thought has been given to developing statements that define Council's strategic focus and decision-making.

These statements were made available for community consultation in June 2016.

The Surf Coast Shire Council Purpose states the Council exists to:

Help our community and environment to thrive.

The Organisation Direction was introduced to guide thinking on future challenges and opportunities.

There are many influences likely to impact the way a Council operates. Factors such as rate capping, pervasive technology, alternatives to government-provided services, environmental change and social disadvantage will all influence Council's future direction.

The Organisation Direction is intended to address these influences and articulate Council's future focus.










The Organisation Direction states that the Council will be:

***An innovative and flexible leader,
and a constructive partner,
that values the strengths of others;
a place where people can do their best
and be proud of their achievements.***

Your Councillors

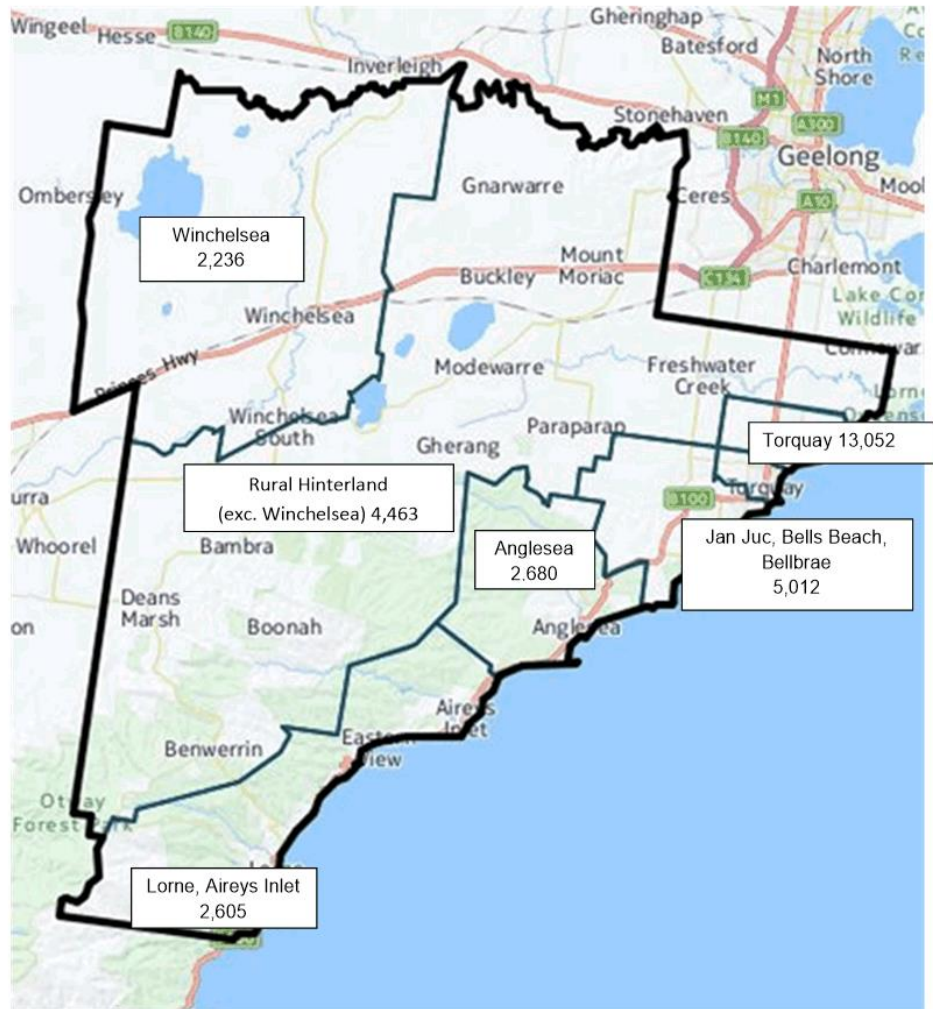
The Council election held in October 2016 saw the election of nine Councillors and the continuation of a four-ward structure for our municipality. The Anglesea, Lorne, Torquay and Winchelsea Wards ensure that communities have local representation in Council.

Surf Coast Shire Councillors are elected by residents and ratepayers to govern the municipality. The Mayor of the Council is chosen by the Councillors in November each year for a 12-month term.

Anglesea Ward			
	Cr Libby Coker P. 5261 0855 M. 0427 337 558 E. lcoker@surfcoast.vic.gov.au		Cr Margot Smith P. 5261 0852 M. 0400 271 574 E. msmith@surfcoast.vic.gov.au
Lorne Ward			
	Cr Clive Goldsworthy P. 5261 0854 M. 0400 756 854 E. cgoldsworthy@surfcoast.vic.gov.au		
Torquay Ward			
	Cr David Bell P. 5261 0859 M. 0409 626 614 E. dbell@surfcoast.vic.gov.au		Cr Martin Duke P: 5261 0856 M: 0409 806 073 E: mduke@surfcoast.vic.gov.au
	Cr Rose Hodge P. 5261 0857 M. 0407 552 025 E. rhodge@surfcoast.vic.gov.au		Cr Brian McKitterick - Mayor P. 5261 0851 M. 0428 570 094 E. bmckitterick@surfcoast.vic.gov.au
Winchelsea Ward			
	Cr Carol McGregor – Deputy Mayor P. 5261 0858 M. 0400 169 741 E. cmcgregor@surfcoast.vic.gov.au		Cr Heather Wellington P. 5261 0853 M. 0417 542 967 E. hwellington@surfcoast.vic.gov.au

About Surf Coast Shire

Id. Consulting (Forecast.id), 2017 Surf Coast Shire population forecast by district = 30,048



Our Community

The Council Plan 2017-21, adopted in June 2017, is a reflection of our community. Where we live, who we are, what we do, what we value and what we consider to be our future challenges, are all elements that were considered in developing a strategic plan. Consultation with the Surf Coast Shire community provided significant insight into local needs and priorities. Where possible, relevant statistical data has been used to provide an understanding of our demographic profile, expected future trends and health and wellbeing needs.

Location

The Surf Coast Shire, with its beach, bushland and rural environment, is located in south-western Victoria, 120km from Melbourne, 21km south of Geelong and close to the Geelong Ring Road. It is an appealing destination for holidaymakers and international visitors, or those looking to make a permanent sea change. The Shire is home to some of the world's best surfing locations and the iconic Great Ocean Road, with other important attractions including the Great Otway National Park, Bells Beach and Erskine Falls.

Population

The Surf Coast Shire continues to be one of the fastest growing municipalities in Victoria, with the permanent population forecast to rise from 30,048 in 2017 to almost 44,000 by 2036 (*forecast.id March 2017*). Over the life of this Council Plan 2017-21, around 3,000 more people are expected to live in the Surf Coast Shire, taking the total population above 32,837 by 2021 (*forecast.id*).

The main townships of the Surf Coast Shire include Aireys Inlet, Anglesea, Bellbrae, Deans Marsh, Fairhaven Jan Juc, Lorne, Moriac, Torquay and Winchelsea. Each of these townships has a keen sense of community, a unique identity and a strong desire to protect and nurture the environment. There is also a significant rural population including farming and rural-based residential communities.

The greatest population growth in the Shire over the past 20 years has generally been focused in Torquay and neighbouring Jan Juc. While most of the Shire's growth in housing development is expected to continue in Torquay, particularly to the north and west of the township, Winchelsea is recognised as the secondary growth centre within the Shire, with residential dwelling numbers forecast to increase by 43% by 2036 (*forecast.id March 2017*).

Ongoing population growth in the Shire is based predominantly on two factors – the attractiveness of a coastal lifestyle to young families, and the significant demand from retirees moving from Melbourne and Geelong. This latter group is predicted to increase as the 'baby boomer' generation reaches retirement age.

The Shire continues to accommodate significant numbers of tourists, particularly in summer, when the population generally doubles in size. Part-time populations are also significant, with holiday-home residents, seasonal visitors, event crowds and day-trippers all adding to the number of people who visit, live and work here. Visitation to the Surf Coast Shire is expected to increase by one third in the next 25 years.

Total voting population and its distribution throughout the Shire is another important consideration and is used by the Victorian Electoral Commission to ensure equitable Councillor representation within each ward. In January 2017, the voting population of the wards was Anglesea: 3,043 (two-Councillor ward); Lorne: 1,314 (one-Councillor ward); Torquay: 11,328 (four-Councillor ward); and Winchelsea: 6,444 (two-Councillor ward), with a total of 22,129 registered voters.

Managing anticipated growth in the permanent population, as well as the ongoing temporary increases in populations during peak periods, is critical due to the impact such growth will have on local communities, infrastructure and environments. This plan looks at how we can ensure local communities in the Shire are resilient and sustainable.

Additional information about population forecasts and demographics of the Surf Coast Shire can be accessed via forecast.id. (<http://forecast.id.com.au/surf-coast>)

Strategic Opportunities and Risks

Key influences on the population of the Surf Coast Shire are: the natural environment; access to major centres; change in demographics; rapid population and housing growth; tourism; and age composition. Council has considered the strategic opportunities and risks inherent in each of these factors, in order to plan effectively for them. The challenge for Council is to maximise opportunities presented by these influences, whilst minimising risks, in a climate of strong population growth and limited funding. Some of these opportunities and risks include:

Natural environment:

The proven health and wellbeing benefits of the natural environment mean the Surf Coast Shire is well placed to achieve positive quality-of-life outcomes for its residents and visitors. From a walk on the beach, a picnic in the bush and surfing in the ocean, to sightseeing down the Great Ocean Road, our Shire is naturally built for good health and wellbeing. With this advantage, comes the associated risk of bushfire and potential mental stress, as well as the need to protect public open spaces and green belts as the population and dwelling numbers grow.

Access to major centres:

With close proximity to Geelong (including Waurn Ponds and Armstrong Creek) and direct access to Melbourne, the Surf Coast Shire offers considerable choice and opportunities to fulfil employment, social, medical and educational needs. This proximity, coupled with a coastal lifestyle, attracts many to the Shire. The risk is that it may limit the development of local services, such as public transport and health.

Change in demographics:

The influx of more affluent residents, including 'sea-changers' migrating from Melbourne, has seen the socio-economic landscape of the Shire change considerably over the years. With more people in the highest income quartile – and fewer in the lowest – the Surf Coast Shire has become one of the least disadvantaged municipalities in Victoria. However, this Shire-wide result masks smaller areas of disadvantage. Similarly, rising house prices and decreases in affordable rentals limit the opportunity for young families to move to or live in the Shire. Although wealthier people tend to be healthier, issues around work-life balance also pose a risk.

Rapid population and housing growth:

The Shire's rapidly growing population provides more opportunities for connecting with other people than some other municipalities. However, the high number of permanent residents forecast to live in the Shire places pressure on a range of services, infrastructure and natural places that contribute to overall health and wellbeing. Nearby areas, such as Armstrong Creek are also predicted to place additional requirements on infrastructure. Another risk is the lower than average diversity within the population, including ethnicity and disability, which may increase feelings of alienation for people belonging to these groups.

Tourism:

As one of Australia's top tourist destinations, the Surf Coast Shire attracts a culturally diverse, visitor population. Tourism provides benefits to the local community through increased facilities, services, events, employment and recreation. The challenge is that large numbers of visitors may negatively impact on amenity and the environment, including noise and pollution, road congestion, safety, bushfire risk, crime rates and access to services during the summer months.

Age composition:

The age distribution in the Shire is unusual for a regional municipality, encompassing strong family growth as well as a higher than average ageing population, with almost 30% of the population aged over 60 within the next twenty years. Generally, communities with a good cross-section of ages are able to maintain a broader range of services and facilities. Cross-generational support and volunteering is also strengthened. A risk factor is the local variations within the Shire, with the smaller coastal towns ageing more rapidly and attracting fewer families, creating pressure for local employment and services. The increase in numbers of older people will impact communities as health issues become more acute with age.

Our Themes for 2017-2021

The Surf Coast Shire Council Plan focuses on five themes that capture the essence of what Council is hoping to achieve over the next four years in order to make a difference in our community.

Each theme comes with its own set of challenges, which Council has responded to by detailing what it hopes to achieve (strategic objectives) and what the community can expect to see as a result of our actions.

Council will report on its performance against these themes in February and October each year. The full year performance results are included in the Surf Coast Shire Council Annual Report in October, and published online at www.surfcoast.vic.gov.au.

This section also identifies services Council already delivers to support each theme, as well as existing strategies and legislation that determine how Council delivers its services.

COMMUNITY WELLBEING:	Create an inclusive community where everyone can participate and contribute to community life.
ENVIRONMENTAL LEADERSHIP:	Preserve and enhance the natural environment.
BALANCING GROWTH:	Provide for growth whilst ensuring the intrinsic values and character of the Shire are retained.
VIBRANT ECONOMY:	Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors.
HIGH PERFORMING COUNCIL:	Deliver valued services to the community.

Our Themes: Making a Difference

Council Vision	An engaged, innovative and sustainable community.
Council Purpose	To help our community and environment to thrive.
Organisation Direction	An innovative and flexible leader, and a constructive partner, that values the strengths of others; a place where people can do their best and be proud of their achievements.
Council Plan Approach	While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.

Measuring our Performance

Strategic Indicator	Regularity	Proposed Collection Method	Related Strategic Objective
1. Improvements in overall quality of life, and reported on the following cohorts: <ul style="list-style-type: none"> • People under 25 • People over 65 • People with Disabilities 	Annually commencing in 2018	Clinically valid method collected in partnership with research body	All strategic objectives relate to this indicator
2. 25% of energy is from renewable sources by 2020	Annually commencing in 2017	Collection methods endorsed by the Renewable Energy Taskforce	e, f, g, i
3. An increase in housing in Winchelsea and Moriac	Annually commencing in 2017	Internal Systems (Planning & GIS)	a, b, c, d, g, h, i, j, k, l, n, o
4. Maintain satisfaction in planning for population growth in Torquay / Jan Juc	Annually commencing in 2017	Community Satisfaction Survey	i, j, k
5. Increased access to public transport including trains, public buses and community buses	Annually commencing in 2017	PTV statistical information, internal records relating to community transport	a, b, c, d, f, i, n, s
6. Rolling median annual unemployment rate for the Shire does not exceed 3.5%	Biannually commencing in 2017	Small area labour markets data source	a, b, d, g, h, i, k, l, m, n, o
7. Meet the financial benefit targets in the long term financial plan	Annually commencing in 2017	Internal systems (Finance)	f, h, k, p, q, r, s

Strategic Indicator	Regularity	Proposed Collection Method	Related Strategic Objective
8. Increase in the number of digital transactions with Council including: <ul style="list-style-type: none"> • Self Service Transactions • Completion of forms 	Biannually commencing in 2017	Internal systems (Payment & Web)	p, q, r, s
9. Increased performance rating for Customer Service in the Annual Community Satisfaction in Local Government Survey 	Annually commencing in 2017	Community Satisfaction Survey	All strategic objectives relate to this indicator
10. 80% of planning permit applications are determined within 60 statutory days by the end of the term of the plan 	Biannually commencing in 2017	Internal Systems (Planning)	q, r, s

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COUNCIL PLAN SUMMARY 2017-2021

(Incorporating the Health
and Wellbeing Plan)

COUNCIL VISION

An engaged, innovative and sustainable
community.

COUNCIL PURPOSE

To help our community and environment
to thrive.

ORGANISATION DIRECTION

Our organisation will be:

- An innovative and flexible leader,
- And a constructive partner,
- That values the strengths of others;
- A place where people can do their best
- And be proud of their achievements



COUNCIL PLAN APPROACH

While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.

COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions/programs)
a) Support people to participate in and contribute to community life 	Local people participating in and contributing to local life	1. Develop and implement a program to support communities of place and interest, and provide opportunities for them to identify and achieve their community aspirations 2. Facilitate and support high levels of volunteering in the community 3. Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy
b) Support people to be healthy and active 	High levels of quality physical activity and health, including mental wellbeing	4. Develop and implement local programs to support <i>Healthy Eating and Active Living</i> 5. Implement health and wellbeing impact assessments as part of infrastructure and project planning 6. Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7. Reinforce policies to manage electronic gaming machines
c) Improve community safety 	People feel safe in their community	8. Understand community safety issues and needs, and design an appropriate local response 9. Continue to build community resilience to prepare for emergencies
d) Provide support for people in need 	Young people and their families are able to access the services and support they need Older people are supported to live independent and meaningful lives Culture, all abilities and diversity are celebrated	10. Work in partnership with community and agencies to improve young people and their families' access to the services and support they need 11. Pursue <i>Age Friendly City</i> status 12. Contribute to the delivery of the <i>Strategic Plan for prevention and addressing violence against women and children in the G21 region</i> 13. Implement the <i>Accessible and Inclusive Surf Coast Shire Strategic Plan</i>

ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions/programs)
e) Drive the use of renewable energy	Surf Coast Shire is a state leader in the take up of renewable energy	14. Implement the Renewable Energy Roadmap 15. Support the work of the Renewable Energy Taskforce
f) Improve the re-use of resources 	More waste is diverted from landfill for reuse and recycling Recycled water is used to support agribusiness appropriate to the shire	16. Develop and implement organic waste diversion pilot program 17. Develop and implement a waste reduction program to increase the life of the landfill 18. Review and expand Plastic Wise Program 19. Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas
g) Support local food production 	An increase in the production and consumption of locally grown food	20. Develop and implement a local food program in partnership with community
h) Retain and enhance rural land for appropriate and sustainable uses 	Rural land use is productive and sustainable and in keeping with environmental values of the shire (CP, L)	21. Finalise and implement the Rural Hinterland Strategy 22. Develop partnerships to better manage interfaces between public and private land 23. Effectively manage pests, plants and animals on Council land

BALANCING GROWTH: Provide for growth whilst ensuring the intrinsic values and character of the shire are retained





Strategic Objective	Outcome (What we will see)	Strategy (What we will do – actions/programs)
<p>i) Ensure infrastructure is in place to support existing communities and provide for growth</p>	<p>Infrastructure demands, including public transport, are planned and provided for</p>	<p>24. Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections</p> <p>25. Explore the potential public transport link to Torquay and the level of rail service on the Warrnambool line</p> <p>26. Conduct a review of the existing pathway strategy and implement recommendations</p> <p>27. Ensure appropriate funding mechanisms are in place to support future growth including developer contributions</p> <p>28. Work with the community and stakeholders to implement the Anglesea Futures program</p> <p>29. Advocate for supporting infrastructure</p>
<p>j) Strengthen township boundaries and support unique township character</p>	<p>Sprawl is contained and townships remain distinct communities with designated settlement breaks between</p>	<p>30. Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this</p> <p>31. Encourage in-fill development and direct growth to designated areas</p> <p>32. Develop a communications strategy to explain the implications of living in different planning zones</p>
<p>k) Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire</p>	<p>Measures are in place to limit negative impacts on amenity</p>	<p>33. Advance a Winchelsea and Moriac Development Program</p> <p>34. Advance a Strategic Plan for Lorne</p> <p>35. Conduct an impact analysis of Torquay's growth including Armstrong Creek</p> <p>36. Explore the impact of increased traffic on the road network including inland transport routes</p>

VIBRANT ECONOMY: Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors

Strategic Objective	Outcome (What we will see)	Strategy (What we will do – actions/programs)
<p>l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community</p>	<p>Continued growth in local employment</p>	<p>37. Support and build capability of businesses and business / tourism groups</p> <p>38. Investigate how the strategic road network impacts on commercial transport</p> <p>39. Facilitate and enable stronger relationships between industry and education</p> <p>40. Plan for industrial and commercial zones in growing communities</p>
<p>m) Facilitate high quality events throughout the year</p>	<p>Diverse series of events that deliver economic, environmental and social benefits to the community</p>	<p>41. Further develop diverse, major and signature events and a communication and promotion program</p>
<p>n) Strengthen the vitality of town centres</p>	<p>Town Centres are a good place to be and an important part of community life</p>	<p>42. Identify and support the economic and social drivers of town centres within the shire</p>
<p>o) Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses</p>	<p>There are a number of strong industry sectors, which create a sustainable year-round economy</p>	<p>43. Work with key stakeholders to encourage visitors to stay longer and spend more in the shire</p> <p>44. Develop and implement an industry development and attraction program</p> <p>45. Advocate for and drive the Great Ocean Road visitor economy</p> <p>46. Develop and implement an agribusiness strategy</p>

HIGH PERFORMING COUNCIL:

Deliver valued services to the community

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions/programs)
<p>p) Ensure Council is financially sustainable and has the capability to deliver strategic objectives</p> 	<p>Council has a viable long-term financial plan Council has the capacity to deliver on new things</p>	<p>47. Establish long-term financial principles and incorporate into the long-term financial plan 48. Develop and implement an organisational capability and capacity program 49. Develop innovative funding partnerships with community, business and government 50. Build on relationships with agencies and key stakeholders for the benefit of the community</p>
<p>q) Ensure that Council decision-making is balanced and transparent and the community is involved and informed</p> 	<p>Council uses a range of engagement approaches to inform its decision-making Council communicates its decisions clearly and widely</p>	<p>51. Prepare for Local Government Act review recommendations 52. Evolve our community engagement approach to inform strategic Council direction and decision-making 53. Use technology to make Council decision-making more accessible</p>
<p>r) Provide quality customer service that is convenient, efficient, timely and responsive</p> 	<p>People are comfortable to approach Council for assistance, and have confidence in our response We see improvements in Council performance in areas of high importance to the community</p>	<p>54. Implement Digital Transformation Program, including opportunities for customer self-service 55. Investigate the feasibility of a certified quality system 56. Improve how we manage customer requests and complaints 57. Continued reforms in statutory planning service delivery 58. Further update and implement a customer service strategy</p>
<p>s) Ensure the community has access to the services they need</p> 	<p>High quality services are available to the community</p>	<p>59. Review Council-delivered services to ensure they are of high quality and delivering best value 60. Conduct service reviews to identify best service delivery model 61. Advocate for services that are best delivered by others 62. Review arrangements for governance of the coast</p>

Healthy & Well 
Safe & Secure 
Capabilities to Participate 
Connected to Culture & Community 
Liveable 

STRATEGIC INDICATOR	REGULARITY	COLLECTION METHOD	RELATED STRATEGIC OBJECTIVE
1. Improvements in overall quality of life, and reported on the following cohorts: People under 25 People over 65 People with Disabilities	Annually commencing 2018	Clinically valid method collected in partnership with research body	All strategic objectives relate to this indicator
2. 25% of energy is from renewable sources by 2020	Annually commencing 2017	Collection methods endorsed by the Renewable Energy Taskforce	c, e, f, h, k, p, r
3. An increase in housing in Winchelsea and Moriac	Annually commencing 2017	Internal Systems (Planning & GIS)	a, b, c, d, g, h, i, j, k, l, m, n, o, p
4. Maintain satisfaction in planning for population growth in Torquay / Jan Juc	Annually commencing 2017	Community Satisfaction Survey	h, i, j, k
5. Increased access to public transport including trains, public buses and community buses	Annually commencing 2017	PTV statistical information, internal records relating to community transport	a, b, c, d, h, k, o, s
6. Rolling median annual unemployment rate for the Shire does not exceed 3.5%	Biannually commencing 2017	Small area labour markets data source	a, b, d, g, i, j, l, m, n, o
7. Meet the financial benefit targets in the long term financial plan	Annually commencing 2017	Internal systems (Finance)	f, h, j, p, r, s
8. Increase in the number of digital transactions with Council including: Self Service Transactions Completion of forms	Biannually commencing 2017	Internal systems (Payment & Web)	p, q, r, s
9. Increased performance rating for Customer Service in the Annual Community Satisfaction in Local Government Survey	Annually commencing 2017	Community Satisfaction Survey	a, h, l, o, p, q, r, s
10. 80% of planning permit applications are determined within 60 statutory days by the end of the term of the plan	Biannually commencing 2017	Internal Systems (Planning)	q, r, s

Theme 1: COMMUNITY WELLBEING

People make our community what it is ... so your health and wellbeing is our priority. Our aim is for the Surf Coast Shire to be a place where people are proud to live, participate and contribute to local life. As a community, we value healthy and active lifestyles and we care about our mental wellbeing. We should all feel safe and have access to the services and support we need, whilst living independent and meaningful lives. Importantly, we want to celebrate culture and diversity.

Health and Wellbeing

Councils play a key role in planning for health and wellbeing across their municipalities, as recognised in both the *Local Government Act 1989*, which outlines a council's role in the protection, improvement and promotion of health and wellbeing, and the *Victorian Health and Wellbeing Act 2008*, which requires that councils develop a health and wellbeing plan – or incorporate it into the overall Council Plan – by 30 June following a general council election.

The Surf Coast Shire Regional Profile compiles the latest population health, Census and other data to provide a snapshot of demographics and health and wellbeing across the Shire. This profile is available here (http://www.q21.com.au/sites/default/files/resources/141029_region_profile_surf_coast_webv2.pdf)

The general health and wellbeing of a community can be measured and reviewed through the examination of five key 'environments' – social, built, natural, economic and cultural.

The Surf Coast Shire scores very well on the bulk of health and wellbeing indicators, including diet and exercise, mental health and welfare, general health conditions/disease, some aspects of community engagement, recreation facilities, urban design, open space, nature, sustainable living and economic circumstances overall.

We are more challenged with issues such as access to health services, supporting our growing population over 65, and connecting with and supporting our young people. Other areas of concern include long commutes, work-life balance, availability of public transport, the affordability of housing, ongoing and non-seasonal employment opportunities, lack of diversity, alcohol abuse, increasing vulnerability of children in some areas, youth, and access to some health services.

It is important to note that some issues draw on total Shire characteristics, while other indicators are from smaller surveys and may require further validation. Where there is a comparison with 'an average', this refers to Victoria.

Following is an overview of the strategic objectives Council has developed for improved health and wellbeing in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Support people to participate in and contribute to community life

A community may be defined as people who live together in the same area, or people who are linked together through a shared interest. Increasing connection to community has well-known mental and physical wellbeing advantages. It connects people and improves the outcomes for society as a whole.

The [Victorian public health and wellbeing outcomes framework](#) recognises the importance of being connected to a community via an organised group or via participation in a cultural or arts activity.

The Surf Coast has volunteering rates of 43.7% which is significantly higher than the Victorian average of 34.3%. The Surf Coast Shire also has a significantly higher than average percentage of people participating in citizen engagement activities at 69.3%. (VicHealth, 2012)

These high participation rates may be partially driven by the larger than average number of retirees in the Shire and therefore ongoing sustained rates of volunteering and community participation are not guaranteed.

This strategic objective is designed to recognise the importance and value of citizen engagement activities in a number of forms, and to identify how Council can better support those already taking part and encourage new people to participate. It will build on the strengths of the community, support volunteer activities and recognise the importance of heritage, arts and culture to the Surf Coast.

Support people to be healthy and active

The Surf Coast has a number of natural advantages in achieving high levels of healthy activity. People in the Shire regularly visit green spaces and generally have healthy eating habits. People in the Surf Coast also have lower levels of a range of preventable diseases. (Department of Health and Human Services, Victoria, 2017)

The community survey, conducted as part of the preparation for this Council Plan, highlighted the value that residents and visitors place on the provision of open space and recreation facilities. The community reinforced the need for Council's ongoing role in supporting these spaces and facilities.

The Council has also committed to supporting the G21 priority work, in relation to Health Eating and Active Living (<http://g21hwbpillar.com.au/project/healthier-eating-and-active-living>) as well as the G21 Physical Activity Strategy (<http://www.g21.com.au/g21-physical-activity-strategy-2014-17>).

It is essential that Council continues to focus on these areas to ensure that these current levels of healthy activity are maintained or improved. In addition, Council has the opportunity to incorporate health and wellbeing as part of planning for all project activities. This will help to ensure that key investment in the Surf Coast is focused on achieving all available health and wellbeing outcomes.

However, there are other areas where the Surf Coast does not score as well, particularly in relation to alcohol usage. People in the Surf Coast spend more on packaged liquor and at licensed premises than the Victorian average (VicHealth, 2012). As a holiday destination, the Surf Coast is at risk of being an environment of increased alcohol consumption. A number of actions will be undertaken to address these issues, as they are not confined to one cohort or situation.

In addition, a survey of young people conducted by Council in 2016 highlighted that many young people were concerned about the potential for increased abuse of illegal drugs. Council is working with a range of partners to identify actions that will have the biggest impact on mitigating the harm from illegal drugs.

Electronic Gaming Machine players lost over \$2.8m dollars in 2015/2016 (Victorian Commission for Gambling and Liquor Regulation, 2016) and gambling losses continue to rise, with a 50% increase in player loss since July 2016, reinforcing the need to continue to focus on ensuring that gambling is conducted in a responsible manner.

Improve community safety

On average, a higher proportion of people in the Surf Coast feel safe walking alone during the day or night than the Victorian average (VicHealth, 2012). Overall, the crime rate within the Shire remains low. However, some areas of crime are disproportionately high, such as thefts and burglaries (Crime Statistics Agency). These rates may be partially driven by higher numbers of people who choose to live part-time in the Shire.

In addition, the community survey conducted as part of the development of the Council Plan showed that many people had increasing concerns about personal safety for a range of reasons, including pedestrian, personal and emergency safety (Surf Coast Shire, 2017). Council is working in partnership with other agencies, including Victoria Police and emergency services providers, to understand and address community safety concerns.

Provide support for people in need

The Surf Coast Shire SEIFA (Socio-Economic Indexes for Areas) Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage.

Overall, the population of the Shire experiences a relatively high SEIFA index at 1066.5, with above average levels of employment, higher than average salaries and lower than average levels of disadvantage when compared to Victoria (.idcommunity). However, these statistics mask some local areas of disadvantage. The SEIFA index across the municipality varies from 922 to 1131. A survey of young people conducted by the Surf Coast Shire in 2016 showed a need for increased youth-friendly health and mental health services. In addition, one in ten young people said they had no-one to turn to in times of trouble. This survey also demonstrated the need for improved health services catering to young people (Surf Coast Shire, 2016). Council is committed to working with service providers to reduce any service gaps in these areas.

The Surf Coast Shire is an attractive place for people to retire and the Shire has a higher proportion of persons at post-retirement age than Greater Melbourne (.idcommunity). The over 60 population is predicted to grow from 20% to 30% in the next twenty years, and is therefore an important cohort to focus on. While the Shire recognises the benefits of our area for retirees, this also presents challenges in providing access to suitable services, infrastructure and support. Council has committed to pursuing Age-Friendly City status, a concept developed by the World Health Organisation. This is a holistic strategy that looks at transport, infrastructure and social supports in the context of an active ageing population.

Violence against women and children is also an important focus, with one in three women experiencing physical violence since the age of 15 (Our Watch). Surf Coast Shire Council is supporting the work being done by G21,, including its extensive action plan, to help prevent and address this violence (<http://g21hwbpillar.com.au/project/preventing-and-addressing-violence-against-women-children-strategic-plan-2016-20>).

At the time of writing, there were approximately 869 people who require assistance with day-to-day activities within the Shire. With an ageing population, this figure is likely to increase (.idcommunity). However, when accessibility issues impact on a larger population that those with physical disabilities. Improved access to facilities benefits a range of people including parents with prams, people with temporary disabilities or people with permanent mobility concerns. The Accessible and Inclusive Surf Coast Shire Strategic Plan provides for a large number of specific actions that can be implemented within Council over the period of this plan. (https://www.surfcoast.vic.gov.au/files/assets/public/council/hearing_of_submissions_committee/2015/item_21_appendix_2_-_draft_access_and_inclusion_strategic_plan_2014-24_summary.pdf)

The majority of evidence supports the need to implement specific strategic activities to ensure that all people - regardless of age, circumstance or ability - are able to access services they need to maintain or increase their independence, health and wellbeing.

COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)		
a) Support people to participate in and contribute to community life	Local people participating in and contributing to local life (HW, SS, CP, CC, L)	1) Develop and implement a program to support communities of place and interest, and opportunities for them to identify and achieve their community aspirations 2) Facilitate and support high levels of volunteering in the community 3) Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy		
b) Support people to be healthy and active	High levels of quality physical activity and health, including mental wellbeing (HW, SS, CP, CC, L)	4) Develop and implement local programs to support <i>Healthy Eating and Active Living</i> 5) Implement health and wellbeing impact assessments as part of infrastructure and project planning 6) Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7) Reinforce policies to manage electronic gaming machines		
c) Improve community safety	People feel safe in their community (HW, SS, CP, CC, L)	8) Understand community safety issues and needs, and design an appropriate local response 9) Continue to build community resilience to prepare for emergencies		
d) Provide support for people in need	Young people and their families are able to access the services and support they need (HW, SS, CP, CC, L)	10) Work in partnership with community and agencies to improve young people and their families' access to the services and support they need		
	Older people are supported to live independent and meaningful lives (HW, SS, CP, CC, L)	11) Pursue <i>Age Friendly City</i> status		
	Culture, all abilities and diversity are celebrated (HW, SS, CP, CC, L)	12) Contribute to the delivery of the <i>Strategic Plan for prevention and addressing violence against women and children in the G21 region</i> 13) Implement the <i>Accessible and Inclusive Surf Coast Shire Strategic Plan</i>		
Health and Wellbeing Focus Areas				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable (L)

Theme 2: ENVIRONMENTAL LEADERSHIP

Surf Coast Shire Council remains committed to preserving and enhancing the natural local environment. From driving the uptake of renewable energy and re-use of resources, to supporting the production and consumption of locally grown food, Council is working with local communities to build our region as a leader in sustainable and environmentally-friendly practices.

Environment

The Surf Coast Shire is an area of high environmental significance, which underpins our lifestyle and economy. With spectacular physical features, including a large coastline and state and national parks, unique natural character and significant biological diversity, the environment is a defining feature of the Surf Coast Shire. This influences decisions on local urban development and land management.

As owner or manager of less than one per cent of land in the Shire, it is critical that Council works in partnership with the community and other agencies to oversee and protect the natural environment, particularly through the management of public open spaces, as well as the supervision of planning controls on environmentally significant land. An important focus is managing invasive pests, plants and animals, and the impacts of climate change, such as rising sea levels and increased bush fire risk.

The Surf Coast Shire recently implemented its joint Council-community Towards Environmental Leadership program which clearly sets out a series of specific environmental actions.
https://www.surfcoast.vic.gov.au/My_Environment/Towards_Environmental_Leadership

Following is an overview of the strategic objectives Council has developed for environmental leadership in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Drive the use of renewable energy

Increasing renewable energy helps to support energy security and meet our international commitment to reduce greenhouse gases. In June 2016, the Victorian Government committed to Victorian renewable energy generation targets of 25 per cent by 2020 and 40 per cent by 2025. This policy was designed to give the renewable energy sector confidence in investing in renewable energy projects and generate employment opportunities (Department of Environment, Land, Water and Planning, 2016).

The community survey conducted as part of the development of this plan shows significant support for Council to continue to show leadership in this area. In keeping with this community expectation, Council has made a commitment to taking a leadership role and assisting the Victorian Government to meet these obligations. As part of its Towards Environmental Leadership program, Council has already commenced work in this area through the development of a renewable energy task force and roadmap. This work will continue through the term of this plan.

Actions completed as part of this strategic objective holistically consider reducing total energy usage, as well as increasing rates of renewable energy, both by Council and by our community.

Improve the re-use of resources

During the development of the plan, Council had targeted engagement with young people, including those under 13 years. Young people emphasised the importance of clean and litter-free recreation spaces, as well as the importance of recycling.

Council is working with a number of partners including the Barwon South West Waste and Resource Recovery Group to further the 12 priority actions identified by that group (<http://www.bswwrrg.vic.gov.au/>). Those actions are designed to improve recycling rates, reduce waste to landfill and plan for the region's future sustainability. Council has a keen interest in achieving this in order to support its own landfill and recovery sites.

Support local food production

Food insecurity occurs when people are unable to access an adequate food supply at all times and this may be caused by economic hardship or due to food supply, which may be heightened in small towns. The Surf Coast has a slightly elevated percentage of people experiencing food insecurity compared to the state measure (Department of Health and Human Services, Victoria, 2017). This was also identified by Council when it completed detailed health and wellbeing township profiles.

Increasing local food production can help to address food insecurity issues, improve the environmental sustainability of food, freshness of food and assist employment opportunities in the local area, all of which are a key focus for Council.

Council is working with a number of partners who focus on providing opportunities for local providers to sell their goods in the local area and are also working on a range of initiatives which increase the production of food by our local residents. These include edible landscapes, community gardens, school orchards and insect hotels.

Retain and enhance rural land for appropriate and sustainable uses

The Surf Coast Shire covers an area of 1,560 square kilometres, of which approximately 45% of the total area is used for farming and other rural uses. The Surf Coast Shire specifies that the purpose of this land is to secure food, water and energy resources. The planning scheme also seeks to protect this agricultural land in a number of ways, including limiting development to existing township areas (Surf Coast Shire, 2017).

While Council has control over only a small part of open space within the Shire, there is an opportunity for Council to help preserve that land in a sustainable manner to support native flora and fauna, while at the same time reducing the prevalence of non-native pest species.

In many instances, agricultural land abuts Council land and it is essential that Council protects and manages its own land in order to ensure the protection and sustainability of neighbouring lands. Council will investigate and implement the best methods of achieving this.

ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)		
e) Drive the use of renewable energy	Surf Coast Shire is a state leader in the take up of renewable energy (L)	14) Implement the <i>Renewable Energy Roadmap</i> 15) Support the work of the <i>Renewable Energy Taskforce</i>		
f) Improve the re-use of resources	More waste is diverted from landfill for reuse and recycling (CP, L) Recycled water is used to support agribusiness appropriate to the Shire (L)	16) Develop and implement organic waste diversion pilot program 17) Develop and implement a waste reduction program to increase the life of the landfill 18) Review and expand <i>Plastic Wise Program</i> 19) Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas		
g) Support local food production	An increase in the production and consumption of locally grown food (HW, CC, CP, L)	20) Develop and implement a local food program in partnership with community		
h) Retain and enhance rural land for appropriate and sustainable uses	Rural land use is productive and sustainable and in keeping with environmental values of the Shire (CP, L)	21) Finalise and implement the <i>Rural Hinterland Strategy</i> 22) Develop partnerships to better manage interfaces between public and private land 23) Effectively manage pests, plants and animals on Council land		
Health and Wellbeing Focus Areas				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)

Theme 3: BALANCING GROWTH

Council recognises the intrinsic values and unique character of townships in the Surf Coast Shire should be protected. With more people expected to live in and visit the Shire, Council will work to understand and manage the impact of population growth. The focus includes containment of residential sprawl, advocacy for more public transport, appropriate use of rural land and working to ensure our towns remain a desirable place to live.

Infrastructure

Continued growth places increased pressure on infrastructure. Council's capital investment priority is to ensure existing, well-utilised assets are renewed, redeveloped and, in some instances, expanded or replaced over time to extend their service life. Planning and investment in infrastructure is necessary as new residential neighbourhoods develop and as part-time residents are replaced with full-time ones.

The Fair Go Rates system recently introduced by the Victorian Government limits the amount of revenue councils can collect through rates. Developer contributions to new community infrastructure are collected relative to the timing of development and only partially cover the cost.

Council will need to attract funding from State and Federal governments to deliver some projects, and will work closely with local members to advocate for this financial support. Additionally, there will be a strong focus on constructive partnerships, where Council can work alongside community, business and agencies to advocate for government funding, contribute funding and deliver projects together.

Following is an overview of the strategic objectives Council has developed for balancing growth in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Ensure infrastructure is in place to support existing communities and provide for growth

Population growth can have many benefits, including increased service provision, employment opportunities and cultural diversity. However, it is essential that infrastructure is provided to meet the needs of a growing community. This may include the provision of key requirements such as roads or drainage and may also include community infrastructure, such as recreational, educational and social facilities. The provision of such facilities was a key theme identified in the survey conducted to develop this plan (Surf Coast Shire, 2017).

This includes ensuring that there are sufficient transport alternatives to mitigate increases in car usage. Access to public transport is a significant issue for people in the Shire, with only 33.2% of people living near public transport (Department of Health and Human Services, Victoria, 2017). The community survey conducted when developing the Council Plan also indicated significant concerns with access to public transport (Surf Coast Shire, 2017).

Council appreciates that provision of transport goes beyond simply increasing the number of bus routes, although this may be needed in some cases, and also considers the need to provide for improved connections and pathways between areas of transport provision. Council will work with partners to ensure that public transport provision is in place to meet the needs of the growing community and that community transport is evaluated in circumstances where there are gaps.

Another key theme in the community survey was ensuring that those who benefit from infrastructure development also help to ensure that this is appropriately funded (Surf Coast Shire, 2017). Council is investigating ways in which this can be done fairly and robustly.

Strengthen township boundaries and support unique township character

One of the key messages received as part of the community survey conducted by Council during the process to develop the Council Plan was the importance of retaining and supporting the things that

make the Shire unique in the face of population growth.

The community discussed the desire to avoid township sprawl and unmanaged growth beyond existing township boundaries. While restricting growth altogether is not possible for Council to achieve, there is recognition that there are opportunities to direct that growth in ways that enhance township character, rather than degrade it (Surf Coast Shire, 2017). The community is also presently engaged in a number of key strategic activities which will help to define the face of future townships, such as the Anglesea Futures project.

The Surf Coast Planning Scheme can be complex. There are a number of zones and overlays that apply to different areas of land. There are opportunities for Council to clarify the intent and opportunities within different zones to help people understand the use of those zones and how they contribute to overall township character. Council will work closely with a number of partners, particularly community advocates, to identify how township character can best be protected and preserved in a sustainable manner.

Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire

The Surf Coast Shire population forecast for 2017 is 30,048, and is forecast to grow to 43,763 by 2036. (idcommunity, 2017) There is also significant growth occurring in neighbouring areas, such as the Armstrong Creek growth corridor. While the drivers of this population change are relatively well understood, the impacts on the community and infrastructure requirements are not fully known.

Growth in Torquay has been underway for some years and its continuance into the future is well documented in strategic land use planning documents. In contrast, growth in Winchelsea and Moriac is a very recent phenomenon and its 'sow burn' projection may be challenged as people seek rural living at affordable prices in close proximity to Geelong.

The views of the community regarding growth are mixed, as shown in the survey conducted as part of the Council Plan. In some cases and in some areas, growth was desired and found to be beneficial to the development of the community. In other cases, people were concerned about the potential impacts of growth on amenity and township character (Surf Coast Shire, 2017).

Further work is required to understand how to manage population growth in an appropriate manner, in the appropriate areas, and for the benefit of the community as a whole.

BALANCING GROWTH: Provide for growth whilst ensuring the intrinsic values and character of the Shire are retained

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)		
i) Ensure infrastructure is in place to support existing communities and provide for growth	Infrastructure demands, including public transport, are planned and provided for (HW, SS, CP, CC, L)	24) Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 25) Explore the potential rail link in Torquay and the level of rail service on the Warrambool line 26) Conduct a review of the existing pathway strategy and implement recommendations 27) Ensure appropriate funding mechanisms are in place to support future growth including developer contributions 28) Work with the community and stakeholders to implement the <i>Anglesea Futures</i> program 29) Advocate for supporting infrastructure		
j) Strengthen township boundaries and support unique township character	Sprawl is contained and townships remain distinct communities with designated settlement breaks between (HW, SS, CP, CC, L)	30) Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this 31) Encourage in-fill development and direct growth to designated areas 32) Develop a communications strategy to explain the implications of living in different planning zones		
k) Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire	Measures are in place to limit negative impacts on amenity (HW, SS, CP, CC, L)	33) Advance a Winchelsea and Moriac Development Program 34) Advance a strategic plan for Lorne 35) Conduct an impact analysis of Torquay's growth including Armstrong Creek 36) Explore the impact of increased traffic on the road network including inland transport routes		
Health and Wellbeing Focus Areas				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)

Theme 4: VIBRANT ECONOMY

A growing community needs to create jobs to ensure a sustainable year-round economy. A key theme in the Council Plan is to support initiatives that build the job market. Support for innovative businesses, high quality events and key industry sectors is an important focus. Strengthening the vitality of each township is also a strategic priority.

Economic Development & Tourism

The townships and rural hinterland of the Surf Coast Shire support more than 3,000 businesses, which provide more than 7,000 local jobs. The Shire economy is worth more than \$1 billion annually and currently growing at a rate of more than 4% p.a. Small business drives the economy with approximately 87% of local businesses employing fewer than four people. The top three standard industry sectors for employment are accommodation and food, construction and retail.

The economy of the Surf Coast Shire is unique and distinctly different to that of Victoria, Geelong and surrounding regions, with the surfing industry representing almost 27% of all jobs and 26.5% (\$217 million) of all 'Value Add' activity. In recognising this, Council has formed collaborative partnerships with industry and key organisations to ensure the sector's growth and stability.

Tourism also plays a vital role. In the year ended June 2016, more than 2.161 million visitors came to the Surf Coast Shire, directly expending over \$430 million. Summer periods dominate visitation patterns with the March Quarter accounting for just over 41% of annual visitation (based on a 10-year period). The December (28%), June (17%) and September quarters (13%) showed distinctly lower visitor numbers reflecting the strong influence of the beach. There is a need to focus on 'off-beach' attractions to ease pressure on this important asset.

Continued population growth will create the need for at least 2,000 new jobs by 2036 to maintain the current ratio of local jobs.

Signature events, including the Falls Festival, Cadel Evans Great Ocean Road Race, Amy's Gran Fondo, Bells Beach Rip Curl Pro, Surf Coast Century and the Great Ocean & Otway Classic Ride, headline a calendar of events that bring visitors from across the globe and play a vital role in sustaining businesses throughout the off-peak periods. In total, events generate more than \$105 million annually in expenditure. The significance of our major events results in an annual viewer audience of over 32 million people globally.

Construction also plays a key role in the Surf Coast Shire economy, with more than 700 businesses in this sector alone, employing close to 1000 people. These businesses have played a key role in the \$2.25 billion worth of development that has taken place in the Surf Coast Shire over the past 10 years. A significant component of this construction takes place in and around Torquay.

The hinterland, with its agricultural and aesthetic attributes, is starting to play a growing role in the development of the Surf Coast Shire's economy, particularly in local food and niche tourism opportunities. Agriculture was one of the fastest growing sectors (by percentage) for the Surf Coast Shire in 2016, reflecting its increasing contribution and importance.

While the growth of the economy is important, the natural environment is a critical factor in our planning and decision-making.

Following is an overview of the strategic objectives Council has developed for a vibrant economy in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community

In the Australian Consensus Statement on the Health Benefits of Work, it is fundamentally acknowledged that work is generally good for health and wellbeing (Australasian Faculty of Occupation and Environmental Medicine, Royal Australasian College of Physicians, 2011).

The Surf Coast Shire has a very low unemployment rate, which is approximately half of that of the G21 region and Victoria in general. The Surf Coast Shire has access to a labour force of approximately 145,059 including 14,166 people from the Shire and the remainder available from the surrounding region. This labour force is also well educated, with 23% having a tertiary education. The Surf Coast also has a very high median weekly housing income, which is higher than the Victorian benchmark (Surf Coast Shire, 2016).

2,000 jobs will need to be created in order to retain the level of employment within the Shire. As noted by many people who responded to the community survey conducted as part of the development of the Council Plan, all residents who live in the Shire do not need to have employment within the Shire. There are many alternative employment options including telecommuting, working part-time or working in the broader G21 area (Surf Coast Shire, 2017).

However, it is also important to continue to provide locally-based employment opportunities, as these can assist in increasing work-life balance, which is low in the Shire, (Department of Health and Human Services, Victoria, 2017) and also increase the number and diversity of service offerings and overall economic prosperity.

While Council has limited ability to directly impact the unemployment rate, there are a number of supporting activities that can be implemented to build an environment in which job creation is more likely. Council is able to support business development and attraction, create business networks and facilitate connections between education and business.

Facilitate high quality events throughout the year

Events can help to increase community connection, pride and individual health and wellbeing. The Surf Coast Shire hosts over 200 events per year with over 240,000 participants, generating \$105m in economic benefit (Surf Coast Shire, 2016).

It is essential that events adhere to the overall objectives of the community in terms of environmental sustainability, safety and cultural suitability. This is a strong motivator for Council in working with event providers, with high levels of success demonstrated by the substantial number of people in the Surf Coast who have attended a local community event (Department of Health and Human Services, Victoria, 2017).

Events can also help to draw visitors in the traditionally off-peak tourist season. This assists tourism-driven businesses to increase their opportunities to generate income. Shire events drew tourists from 160 countries and had a global viewing audience of 32 million people (Surf Coast Shire, 2016). Not only do these events provide for immediate economic contributions to our community, they also increase the reputation of our area, which is important for future tourism development.

Council is committed to seeking additional, high quality events to be run within our Shire and increasing the promotion of those that already exist.

Strengthen the vitality of town centres

Town centres are the heart of local communities. They generate local employment and create attractive, diverse places where people want to live, visit and work. Town centres can also help to articulate what is unique about a township and create a genuine sense of community. These centres may include public open space, community facilities, retail or housing.

Council is committed to developing plans for town centres. This will require working with the community and other partners to understand the diversity of uses for the town centre, customer behaviours and needs, accessibility, traffic and pedestrian flows and future opportunities for the centres.

Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses

The Surf Coast includes over 3,000 businesses and the Shire's economy generates over \$1billion per annum. The economy of the Surf Coast is growing an average four times faster than other regional councils. The Surf Coast has a unique economic profile that is dominated by surfing, which directly provides 26.9% of all employment in the Shire. Tourism, construction and retail sectors are also valuable employment sectors. Agriculture is also important and rural businesses tend to be small, employing four people or less (Surf Coast Shire, 2016). Council has the opportunity to work with a range of partners to grow and support businesses in all of these industries.

The Shire is known to be a tourist area due to the Great Ocean Road, amazing beaches and unsurpassed natural environment. Council is looking at ways to ensure that those who can visit these features are able to appreciate them in the best way possible, resulting in longer and more enjoyable visitations to our area. The Shire is the start of any journey down the Great Ocean Road and Council must continue to work with neighbouring councils and other partners to advocate for the visitation throughout the region.

VIBRANT ECONOMY: Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)		
l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community	Continued growth in local employment (HW, SS, CP, CC)	37) Support and build capability of businesses and business / tourism groups 38) Investigate how the strategic road network impacts on commercial transport 39) Facilitate and enable stronger relationships between industry and education 40) Plan for industrial and commercial zones in growing communities		
m) Facilitate high quality events throughout the year	Diverse series of events that deliver economic, environmental and social benefits to the community (HW, SS, CP, CC, L)	41) Further develop diverse, major and signature events, and a communication and promotion program		
n) Strengthen the vitality of town centres	Town Centres are a good place to be and an important part of community life (HW, SS, CP, CC, L)	42) Identify and support the economic and social drivers of town centres within the Shire		
o) Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses	There are a number of strong industry sectors, which create a sustainable year-round economy (HW, SS, CP, CC, L)	43) Work with key stakeholders to encourage visitors to stay longer and spend more in the Shire 44) Develop and implement an industry development and attraction program 45) Advocate for and drive the Great Ocean Road visitor economy 46) Develop and implement an agribusiness strategy		
Health and Wellbeing Focus Areas				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)

Theme 5: HIGH PERFORMING COUNCIL

The community requires a Council that is financially sustainable and capable of delivering valued services. We will involve the community in decision-making and ensure our approach is fair and transparent. The goal is to ensure that people feel comfortable and confident to approach Council for support, advice or to give feedback. Ultimately, all people in our community must be able to access to the services they require.

Services

The ongoing challenge for Council is to keep pace with the demands of rapid growth within the Surf Coast Shire; ensuring services are available to meet a diverse range of community needs, whilst maintaining a responsible budget.

This plan anticipates that ongoing pressures on Shire services over the next four years will require Council to continue to advocate to the state and federal governments for support. This will be necessary to ensure that people across the municipality have access to services, programs and infrastructure to meet their needs, and that any Council-provided services are delivered within a framework of responsible financial management.

Council has a strong emphasis on ensuring that the services it provides are of high quality and meet the needs of the customer. Council also seeks to continuously improve service delivery through technological and other innovations in a cost-effective manner.

Following is an overview of the strategic objectives developed for a high performing council in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Ensure Council is financially sustainable and has the capability to deliver strategic objectives

As of 1 July 2016, all of Victoria's 79 Councils were operating under the Fair Go Rates system, providing a specified rate increase, which was 2.5% in 2016-2017 and 2% in 2017-2018. The Fair Go Rates system was delivered as part of a key election promise by the Victorian Government to help ease the cost of living pressures on Victorians (The State of Victoria).

The Fair Go Rates system means that it is more important than ever that Council is efficient and forward thinking in the management of its finances. It must work within these constraints to develop budgets that support necessary existing services and deliver on important new initiatives.

There are a number of ways in which Council is seeking to ensure that it is able to do this, including supporting staff capability and capacity, reviewing funding arrangements and partnership opportunities as well as careful future budgeting.

Ensure that Council decision-making is balanced and transparent and the community is involved and informed

The Know Your Council website, which provides information on key measures relating to community satisfaction with council services and processes, shows that Council decisions are generally more transparent than similar councils. Annual survey results for Surf Coast Shire in 2017 show improvement in the following related areas:-

- Community Consultation and Engagement (+5 points) ^
- Decisions in the Community Interest (+3 points) #

^ denotes higher than State and Large Rural Shire categories

denotes higher than Large Rural Shire category and lower than State result

The survey conducted as part of the development of this Council Plan demonstrated the importance of continued and meaningful community engagement into important Council decisions (Surf Coast Shire, 2017).

A review of local government is being conducted for the first time in 25 years by Local Government Victoria, for the purpose of creating a more contemporary, accessible, plain English Act that meets current and future needs of the community and local government (State Government of Victoria, 2017). While the findings of this review are unlikely to be released until part way through this term, it is understood that this review may have significant impacts on the operation of Council and it is essential that Council actively prepares for these changes in order to continue to meet the needs of the community.

Council's Communications and Engagement Strategy 2015 – 2018 provides four fundamental beliefs that guide Council's communications and engagement practice: Trustworthy; Responsive; Simple; and Progressive (Surf Coast Shire, 2015). These beliefs provide a solid base for Council to work from, providing information and engagement opportunities in new ways that best suit those with whom we are seeking to communicate. The development of these actions will be guided by the Communications and Engagement Strategy and will be further defined in consultation with the community.

Provide quality customer service that is convenient, efficient, timely and responsive

Customer service remains a high priority for Council, having adopted the Customer Service Strategy 2015 – 2018. The strategy defines customers as Surf Coast Shire community members, ratepayers and visitors, businesses, other organisation and levels of government working with Council, and Council staff (Surf Coast Shire, 2015).

This strategy commits Council to working in partnership with our customers to deliver an excellent service experience, including a range of specific commitments made via the Service Excellence Charter (Surf Coast Shire, 2015).

On the whole, Council scores well on satisfaction with key customer service drivers, however there are opportunities to improve in a range of areas (Surf Coast Shire, 2015). The Customer Service Strategy 2015 – 2018 has been implemented for several years and it is timely to review this strategy to identify opportunities for better delivery of our customer service promises.

With the proliferation of technology in people's lives, it is essential that Council respond to this driver. Council will focus on specific areas of need and look at better ways to use technology to service our customers. In addition, Council has commenced reforms into its statutory planning service, which will continue into the life of this plan.

Ensure the community has access to the services they need

Council continues to review its service provision to ensure that high quality services are being delivered, in an efficient manner, and are continuing to meet the needs of our customers. There may be opportunities for Council to advocate for service delivery by others in order to ensure that the service is being delivered in the best manner possible. This will allow Council to focus on the delivery of high quality, core services that cannot be delivered by others. Council has implemented a robust process for this, which has been in place for several years. This work will continue into the life of this plan.

HIGH PERFORMING COUNCIL: Deliver valued services to the community

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)		
a) Ensure Council is financially sustainable and has the capability to deliver strategic objectives	Council has a viable long-term financial plan (HW, CP, CC) Council has the capacity to deliver on new things (HW, CP, CC)	47) Establish long-term financial principles and incorporate into the long-term financial plan 48) Develop and implement an organisational capability and capacity program 49) Develop innovative funding partnerships with community, business and government 50) Build on relationships with agencies and key stakeholders for the benefit of the community		
b) Ensure that Council decision-making is balanced and transparent and the community is involved and informed	Council uses a range of engagement approaches to inform its decision-making (HW, CP, CC) Council communicates its decisions clearly and widely (HW, CP, CC)	51) Prepare for <i>Local Government Act</i> review recommendations 52) Evolve our community engagement approach to inform strategic Council direction and decision-making 53) Use technology to make Council decision-making more accessible		
c) Provide quality customer service that is convenient, efficient, timely and responsive	People are comfortable to approach Council for assistance, and have confidence in our response (HW, CP, CC) We see improvements in Council performance in areas of high importance to the community (HW, CP, CC)	54) Implement <i>Digital Transformation Program</i> , including opportunities for customer self-service 55) Investigate the feasibility of a certified quality system 56) Improve how we manage customer requests and complaints 57) Continued reforms in statutory planning service delivery 58) Further update and implement a customer service strategy		
d) Ensure the community has access to the services they need	High quality services are available to the community (HW, SS, CP, CC, L)	59) Review Council-delivered services to ensure they are of high quality and delivering best value 60) Conduct service reviews to identify best service delivery model 61) Advocate for services that are best delivered by others 62) Review arrangements for governance of the coast		
Health and Wellbeing Focus Areas				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)

Appendices

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Appendix 1: Surf Coast Shire Data Sources

Overall Data

Title	Type of Data	Location
VicHealth Indicators – By LGA	<ul style="list-style-type: none"> Provides a comprehensive overview of key health indicators in the Surf Coast Shire. Recommended as a primary dataset for analysis of health and wellbeing factors within the Shire. 	https://www.vichealth.vic.gov.au/program-s-and-projects/vichealth-indicators-survey-lga-profiles
Department of Health, Local Government area profiles	<ul style="list-style-type: none"> Provides a holistic summary of a range of health indicators. Recommended to gain a deeper understanding of the overall health profile of the Shire. 	https://www2.health.vic.gov.au/about/publications/data/barwon-area-2015
Id.Forecast	<ul style="list-style-type: none"> Provides a summary of known demographic data about the Surf Coast as well as evidence based forecasts. Includes a wide range of data about people who live in the Shire including a number of health and wellbeing indicators. Recommended as a primary dataset for analysis of health and wellbeing factors within the Shire. 	http://forecast.id.com.au/surf-coast
ABS Statistics	<ul style="list-style-type: none"> While the full 2016 statistics have not been released as of April 2017, it is recommended that any person wishing to gain additional insight into the population statistics of the Shire review whether relevant data has been released by the ABS when required. 	http://www.abs.gov.au/websitedbs/census/home.nsf/home/2016products?opendocument&navpos=140
Health status of Victorians	<ul style="list-style-type: none"> Provides detailed analysis of health conditions for those that live in the region. Useful for understanding care needs and health drivers. 	http://www.health.vic.gov.au/atlas/atlas/html/Surf_Coast.html
Surf Coast Shire community consultation “The Plan 2017 – 2021”	<ul style="list-style-type: none"> Survey conducted as part of the community consultation activities to develop the Council Plan incorporating the health and wellbeing plan 2017 – 2021. Provides an overview of a number of key health and wellbeing issues. 	https://www.surfcoast.vic.gov.au/files/assets/public/council/council_plan/surf_coast_shire_council_plan_2017_-_2021_community_engagement_report.pdf
Know Your Council	<ul style="list-style-type: none"> Provides an overview of Council's performance in a number of areas and is benchmarked against similar Councils. 	https://knowyourcouncil.vic.gov.au/councils

Economic Data

Title	Type of Data	Location
Economic Profile	<ul style="list-style-type: none"> Provides a detailed analysis of the economic profile of the Surf Coast, including employment and gross regional product. Recommended as a secondary data source in understanding economic drivers in the region. 	http://www.economicprofile.com.au/surfcoast/
Great Ocean Road Market Profile	<ul style="list-style-type: none"> Provides an analysis of visitors to the Great Ocean Road. 	http://www.tourism.vic.gov.au/research/dome-stic-and-regional-research/regional-visitation.html

Data relating to specific cohorts

Title	Type of Data	Location
Australian Early Development Census	<ul style="list-style-type: none"> Provides information about early childhood development by region. Has been conducted every three years and allows for a comparison over previous years. Useful for analysis of early childhood needs. 	https://www.aedc.gov.au/data/data-explorer
Maternal Child health annual reports	<ul style="list-style-type: none"> Provides a summary of data relating to enrolments for maternal and child health services. 	http://www.education.vic.gov.au/childhood/providers/support/Pages/mchannualreportarchive.aspx
Aged Care Reform Research and Statistics	<ul style="list-style-type: none"> Provides a range of statistics that were utilised in decision making for the aged care reform. 	https://agedcare.health.gov.au/ageing-and-aged-care-publications-and-articles/ageing-and-aged-care-research-and-statistics

Issue Specific Data

Title	Type of Data	Location
Crime statistics	<ul style="list-style-type: none"> Provides interactive crime statistics in the Shire. 	https://www.crimestats.vic.gov.au/explore-crime-by-location
Housing in Victoria	<ul style="list-style-type: none"> Provides a range of statistics relating to housing affordability and costs. Interactive website that can produce data specific to the Shire. 	http://www.housingin victoria.com.au/Default.aspx
Gambling and Liquor Data	<ul style="list-style-type: none"> Provides an overview of gambling and liquor licensing activity by area. 	http://www.vcglr.vic.gov.au/resources/data-and-research
Victorian Alcohol and Drug Interactive statistics	<ul style="list-style-type: none"> Provides an interactive map of alcohol and drug related issues by LGA. 	http://www.aodstats.org.au/

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Appendix 2: Strategic Resource Plan

Long Term Financial Plan	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000	2021/22 Forecast \$'000	2022/23 Forecast \$'000	2023/24 Forecast \$'000	2024/25 Forecast \$'000	2025/26 Forecast \$'000	2026/27 Forecast \$'000
Recurrent EBITDA										
Property Rates and Charges	42,649	44,325	46,166	48,073	50,045	52,086	54,198	56,383	58,644	60,982
Garbage Charges	6,682	6,950	7,228	7,517	7,817	8,130	8,455	8,794	9,145	9,511
Grants	5,406	7,525	7,735	7,951	8,174	8,403	8,640	8,883	9,134	9,392
Other Revenue	8,959	9,181	9,410	9,644	9,886	10,134	10,389	10,651	10,921	11,198
Total Recurrent Income	63,696	67,981	70,539	73,185	75,922	78,754	81,683	84,711	87,844	91,084
Employee Benefits	(27,444)	(28,057)	(28,767)	(29,551)	(30,356)	(31,184)	(32,034)	(32,908)	(33,805)	(34,727)
Materials and Services	(20,114)	(20,697)	(21,299)	(21,919)	(22,558)	(23,217)	(23,896)	(24,596)	(25,318)	(26,062)
Business Improvement Program Benefits	-	350	600	850	1,100	1,350	1,600	1,850	2,100	2,350
Business Case Benefits	-	100	200	300	400	500	600	700	800	900
Digital Transformation Benefits	-	100	200	300	400	500	600	700	800	900
Total Expenditure - Existing Operations	(47,558)	(48,205)	(49,066)	(50,020)	(51,015)	(52,051)	(53,130)	(54,254)	(55,423)	(56,639)
Compliance Costs	(310)	(400)	(800)	(1,200)	(1,600)	(2,000)	(2,400)	(2,800)	(3,200)	(3,600)
Compliance Costs - Projects	-	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Non-Discretionary Growth	(144)	(600)	(1,200)	(1,800)	(2,400)	(3,000)	(3,600)	(4,200)	(4,800)	(5,400)
Discretionary Growth	(378)	-	-	-	-	-	-	-	-	-
Recurrent EBITDA	15,307	18,176	18,873	19,565	20,308	21,103	21,952	22,858	23,821	24,845
Cash Adjustments:-										
Balance Sheet Adjustments	19	18	18	17	16	16	15	14	14	13
Interest Revenue	883	905	962	989	920	855	796	740	688	640
2017/18 Grants Commission funds received 2016/17	1,915	-	-	-	-	-	-	-	-	-
Asset sales - plant/fleet	338	439	427	380	428	390	401	502	405	341
Asset sales - land	590	-	-	-	-	-	-	-	-	-
Total Cash Adjustments	3,745	1,362	1,407	1,386	1,364	1,261	1,212	1,256	1,107	994
Total Cash Available for Allocation	19,052	19,538	20,280	20,951	21,672	22,364	23,164	24,114	24,928	25,839

Long Term Financial Plan	2017/18 Budget	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Allocations to Commitments										
Debt Interest & Principal	1,706	2,105	2,105	2,095	2,090	2,098	2,098	2,098	2,098	2,098
Torquay/Jan Juc Developer Plan Allocation	2,163	2,254	2,349	2,447	2,550	2,657	2,769	2,885	3,006	3,133
Spring Creek Infrastructure Plan Allocation	-	700	729	760	792	825	860	896	934	973
Winchelsea Infrastructure Plan Allocation	80	200	208	217	226	236	246	256	267	278
Developer Contribution Interest Allocation	27	27	27	53	80	133	133	133	133	133
Waste Allocation	2,813	2,952	3,070	3,193	3,321	3,453	3,592	3,735	3,885	4,040
Asset Renewal Allocation	6,073	6,507	6,970	7,457	7,987	8,553	9,150	9,798	10,491	11,236
Business Case Investments	500	500	500	500	500	500	500	500	500	500
Growth and Compliance Costs (non-recurrent)	833	-	-	-	-	-	-	-	-	-
Total Allocations to Commitments	14,195	15,244	15,958	16,723	17,545	18,455	19,347	20,301	21,313	22,390
Discretionary Cash Available	4,857	4,293	4,322	4,228	4,127	3,909	3,817	3,813	3,615	3,449
Discretionary Allocations										
Discretionary Capital Works	1,119	-	-	-	-	-	-	-	-	-
Discretionary Operating Projects	699	-	-	-	-	-	-	-	-	-
Discretionary Project Allocation	-	1,685	2,501	2,606	2,715	2,829	2,948	3,072	3,201	3,335
Preallocated Community Projects	-	715	-	-	-	-	-	-	-	-
Defined Benefits Superannuation Allocation	250	250	250	250	250	250	250	250	250	250
Gravel Pits Allocation	273	279	285	291	298	304	311	318	325	332
Aireys Inlet Aged Units	7	7	7	7	7	7	8	8	8	8
Towards Environmental Leadership	250	250	250	250	250	250	250	250	250	250
Building Better Regions Project Allocation	357	-	-	-	-	-	-	-	-	-
Repayment Anglesea Bowls Club Commitment	225	-	-	-	-	-	-	-	-	-
Total Discretionary Allocations	3,179	3,186	3,293	3,404	3,520	3,641	3,767	3,897	4,034	4,175
Unallocated Cash Surplus / (Deficit)	1,677	1,108	1,029	824	607	268	50	(85)	(419)	(726)
Accumulated Unallocated Cash										
Opening Balance	3,859	3,762	2,369	2,669	3,492	4,099	4,367	4,417	4,333	3,914
Annual Surplus/(Deficit)	1,677	1,108	1,029	824	607	268	50	(85)	(419)	(726)
Return to AUC as per Council Resolution 13 Sept 2016	225	-	-	-	-	-	-	-	-	-
Transfer for Digital Transformation	(2,000)	(2,500)	(730)	-	-	-	-	-	-	-
Closing Balance	3,762	2,369	2,669	3,492	4,099	4,367	4,417	4,333	3,914	3,188

Comprehensive Income Statement
 For the Four years ending 30 June 2021

	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Income				
Rates and charges	49,353	51,274	53,394	55,589
Statutory fees and fines	1,890	1,785	1,820	1,857
User charges	6,168	6,214	6,383	6,558
Grants - Operating	5,832	7,525	7,735	7,951
Grants - Capital	2,378	694	708	708
Contributions - monetary	3,554	4,056	4,294	3,954
Contributions - non-monetary assets	12,580	10,220	9,660	10,200
Net gain/(loss) on disposal of property infrastructure, plant and equipment	1	41	30	(18)
Other Income	883	905	962	989
Total Income	82,639	82,715	84,987	87,789
Expenses				
Employee costs	29,394	29,857	30,067	31,351
Materials and services	24,917	21,944	20,675	22,395
Bad and doubtful debts	80	81	84	86
Depreciation	11,597	12,380	12,891	13,427
Borrowing costs	1,031	1,155	1,095	1,002
Asset write offs	414	1,022	1,108	1,187
Other Expenses	1,255	1,278	1,310	1,342
Total expenses	68,686	67,717	67,230	70,790
Surplus/(deficit) for the year	13,952	14,998	17,758	16,998
Other Comprehensive Income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment	1,103	2,942	8,554	1,339
Total Comprehensive Result	15,055	17,940	26,312	18,337

Balance Sheet

For the four years ending 30 June 2021

	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Assets				
Current assets				
Cash and cash equivalents	21,208	21,165	24,548	25,985
Trade and other receivables	3,082	3,144	3,206	3,271
Other financial assets	15,000	15,000	15,000	15,000
Inventories	299	305	311	317
Other assets	553	564	575	587
Total current assets	40,141	40,177	43,641	45,160
Non current assets				
Trade and other receivables	70	70	70	70
Other financial assets	1,000	1,000	1,000	1,000
Property, infrastructure plant & equipment	492,532	509,620	531,595	544,132
Investments in associates and joint ventures	537	537	537	537
Total non current assets	494,138	511,226	533,202	545,738
Total assets	534,279	551,404	576,842	590,898
Liabilities				
Current liabilities				
Trade and other payables	3,688	3,725	3,762	3,799
Trust funds and deposits	1,900	1,938	1,977	2,017
Provisions	5,165	5,217	8,595	5,322
Interest bearing liabilities	951	1,010	1,094	1,155
Other Liabilities	36	36	36	36
Total current liabilities	11,740	11,925	15,464	12,329
Non current liabilities				
Provisions	12,475	12,483	9,165	9,174
Interest bearing liabilities	16,311	15,301	14,208	13,053
Total non current liabilities	28,786	27,785	23,373	22,227
Total liabilities	40,526	39,710	38,837	34,555
Net assets	493,754	511,693	538,005	556,342
Equity				
Accumulated surplus	214,044	229,084	243,459	259,020
Assets revaluation reserve	243,634	246,576	255,130	256,469
Other reserves	36,076	36,033	39,417	40,854
Total equity	493,754	511,693	538,005	556,342

Statement of Changes in Equity

For the four years ending 30 June 2021

	2017/18	2018/19	2019/20	2020/21
	Budget	Forecast	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000
Equity Opening Balance	478,698	493,754	511,693	538,005
Surplus for the Year	13,952	14,998	17,758	16,998
Net Asset Revaluation	1,103	2,942	8,554	1,339
Total Equity	493,754	511,693	538,005	556,342

Statement of Cash Flows

For the four years ending 30 June 2021

	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Cash flow from operating activities				
Rates and charges	49,353	51,274	53,394	55,589
Grants - operating	6,032	7,785	8,002	8,226
Grants - capital	2,378	694	708	708
Contributions	3,554	4,056	4,294	3,954
Interest received	883	905	962	989
Statutory fees and fines	1,890	1,785	1,820	1,857
User charges	6,323	6,215	6,385	6,559
Net GST refund/payment	4,029	3,672	3,585	3,862
Trust funds received/(taken)	37	38	39	40
Employee costs	(29,335)	(29,797)	(30,006)	(31,290)
Materials and Services	(31,933)	(27,277)	(25,964)	(31,331)
Net cash provided from operating activities	13,211	19,350	23,219	19,163
Cash Flows from investing activities				
Proceeds from sale of property, plant & equipment	928	439	427	380
Payments for property, plant, equipment & infrastructure assets	(18,140)	(17,726)	(18,158)	(16,010)
Cash Flows from investing activities	-	-	-	-
Net cash used in investing activities	(17,212)	(17,287)	(17,730)	(15,630)
Cash flows from financing activities				
Finance costs	(1,031)	(1,155)	(1,095)	(1,002)
Proceeds from interest bearing loans and borrowings	3,000	-	-	-
Repayment of interest bearing loans and borrowings	(675)	(951)	(1,010)	(1,094)
Net cash provided from financing activities	1,294	(2,105)	(2,105)	(2,095)
Net increase/(decrease) in cash & cash equivalents held	(2,706)	(43)	3,383	1,437
Cash & cash equivalents at the beginning of the period	23,914	21,208	21,165	24,548
Cash & cash equivalents at the end of the period	21,208	21,165	24,548	25,985
Investments (current and non-current financial assets)	16,000	16,000	16,000	16,000
Total cash & investments at the end of the period	37,208	37,165	40,548	41,985

Statement of Capital Works

For the Four years ending 30 June 2021

	2017/18	2018/19	2019/20	2020/21
	Budget	Forecast	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000
Property				
Land	1	-	-	-
Buildings	5,280	2,975	3,195	2,781
Total Property	5,281	2,975	3,195	2,781
Plant and Equipment				
Plant, Machinery and Equipment	1,600	1,331	1,429	1,293
Fixtures, Fittings and Furniture	5	-	-	-
Computers and Telecommunications	998	1,946	718	218
Total Plant and Equipment	2,603	3,276	2,146	1,511
Infrastructure				
Roads	7,604	5,664	7,301	8,226
Bridges	40	59	63	70
Footpaths and Cycleways	271	551	608	590
Drainage	353	901	1,002	510
Recreational, Leisure and Community Facilities	774	3,863	3,357	1,819
Parks, Open Space and Streetscapes	1,215	437	486	504
Expensed Capital Works	3,830	1,270	219	1,304
Landfill Provision Works	1,258	-	-	3,327
Total Infrastructure	15,344	12,744	13,035	16,349
Total Capital Works Expenditure	23,227	18,996	18,377	20,640
Represented by				
New Asset Expenditure	6,223	5,958	4,373	2,797
Asset Renewal Expenditure	5,751	6,463	6,995	7,171
Asset Upgrade Expenditure	6,166	5,305	6,790	6,042
Expensed Capital Works	3,830	1,270	219	1,304
Landfill Provision Works	1,258	-	-	3,327
Total Capital Works Expenditure	23,227	18,996	18,377	20,640

Funding Sources for Planned Capital Expenditure

For the Four years ending 30 June 2021

	2017/18	2018/19	2019/20	2020/21
	Budget	Forecast	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000
Capital Grants	2,378	694	708	708
Contributions	10	-	-	-
Borrowings	3,000	-	-	-
Special Charges	21	-	-	-
Council Funds	17,818	18,301	17,668	19,932
Total Funding Sources	23,227	18,996	18,377	20,640

Statement of Human Resources

For the Four years ending 30 June 2021

	2017/18	2018/19	2019/20	2020/21
Division	Budget	Forecast	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000
Chief Executive	741	620	635	651
Culture and Community	11,087	11,251	11,504	11,791
Environment and Development	7,179	7,068	7,139	7,317
Governance and Infrastructure	7,503	7,668	7,827	8,023
Total Permanent Staff Expenditure	26,511	26,606	27,105	27,783
Casuals and Other Expenditure	2,883	3,251	2,962	3,568
Capitalised Labour Costs	1,561	1,592	1,624	1,656
Total Employee Costs	30,955	31,449	31,690	33,007
Employee Numbers				
Permanent full-time	196.0	193.0	193.0	193.0
Permanent part-time	106.9	106.1	105.5	107.0
Total Permanent Employee Numbers (EFT)	302.9	299.1	298.5	300.0

Appendix 3: Partnerships List

Council Vision	An engaged, innovative and sustainable community.				
Council Purpose	To help our community and environment to thrive.				
Organisation Direction	An innovative and flexible leader, and a constructive partner, that values the strengths of others; a place where people can do their best and be proud of their achievements.				
Council Plan Approach	While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.				
Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	Partners (Who we will work with- note the community is a partner in all strategies)	
COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute	a) Support people to participate in and contribute to community life	Local people participating in and contributing to local life (HW, SS, CP, CC, L)	<ol style="list-style-type: none"> 1) Develop and implement a program to support communities of place and interest, and provide opportunities for them to identify and achieve their community aspirations 2) Facilitate and support high levels of volunteering in the community 3) Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy 	<ul style="list-style-type: none"> • Geelong Regional Libraries Corporation • Surf Coast Arts & other arts networks • District Historical Societies • Office of Aboriginal Affairs Victoria • Township Groups 	<ul style="list-style-type: none"> • Volunteering Geelong • Volunteer Agencies • G21 Arts & Culture Pillar • Registered Aboriginal Parties

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	Partners (Who we will work with- note the community is a partner in all strategies)
	b) Support people to be healthy and active	High levels of quality physical activity and health, including mental wellbeing (HW, SS, CP, CC, L)	4) Develop and implement local programs to support <i>Healthy Eating and Active Living</i> 5) Implement health and wellbeing impact assessments as part of infrastructure and project planning 6) Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7) Reinforce policies to manage electronic gaming machines	<ul style="list-style-type: none"> • Local Government Alcohol and Other Drugs Issues Forum • Alcohol and Drug Foundation • Victorian Responsible Gambling Foundation • Victoria Police • Leisure Networks • Youth Advisory Groups • Electronic Gaming Machine Clubs • VicHealth • Sport and Recreation Victoria • Bicycle Network
	c) Improve community safety	People feel safe in their community (HW, SS, CP, CC, L)	8) Understand community safety issues and needs, and design an appropriate local response 9) Continue to build community resilience to prepare for emergencies	<ul style="list-style-type: none"> • Department of Environment, Land, Water and Planning • Neighbourhood Watch • Department of Health and Human Services • G21 Health and Wellbeing Pillar & Sport & Recreation Pillar • Barwon Health • Hesse Rural Health • Lorne Hospital • Department of Health • Headspace • Health Practitioners • Primary Health Network • Deakin University • Department of Health and Human Services • Victoria Police • Country Fire Authority • VicRoads • State Emergency Service • Local media

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	Partners (Who we will work with- note the community is a partner in all strategies)
	d) Provide support for people in need	Young people and their families are able to access the services and support they need (HW, SS, CP, CC, L)	10) Work in partnership with community and agencies to improve young people and their families' access to the services and support they need	<ul style="list-style-type: none"> • Health Practitioners • Schools • Youth Advisory Group • Barwon Youth Geelong • G21 Education & Training Pillar • Department of Health and Human Services • Deakin University • Department of Health • Schools • Headspace • Barwon Health • Lorne Hospital • Hesse Rural Health • Primary Health Networks • Department of Education and Training
		Older people are supported to live independent and meaningful lives (HW, SS, CP, CC, L)	11) Pursue <i>Age Friendly City</i> status	<ul style="list-style-type: none"> • Barwon Health • Lorne Hospital • Hesse Rural Health • Senior Citizens Centres • All Abilities Advisory Committee • Department of Health and Ageing • Deakin University • Council on the Ageing (Victoria) • World Health Organisation • Department of Health • Volunteer Agencies • G21 Health & Wellbeing Pillar • National Disability Insurance Agency • Health Practitioners
		Culture, all abilities and diversity are celebrated (HW, SS, CP, CC, L)	12) Contribute to the delivery of the <i>Strategic Plan for prevention and addressing violence against women and children in the G21 region</i> 13) Implement the <i>Accessible and Inclusive Surf Coast Shire Strategic Plan</i>	<ul style="list-style-type: none"> • Victoria Police • White Ribbon • Community providers • National Disability Insurance Agency • 1800 RESPECT • Primary Health Networks • Volunteer Agencies • All Abilities Advisory Committee • Health Practitioners • Disability Providers • G21 • Barwon Health • Lorne Hospital • Hesse Rural Health

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	Partners (Who we will work with- note the community is a partner in all strategies)
ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment	e) Drive the use of renewable energy	Surf Coast Shire is a state leader in the take up of renewable energy (L)	14) Implement the <i>Renewable Energy Roadmap</i> 15) Support the work of the <i>Renewable Energy Taskforce</i>	<ul style="list-style-type: none"> Environment and Rural Advisory Panel Deakin University Renewable Energy Taskforce One Planet Department of Environment, Land, Water and Planning Surf Coast Energy Group Solar Towns Project Positive Charge Program Department of Environment and Energy Department of Sustainability and Environment G21 Environment Pillar
	f) Improve the re-use of resources	<p>More waste is diverted from landfill for reuse and recycling (CP, L)</p> <p>Recycled water is used to support agribusiness appropriate to the Shire (L)</p>	<p>16) Develop and implement organic waste diversion pilot program</p> <p>17) Develop and implement a waste reduction program to increase the life of the landfill</p> <p>18) Review and expand <i>Plastic Wise Program</i></p> <p>19) Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas</p>	<ul style="list-style-type: none"> Environment and Rural Advisory Panel BYO H2O Plastic Bag Free Torquay Plastic Wise Take 3 Closed Loop G21 Environment Pillar Barwon South West Waste and Resource Recovery Group Barwon Water Department of Environment and Energy Department of Sustainability and Environment Department of Environment, Land, Water and Planning Environment Protection Authority Department of Sustainability and the Environment
	g) Support local food production	An increase in the production and consumption of locally grown food (HW, CC, CP, L)	20) Develop and implement a local food program in partnership with community	<ul style="list-style-type: none"> Eat Local Month, festivals & farmers markets Grow it Local One Planet Municipal Association of Victoria Local Food Loop Environment and Rural Advisory Panel Closed Loop Local Harvest G21 Environment Pillar

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	Partners (Who we will work with- note the community is a partner in all strategies)
	h) Retain and enhance rural land for appropriate and sustainable uses	Rural land use is productive and sustainable and in keeping with environmental values of the Shire (CP, L)	21) Finalise and implement the <i>Rural Hinterland Strategy</i> 22) Develop partnerships to better manage interfaces between public and private land 23) Effectively manage pests, plants and animals on Council land	<ul style="list-style-type: none"> • Landcare • Otway Agroforestry Network • ANGAIR • Surfers Appreciating Natural Environment • Department of Sustainability and the Environment • G21 Planning & Services Pillar • Parks Victoria • Department of Environment, Land, Water and Planning
BALANCING GROWTH: Provide for growth whilst ensuring the intrinsic values and character of the Shire are retained	i) Ensure infrastructure is in place to support existing communities and provide for growth	Infrastructure demands, including public transport, are planned and provided for (HW, SS, CP, CC, L)	24) Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 25) Explore the potential rail link in Torquay and the level of rail service on the Warrnambool line 26) Conduct a review of the existing pathway strategy and implement recommendations 27) Ensure appropriate funding mechanisms are in place to support future growth including developer contributions 28) Work with the community and stakeholders to implement the <i>Anglesea Futures</i> program 29) Advocate for supporting infrastructure	<ul style="list-style-type: none"> • Department of Environment, Land, Water and Planning • V/Line • Public Transport Victoria • Department of Planning and Community Development • Developers • Parks Victoria • Alcoa • Department of Economic Development, Jobs, Training and Resources • Parks Victoria • Sport and Recreation Victoria • Bicycle Network • G21 Transport Pillar • Environment Protection Authority • Department of Economic Development, Jobs, Training and Resources • Corangamite Catchment Management Authority • Barwon Water • Office of Aboriginal Affairs Victoria • Local Media • VicRoads • All Abilities Committee • Environment and Rural Advisory Panel • Great Ocean Road Coast Committee • Business Victoria • Department of Sustainability and the Environment • G21 Planning & Services Pillar

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	Partners (Who we will work with- note the community is a partner in all strategies)
	j) Strengthen township boundaries and support unique township character	Sprawl is contained and townships remain distinct communities with designated settlement breaks between (HW, SS, CP, CC, L)	30) Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this 31) Encourage in-fill development and direct growth to designated areas 32) Develop a communications strategy to explain the implications of living in different planning zones	<ul style="list-style-type: none"> Department of Environment, Land, Water and Planning Local Media Environment and Rural Advisory Panel Planning Panels Victoria Committee for Lorne Growing Winchelsea 3228 Residents Association Environment and Rural Advisory Panel G21 Planning & Services Pillar
	k) Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire	Measures are in place to limit negative impacts on amenity (HW, SS, CP, CC, L)	33) Advance a Winchelsea and Moriac Development Program 34) Advance a Strategic Plan for Lorne 35) Conduct an impact analysis of Torquay's growth including Armstrong Creek 36) Explore the impact of increased traffic on the road network including inland transport routes	<ul style="list-style-type: none"> Department of Environment, Land, Water and Planning Business Victoria Growing Winchelsea G21 Planning & Services Pillar G21 Economic Development Pillar VicRoads City of Greater Geelong Roads Australia Developers
VIBRANT ECONOMY: Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors	l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community	Continued growth in local employment (HW, SS, CP, CC)	37) Support and build capability of businesses and business / tourism groups 38) Investigate how the strategic road network impacts on commercial transport 39) Facilitate and enable stronger relationships between industry and education 40) Plan for industrial and commercial zones in growing communities	<ul style="list-style-type: none"> G21 Economic Development Pillar Department of Economic Development, Jobs, Training and Resources Business Victoria G21 Planning & Services Pillar Deakin University Gordon Institute of TAFE VicRoads Roads Australia Business Victoria Schools G21 Education & Training Pillar

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	Partners (Who we will work with- note the community is a partner in all strategies)
	m) Facilitate high quality events throughout the year	Diverse series of events that deliver economic, environmental and social benefits to the community (HW, SS, CP, CC, L)	41) Further develop diverse, major and signature events, and a communication and promotion program	<ul style="list-style-type: none"> • Visit Victoria • Commercial Event Providers • Local Media • Surfing Industry • Industry Bodies
	n) Strengthen the vitality of town centres	Town Centres are a good place to be and an important part of community life (HW, SS, CP, CC, L)	42) Identify and support the economic and social drivers of town centres within the Shire	<ul style="list-style-type: none"> • G21 Economic Development Pillar • Department of Economic Development, Jobs, Training and Resources • Business Victoria • Torquay Commerce and Tourism Association • Business and Tourism Anglesea • Aireys Inlet Tourism and Traders Association • Growing Winchelsea • Lorne Business and Tourism Association • Committee for Lorne
	o) Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses	There are a number of strong industry sectors, which create a sustainable year-round economy (HW, SS, CP, CC, L)	43) Work with key stakeholders to encourage visitors to stay longer and spend more in the Shire 44) Develop and implement an industry development and attraction program 45) Advocate for and drive the Great Ocean Road visitor economy 46) Develop and implement an agribusiness strategy	<ul style="list-style-type: none"> • Business Victoria • Department of Economic Development, Jobs, Training and Resources • Surfing Victoria • G21 Economic Development Pillar • Torquay Commerce and Tourism Association • Business and Tourism Anglesea • Aireys Inlet Tourism and Traders Association • Growing Winchelsea • Lorne Business and Tourism Association • Committee for Lorne
HIGH PERFORMING COUNCIL: Deliver valued services to the community	p) Ensure Council is financially sustainable and has the capability to deliver strategic objectives	Council has a viable long-term financial plan (HW, CP, CC) Council has the capacity to deliver on new things (HW, CP, CC)	47) Establish long-term financial principles and incorporate into the long-term financial plan 48) Develop and implement an organisational capability and capacity program 49) Develop innovative funding partnerships with community, business and government 50) Build on relationships with agencies and key stakeholders for the benefit of the community	<ul style="list-style-type: none"> • Municipal Association of Victoria • Corporate entities • Applicable government agencies • G21 • G21 Collaborative tendering group • Great Ocean Road Coast Committee collaborative tendering processes • Local Government Victoria

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	Partners (Who we will work with- note the community is a partner in all strategies)
	q) Ensure that Council decision-making is balanced and transparent and the community is involved and informed	Council uses a range of engagement approaches to inform its decision-making (HW, CP, CC) Council communicates its decisions clearly and widely (HW, CP, CC)	51) Prepare for <i>Local Government Act</i> review recommendations 52) Evolve our community engagement approach to inform strategic Council direction and decision-making 53) Use technology to make Council decision-making more accessible	<ul style="list-style-type: none"> Municipal Association of Victoria Digital Transformation Reference Group Local Government Victoria Victoria Local Government Association Local Government Compliance and Investigations Inspectorate
	r) Provide quality customer service that is convenient, efficient, timely and responsive	People are comfortable to approach Council for assistance, and have confidence in our response (HW, CP, CC) We see improvements in Council performance in areas of high importance to the community (HW, CP, CC)	54) Implement <i>Digital Transformation Program</i> , including opportunities for customer self-service 55) Investigate the feasibility of a certified quality system 56) Improve how we manage customer requests and complaints 57) Continued reforms in statutory planning service delivery 58) Further update and implement a customer service strategy	<ul style="list-style-type: none"> Municipal Association of Victoria Digital Transformation Reference Group Statutory Planning Reference Group Local Government Victoria
	s) Ensure the community has access to the services they need	High quality services are available to the community (HW, SS, CP, CC, L)	59) Review Council-delivered services to ensure they are of high quality and delivering best value 60) Conduct service reviews to identify best service delivery model 61) Advocate for services that are best delivered by others 62) Review arrangements for governance of the coast	<ul style="list-style-type: none"> Municipal Association of Victoria Local Government Victoria

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4.2 Surf Coast Multi-purpose Indoor Stadium

Author's Title: Manager Recreation & Open Space Planning **General Manager:** Chris Pike

Department: Recreation & Open Space Planning **File No:** F15/1518

Division: Culture & Community **Trim No:** IC17/352

Appendix:

1. Indoor Sports Plan for Surf Coast Shire Final Report - April 2016 (D16/44828)
2. Indoor Stadium Precinct Map, Planning Zones and Concept Ground Floor Plan (D17/69342)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 – Section 80C:

Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason:

Purpose

The purpose of this report is to provide a progress update on the Surf Coast Multi-purpose Indoor Stadium project and to consider making an application to the 2017-18 Better Indoor Stadiums Fund.

Summary

As a result of changing participation levels and demographic projections, Council resolved to revalidate the need for an Indoor Stadium in Torquay North as previously identified in the Torquay Jan Juc Developer Contribution Plan 2011 and Torquay Community and Civic Precinct Master Plan 2011.

An Indoor Sports Plan report was commissioned through SGL Consulting Group which considered a needs analysis, stakeholder engagement and costings for an indoor stadium in Torquay including potential funding sources. The report recommended that a new stadium be constructed in the Civic Precinct area, connected with the existing school stadium. In May 2016 Council resolved to note the Indoor Sports Plan and that advice regarding the options for progressing the project would be provided at a future meeting of Council.

Additional work has been completed since May 2016 to develop the project to a stage where it is ready for a grant application. It is recommended that Council apply for a \$3million grant via the 2017-18 Better Indoor Stadiums Fund that closes 16 August 2017 with announcements expected in November 2017. A successful notification via this grant program would commit Council to commencing the project and require it to be completed within 24 months.

The concept design provides for three additional courts along with multi-purpose space and associated amenities attached to the Surf Coast Secondary College court. Under current arrangements this facility would straddle title and planning zone boundaries. Accordingly land ownership and planning zone changes are required so that the facility sits on a separate title in the name of the State Government. Use and management of the facility would be established through a 50 year Joint Use Agreement with the Department of Education and Training.

4.2 Surf Coast Multi-purpose Indoor Stadium

Recommendation

That Council:

1. Submit an application to the 2017-18 Better Indoor Stadiums Fund for the Surf Coast Multi-purpose Indoor Stadium – Application, seeking a grant of \$3million towards a total estimated project cost of \$13.5million.
2. Note the following key features of the Surf Coast Multi-purpose Indoor Stadium funding application:
 - 2.1 The capital works will include an additional three courts and supporting facilities, including amenities and car park.
 - 2.2 The facility will be physically attached to the existing single court facility at the Surf Coast Secondary College.
 - 2.3 Council will manage the facility once opened for a period of no less than three years.
3. Acknowledge that receipt of funding for \$3million would commit Council to commencing the project and require it to be completed within 24 months.
4. Write to the Surf Coast Secondary College to formally seek support for the facility including the planned location.
5. Write to the Victorian School Building Authority and Department of Education and Training to seek formal support for the facility at a regional and central office level including the planned location and the establishment of a 50 year Joint Use Agreement.
6. Continue to work with stakeholders to develop the schematic concept designs and operating model for the facility.
7. Note that work will commence on resolving land issues relating to the project, including the subdivision and transfer of Council land (approximately 2,150 sqm) to create a consolidated title with Department of Education and Training land.
8. Allocate \$30,000 from the Accumulated Unallocated Cash Reserve for the next phase of the project aimed at progressing the application and project planning.
9. Note that reports will be provided to Council as required on matters relating to the subdivision and land transfer.
10. Agree that should the Better Indoor Stadium funding application for \$3million be successful, Council will commit up to \$10.5million of funding in the 2018/19 budget as its contribution funding to the project, from the following funding sources:
 - a) \$2.9million from the Developer Contributions Cash Reserve; and
 - b) \$7.6million from the DCP Council Funds Cash Reserve.
11. Agree that in the event that the cash balance in the nominated cash reserves are less than the amounts specified above, that for cashflow purposes Council will consider funding its contribution from the DCP Council Funds Cash Reserve through borrowings, with the required borrowings estimated to be up to \$3.9million.
12. Authorise the Chief Executive Officer to submit applications for additional grant opportunities that further reduce Council's contribution to the project where applications are consistent with this report, including submitting an application to the 2017-18 Shared Facilities Fund, if made available, noting that success in further grants would reduce Council's overall contribution to the project.
13. Authorise the Chief Executive Officer to execute funding agreements on behalf of Council should applications for external grants be successful.
14. Note that the 2011 Torquay Jan Juc Developer Contribution Plan estimates were updated in 2014 and are currently under review with revised estimates expected to be available in late 2017.

4.2 Surf Coast Multi-purpose Indoor Stadium

Report

Background

Surf Coast Shire Council has identified the benefits of physical activity and that participation in sport and recreation is a fundamental way to improve the physical and mental health of individuals. Council is committed, through its plans, strategies and facility provision to improve the health and wellbeing of our residents.

Providing for indoor sports is seen as one way to achieve positive health and wellbeing outcomes. Council has undertaken a number of studies that identified the need for additional indoor sports facilities in the Torquay area to meet the needs of residents. The findings of those studies resulted in the inclusion of an indoor stadium in the Torquay Jan Juc Developer Contribution Plan 2011 and Torquay Community and Civic Precinct Master Plan 2011.

A study was presented to Council in May 2016 to test the assumptions and revalidate requirements in light of current demands, participation levels and facility trends. The key findings of the report include:

- there is an immediate need for an additional one or two indoor courts in Torquay
- a new indoor stadium, incorporating three additional courts, is likely to be required in the next ten years due to demographic and participation growth
- existing facilities are sub-standard, non-compliant, have safety issues and are ageing
- current facilities are not consolidated and this creates high levels of operating inefficiency
- current scheduling is efficient and existing facilities are at or near capacity
- residents are in a good position to be able to financially support pay per use operating models
- industry trends suggest that facilities operated by external bodies are being handed back to councils to manage
- four court facilities have the greatest chance of being financially viable and it is therefore recommended that the three new courts be attached to the single court facility at the Surf Coast Secondary College
- design flexibility that encourages multi-use of courts should be a priority.

The full Indoor Sports Plan feasibility study has been included for reference as an appendix to this report.

Discussion

Since May 2016, Council has been working to obtain sufficient information in order to progress the project to a grant ready position. This has included:

- identification of required planning changes and confirming the appropriate process with regard to these planning changes
- working with the Department of Education and Training and the Victorian School Building Authority as well as the Surf Coast Secondary College to determine how best to collaborate, focusing on constructing a preferred four court facility. The best way to achieve this is to construct three courts connected to the existing single court facility on the site of the Surf Coast Secondary College
- working with stakeholders to develop a high level schematic design for the site
- affirmed the Capital costs of the project as part of further schematic concept design
- development of a draft operational model, to be further developed with stakeholders.

The project has now progressed to a stage where Council is confident in its future strategic direction in relation to the site and is seeking grant funding to progress to detailed design and construction phases.

Location considerations

A site has been identified which would enable a three court stadium to be built that is joined with the existing school stadium located at Surf Coast Secondary College. This would create a four court facility which is preferred from both a user experience and operating efficiency perspective. This location would also significantly reduce the total land allowance required to be provided by Council for the purposes of a stadium and would allow land to be freed up for other purposes, including a future aquatic facility, other community use or to be sold. It is estimated that the size of the land utilised for the purpose of the stadium is 2,150 sqm.

Council-owned land to the north of the existing four netball courts is marked, in the Torquay Community and Civic Precinct Master Plan 2011, as the location for two additional courts. However, it is the view of officers that these outdoor courts will not be required and that any demand for additional netball courts can be satisfied by the provision of indoor courts.

4.2 Surf Coast Multi-purpose Indoor Stadium

A high level map of the precinct, including planning zones has been included for reference as an appendix.

The Victorian School Building Authority has informed officers that they will not support a facility being constructed across title boundaries due to the highly complex management and operational requirements. In addition the appropriate building permits could not be secured for a facility built across titles.

These issues can be overcome by the creation of a single title on which the facility would sit. This would require a sub-division and a decision as to which entity the new title would belong to.

Placing the title in the hands of the Department of Education and Training would:

- maximise Council's grant opportunities (e.g. the Shared Facility Fund requires facilities to be built on current or future school sites)
- ensure Surf Coast Secondary College can maintain student/land provision ratios set by the Department of Education and Training
- ensure Surf Coast Secondary College retains annual funding associated with its existing court
- place the asset on the State Government's balance sheet, however Council would retain liabilities associated with a Joint Use Agreement (e.g. maintenance or capital improvement obligations).

The Department has indicated support for the establishment of a 50 year Joint Use Agreement which is equal to the expected life of the asset. Joint Use Agreements are legal frameworks that determine the terms and conditions for shared use of public property or facilities. This critical document will ensure that access and use benefits accrue to both the broader community and the school. It will also set out obligations such as contributions towards maintenance and capital improvements. This new agreement would supersede the one already in place to govern Council's use of the existing single court facility as well as the school's use of Banyul Warri Fields.

This location will make the best use of available land that would otherwise be unusable as it is not required for future netball courts and is not considered to have a realisable value due to its size and location within the precinct.

The car park is estimated to be approximately 3,000 sqm and will be retained on Council owned land.

A ground floor concept schematic design for this site has been completed and has been attached as an appendix to this report. At its 8 December 2015 meeting Council resolved to retain sufficient land in the North Torquay Community and Civic Precinct for a future aquatic and health centre. Further Indoor Stadium concept and detailed designs will also consider the location of a possible future aquatic facility and will ensure that it can be located harmoniously with the stadium in order to minimise duplication of both operating and capital costs.

It is anticipated that the selected location will provide the highest community benefit, enable Council to maximise its opportunities to seek external funding and will ensure that the community can access the facility over the course of its lifetime.

Financial Implications

The estimated cost of the project is \$13.5million, which includes funding from grants, developer contributions and direct Council contributions. The table below lists the budget assumptions which have been made with regard to the project.

Funding Source	Allocation
Grants (minimum)	\$3.0m
Developer Contributions	\$2.9m
Council Contributions (maximum)	\$7.6m
Total Project Cost	\$13.5m

It should be noted that the 2011 Torquay Jan Juc Developer Contribution Plan estimates were updated in 2014 and are currently under review with revised estimates expected to be available in late 2017.

4.2 Surf Coast Multi-purpose Indoor Stadium

Should the Better Indoor Stadium funding application for \$3million be successful, Council will commit up to \$10.5million of funding in the 2018/19 budget as its contribution funding to the project, from the following funding sources:

- a) \$2.9million from the Developer Contributions Cash Reserve; and
- b) \$7.6million from the DCP Council Funds Cash Reserve.

In the event that the cash balance in the nominated cash reserves are less than the amounts specified above, that for cashflow purposes Council will consider funding its contribution from the DCP Council Funds Cash Reserve through borrowings, with the required borrowings estimated to be up to \$3.9million.

Council's long term financial plan includes an allocation of \$400,000 per annum to service up to \$3.0million in borrowings over a period of 10 years. Borrowings may increase to \$3.9million should Council be successful in its Torquay Active Transport application to the 2016-17 Building Better Regions Fund. If successful, an allocation of \$520k per annum will be required in Council's long term financial plan to service the loan over a period of 10 years.

The detailed design and construction phases will not be initiated until at least \$3million in grant funding has been secured. The Better Indoor Stadiums Fund provides grants of up to \$3million and a successful grant application would commit Council to completing the project within 24 months. The grant funding round closes 16 August 2017 and it is anticipated that notification of successful announcements will be made in November 2017.

Additional external funding will continue to be sought in order to reduce Council's contribution to the project where applications are consistent with this report. This may include an application to the 2017-18 Shared Facility Fund that may open in September 2017 (not yet confirmed) with successful funding announcements made in May 2018. However, due to the requirements of the developer contributions plan and the Better Indoor Stadiums Fund, the project would commence if \$3m was secured through the 2017-18 Better Indoor Stadiums Fund.

It is also estimated that the stadium will operate at an annual operating deficit of \$30,000 per annum, averaged over ten years.

To date the project has expended \$50,000 which includes \$30,000 as part of the feasibility planning and \$20,000 as part of phase two, which was designed to progress the project to a more grant ready position. A further \$30,000 is requested in order to progress planning activities, additional design work, and to complete the grant application.

The total size of the land to be gifted to the Department of Education and Training is estimated to be 2,150 sqm. This has an approximate value of \$100,000 based on best available research. However, due to its location close to recreational facilities and its zoning for that purpose, it is unlikely that this parcel of land would be able to realise any value.

Council Plan

Theme 4 Infrastructure

Objective 4.1 Allocation of infrastructure according to need

Strategy 4.1.1. Perform an infrastructure needs assessment to provide clarity to the community on how a fair distribution of infrastructure will be achieved.

Theme 3 Communities

Objective 3.3 Preservation of peaceful, safe and healthy environments

Strategy 3.3.4 Support a wide-range of community groups to improve community wellbeing

Policy/Legal Implications

There are no significant legislative or policy concerns at this time. All planning changes will take into account relevant legislation and public exhibition requirements.

Costs relating to public advertising of the planning changes have been included in the proposed \$30,000 allocation in order to ensure that the community is fully informed of the proposed planning changes.

4.2 Surf Coast Multi-purpose Indoor Stadium

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

A thorough risk assessment will be completed as part of the next phases for the project. It is noted that there are likely to be a number of construction and project related risks. At this point in time the key risk for Council is:

- Council has a commitment to develop an indoor stadium as per the Torquay Jan Juc Developer Contribution Plan. The developer contributions will assist in the funding of the project but substantial support is required from other levels of government to ensure Council's contribution can be accommodated in its long term financial plan.

Social Considerations

Surf Coast Shire has identified the benefits of physical activity and that participation in sport and recreation is a fundamental way to improve the physical and mental health of individuals. Council is committed, through its plans, strategies and facility provision, to improve the health and wellbeing of its residents. Providing for indoor sports is seen as one way to achieve positive health and wellbeing outcomes.

Community Engagement

Limited community engagement has been undertaken to date, due to the early feasibility stage of the project. Engagement was focused on state sporting associations, local sporting clubs and educational facilities.

The inclusion of the indoor stadium in the Torquay Jan Juc Developer Contributions Plan was the subject of community consultation as part of that plan's development.

A communication model has been developed which will focus on provision of information to the community and engagement with key stakeholders on the detailed design of the stadium and operational model.

The planning process will include a statutory exhibition period which will provide an opportunity for community input.

Environmental Implications

There are no significant environmental impacts relating to this project. While further environmental assessment will be completed as part of future project planning, it is noted that successful grant funding is contingent on inclusion of a number of environmental features within the design and it is expected that the building will be designed to reduce carbon, water and other wastes.

Communication

A full communications plan has been developed to inform the community of the upcoming project and to engage key stakeholders in design and operational matters. A number of channels will be utilised to facilitate communications with the community.

Conclusion

As a result of changing participation levels and demographic projections, Council identified the need to revalidate requirements for an Indoor Stadium in Torquay as previously identified in the Torquay Jan Juc Developer Contribution Plan 2011 and Torquay Community and Civic Precinct Master Plan 2011. The key finding from the needs analysis identifies an immediate demand for an additional one or two indoor courts in Torquay and confirms an indoor stadium with up to four additional courts will be required in the next ten years to meet demographic and participation growth. This was reinforced in April 2016 when a feasibility study was completed.

Council will now seek financial support via grant rounds, apply for planning changes and seek to develop an operational model in order to further progress the project.

4.2 Surf Coast Multi-purpose Indoor Stadium

APPENDIX 1 INDOOR SPORTS PLAN FOR SURF COAST SHIRE FINAL REPORT - APRIL 2016



Indoor Sports Plan for Surf Coast Shire

Final Report

April 2016

Prepared by SGL Consulting Group Australia Pty Ltd.



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1 Introduction

1.1 Background

The Surf Coast Shire Council has identified the benefits of physical activity and that participation in sport and recreation is a fundamental way to improve the physical and mental health of individuals. Council is committed, through its plans, strategies and facility provision, to improve the health and wellbeing of its residents.

Providing for indoor sports is seen as one way to achieve positive health and wellbeing outcomes. Council has undertaken a number of studies that has identified the need for an additional indoor sports facilities in the Torquay area to meet the needs of residents. The purpose of this study was to test the assumptions and recommendations in light of current demands, participation levels and facility trends.

1.1.1 Project Aims and Objectives

The aim of the project is to:

- Provide clear evidence on the available options for indoor sports provision within Surf Coast Shire including recommendations relating to a future indoor sports stadium should this be required.
- To provide recommendations regarding relevant operating models – inclusive of financial models for the development and ongoing management of such facilities.

The objectives of the project are:

- To identify and assess current provision and usage of indoor sport facilities, including education and community facilities in Torquay, which is a major growth node for Surf Coast Shire.
- To assess current and future demands for indoor court provision in light of local area demographic changes, changing sport participation patterns and planned non-Council facilities.
- To assess the effectiveness, efficiency and value (to the service provider and customer) of the current indoor facility management model(s) at Surf Coast Shire and make any recommendations for improvement to the current provision model(s).
- To provide a recommendation on the future requirement of the Surf Coast Sport and Recreation Centre (Stadium) currently located in the Surf City Precinct, should a new facility be required.

Should a new facility be required:

- Determine the most appropriate management and operational model for such a facility including the provision of likely revenue and usage model for the first 10 years of operations. To provide information about the market's capacity and likely willingness to operate the facility.
- To provide facility options and a concept plan for preferred infrastructure provision including a design and components brief. (Noting that one option may include a future Aquatic and Health Centre).

- To provide Quantity Surveyor costs for infrastructure development.
- To provide information concerning funding options, staged expenditure and construction timelines.
- To provide recommendations for resource allocation to facilitate participation and investment outcomes.

1.2 Project Methodology and Assessment

SGL developed a task orientated staged methodology and the project has included an assessment of:

Table 1.1 Project Methodology

Stage	Task	
Project Initiation	Brief Project Plan	
	Project Inception Meeting	
Stakeholder Consultation	Stakeholder Engagement Plan	
	Demographic Review	
	Demand Mapping	
	Benchmarking Analysis	
	Key Stakeholder Consultation	
	Market Analysis	
	Management Operations and Occupancy Review	
	School Survey	
	Discussion with State Government and State Sporting Associations	
	Summary of Key Issues and Needs	
	Location Analysis	
	Values and Vision Workshop	
	Design Standards and Guidelines	
Strategic Direction	Scope of Works/Facility Component Schedule	
	Facility Concept Options	
	Indicative Capital cost Assessment	
	Management / Operational Mode	
	Financial Modeling / Business Case Development	
	Funding Review	
	Draft Report	Draft Report
		Review and Feedback on Draft Report
Final Report	Final Indoor Sports Plan	

2 Project Area

2.1 Demographic and Catchment Review

The following provides a summary of the demographic profile of the Surf Coast Shire and identifies key characteristics and catchment data that will impact on the usage of any indoor sporting facility.

2.1.1 Surf Coast Shire population overview

The Surf Coast Shire, with its beach, bushland and rural environment, is located in south-western Victoria, 120km from Melbourne, 21km south of Geelong and close to the extended Geelong Ring Road. The Surf Coast Shire is a popular destination for intra and interstate holiday makers, international visitors, or those looking to make a permanent sea change. The Shire includes the townships of Aireys Inlet, Anglesea, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea and a significant rural population including farming and rural residential communities.

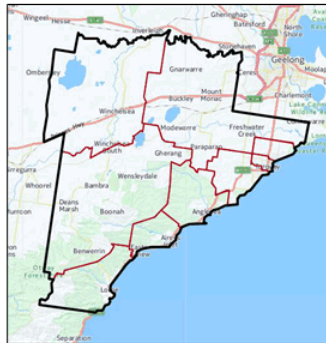


Figure 1 Surf Coast Shire Map

The following provides a summary of the key population characteristics:

- In 2014 Surf Coast Shire's population was **28,481**. This is the latest available official figure from the *Australian Bureau of Statistics* and is called the Estimated Resident Population.
- The population is estimated to be 29,346 in 2016 (Forecast .id)
- The permanent population has grown from 20,008 since 2001
- The population is forecast to grow to **43,763** by 2036, representing a 54% increase 2014-36
- 7,323 new households are forecast between 2011-2036
- Approximately 50% of the Shire's permanent population live in Torquay-Jan Juc
- The **major drivers** of strong forecast growth include:
 - The high amenity lifestyle including the natural environment
 - The large pool of baby boomers entering retirement age
 - Improved access with opening of the Geelong Ring Road
 - Proximity to Geelong and Melbourne and for a variety of services and social, educational and employment prospects for all age groups

- Limited development capacity in other Victorian coastal areas within two hours of Melbourne for residential development (e.g. Mornington Peninsula) also increases Surf Coast Shire's attraction for traditional city to coast retirement
- Armstrong Creek will impact on Surf Coast Shire demand (Source: forecast .id)
- **Part time populations** and peak populations are also significant including holiday home owners, seasonal visitors, event populations and day trippers
- The Shire's peak overnight population (estimated on a peak night such as new year's eve) December 2012/January 2013 was estimated at 83,654 (Economic Indicators Bulletin Geelong).

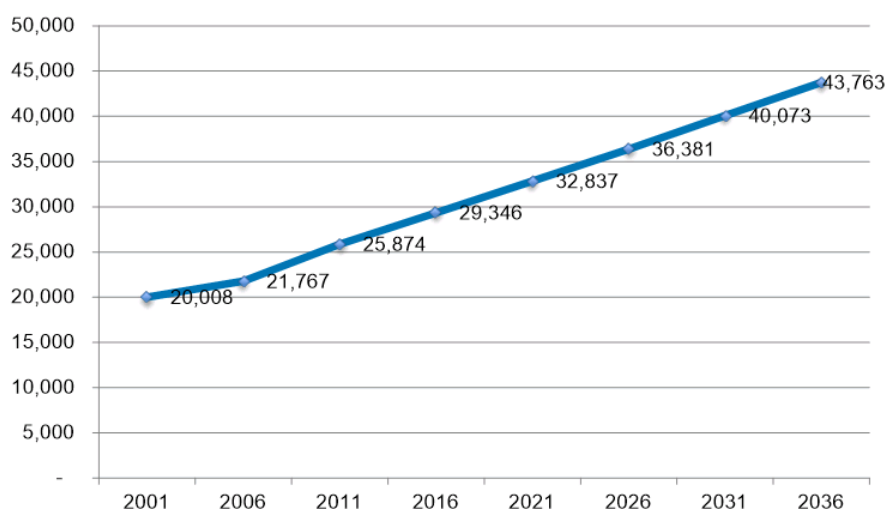


Figure 2 Past, current and forecast population, Surf Coast Shire, 2001 - 2031

Source: 2001-2011 Estimated Resident Population, Australian Bureau of Statistics, Cat. No. 3218.0, Regional Population Growth, 2013. 2016 onwards Forecast .id.

Data note: forecasts are only as good as the assumptions they are based on, and .id works closely with the council to ensure detailed information about current and planned residential development activity. The forecasts are however updated on a rolling cycle to take into account changes in the real world, such as economic factors that may impact on the pace of development and population growth (forecast .id).

Table 2.1 Peak Population All Towns, Surf Coast Shire, December 2012 – January 2013

	Permanent Population 2012	Peak Overnight Population *	Permanent to peak multiplier	% of Shire permanent	% of Shire peak
Torquay/Jan Juc/Bellbrae/Bells Beach	15,447	36,257	2.3	57.5	43.3
Aireys Inlet/Fairhaven/Moggs Creek	1,052	8,060	7.7	3.9	9.6
Anglesea	2,487	14,739	5.9	9.3	17.6
Deans Marsh	336	831	2.5	1.3	1.0
Lorne and District	1,499	15,954	10.6	5.6	19.1
Winchelsea (and Winchelsea South)	2,238	3,112	1.4	8.3	3.7
Surf Coast Rural Towns	3,807	4,701	1.2	14.2	5.6
Total Surf Coast Shire	26,866	83,654	3.1	100.0	100.0

Data notes: The data should be considered indicative only however as it is not directly comparable to other population data in this paper for the following 2 reasons: 1. City of Greater Geelong undertake their own permanent population estimates in the smaller areas in 2012 to allow comparison with peak data for the 2012/13 season. 2. Definitions of areas/methodology differs from those in figures using the .id Consultant data.

2.1.2 Torquay Catchment Population

Leisure and sporting facility trends and benchmarking generally indicate that local or municipal recreation or sporting facilities have a primary catchment radius of 5km and a secondary catchment radius of 10km. In general approximately 75% to 85% of users will reside within a 0km to 5km radius of a facility with the remaining 15% to 25% coming from areas within the 5km to 10km radius of the facility. In rural areas these catchments may be slightly larger depending on the distribution and availability of facilities and the secondary catchment may extend to up to 20km particularly for people wishing to access specific programs

Based on this definition, the Torquay catchment area within approximately 10km of Torquay includes Torquay, Jan Juc, Bellbrae and Bells Beach. Figure 4 represents the closest match of readily available Census and forecast geographies/data within the 10 km radius from Torquay. The only population not captured by this methodology is about 200 people in the Freshwater Creek area and about 250 in Breamlea area, so analysis of Torquay, Jan Juc, Bellbrae and Bells Beach (as defined by this map) is a good representation of the catchment.

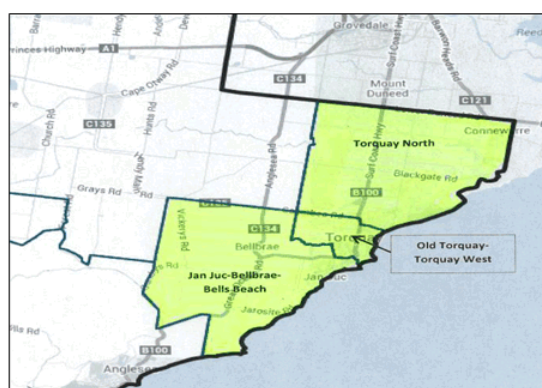


Figure 3 Torquay Catchment Area Torquay - Jan Juc - Bellbrae - Bells Beach

The following provides a summary of the key catchment population issues:

- The Torquay catchment (within approximately 10km of Torquay) includes Torquay, Jan Juc, Bellbrae and Bells Beach and had a population of 14,657 in 2011 and about 17,000 in 2013.
- This Torquay catchment area is forecast to increase to about 23,000 in 2026 and 30,000 in 2036.
- Other potential catchment populations:
 - **Armstrong Creek:** consideration was given to inclusion in the catchment area of part of Armstrong Creek's forecast growth. Any facility may draw users from this area,
 - **Anglesea:** while any facility will draw some users from Anglesea for specific programs, this population could not be relied on as it falls well outside the 10km catchment, located about 20kms from Torquay. Anglesea's population is estimated at 2,522 in 2013 with little growth forecast through to 2031 and an older age profile than the primary catchment.
- Inclusion of part time populations in the catchment was considered however capturing detailed data on these populations is difficult and it is unclear how these translate into usage of an indoor sporting facility. More evidence would be required to include peak population data in the catchment.

Table 2.2 Total Population, Torquay/Jan Juc/Bellbrae/Bells Beach area, 2011-2031

	2011	2016	2021	2026	2031	2036	Total Change 2011-2036
Torquay North	5,378	6,714	8,307	10,287	12,323	13,786	8,408
Old Torquay – Torquay West	4,779	5,899	6,809	7,641	8,431	9,566	4,787
Jan Juc – Bellbrae – Bells Beach	4,500	4,839	5,309	5,517	5,845	6,374	1,874
Torquay Catchment Area	14,657	17,4520	20,425	23,445	26,599	29,726	15,069

Source: id Consulting Forecast. http://www.surfcoast.vic.gov.au/My_Council/Population_Information

2.1.3 Age Profile Torquay catchment

The key age profile of the Torquay catchment indicates:

- The Surf Coast Shire age structure in 2011 included a larger than regional Victorian and G21 Region average proportion of 'primary schoolers' (0-11 year olds) and 'Parents and homebuilders' (35 to 49 year olds) and a smaller proportion of 'tertiary independent' (18-24 year olds) and 'young workforce' (18 -34 year olds) and people in the 70 years and over age groups.
- The Torquay/Jan Juc/Bellbrae/Bells Beach area (base Torquay catchment) between 2011 and 2036 shows growth across all age groups, including strong family growth, which is unusual for a regional area where ageing populations are the norm.
- The number of people under 40 in the Torquay catchment area is expected to increase from 7,890 in 2011 to 13,360 in 2036.
- The proportion of people under 40 however decreases from 53.8% of the population to 44.9%. This reflects the fact that despite the attraction of the catchment for young families, the catchment population is still ageing.
- With significant growth in the "baby boomers" over 50s and 60s the industry is re-visiting this population usage profile. They represent however smaller numbers than the under 40 year olds in the base Torquay catchment area.
- In the Torquay catchment area the number of people 65 years and over will increase from 1,726 in 2011 to 5,996 in 2031 reflecting baby boomers ageing in place and in migration of those seeking coastal retirement.
- The proportion of people aged 65 years and over will increase from 11.8% of the base Torquay catchment area population in 2011 to 20.2% in 2036.

2.1.4 Older Age Profile

The following graph details the age profile of older residents.

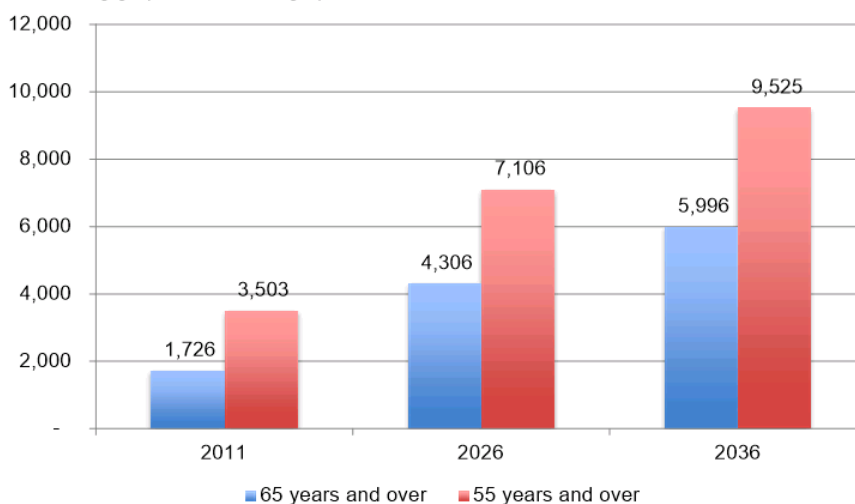


Figure 4 Number of 55 and 65 years and over Torquay/Jan Juc/Bellbrae/Bells Beach area, 2011 - 2036

Source: .id Consulting Forecast. http://www.surfcoast.vic.gov.au/My_Council/Population_Information

2.1.5 Other population characteristics

Key points:

- An active community with a higher proportion of people in Surf Coast Shire compared with Victoria meeting physical activity guidelines.
- A lower proportion, than the Victorian average, of people in the Shire with sedentary behaviour
- Higher income levels are a positive indicator in terms of ability to pay for services provided.
- Income levels in the Torquay/Jan Juc/Bellbrae/Bells Beach area are higher than Surf Coast Shire overall, G21 Region and Victoria.
- Higher proportion than comparison areas earning \$1,000 a week or more and a lower proportion earning under \$400 a week.
- Transport access to any facility is important. 91% of households in the Surf Coast Shire in 2011 have one or more vehicles representing a higher proportion than Victorian average (86%).
- Linkages with public transport will also be an important issue that will need to be addressed if indoor sporting facilities were developed.

Table 2.3 Indicators of physically active community

Indicator	Surf Coast Shire	Victoria	Year	Source
People who met physical activity guidelines	69.8%	63.9%	2011-12	Department of Health, Victorian Population Health Survey 2011/12
Sedentary behaviour (sitting > 7 hours per day)	28.0%	32.6%	2011	VicHealth Indicators Survey 2011, http://www.vichealth.vic.gov.au/Research/Vichealth-Indicators/LGA-Profiles.aspx

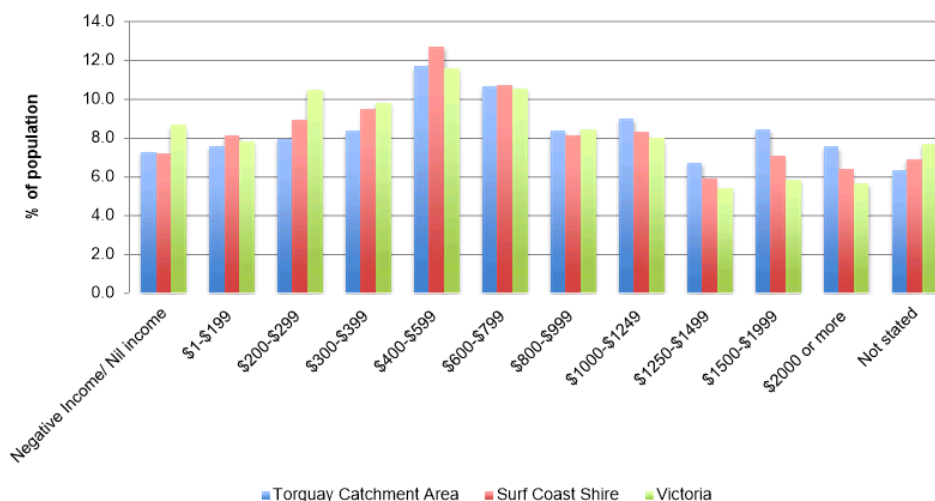


Figure 5 Individual Weekly Gross Income, Proportion of the Population (15 years and over) in each income bracket, Torquay/Jan Juc/Bellbrae/Bells Beach and selected comparison areas, 2011
 Source: Australian Bureau of Statistics, Census of Population and Housing 2011. Usual residence count (see glossary) Profile.id

2.1.6 Strengths and Weaknesses of the Torquay catchment

The following provides a summary of the key strengths and weaknesses of the Torquay population that will impact on the provision of indoor sporting facilities:

Strengths

- A very physically active community that is likely to result in a high usage of indoor sporting facilities and visits per capita.
- The age profile of the catchment with 53.8% of residents under the age of 40 in 2011. This is the demographic that are the most active users of indoor facilities.
- Forecast growth will enhance future viability.
- Increasing share of Surf Coast Shire’s population in catchment area forecast through to 2036.

Weaknesses

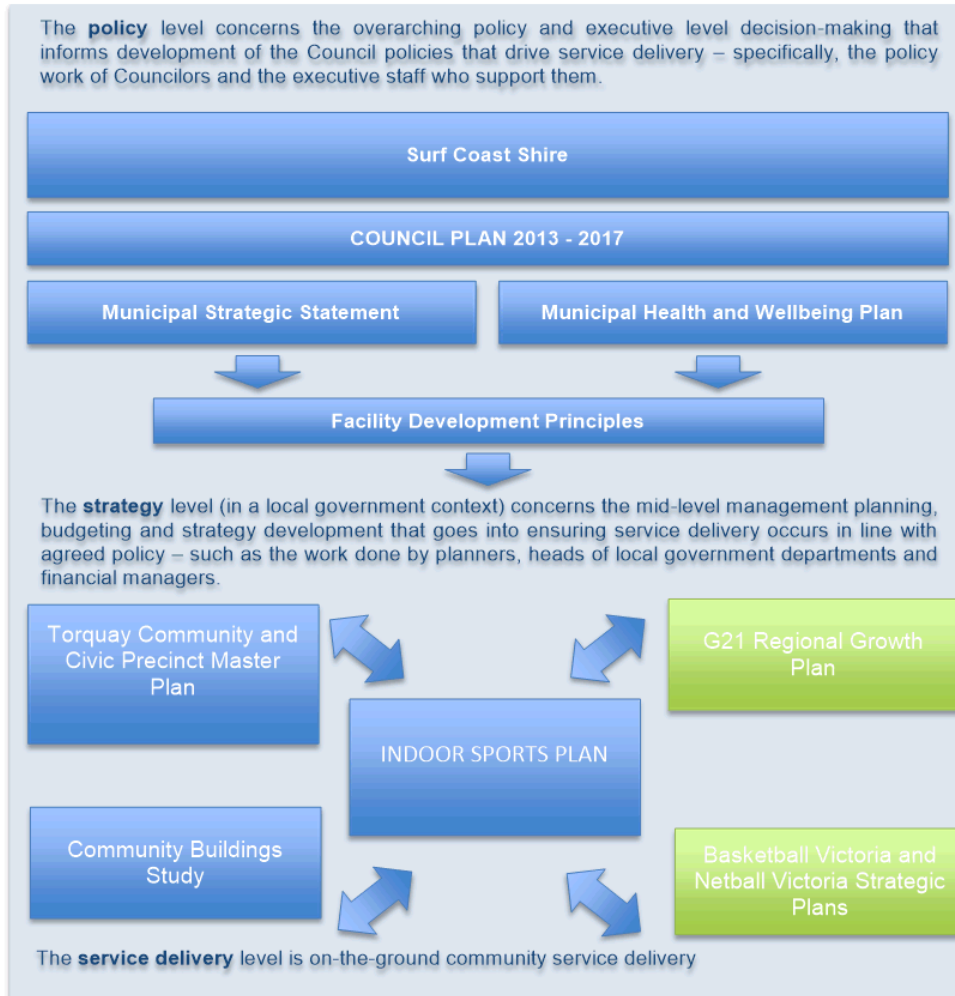
- Proximity to City of Greater Geelong facilities.
- Future planned indoor courts in the City of Greater Geelong region.

2.2 Strategic Context

There are a large number of policies, strategies and plans produced by both Council and external bodies that were relevant to the development of the Surf Coast Indoor Sports Plan. The Council Plan 2013 - 2017 sets the clear vision for the Shire and forms the guiding document for all Council activity. The following strategies and policies are incorporated into the Indoor Sports Plan for the Surf Coast Shire.

The Council Plan 2013 – 2017, the municipal strategic statement and the Municipal Health and Wellbeing Plan 2013 – 2017 articulate Council’s vision and the overarching framework used to make key decisions and deliver service priorities.

The following provides a summary of the key issues identified within these strategic documents that may impact on the leisure and facilities services review.



2.2.1 Torquay Community and Civic Precinct Plan

From 2009 – 2014, Council planned for and has partially completed the Community and Civic Precinct located in Torquay North. This precinct comprises of new Council offices surrounded by playing fields of 2 x AFL Ovals, 3 x football (soccer) pitches, 4 x netball courts and a major community hub.

The recreation component of the Community Precinct is still being delivered and a new housing estate along with students from the Surf Coast Secondary College will use these facilities. The Precinct was planned on the principles of a regional facility providing for the broader Surf Coast Shire area. In 2011, an Opportunity Study was commissioned for the Community and Civic Precinct which included provision for an indoor sports facilities.

Since the 2011 Study, a new Surf Coast Secondary School has been built which includes the single purpose stadium with change rooms. The School through the Department of Education Training have negotiated a 20 year Joint Use Agreement for Council to use the Stadium after school hours and the school population in turn, can access and use the Community and Civic Precinct facilities. In addition, the provision of a new stadium at Torquay North Primary is planned for 2018.



2.2.2 Proposed funding for an Aquatic and Health Centre, Torquay

In November 2009, Council completed a Feasibility Study for a proposed Aquatic and Leisure Centre in Torquay. The report provided a concept plan, financial operating and construction costs and a number of site options. The consultant's report recommended that Council should not consider the development of such a facility until at least the end of 2015 financial year. In 2012, Council resolved to set aside a parcel of land in the Community and Civic Precinct for a future Aquatic and Health Centre. This parcel of land is notionally set aside close to the proposed 3 x indoor court stadium.

In 2013, Council resolved to revisit the 2009 feasibility study and establish a "Taskforce" for a six month period to update the 2009 report and advise Council. In December 2014, Surf Coast Shire Council considered a report on the Aquatic and Health Centre proposal. After reviewing the more than 1,000 submissions received through the "Testing the Water" process Council adopted the following recommendation:

That Council:

1. Note and acknowledge the extensive feedback provided by members of the community on Council's proposed model for an aquatic and health facility.
2. Note that whilst the development and operation of an aquatic and health centre would offer benefits to some in the community, the majority of people's views indicate that a facility is not desired at this time and that Council should focus on other priorities.
3. Having considered all views in the community do not undertake any further planning for an aquatic and health centre at this time.
4. Note that no allowance is made for an aquatic and health centre in Council's long-term financial plan.

5. *Mindful of the potential to consider a facility in the longer-term, retain sufficient land for an aquatic and health centre within the Community and Civic Precinct in North Torquay.*
6. *Remain open to proposals from private parties to develop and operate an aquatic and health centre on Council-owned land.*
7. *Note the feedback received through the consultation process that Council should work closely with the City of Greater Geelong in considering the development of future aquatic infrastructure that will potentially serve communities in both municipalities.*
8. *Allocate \$5,000 from the Accumulated Unallocated Cash Reserve to participate in the City of Greater Geelong's refresh of its Aquatic Strategy to develop a shared-view of the longer-term aquatic and health needs of communities in the growth areas of Torquay, Winchelsea and Armstrong Creek.*

3 Current Indoor Stadium Provision

Previous research and industry trends indicate that the range of facilities that are located within the primary catchment area may affect the need and future viability of indoor stadiums. The following section details the current provision of indoor sports stadiums in the Surf Coast and the surrounding southern region.

3.1 Indoor Sporting Facility Catchments

Leisure and sporting facility trends and benchmarking generally indicate that local or municipal recreation or sporting facilities have a primary catchment radius of approximately 5 km and a secondary catchment radius of 10 km. In general approximately 75% to 85% of users will reside within a 0 km to 5 km radius of a facility with the remaining 15% to 25% coming from areas within the 5 km to 10 km radius of the facility. Regional facilities providing unique facility components and a larger number of courts will draw users from a much wider catchment than a local/municipal facility.

The size and shape of the catchment area will be influenced by a number of factors including the range and quality of facilities and services offered, natural and built barriers i.e. freeways, travel times and the availability of competing facilities.

A review of the usage patterns of Surf Coast indoor stadiums indicates that the catchments of the facilities are within industry trends. However due to the lack of representative basketball competitions in the Surf Coast area, some players are travelling to Geelong to participate in the higher level of competition.

3.2 Current Facility Provision

A review of indoor stadiums within the Surf Coast area indicates that there are a total of seven indoor sports stadiums providing a total of eight indoor sports courts that are available for community sporting groups. Of the seven facilities, four are community facilities and three are part of a primary or secondary educational institution.

There are currently three venues used for indoor sports in Torquay. These include: Surf Coast Sport and Recreation Centre, Torquay, (part of the Surf City Complex and adjoins the Torquay VIC and Australian National Surfing Museum), a Joint Use Agreement with Torquay Primary School on Grossman's Road Torquay and use of the Indoor Stadium at Surf Coast Secondary College, Torquay (close to the Community and Civic Precinct).

The table below details the current Surf Coast indoor sports facility provision.

Table 3.1 Current Surf Coast Indoor Sports Court Provision

Facility Name	Number of Courts	Ownership
Council owned		
Surf Coast Sport & Recreation Centre	1 indoor court	SCS
Lorne Leisure Centre	1 indoor court	SCS
Anderson Road Knight Reserve	1 indoor court	SCS
Subtotal Community Facilities	3 Facilities = 3 Indoor Courts	
School Facilities		
Surf Coast Secondary College	1 indoor court	DET
Torquay College	2 indoor court	DET
Winchelsea Primary School	1 indoor court	DET
Winchelsea Leisure Time Centre	1 indoor court	DET
Subtotal School facilities	4 Facilities = 5 indoor courts,	
TOTAL NUMBER OF COURTS	7 FACILITIES = 8 INDOOR COURTS	

3.2.1 Torquay Indoor Sports Facilities

Within the Torquay area residents have access to the following three key facilities:

- Surf Coast Sport and Recreation Centre
- Surf Coast Secondary College
- Torquay Secondary

The following map indicates the location of the three key facilities.

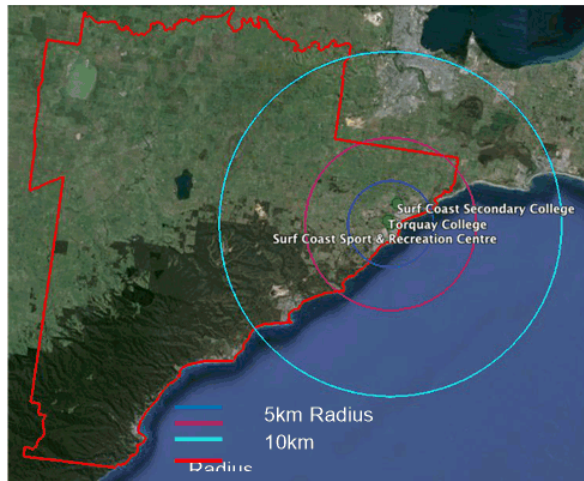


Figure 6: Torquay Indoor Sporting Facilities

(i) Surf Coast Sport and Recreation Centre

The Surf Coast Sport and Recreation Centre is located Perkins Place, Torquay and includes one indoor sports court. The Centre is used for a large range of sporting and recreation programs. The facility is managed by Council and includes the following facilities.

- 1 x Indoor Sports Stadium
- Multi-Purpose Room
- Commercial Kitchen

It should be noted that the current court run offs at this facility do not meet netball standards (3.05m) and would be extremely tight for basketball run offs.



Figure 7: Surf Coast Sport and Recreation Centre

(ii) Surf Coast Secondary College

The Surf Coast Secondary College is located on 75 White St, Torquay and includes one indoor sports court. The Centre is used by the school during school hours and community sporting groups after school hours. The community sporting use of the stadium is under a Joint Use Agreement between the Department of Education and Training and Council.



Figure 8: Surf Coast Secondary College

(iii) Torquay Secondary College

The Torquay Secondary College is located on Grossmans Rd, Torquay and includes two indoor sports court. The Centre is used by the school during school hours and community sporting groups after school hours. The community sporting use of the stadium is under a Joint Use Agreement between the Department of Education and Training and Council.



Figure 9: Torquay Secondary College

3.3 Occupancy Review

The following provides a review of the occupancy of the key indoor sports stadiums used by the basketball and netball associations in the Torquay area.

Industry trends indicate that peak usage for indoor sports courts is typically between the hours of 4.00pm to 11.00pm Monday to Friday and 8.00am to 8.00pm on Saturdays and Sundays. These times will alter slightly if the facilities are based at a school. Occupancy tables for the main three main indoor facilities used by the basketball and netball associations are detailed in **Appendix One**. The following provides a summary of the occupancy of the facilities:

3.3.1 Surf Coast Sport and Recreation Centre

The following provides a summary of the current usage of the Surf Coast Sport and Recreation Centre single indoor court.

The single indoor court is currently available for use for 89 court hours per week based on the following times:

Weekdays (Monday to Friday)

- Off Peak = 35 hours
- Peak= 30 hours

Weekends (Saturday and Sunday)

- Saturday = 12 hours
- Sunday = 12 hours

Total available hours = 89 hours

- The stadium is occupied 57.5 hours per week (peak and off peak) which represents a current occupancy rate of (65.3%) for community sporting club use of the total 89 court hours available.
- Weekday peak usage accounts for 23.5 hours (78%) of total peak use hours. This is between the hours of 4.00 pm to 10.00 pm (30 hrs. per week) Monday to Friday.
- During the off peak weekday the facility is used for 21.5 hours which represents an occupancy rate of (53.75%) of total off peak use hours.
- During the weekend the facility is currently used for a total of 12.5 hours, which represents an occupancy rate of (44.6%) of total weekend use hours. It should be noted however that during weekends the stadium is not use for basketball or netball activities.
- These figures indicate that the facility is relatively well used for a single court facility and has some capacity for additional usage. There is capacity to increase weekday off peak usage for mid-week competitions however the current lack of a crèche limits this opportunity.

3.3.2 Surf Coast Secondary College

The following provides a summary of the current usage of the Surf Coast Secondary College single indoor court.

The single indoor court is currently available for use for 89 court hours per week based on the following times:

Weekdays (Monday to Friday)

- Off Peak = 35 hours – exclusive school use
- Peak= 30 hours

Weekends (Saturday and Sunday)

- Saturday = 12 hours
- Sunday = 12 hours

Total available hours = 89 hours

- The stadium is occupied 64.5 hours per week (peak and off peak), which represents a current occupancy rate of (73.3%) for community sporting club use of the total 89 court hours available.
- Weekday peak usage accounts for 16 hours (53.3%) of total peak use hours. This is between the hours of 4.00 pm to 10.00 pm (30 hrs per week) Monday to Friday.
- The school uses weekday off peak usage exclusively, with limited community access.
- Weekend use accounts for 8.5 hours (30%) of total weekend use hours. This usage represents basketball training activities, as there is no competition conducted during the weekend periods.

These figures indicate that the facility is nearing capacity during weekday peak usage times with some limited capacity for additional use.

3.3.3 Torquay Secondary College

The two indoor courts are currently available for use for 176 court hours per week based on the following times:

Weekdays (Monday to Friday)

- Off Peak = 70 hours – exclusive school use
- Peak = 60 hours

Weekends (Saturday and Sunday)

- Saturday = 24 hours
- Sunday = 24 hours

Total available hours = 176 hours

- The stadium is occupied 55 hours per week (peak and off peak), which represents a current occupancy rate of (31.25%) for community sporting club use of the total 176 court hours available.
- Weekday peak usage accounts for 15 hours (25%) of total peak use hours. This is between the hours of 4.00 pm to 10.00 pm (60 hrs per week) Monday to Friday.
- The school uses weekday off peak usage exclusively, with limited community access.
- During the weekends the courts are not use for any sporting activities.
- These figures indicate that the facility has some capacity for additional use.

3.3.4 Weekend Use of Courts

The review indicates limited use of the three venues over the weekend periods. This is a consistent trend across rural Victoria. Discussions with the key indoor sporting organisations indicates that basketball competition is not scheduled on weekends as it conflicts with other sporting activities i.e. football, soccer and outdoor netball. As a result the majority of training and all competitions occur across weekdays.

The Torquay Basketball Club does not currently enter teams in the representative competition which is held on Friday evenings across the state. As a result minimal usage of the courts occurs on a Friday evening. There are a number of players however that participate in the representative program as part of the Geelong Basketball Association and travel to Geelong for training and to various locations across the state for competitions.

3.4 Regional Facility Provision

A review of indoor stadium facility provision in the following neighbouring municipalities has been completed to identify key issue or facility developments that impact facilities in the Surf Coast Council. The neighbouring municipalities included:

Table 3.2 Regional Indoor Sports Facility Provision

Council Area	Facility	Address	Number of Courts	Map Ref
Colac Otway Shire	Blue Water Fitness Centre	118 Hearn St, Colac 3250	2	1.
Golden Plains Shire Council	Bannockburn Community Sports Stadium	32 High St, Bannockburn 3331	1	2.
	Bannockburn Recreation Centre	132 Milton St, Bannockburn 3331	2	3.
	Haddon Recreation Centre	396 Sago Hill Rd, Haddon 3351	1	4.
	Linton Recreation Reserve Stadium	9 Brooke St, Linton 3360	1	5.
	Smythesdale (Woody Yaloak) Recreation Reserve	55 Heales St, Smythesdale 3351	1	6.
City of Greater Geelong	Barwon Valley Activity Centre	1 Barwon Heads Rd, Belmont 3216	1	7.
	Deakin YMCA Geelong	75 Pigdons Rd, Waurn Ponds	2	8.
	Try Boys Stadium	478 Ryrie St, Geelong	2	9.
	Geelong Arena	110 Victoria St, North Geelong 3215	4	10.
	Life Be In It	1 Crown St, South Geelong	4	11.
	East Geelong Primary School	184 Boundary Rd, East Geelong	1	12.
	Leopold Indoor Neighbourhood Centre	Kensington Rd, Leopold	1	13.
	Corio Leisuretime Centre	Anakie Rd, Norlane 3214	4	14.
	St Ignatius College	Peninsula Dve, Drysdale 3222	1	15.
	Bellarine Aquatic and Sports Centre	70 Shell Rd, Ocean Grove 3226	2	16.
Newtown Stadium	25 Riversdale Rd, Newtown 3220	2	17.	
Total	17 facilities and 32 courts			

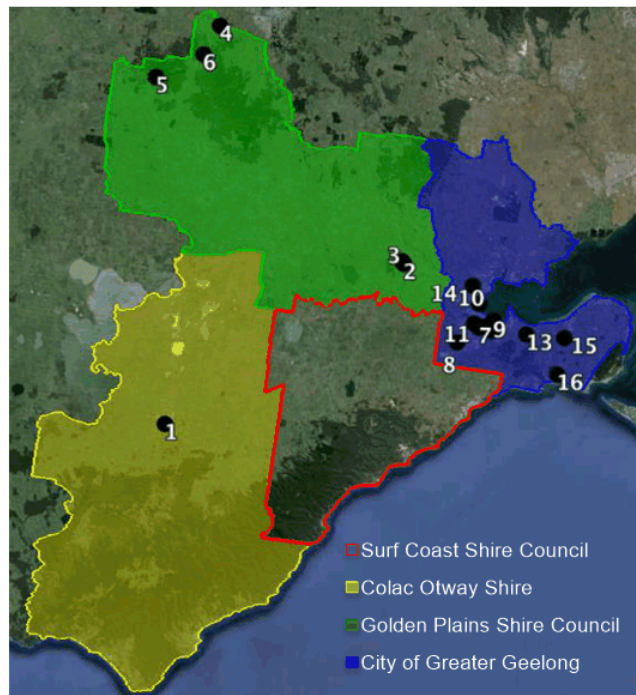


Figure 10: Regional Indoor Sports Facility Provision Map

The review indicates that there are a total of 17 indoor sporting facilities providing 32 indoor sports courts within municipalities that border the Shire of Surf Coast of these facilities twelve are owned by local government, three are located on state school land owned by the Department of Education and Training, three are privately owned and one is located at Deakin University.

City of Greater Geelong has an indoor stadium strategy that identifies the development of a 6 to 10 court facility in Marshall, a 4 court facility in Armstrong Creek and the possible closure of the Barwon Valley Activity Centre.

4 Market Research and Consultation

This section summarises the key findings identified through the study's market research and consultation and includes:

- Interviews with key stakeholders
- Interviews with State Sporting Associations
- Indoor sport facility trends

4.1 Interviews with Key Stakeholders

The following provides a summary of the key issues identified through discussions with the key stakeholders identified by the Project Steering Committee.

4.2 Torquay Basketball Club

Participation

The Torquay Basketball club commenced in 2011 after a group of interested residents formed the club. In 2011 the club had approximately five teams (35 players) and over the first twelve months grew to approximately 17 teams (135 players). In 2015 the club had approximately 31 teams and 250 players under the following categories:

- 1 x senior men's – 8 players
- 1 x under 23 – 10 players
- 29 junior teams – 20 male teams and 9 female teams – 232 players

As the juniors age the number of senior teams will increase. The club estimates the growth of participation is approximately 10% per annum.

As a result of the large number of families moving into the area the children are joining the club rather than participating in the local competition organised at the Sport and Recreation Centre.

Each of the teams are training in one of the Torquay facilities once a week which is placing demand on these facilities to access training times.

The club does not have teams in the Victorian Junior Basketball League representative program. However a number of the juniors play in representative teams in Geelong. This requires them to travel to Geelong twice a week for training and to various venues for the game on a Friday evening. There are approximately 25 players competing in the VJBL competition. The local competition is therefore not providing a pathway of sport participation.

Within the Torquay area there are no trained referees or coaches.

The club is working with Basketball Victoria and Council to form an Association, which will provide a higher level of competition. The club are interested in the concept however are concerned about how the administration will be resourced.

Facilities

As the participation increases, access to courts for competition and training is becoming a problem.

Currently there is a problem accessing weeknight training times that are suitable for juniors. The girls program is currently multi aged i.e. year 4, 5, 6 and 7 all competing together. Once the age groups are separated there will be a need for additional courts times.

Ideally the club would like to access a multi-court facility including 4 indoor courts, spectator seating, function/meeting room, administration area and storage.

4.3 Torquay Netball Club

The Torquay Netball Club train and compete on the two-flexi pave courts at Spring Creek Reserve. The club is part of the Football Netball League competition with the Barwon Ballerine Football League.

The Club has a current membership of approximately 200 players under the following categories:

- U19 x 2 teams
- U17 x 3 teams
- U15 x 5 teams
- U13 x 6 teams
- U11 x 3 teams

The club does not operate a Net Set Go Program development program for juniors.

The club train on the courts located within the Civic Precinct but do not compete on them due to wind that crosses the courts.

The indoor courts are used for training but cannot be used as part of the Leagues competition.

Some participants of the club participate in the indoor competition at the Leisure Centre.

If a new indoor court was developed the netball club would use it for training.

Council and the club have submitted a funding application to State Government for the development of a small club rooms and amenities for the Spring Creek Reserve site.

4.4 Internal Council Workshop

The Council Sport and Recreation Team are responsible for the management of the Surf Coast Sport and Recreation Centre and the after hour use of the courts at the Torquay Secondary College and the Surf Coast Secondary College.

Council directly runs competitions for basketball, netball, soccer and social badminton.

Basketball

Council has a strong relationship with the Torquay Basketball Club. Council is working with Basketball Victoria and the Club to form an association. Council has offered 12 month support to the Club to assist with setting up the association and the competition structure.

The current basketball competition includes the following teams:

Table 4.1 Council Basketball Program

Age Groups	Summer Teams	Winter teams
U10 Mixed	4	8
Girls grade 4,5 and 6	6	7
U12	10	9
U14	7	4
U16	5	5
Women's	5	7
Men's	17	29
Total Players	432	552
Aussie Hoops (development program)	100	80
TOTAL PARTICIPANTS	532	632

The participation has grown each year and it is now difficult to find courts for the mens competitions.

Netball

The netball program is conducted at the Sport and Recreation Centre and Torquay Secondary College.

The current netball competition includes the following teams

- Junior division one (grades 5, 6 & 7) – 8 teams (64 players)
- Junior division two (grades 3 & 4) – 4 teams (32 players)
- Senior women's – 14 teams

All teams are registered with Netball Victoria.

The Torquay Netball Club are based at the Spring Creek Reserve outdoor courts. There is a current application through the SRV Funding Program for the development of change rooms to support the outdoor courts.

The four flexi pave netball courts located within the Civic Centre are underutilised.

Council receives ad hoc requests from both the Anglesea and Torquay Netball Clubs to use the indoor courts for training activities.

It appears that a number of the junior players want to play in both the indoor and outdoor netball competition. As the population increases the demand for indoor netball competitions will also increase.

Soccer

The soccer competition is primarily an indoor men's social competition that includes six teams which equates to approximately 36 players. The competition is held at the Torquay Secondary College courts.

A new competition with 8 teams (56 players) is commencing in May 2016. There is significant demand for indoor soccer however the lack of available court time is restricting the growth of the sport.

Badminton

The badminton program run at the Sport and Recreation Centre is primarily a social program. The program runs on a Monday and Wednesday for two hours and the average age of the participants is 60 years.

Other Programs

The management of the Sport and Recreation Centre operate a range of sporting and recreations programs and classes including:

- Group fitness classes
- Kinder gym

Future Facility

The recreational operational staff indicated that development of a new potential future facility could include key components such as:

- Multi-purpose rooms
- Group fitness rooms
- Occasional care room
- Multiple courts with a range of sports code line markings
- Allied health rooms

4.5 State Sporting Associations

The following provides a summary of the key issues identified through discussions with the indoor sporting codes State Associations.

4.5.1 Basketball Victoria

Participation in basketball is increasing particularly in the younger age groups. There is some fluctuation with participation rates for seniors. Over the last four years participation in the Surf Coast area has increased significantly.

Basketball Victoria (BV) is supportive of developing new facilities to service the Torquay area. Basketball Victoria has been working with the Torquay Basketball Club in relation to the establishment of an association for the area.

4.5.2 Netball Victoria

Netball Victoria (NV) is very supportive of indoor facilities as they improve the standard of the game and are easier on players' bodies. An indoor facility allows matches to continue regardless of the weather.

The Draft Netball Victoria Statewide Facility Strategy indicates:

The Region's population will grow significantly over the next 20-40 years. It currently has 306,000 people; this is estimated to grow to 400,000 by 2031 and potentially as high as 550,000-600,000 at full development. Most of the growth will occur in Greater Geelong, Surf Coast and Golden Plains. This population growth will significantly increase the demand for netball facilities. Based on current NV membership rates in the Region, an increase in the population to 550,000 will generate an additional 6,700 netball players.

The Region has the second lowest netball court provision rate in Rural and Regional Victoria (almost half the rate). This suggests that there may be a lack of courts in the Region. However, consultation with the LGAs and association/leagues in the Region indicates that this is not the case. They confirm there is enough courts but the mix – indoor and outdoor - needs to change. They contend that more indoor courts are required. They also contend that the Region lacks a major netball venue - one that has the right number and mix of courts (indoor/outdoor) and high quality support infrastructure (pavilion, car parking etc) (note: the Kardinia Park venue has 9 courts but all are outdoor).

The main facility concerns expressed by the associations/league are lack of change areas, poor lighting, cracked or slippery court surfaces, courts run-offs too short and no shelters.

The LGAs in the Region are undertaking or considering facility improvements/developments at 28 netball locations over the next decade and beyond. These works will address the many of the deficiencies and facility development priorities mentioned above. The works include:

- Upgrade of courts at 5 venues rated by the LGAs and associations as poor or very poor
- Provision of new or upgrade of existing clubroom/change facilities at 5 venues
- New netball facilities in the Armstrong Creek and Torquay growth areas
- The potential construction of 28 indoor courts
- The potential creation of 2 venues that will be capable of hosting the full range of NV competitions (the Waurm Ponds and Leisure Time Centres).

As noted above, there will be a significant investment in new indoor courts – potentially 28 new courts. These courts will cater for a range of indoor sports. It is important that netball indicates its strong interest in being one of these sports and being involved in the planning of the facilities.

The local associations and Netball Victoria should give consideration to how netball competitions will be delivered across the Region in the future. For example, it should consider how netball would be structured and delivered from the 8-10 court stadium in Waurm Ponds and multiple indoor and outdoor complexes in Armstrong Creek and Torquay.

4.5.3 Sport and Recreation Victoria

A discussion was held with the regional representative from Sport and Recreation Victoria in relation to the State Governments priorities for the provision of indoor facilities. The key issues identified included:

- The State Government is aware that there is a dearth of indoor stadiums across Victoria to meet both the current and future needs for indoor sporting activities. The department recently undertook a study into the demand for indoor courts over the next five years.
- There is high participation in sporting and recreation activities by residents in Surf Coast and any facilities that support increased participation should be supported and encouraged.
- The Department of Sport and Recreation will rely on the local planning and feasibility work to determine the need and demand for facilities. Any funding contribution by the State Government would be via the formal funding programs available.
- Development of facilities on Education Department land is a good use of resources however there are a number of constraints and restrictions to the community use and operations of the facility.

4.6 School Survey

Surveys were sent out to 12 schools with 5 schools taking the opportunity to complete the survey.

4.6.1 Use of Indoor Sports Courts

School representatives were asked a range of questions regarding their schools use of indoor sports facilities and indoor sport based programs and services.

The questions were aimed at identifying sporting participations and facility usage trends and the key reasons why activities and facilities were selected.

Of the 5 schools that completed the survey, a total of four had participated in an indoor sports program.

The school that did not participate in indoors sports programs indicated that cost, location of facilities and the fact that facilities did not suit were the main contributing factors that dictated why their school did not participate in indoor sports programs. The development of more courts and the ability to access facilities at times different to those allocated were indicated as factors that would encourage an increased use of indoor courts by the school.

4.6.2 Schools Indoor Sports Program Coordination

Of the four schools that participated in indoor sport programs, school teachers were responsible for teach these programs in all four schools.

4.6.3 Frequency of Student Visitation in Indoor Sports Programs

Of the schools that participated in indoor sports programs, the average number of students' visits per year were as detailed below:

- 4 visits per year 1 school
- More than 10 visits per year 2 schools
- Part of regular Sport and Recreation program 1 school

The frequency of visitation indicates that while not many schools are partaking in external indoor sporting programs those that are regularly visit the facilities.

The number of students that participate in the indoor sports programs are as below:

Table 4.2 Number of students who participate in the Indoor Sport Programs

School	School Enrolment	No of students that participate in each visit
School 1	297	20
School 2	115	20
School 3	660	25

The three schools that supplied the number of students that are involved per visit, clearly conduct their indoor sports programs in individual classes.

4.6.4 Most Popular Terms

To gain an understanding of when students use indoor facilities, survey respondents were asked to nominate which school terms they typically conduct indoor sports programs. The results were as follows:

- Term One 3 schools
- Term Two 3 schools
- Term Three 3 schools
- Term Four 3 schools

These results indicate that schools regularly participate in indoor sports programs, with most schools participating in these programs in all four terms.

4.6.5 Features Would Like to See Developed

The main features that would encourage greater use of indoor sports facilities in the future were:

- Separate school change rooms
- Lower fees
- Provision of transport services

These results indicate that three prohibitive factors to the use of indoor facilities include the fees charged, the amenities available to schools at the facilities and the cost of transport.

4.6.6 School Facilities

Of the four schools that identified they use indoor sports facilities, all four have an indoor stadium on their grounds.

Table 4.3 School Indoor Sports Facilities

School	No of Courts	Line Markings						Table Tennis	Other Facilities	Community Accessible
		B'ball	N'ball	V'ball	Badminton	Futsal				
1	1	Y	Y	Y	Y	N	Y	Gym equipment	Y	
2	1	Y	Y	N	N	N	N	-	N	
3	1	Y	Y	Y	Y	Y	Y	Fitness studio	Y	
4	2	Y	Y	Y	Y	N	N	Multipurpose room	Y	

There are a total of 5 indoor courts located on the school grounds of the schools that completed the survey. All facilities were marked with basketball and netball lines. Volleyball and badminton lines were found at 3 facilities while one facility had futsal lines marked and two facilities were used for table tennis. Of the four facilities, three are available for the community to hire. Three facilities have additional facilities available for use including a multipurpose room and gym/fitness facilities.

4.6.7 Future Priorities

Respondents were asked what indoor sporting facilities or programs were lacking in the local area. The top priorities identified by respondents were:

- Basketball facilities 2 schools
- General Group Fitness area 1 school
- Pool 1 school
- Tennis facilities 1 school

4.7 Indoor Sports Facilities Trend Review

The following provides a review of the key sports facilities and participation trends that will impact on future provision of indoor courts in the Surf Coast area. Implications from these trends have been considered in completing the overall demand assessment and facility development requirements presented later in this report.

4.7.1 Indoor Sporting Facility Trends

(i) Indoor Recreation Facility Management Trends

A number of common indoor facility management trends have been observed in recent times, including:

- A general shift (back) to in house Council management.
- Limited choice in professional non-government indoor facility management service providers.
- Incorporation of commercial facility components into the overall service mix, e.g. retail outlets, health services and café facilities.
- Establishment of community Boards of Management/Committees to oversee the operation of indoor facilities.
- Pursuit of non-sporting uses for indoor facilities: e.g. events, displays, functions etc.

(ii) Financial Performance of Indoor Sports Facilities

The following relevant trends in the financial performance of indoor sporting facilities:

- Generally, stadiums with less than three to four courts have a lower income generating capacity and lower likelihood of being financially viable.
- Facilities that are designed and operated to be “multi-use” are generally operated at higher levels of usage capacity and financial performance than single sport/specialist facilities.
- Large regional facilities with four or more courts that are centrally located in large catchment areas, with a low level of external competition, in prominent positions have a greater chance of being financially viable.
- Larger centralised facilities are more efficient in terms of both competition coordination and financial sustainability.
- Successful indoor sporting associations have access to a larger multi court facility (4 or more courts) for competition and a range of smaller facilities (i.e. schools) for training.

4.7.2 General recreation and Sports Trends

The study’s key findings combined with the consultant team’s previous leisure research experience, current industry trends and latest research findings indicate the following trends may impact upon the Study area.

(i) Factors Affecting Recreation Participation and Facility Provision

Current trends that affect the sport and recreation industry are being driven by several wider trends in Australian society being:

- A gradual ageing of the population as life expectancy increases, birth rates stay low and the baby boomers grow older. Therefore, an increase in masters/seniors programs is being experienced by a number of sports.
- Broad mix of different times when people participate in leisure, as demands on people’s time continues to increase and work practices change.
- Increased variety of leisure options means change in traditional participation.
- Constraints on Government spending together with a new degree of entrepreneurs in the Australian economy.

(ii) Participation

There is a slow reduction in participation in competitive and traditional sports, with people becoming increasingly unwilling to commit themselves to play ‘for a whole season’ or available to play and train a number of days a week.

Due to daily time constraints, people are cutting back their leisure and recreation activities and are more demanding about those that remain. To remain viable, the quality of facilities and services will have to continually improve.

There will be a greater demand in the future for indoor facilities (available all year/every day) and higher quality outdoor playing surfaces.

With increased age longevity and larger numbers of fit, healthy older people, the demand for exercise, and for conveniently located facilities, is expected to increase.

Because of their reliance on young players, many sports will grow more slowly than the adult population as a whole.

With new technologies and commercial interests investing in leisure, a wide range of activities, particularly those targeting teenagers, will continue to undergo cyclic popularity.

Sports clubs dependent on voluntary labour and support will be required to provide greater incentives and better management to attract volunteers. The cost to sports clubs of equipping, insuring and managing players and administering games is expected to continue to increase.

(iii) Facility Trends

With ongoing Government economic constraints and limited capital and operational budgets, many new sports facilities may have to be joint venture arrangements between private and public sectors and sports clubs.

The reduction in commitment to curriculum based school sports in State Government Schools will have impacts on the local availability of school sports facilities while also discouraging public sector investment in new facilities at these sites.

Due to restricted rate and other revenue bases, local Councils may have to encourage greater private investment in leisure facilities and services. This may be achieved by a mix of rate concessions, payback loans, management rights in return for investment, provision of land and planning concessions.

Facility provision is changing from single-purpose to multi-purpose. However there is also an emphasis on ensuring facilities are designed to meet the specific needs of the key user groups ie correct runoff and facility standards. A great deal of infrastructure expenditure is now being directed to the development of larger public and private complexes providing aquatic, health, fitness and indoor sports facilities because of the higher utilisation which can be achieved. There is less emphasis on the development of traditional single purpose outdoor sports facilities.

The planning process for new facilities has improved significantly with the conduct of effective feasibility studies being the norm. These studies have generally included management/marketing/financial plans with demand projections based on sophisticated survey data.

There has been considerable improvement in the management of leisure facilities, with increased expectations of managers to produce better financial outcomes and generate higher attendance. Public sector facility managers now need higher skill levels, face broader roles, need access to better training and professional networks and improved financial reporting systems.

As competition increases there will be an increased emphasis on programming and target marketing based on adopting consumer driven strategies and performance evaluation techniques. This indicates a greater resourcing of local area planning, knowing who are your customers and how to attract them.

5 Summary of Key Findings and Strategic Direction

5.1 Introduction

This section summarises the range of key market research findings that will impact on the long-term stadium requirements for indoor sporting facilities in the Surf Coast area.

5.2 Summary of current indoor sport stadium demands

The key informant interviews, current stadium occupancy reviews and State Sport Association and neighbouring Council discussions indicate a high demand for additional indoor courts in the Surf Coast area.

The table below summarises the current participation for the indoor sporting activities in the Torquay area

Table 5.1 Summary of Current Indoor Sport Participation

SPORT	SUMMER SEASON PARTICIPANTS	WINTER SEASON PARTICIPANTS
BASKETBALL		
Council Basketball Competition		
Juniors	256	224
Seniors	176	288
Masters	4	32
Aussie Hoops (out sourced)	100	80
Total Basketball	531	624
NETBALL		
Juniors	96	96
Seniors	112	112
Net Set Go	50	50
Total Netball	258	258
SOCCER		
Seniors	36	36
Total Soccer	36	36
Badminton		
Seniors	16	16
Total Badminton	16	16
TOTAL INDOOR PARTICIPATION	846	934

The review indicates that there are between 840 and 930 people in the Torquay area participating in indoor sporting activities. This figure does not include the number of people that are travelling to Geelong to participate in the higher VJBL competition or the netball players that are competing on the outdoor courts, which is estimated at in excess of 200 players.

Of the current participants approximately 624 play basketball (67%), approximately 258 play indoor netball (28%), approximately 36 play soccer (4%) and 16 are playing social badminton (1.7%). Of the participants approximately 684 (65.6%) are junior players and 358 (34.4%) are senior players.

5.2.1 Sporting Association/Clubs Needs

Based on the discussions with the local sporting clubs and the relevant state sporting bodies, the following summarises the key issues identified:

(i) Basketball

- The review of current indoor sports users in Torquay indicates that basketball is the highest participatory sport with approximately 624 players.
- There are significantly more junior players 67% compared to senior players 33%. However as the junior move up through the age groups and the population continues to increase the demand for access for senior competition plus U20 will continue.
- A review of annual growth indicates an increase of approximately 10% growth in basketball participation per annum.
- A discussion with the clubs and Council officers indicates that growth is currently restricted by the lack of facilities. If the additional facilities were available in the area, coupled with the predicted population increase, participation would continue to increase by between 8% to 10% each year over the next five years.
- There is currently a lack of courts to meet the training needs of junior teams and senior team competition.
- The development of a Basketball Association in the area will continue to increase the demand for basketball programs as it will provide increased pathway opportunities. There are currently no VJBL teams in the Torquay area. Players wanting to compete in a higher level of competition are required to travel to Geelong for both training and competition.
- The clubs and State body believes the competition should be centralised where possible at one facility for the following reasons:
 - Efficient use of human, physical and financial resources i.e. referees.
 - Ability to create a social/club atmosphere.
 - Convenience for parents who may have a number of children playing in different grades/age groups.
 - Ability to provide teams with competition and training activities at the one venue.

(ii) Netball

- The review of current indoor sports users in the area indicates that netball is the second highest participatory sport, with approximately 250 players. This figure does not include players competing in the outdoor Football Netball League competitions.
- There are currently more senior players (54%) compared to junior players (46%). This may be due to junior players competing as part of the outdoor competition.
- Discussion with both the local and state netball associations indicated a need for access to indoor netball courts to support the pathway of netball participation.

5.2.2 Facility Provision and Occupancy Review

- Within the Surf Coast area there are three indoor sports facilities providing a total of 4 indoor sports courts. Of the three facilities two are part of schools owned by the Department of Education and Training.
- A review of the current facilities indicates that the Surf Coast Sport and Recreation Centre does not meet the current run off standards for either basketball or netball and the Torquay Secondary College runoffs are limited for Netball.

The following table provides a summary of the occupancy levels of the two Council owned facilities.

Table 5.2 Total Population, Torquay/Jan Juc/Bellbrae/Bells Beach area, 2011-2031

Facility Name	Total Occupancy	Weekday Usage		Weekend
		Off Peak	Peak	
Surf Coast Sport and Recreation Centre	65.3%	53.75%	78%	44.6%
Surf Coast Secondary College	73.3%	School use	53.3%	30%
Torquay Secondary College	31.25%	School use	25%	0%

These figures indicate both the Surf Coast Sport and Recreation Centre and the Surf Coast Secondary College are nearing full capacity during weekday peak usage times. The Torquay College appears to have some capacity during weekday peak times however discussions with the manager indicates that the courts are often not available until after 6.30pm which limits the use of the facility for training.

In line with rural indoor sporting usage trends the courts are not used for competition on weekends. This is due to the competing demands of other sports i.e. football and outdoor netball. As a result both competition and training occurs across the weekdays.

There is limited capacity at the existing facilities to address the predicted future participation growth that is anticipated as a result of population growth and the development of the Basketball Association.

5.2.3 Demographic Profile

The Torquay catchment (within approximately 10km of Torquay) includes Torquay, Jan Juc, Bellbrae and Bells Beach and had a population of 14,657 in 2011 and about 17,000 in 2013.

This Torquay catchment area is forecast to increase to about 23,000 in 2026 and 30,000 in 2036.

Table 5.3 Total Population, Torquay/Jan Juc/Bellbrae/Bells Beach area, 2011-2031

	2011	2016	2021	2026	2031	2036	Total Change 2011-2036
Torquay North	5,378	6,714	8,307	10,287	12,323	13,786	8,408
Old Torquay – Torquay West	4,779	5,899	6,809	7,641	8,431	9,566	4,787
Jan Juc – Bellbrae – Bells Beach	4,500	4,839	5,309	5,517	5,845	6,374	1,874
Torquay Catchment Area	14,657	17,520	20,425	23,445	26,599	29,726	15,069

Source: id Consulting Forecast. http://www.surfcoast.vic.gov.au/My_Council/Population_Information

The key age profile of the Torquay catchment indicates that the Surf Coast Shire age structure in 2011 included a larger than regional Victorian and G21 Region average proportion of 'primary schoolers' (0-11 year olds) and 'Parents and homebuilders' (35 to 49 year olds) and a smaller proportion of 'tertiary independent' (18-24 year olds) and 'young workforce' (18 -34 year olds) and people in the 70 years and over age groups.

- The Torquay/Jan Juc/Bellbrae/Bells Beach area (base Torquay catchment) between 2011 and 2036 shows growth across all age groups, including strong family growth, which is unusual for a regional area where ageing populations are the norm.
- The number of people under 40 in the Torquay catchment area is expected to increase from 7,890 in 2011 to 13,360 in 2036.
- Leisure statistics indicated that people aged between 0 – 40 years are more likely to participate in leisure and sporting activities and, therefore use facilities such as indoor stadiums. People in this age group currently represent approximately (45%) of the population. This indicates that the current pressure and demands being placed on both sporting clubs/organisations and Council to provide a range of sporting activities and facilities to meet the needs of residents will continue.

5.2.4 Neighbouring Councils

Discussions with neighbouring Councils indicated that there was limited planning being undertaken for the provision of new or redeveloped indoor sports courts. However the discussions with the City of Greater Geelong indicated that the Geelong Indoor Stadium Strategy identifies the development of a 6 to 10 court facility in Marshall, a 4-court facility in Armstrong Creek and the possible closure of the Barwon Valley Activity Centre. There is currently no timetable for the implementation of this strategy.

5.3 Estimating Future Indoor Court Facility Requirements

There are four major considerations when attempting to estimate future demand for indoor sports courts. These are:

- Understanding current participation levels and unmet demand across the Shire or project area
- The impact of any trends in indoor sport participation.
- Identifying potential regional facility developments.
- Projecting the impact of changing demographics on participation.

To determine the future requirements for indoor stadium the above factors have all been taken into consideration. The following details the process for determining the future court requirement for Surf Coast.

5.3.1 Predicted Participation

It is assumed that due to the younger age profile of the Torquay area, participation in indoor sporting activities will increase in line with the predicted population increases and demographic profile. Both basketball and netball have reported increases over the last five to eight years, which is in line with the population increases during the same period.

Based on these figures the likely participation in indoor sports could increase to between 1,500 – 2,000 people by 2036.

Recent strategic plans developed by Netball Victoria and Basketball Victoria have identified that based on available useable court hours, one sports court can accommodate 500 people per week. This is based on an average use per person of 2.8 hours per week (training and competition).

The following table details the predicted participation increases over the next 20 years.

Table 5.4 Predicted Indoor Court Demand

Category	2016 Current	2026 10 Years	2036 20 Years
Population	17,520	23,445	29,726
Percentage Change 0 – 44yrs		25%	41%
Predicted Participation	1,000	1,250 - 1,750	1,500 – 2,000
Court Requirement	2/3	3/4	3/4
Existing Compliant Court Provision	1	1	1
Additional Courts Required	1/2	2/4	3/4

It should be noted that the above assumes the non-compliant courts such as the Surf Coast Sport and Recreation Centre and the Torquay Secondary College (not compliant for netball) run off are not included in the calculations for court requirements.

Based on this ratio the total number of courts required over the next 20 years to service the increasing basketball and netball needs for the Surf Coast population is between 2 and 4 additional courts.

This court requirement is based on:

- Predicted population and membership growth
- Standard of existing facilities i.e. lack of court run off
- Current occupancy levels of existing facilities
- Lack of a multi-court venue

5.4 Proposed Development Options and Component Brief

In line with the Netball Victoria Strategic Master Plan and Basketball Victoria Strategic Plan there is an opportunity to create an indoor facility that includes a combination of both indoor and outdoor courts as part of the Community and Civic Precinct. This model would further support the large number of junior netball participants that compete on a Saturday. The development of an indoor facility adjacent to the existing outdoor netball courts, as one site option would provide not only indoor / outdoor court opportunities but also provide a wind barrier which may assist to increase the use of the underutilized courts.

The Community and Civic Master Plan identified the development of a three to four court stadium at the rear of the precinct. The findings of this study indicate an opportunity to move the proposed location of the facility to the front of the site, which would provide the following benefits:

- Increase exposure and access off Surf Coast Highway
- Opportunity to create either physical or visual links to the Surf Coast Secondary College – creating a 4-court model
- Reduced impact on residential area
- Opportunity to integrate a range of other sporting facilities in the future as additional stages
- Opportunity to link the indoor courts to the outdoor courts

Based on the above two site location options within the precinct have also been considered.

- **Option one** includes the provision of a stand alone 3 court indoor stadium with support amenities and multi-purpose rooms and linked to the existing single court facility at the Surf Coast Secondary College and the four existing outdoor netball courts.

If this option were considered, there may be an opportunity to develop a physical link between the school court and the proposed new facility to provide a fully integrated indoor sport facility.

- **Option two** includes the provision of a stand alone 4 court indoor stadium with support amenities and multi-purpose rooms.

It should be noted that both options include the allowance for the potential future indoor aquatic facility as a later stage if deemed appropriate. However the layout plan for option two clearly indicates that allocated site at the rear (north east corner) of the precinct is not of sufficient size for the development of an integrated facility (indoor courts and aquatic centre).

The table on the following page details the priority facility components that have been established to guide the facility layout plans.

The table details:

- Facility Components
- Target Markets
- Facility Objectives
- Functional Relationships
- Other Features to Consider
- Area Schedules

Based on the component schedule a draft concept plan has developed by Peddle Thorp Architects and is detailed on pages 34 – 36 of this report.

5.5 Indicative Capital Costs

Quantity Surveyors Tuner and Townsend have completed independent construction cost analysis for the two options. The indicative capital costs are

Option 1: \$13,297,910

Option 2: \$14,784,280

It should be noted that these costs are escalated to April 2019.

Appendix Two of this report provides a detailed quantity surveyors report for both options.

5.6 Project Staging

Given the significant capital cost to undertake the proposed development the opportunity to stage the required works has been considered. When considering the staging options it is imperative that the works can be undertaken with no or limited disruption to the operation and business of the Centre and the high yield service areas be completed as part of the first stage.

Table 5.5 Proposed Facility Components

ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER FEATURES TO CONSIDER	AREA SCHEDULES	TOTAL AREA (m ²)
Indoor Sports Hall	3 x Full size indoor sports courts suitable for competition netball	<ul style="list-style-type: none"> Education Competition Events Training 	<ul style="list-style-type: none"> Provide indoor sports courts for: <ul style="list-style-type: none"> Basketball Netball Badminton Volleyball Futsal Additional indoor sports that arise Meet Universal Design principles as a minimum 	Option one <ul style="list-style-type: none"> Link to single school court Link to outdoor netball courts Option one provides increased visibility and exposure 	<ul style="list-style-type: none"> Potential future expansion zone for additional courts and aquatic area. Provide sound and lighting bar for performance space. Acoustic treatment to support performance space. 	<ul style="list-style-type: none"> 3 indoor sports courts Courts. 15.25m x 30.5m Runoff to netball dimensions 3.05 m unencumbered (3.65 m clearance between courts) Roof height 8.3m at highest point unencumbered. Provide adequate clearance for scorers bench and seating between each court (approx. 1.5m) Provide adequate clearance for circulation space between courts (1.5m-1.8m). Provide adequate clearance for wheel chair access. 	2,079m ²
	Option One Create direct link to existing single court facility at Surf Coast Secondary College						
	Option Two Create standalone 4 court facility at rear of Civic Precinct (site identified within master plan)						
	Spectator Area	<ul style="list-style-type: none"> Education Competition Events Casual spectator 	<ul style="list-style-type: none"> Show court - provide basic seating provision (300) Capacity for temporary seating for events 500 Other courts – single row of seating along each court 	<ul style="list-style-type: none"> Along one side of court one. 	<ul style="list-style-type: none"> Allow floor loading for temporary seating for show court 	<ul style="list-style-type: none"> Row of seating between courts for spectator viewing additional area requirement 	200m ²
Control/operations room	<ul style="list-style-type: none"> Education Competition Events 	<ul style="list-style-type: none"> Provide single control point for competitions and tournaments 	<ul style="list-style-type: none"> Direct access and viewing over crts. 	<ul style="list-style-type: none"> Access via courts to submit score sheets Capacity for 3/4 people Sliding window Potential link to reception 	<ul style="list-style-type: none"> Room 30m² 	30m ²	
Break out space	<ul style="list-style-type: none"> Education Competition Events 	<ul style="list-style-type: none"> Provision of team break out areas for pre and post game briefings 	<ul style="list-style-type: none"> Away from crts to avoid disruption to games 	<ul style="list-style-type: none"> Off court Spaces off the court 	<ul style="list-style-type: none"> 4 x break out areas x 3m² each Potential for 2 larger areas (for wheel chair teams) 	12m ²	

ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER FEATURES TO CONSIDER	AREA SCHEDULES	TOTAL AREA (m ²)
	Other support facilities - Storage - Plant rooms	<ul style="list-style-type: none"> Service areas 	<ul style="list-style-type: none"> Service areas 	<ul style="list-style-type: none"> Storage off main sports hall 	<ul style="list-style-type: none"> Storage of sports equipment for multi lined sports courts. Consider storage systems to maximise storage capacity Discussion about design of this space in the future 	<ul style="list-style-type: none"> Storage – 150m² Plant – 200m² 	350m ²
Subtotal Indoor Sports Hall							2,851m²
Group Fitness Rooms	Group fitness spaces	<ul style="list-style-type: none"> Health and fitness users. Members Schools Rehabilitation 	<ul style="list-style-type: none"> Create flexible program rooms that can meet a range of group fitness activities. 	<ul style="list-style-type: none"> Adjacent to change room areas. 	<ul style="list-style-type: none"> Consider option for operable wall 	<ul style="list-style-type: none"> 2 group fitness spaces Opportunity to divide into two spaces. Room 1 – 200m² Room 2 – 50m² Storage – 20m² 	270m ²
Subtotal Other Group Fitness							270m²
Front of House Areas	Foyer / Reception / Merchandising Breakout space	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide welcoming entry area that allows users to relax and socialise before entering main activity areas. Social areas that encourage casual stay and increased secondary spending. 	<ul style="list-style-type: none"> Links to lounge and café Links to main activity areas 	<ul style="list-style-type: none"> Possible future extensions to centre may need link through foyer/reception area Universal Design Way finding Principles Allowance for vending machine locations 	<ul style="list-style-type: none"> Foyer – 150m² Reception – 30m² Merchandising as part of reception 70m² 	250m ² <small>(size to be confirmed based on court and seating number)</small>
	Offices/administration	<ul style="list-style-type: none"> Centre staff 	<ul style="list-style-type: none"> Provide areas for staff and centre administration. 	<ul style="list-style-type: none"> Close to reception Direct link to administration area Vision into activity circulation spaces. 	<ul style="list-style-type: none"> Possible extension of areas if further centre activity areas added 	<ul style="list-style-type: none"> Offices 90m² Capacity for min 4/5 staff 	90m ²
	Multi-purpose/ Meeting Room	<ul style="list-style-type: none"> Facility managers Sporting Associations 	<ul style="list-style-type: none"> Provide shared meeting space for facility users and management 	<ul style="list-style-type: none"> Link to administration areas 	<ul style="list-style-type: none"> Area could be separated into 2 smaller meeting rooms 	<ul style="list-style-type: none"> Meeting room 80 m² (2 x 40m²) 	80 m ²
	Café/ Lounge	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide food area that attracts high secondary spend. Key socialisation area 	<ul style="list-style-type: none"> Links to foyer Ability to serve to indoor and facilities and external netball courts 	<ul style="list-style-type: none"> Linkage to other activity areas for sales Break out area 	<ul style="list-style-type: none"> Lounge – 70m² Kitchen – 25m² Café serveries – 30m² - 	125m ²

ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER FEATURES TO CONSIDER	AREA SCHEDULES	TOTAL AREA (m ²)
	Staff room	▪ Staff	▪ Provide separate staff room away from general public		▪ Staff break room ▪ Male and female change space and amenity ▪ Kitchenette	▪ Staff room – 30m ²	30m ²
	First aid	▪ All Centre users	▪ Provide access to first aid room linked to sports hall ▪ Informal collegial space	▪ All Centre users	▪ Emergency service vehicle access ▪ Linked to drug testing and consulting rooms	▪ First aid room 15 m ²	15 m ²
	Other support facilities - Storage - Plant rooms	▪ Service areas	▪ Service areas	▪ Storage for administration area	▪ Storage of sports equipment for multi lined sports courts	▪ Cleaners Storage – 10m ² ▪ Furniture store – 20m ² ▪ Plant – 90m ²	120m ²
Subtotal Front of House							710m²
Amenities / Change	Change Rooms	▪ All customers	▪ Provide modern change rooms for the elite "home teams"	▪ Easy access to the show court ▪ Easy access from main entrance	▪ Space for ice machine and physio table(s) in each change room ▪ Storage ▪ Consider capacity to share amenities between change areas.	▪ 2 dedicated change rooms. ▪ Uni sex design. ▪ Each 100m ² ▪ 3 toilets and showers per change area ▪ 1 accessible toilet and shower per change area. 10m ²	210m ²
	Amenities	▪ All customers	▪ Provide modern amenities easily maintained	▪ Adjoining all main activity areas	▪ Fully accessible amenities ▪ Baby change provision	▪ Separate public toilets male/female/ accessible - 120 m ² (in line with all regulatory requirements) ▪ Service areas – 20m ²	140m ²
	Referees control room and change room	▪ Referees	▪ Provide modern amenities easily maintained	▪ Adjoining all main activity areas	▪ Fully accessible amenities	▪ Control / staff room ▪ 2 x Change room Toilet and shower (could be shared) ▪ Uni sex amenities/ accessible	60m ²
Subtotal Amenities / Lounge							410m²

ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER FEATURES TO CONSIDER	AREA SCHEDULES	TOTAL AREA (m ²)
Arts and Cultural Area	Arts and cultural multipurpose performance space	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide multi-purpose space to support school and community arts and cultural activities 	<ul style="list-style-type: none"> Consider two options Option one – separate area Option two – part of the indoor sports court with inclusion of acoustic treatment, sound and lighting equipment. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Option one – separate 400m² space Option two – integrated as part of sports court 	400m ²
Subtotal Arts and Cultural Areas							400m²
Other Areas	Cleaners Room / Store General Circulation Allowance (10%)	<ul style="list-style-type: none"> -Cleaning store -All users 	<ul style="list-style-type: none"> - Provide additional space to enable ease of circulation 	<ul style="list-style-type: none"> - - 	<ul style="list-style-type: none"> - - 	<ul style="list-style-type: none"> Allowance Allowance 	10m ² 465m ²
Subtotal Other Areas							475m²
ESTIMATED TOTAL BUILDING AREA							5,116m²
Future Expansion Zone							
<ul style="list-style-type: none"> 2 Additional courts Aquatic Centre as per Mantric Design 2013 - 4,000m² 							1,900m ² 4,000m ²
<ul style="list-style-type: none"> Car Parking 100 -120 spaces for normal usage (allows for game cross over) this will meet stadium requirements only allowance of 28m² per car park Consider car park capacity within precinct to cater for major events Drop off area Bus drop off area 							2,800m ² – 3,360m ²



- LEGEND**
- 1. EXISTING STADIUM ASSOCIATED WITH SECONDARY COLLEGE
 - 2. EXISTING NETBALL COURTS
 - 3. EXISTING COUNCIL OFFICES
 - 4. NEW CARPARK 50 SPACES
 - 5. ENTRY
 - 6. RECEIPT/ MERCHANDISE 100SQM
 - 7. CAFE / LOUNGE (125 SQM)
 - 8. SHOW COURT
 - 9. SHOW COURT SEATING (200SQM)
 - 10. ADMINISTRATION
 - 11. MULTI PURPOSE MEETING ROOM (80 SQM)
 - 12. NOT IN USE
 - 13. GENERAL CIRCULATION
 - 14. REFEREES CONTROL AND CHANGE ROOM (80SQM)
 - 15. STAFF ROOM (30SQM)
 - 16. FIRST AID (5SQM)
 - 17. AMENITIES TEAM (200SQM)
 - 18. AMENITIES PUBLIC (200SQM)
 - 19. NOT IN USE
 - 20. STORAGE (500SQM)
 - 21. PLANT (50SQM GROUND, 100SQM LEVEL 1)
 - 22. MULTI PURPOSE COURT (NETBALL/BASKETBALL)
 - 23. COMPETITION CONTROL (300SQM)
 - 24. PROPOSED AQUATIC CENTRE (4000SQM)

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SURF COAST BASKETBALL
 TORQUAY, VICTORIA

PROJECT NO:
 36-0027

REASON FOR REVIS:
 APPROVAL

PROPOSED SITE PLAN
 OPTION 1A

REVISION:
 2

DATE:
 06-05-2016

SCALE:
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SURF COAST BASKETBALL
 TORQUAY, VICTORIA

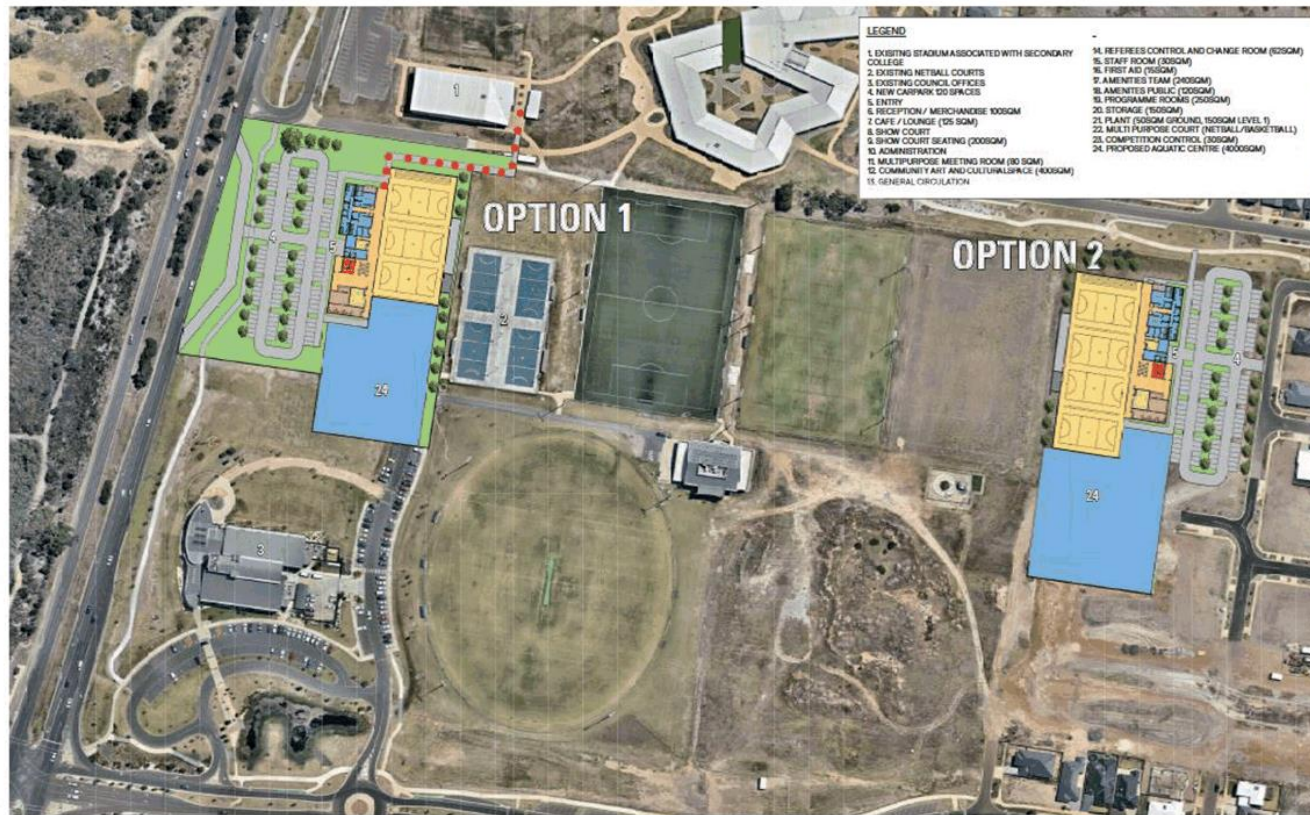
PROJECT NO:
 36-0027

SEASON FOR ISSUE:
 APPROVAL

PROPOSED SITE PLAN
 OPTION 2A

REVISION: 2 DATE: 05-06-2016 SCALE: 1:500 @ A2

 **ASK3A**
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SURF COAST BASKETBALL
 TORQUAY, VICTORIA

PROJECT NO
 36-0027

REASON FOR EDCR:
 APPROVAL

PROPOSED SITE PLAN
 OPTION 1A & 2A

REVISION
 2

DATE
 06-05-2016

SCALE
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5.7 Facility Options Business and Financial Models

Detailed business and financial models have been developed for the proposed Surf Coast Indoor Stadium. The financial models have been developed using SGL Consulting Group's computerised financial software. This process enables each stage to be developed into a 10-year financial model.

The 10-year projections are developed using the following global impact assumptions.

5.7.1 Business Growth

Industry trends indicate it takes up to 3 years to establish new facilities usage and business.

The financial models therefore assume average business and usage in year three. These figures are impacted by reduced business and usage in year 1 at 5% less and Year 2 at 2% less (than year 3). From year 3 onwards business growth has been increased by 3% each year to match the anticipated population growth. The participation growth within the model therefore reflects the anticipated population growth in the key catchment area.

Table 5.6 Business Growth

Year									
1	2	3	4	5	6	7	8	9	10
95%	98%	100%	103%	106%	109%	112%	111%	110%	109%

5.7.2 Price Growth/Increases

Fees and charges price growth is set at 1% annually from year 2 onwards with CPI applied on top of this.

5.7.3 Consumer Price Index (CPI)

The financial model is annually impacted by a CPI increase. This has been set at 2.5% from year 2 to year 10.

5.8 Other Business Model Key Assumptions

The following business and management assumptions impact on the financial model.

5.8.1 Operating Hours

The facility is estimated to be open 83 hours per week and operating all days except Christmas Day and Good Friday. The facility would normally operate between the hours of 9.00am to 10.00pm Monday to Friday and 8.00am to 7.00pm Saturday and Sunday.

5.8.2 Entry Charges

Entry charges are based on similar charges to indoor sporting facilities and include GST. They have also been benchmarked against other Victorian Indoor Sporting Centres (May 2015). A copy of the benchmarking is detailed in **Appendix A**. The fees are based on tenants of the indoor sports courts paying an hourly rate for the use of the courts under an agreed License Arrangement.

5.8.3 Recurrent Operating Expenditure

The recurrent operating expenditure including administration, marketing, maintenance and cleaning is based on the industry benchmarks for similar facilities.

Table 5.7 Proposed Fees and Charges Year 1

Area	Usage Type	Proposed Fee
Indoor Sports Courts	Peak	\$40/hr
	Off Peak	\$28/hr
	Schools	\$30/hr
	Camps	\$90 for 2 day camp

5.8.4 Recurrent Operating Expenditure

The majority of recurrent operating expenditure including utilities, administration, marketing, maintenance, floor resurfacing and cleaning and are based on the industry benchmarks for similar facilities.

5.8.5 Major Maintenance/Refurbishment

Industry trends indicate that indoor sports facilities usually require an annual programmed maintenance allowance to ensure they are presented at a high standard. The high use facilities and floor resurfacing requirements will require ongoing capital funding.

To compensate for this an annual programmed maintenance allowance of \$200,000 in line with Councils asset management plans has been provided.

5.8.6 Management/Staffing

A base management and staffing structure has been developed for the Centre based on discussions with Council Officers and the current operators.

A summary of key staffing positions and allocations by Equivalent Full Time (EFT) positions against average salary is listed in **Volume Two**.

All salaries used in the Council model are based on the industry rates

Table 5.8 Proposed Staffing Structure

Staff Area	Council Equivalent Full Time
Centre Coordinator	Band 7 -1.0
Duty Managers	Band 3 – 1.0
Casuals	Band 3 – 0.5
Café/kiosk	Band 3 – 0.5
TOTAL	3 EFT

Salaries are impacted by CPI (2.5%) annually and every 3 years by an extra 1% to take into account wage increases.

It has been determined that the sports development role should be the responsibility of the sporting associations, therefore allowance for this position has not been provided for in this model.

The hiring of the facility for external groups such as schools however will be the Stadium Operators responsibility.

5.8.7 Pre-Opening Expenses and Sponsorship

An allowance of \$70,000 has been provided for preopening expenses including, staffing, promotion/marketing and training. This figure has been amortised over the first three years of the model.

No major allowance for sponsorship i.e. naming rights has been provided within the model. This would be seen as a below the operating line contribution. A one off equipment sponsorship of \$5,000 is provided in year one of the model.

5.8.8 Sports Association Administration Area

The component schedule for the facility includes the provision of office space and a shared meeting room for some of the key sporting. The model assumes a small rental income for the use of this space by each of the key tenant groups.

5.8.9 Insurance

The model includes an allowance for public liability insurance. It is assumed that an allowance for building insurance is provided for by Council's infrastructure building insurance cover.

5.8.10 Food and Beverage/Merchandising

Due to the large number of visitors to the Centre the model assumes significant secondary spend income based on a percentage per spend per visitor. The model assumes the Stadium Operator will be responsible for the canteen and merchandise including the rights to the uniforms and associated sporting merchandise and this should be retained as an in house operation.

The staffing structure for both models includes staffing allowance for the kiosk which based on 51 hours per week kiosk operations.

The assumptions for secondary spend include:

Kiosk /café

\$2.00 per spend with a 50% penetration and 20% margin on sales

Merchandise

\$5.00 spend with a 5% penetration and 10% margin on sales.

5.8.11 Management Overheads

An allowance for management overheads has been included in the model below the operating line. The overhead allowance is calculated as 8% of operational expenditure.

5.8.12 Building Depreciation and Cost of Capital

The financial models have been developed and include operational budgets and total project costs including depreciation and cost of capital. Industry trends indicate that leisure centres usually require a capital improvement investment about every 3 to 5 years to ensure they are presented at a high standard.

Depreciation has been based on the capital cost of each option less the noncapital expenses for the proposed development i.e. fees, escalation, etc. For the purpose of the model the structural components have been depreciated over 50 years and the plant and equipment over 10 years.

Cost of Capital based on advice received from Councils Finance area the cost of capital has been calculated at 6% interest on \$3.3M of the capital cost. The cost of capital includes both interest and principle costs for a term of 20 years.

5.8.13 Business Sensitivity

Business sensitivity analysis has been completed on the base case (average) business model for a range of different scenarios for each facility option including 10% less use and 10% more use.

5.9 Option One: Base Case 10 year Business Model

The consultant team has used the SGL Leisure Facilities Computerised Facility Financial model to develop a business model for the Surf Coast facility. Detailed excel financial models have been developed to assist with presenting a 10 year projection.

The income and revenue for this model is based on a four-court model (3 council and 1 school) however the cost of capital and depreciation allowances are based on the development of a three court facility, the three courts that Council would be required to develop.

5.9.1 Base Case Financial Model

The base case 10-year business projections are detailed in the following table.

Table 5.9 Option One Base Case

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$673	\$715	\$753	\$800	\$848	\$900	\$954	\$975	\$997	\$1,020	\$863
Expenditure	\$651	\$673	\$693	\$693	\$717	\$741	\$767	\$783	\$801	\$818	\$734
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
Total Operating Performance	\$22	\$43	\$60	\$107	\$68	\$159	\$187	\$192	\$197	\$1	\$90
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$52	\$54	\$55	\$55	\$57	\$59	\$61	\$63	\$64	\$65	\$59
TOTAL PROJECT COST EXCLUDING DEPRECIATION	\$479	\$460	\$444	\$397	\$573	\$349	\$381	\$383	\$316	\$512	(\$429)
Depreciation	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227
Total Project Cost Including Depreciation	\$706	\$687	\$671	\$624	\$800	\$576	\$608	\$610	\$543	\$739	\$656

Note: Does not include development costs such as, land tax, Council rates.

The 10-year base case business projections indicate:

- Revenue is expected to increase annually ranging from \$673,000 in year 1 to \$1.020M by year 10.
- Expenditure is expected to increase annually ranging from \$651,000 in year 1 to \$818,000 in year 10.
- The Centre is expected to operate at an annual operating surplus from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$90,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$656,000) per annum.
- Centre attendances are expected to gradually increase each year from 182,000 in year 1 to 208,000 by year 10.

5.9.2 Business Case Scenario Comparisons

The tables on the following page provide a 10-year impact comparison for the following different business scenarios:

- Optimistic Case - 10% more use than the base case
- Conservative Case - 10% less use than the base case

5.9.2.1 Optimistic Case Option

The following table details the 10-year optimistic case option.

Table 5.10 Optimistic Case – 10% More Use

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$739	\$786	\$827	\$878	\$932	\$988	\$1,047	\$1,071	\$1,095	\$1,120	\$948
Expenditure	\$670	\$692	\$714	\$715	\$740	\$765	\$792	\$809	\$827	\$845	\$756
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
Total Operating Performance	\$69	\$93	\$113	\$164	\$8	\$223	\$255	\$262	\$268	\$75	\$152
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$54	\$55	\$57	\$57	\$59	\$61	\$63	\$65	\$66	\$68	\$61
TOTAL PROJECT COST EXCLUDING DEPRECIATION	\$433	\$410	\$392	\$342	\$515	\$286	\$256	\$251	\$246	\$441	(\$357)
Depreciation	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227
Total Project Cost Including Depreciation	\$660	\$637	\$619	\$569	\$742	\$513	\$483	\$478	\$473	\$668	(\$584)

Note: Does not include development costs such as land tax, Council rates.

The 10-year optimistic case business projections indicate:

- Revenue is expected to increase annually ranging from \$739,000 in year 1 to \$1.120M by year 10.
- Expenditure is expected to increase annually ranging from \$670,000 in year 1 to \$845,000 in year 10.
- The Centre is expected to operate at an annual operating surplus from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$152,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$584,000) per annum.
- Centre attendances are expected to gradually increase each year from 200,000 in year 1 to 229,000 by year 10.

5.9.2.2 Conservative Case

The following table details the 10-year conservative case option.

Table 5.11 Conservative Case – 10% Less Use

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$607	\$645	\$679	\$721	\$765	\$811	\$860	\$879	\$899	\$919	\$779
Expenditure	\$632	\$653	\$672	\$671	\$694	\$717	\$741	\$757	\$774	\$791	\$710
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
Total Operating Performance	\$26	\$8	\$7	\$50	\$129	\$94	\$119	\$122	\$125	\$72	\$17
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$51	\$52	\$54	\$54	\$56	\$57	\$59	\$61	\$62	\$63	\$57
TOTAL PROJECT COST EXC.	\$525	\$508	\$496	\$452	\$633	\$411	\$389	\$388	\$386	\$583	(\$477)

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
DEPRECIATION											
Depreciation	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227
Total Project Cost Including Depreciation	\$752	\$735	\$723	\$679	\$860	\$638	\$616	\$615	\$613	\$810	(\$704)

Note: Does not include development costs such as, land tax, Council rates.

The 10-year conservative case business projections indicate:

- Revenue is expected to increase annually ranging from \$607,000 in year 1 to \$919,000 by year 10.
- Expenditure is expected to increase annually ranging from \$632,000 in year 1 to \$791,000 in year 10.
- The Centre is expected to operate at an annual operating surplus for most of the years from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$17,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$704,000) per annum.
- Centre attendances are expected to gradually increase each year from 164,000 in year 1 to 188,000 by year 10.

5.9.2.3 Facility Business Scenario Comparison

The following table provides a comparison of the average operational performance over the 10-year period of each model based on:

- 10% more use
- Base Case – Average predicted use
- 10% less use

Table 5.12 Facility Business Scenario Comparisons

FACILITY STAGES	FACILITY BUSINESS SCENARIO		
	Optimistic Case 10% More Use Average Net Profit/(Loss) Over 10 years	Base Case (Average Use) Average Net Profit/(Loss) Over 10 years	Conservative Case 10% Less Use Average Net Profit/(Loss) Over 10 years
Revenue	\$948	\$863	\$779
Expenditure	\$756	\$734	\$710
Long Term Maintenance	\$40	\$40	\$40
Total Operating Performance	\$152	\$90	\$17
Cost of Capital	\$448	\$448	\$448
Management Overheads	\$61	\$59	\$57
Total Project Cost Excluding Depreciation	(\$357)	(\$429)	(\$477)
Depreciation	\$227	\$227	\$227
Total Project Cost Including Depreciation	(\$584)	(\$656)	(\$704)

5.10 Option Two: Base Case 10 year Business Model

The consultant team has used the SGL Leisure Facilities Computerised Facility Financial model to develop a business model for the Surf Coast facility. Detailed excel financial models have been developed to assist with presenting a 10 year projection.

The difference with this option directly relates to the cost of capital, as the option requires the development of 4 courts and therefore a higher capital cost.

5.10.1 Base Case Financial Model

The base case 10-year business projections are detailed in the following table.

Table 5.13 Option One Base Case

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$673	\$715	\$753	\$800	\$848	\$900	\$954	\$975	\$997	\$1,020	\$863
Expenditure	\$651	\$673	\$693	\$693	\$717	\$741	\$767	\$783	\$801	\$818	\$734
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
Total Operating Performance	\$22	\$43	\$60	\$107	\$68	\$159	\$187	\$192	\$197	\$1	\$90
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$52	\$54	\$55	\$55	\$57	\$59	\$61	\$63	\$64	\$65	\$59
TOTAL PROJECT COST EXCLUDING DEPRECIATION	\$479	\$460	\$444	\$397	\$573	\$349	\$381	\$383	\$316	\$512	(\$429)
Depreciation	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249
Total Project Cost Including Depreciation	\$728	\$709	\$693	\$646	\$822	\$598	\$630	\$632	\$565	\$761	(\$678)

Note: Does not include development costs such as, land tax, Council rates.

The 10-year base case business projections indicate:

- Revenue is expected to increase annually ranging from \$673,000 in year 1 to \$1.020M by year 10.
- Expenditure is expected to increase annually ranging from \$651,000 in year 1 to \$818,000 in year 10.
- The Centre is expected to operate at an annual operating surplus from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$90,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately \$678,000 per annum.
- Centre attendances are expected to gradually increase each year from 182,000 in year 1 to 208,000 by year 10.

5.10.2 Business Case Scenario Comparisons

The tables on the following page provide a 10-year impact comparison for the following different business scenarios:

- Optimistic Case - 10% more use than the base case
- Conservative Case - 10% less use than the base case

5.10.2.1 Optimistic Case Option

The following table details the 10-year optimistic case option.

Table 5.14 Table Optimistic Case – 10% More Use

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$739	\$786	\$827	\$878	\$932	\$988	\$1,047	\$1,071	\$1,095	\$1,120	\$948
Expenditure	\$670	\$692	\$714	\$715	\$740	\$765	\$792	\$809	\$827	\$845	\$756
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
Total Operating Performance	\$69	\$93	\$113	\$164	\$8	\$223	\$255	\$262	\$268	\$75	\$152
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$54	\$55	\$57	\$57	\$59	\$61	\$63	\$65	\$66	\$68	\$61
TOTAL PROJECT COST EXCLUDING DEPRECIATION	\$433	\$410	\$392	\$342	\$515	\$286	\$256	\$251	\$246	\$441	(\$357)
Depreciation	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249
Total Project Cost Including Depreciation	\$682	\$659	\$641	\$591	\$764	\$535	\$505	\$500	\$495	\$690	(\$606)

Note: Does not include development costs such as, land tax, Council rates.

The 10-year optimistic case business projections indicate:

- Revenue is expected to increase annually ranging from \$739,000 in year 1 to \$1.120M by year 10.
- Expenditure is expected to increase annually ranging from \$670,000 in year 1 to \$845,000 in year 10.
- The Centre is expected to operate at an annual operating surplus from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$152,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$606,000) per annum.
- Centre attendances are expected to gradually increase each year from 200,000 in year 1 to 229,000 by year 10.

5.10.2.2 Conservative Case

The following table details the 10 year conservative case option.

Table 5.15 Conservative Case –10% Less Use

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$607	\$645	\$679	\$721	\$765	\$811	\$860	\$879	\$899	\$919	\$779
Expenditure	\$632	\$653	\$672	\$671	\$694	\$717	\$741	\$757	\$774	\$791	\$710
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
Total Operating Performance	\$26	\$8	\$7	\$50	\$129	\$94	\$119	\$122	\$125	\$72	\$17
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$51	\$52	\$54	\$54	\$56	\$57	\$59	\$61	\$62	\$63	\$57
TOTAL PROJECT COST EXC. DEPRECIATION	\$525	\$508	\$496	\$452	\$633	\$411	\$389	\$388	\$386	\$583	(\$477)
Depreciation	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249
Total Project Cost Including Depreciation	\$774	\$757	\$745	\$701	\$882	\$660	\$638	\$637	\$635	\$832	(\$726)

Note: Does not include development costs such as land tax, Council rates.

The 10-year conservative case business projections indicate:

- Revenue is expected to increase annually ranging from \$607,000 in year 1 to \$919,000 by year 10.
- Expenditure is expected to increase annually ranging from \$632,000 in year 1 to \$791,000 in year 10.
- The Centre is expected to operate at an annual operating surplus for most of the years from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$17,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$726,000) per annum.
- Centre attendances are expected to gradually increase each year from 164,000 in year 1 to 188,000 by year 10.

5.10.3 Facility Business Scenario Comparison

The following table provides a comparison of the average operational performance over the 10-year period of each model based on:

- 10% more use
- Base Case – Average predicted use
- 10% less use

Table 5.16 Facility Business Scenario Comparisons

FACILITY STAGES	FACILITY BUSINESS SCENARIO		
	Optimistic Case 10% More Use Average Net Profit/(Loss) Over 10 years	Base Case (Average Use) Average Net Profit/(Loss) Over 10 years	Conservative Case 10% Less Use Average Net Profit/(Loss) Over 10 years
Revenue	\$948	\$863	\$779
Expenditure	\$756	\$734	\$710
Long Term Maintenance	\$40	\$40	\$40
Total Operating Performance	\$152	\$90	\$17
Cost of Capital	\$448	\$448	\$448
Management Overhead	\$61	\$59	\$57
Total Project Cost Excluding Depreciation	(\$357)	(\$429)	(\$477)
Depreciation	\$249	\$249	\$249
Total Project Cost Including Depreciation	(\$606)	(\$678)	(\$726)

Appendix One: Indoor Stadium Occupancy Tables

Surf Coast Sport and Recreation Centre

TIME SLOT	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
Off Peak Time							
8.00am-8.30am							
8.30am-9.00am							
9.00am-9.30am							
9.30am-10.00am							
10.00am-10.30am							
10.30am-11.00am							
11.00am-11.30am							
11.30am-12.00pm							
12.00pm-12.30pm							
12.30pm-1.00pm							
1.00pm-1.30pm							
1.30pm-2.00pm							
2.00pm-2.30pm							
2.30pm-3.00pm							
3.00pm-3.30pm							
3.30pm-4.00pm							
Peak Time							
4.00pm-4.30pm							
4.30pm-5.00pm							
5.00pm-5.30pm							
5.30pm-6.00pm							
6.00pm-6.30pm							
6.30pm-7.00pm							
7.00pm-7.30pm							
7.30pm-8.00pm							
8.00pm-8.30pm							
8.30pm-9.00pm							
9.00pm-9.30pm							
9.30pm-10.00pm							
10.00pm-10.30pm							
10.30pm-11.00pm							

Key

Fitness classes	G456BB	Mens Div 2 BB	Jnr Div 2 NB	
Jnr Div 1 NB	Snr W NB	Little Champs	Aussie Hoops	
Net Set GO	Legends BB	KinderGym	Badminton	
Aerosport	BB Training-SCoasters	Step Training	Karate	
Birthday Party Bookings				

Surf Coast Secondary College

TIME SLOT	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
Off Peak Time							
8.00am-8.30am							
8.30am-9.00am							
9.00am-9.30am							
9.30am-10.00am							
10.00am-10.30am							
10.30am-11.00am							
11.00am-11.30am							
11.30am-12.00pm							
12.00pm-12.30pm							
12.30pm-1.00pm							
1.00pm-1.30pm							
1.30pm-2.00pm							
2.00pm-2.30pm							
2.30pm-3.00pm							
3.00pm-3.30pm							
3.30pm-4.00pm							
Peak Time							
4.00pm-4.30pm							
4.30pm-5.00pm							
5.00pm-5.30pm							
5.30pm-6.00pm							
6.00pm-6.30pm							
6.30pm-7.00pm							
7.00pm-7.30pm							
7.30pm-8.00pm							
8.00pm-8.30pm							
8.30pm-9.00pm							
9.00pm-9.30pm							
9.30pm-10.00pm							
10.00pm-10.30pm							
10.30pm-11.00pm							

Key	
Mens Div 1 BB	BB Training-SCoasters
U14 BB	School
BB Training	

Torquay College

TIME SLOT	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
Off Peak Time							
8.00am-8.30am							
8.30am-9.00am							
9.00am-9.30am							
9.30am-10.00am							
10.00am-10.30am							
10.30am-11.00am							
11.00am-11.30am							
11.30am-12.00pm							
12.00pm-12.30pm							
12.30pm-1.00pm							
1.00pm-1.30pm							
1.30pm-2.00pm							
2.00pm-2.30pm							
2.30pm-3.00pm							
3.00pm-3.30pm							
3.30pm-4.00pm							
Peak Time							
4.00pm-4.30pm							
4.30pm-5.00pm							
5.00pm-5.30pm							
5.30pm-6.00pm							
6.00pm-6.30pm							
6.30pm-7.00pm	2 x courts in use						
7.00pm-7.30pm							
7.30pm-8.00pm							
8.00pm-8.30pm							
8.30pm-9.00pm							
9.00pm-9.30pm							
9.30pm-10.00pm							
10.00pm-10.30pm							
10.30pm-11.00pm							

Key

U12 BB	Jnr Div 1 NB	Snr W NBI	WBB	
Mens Soccer	U10 BB	U16 BB	School	
BB Training-SCoasters	BB Training			

Appendix Two: Quantity Surveyors Cost Report

Surf Coast Shire Surf Coast Indoor Stadium



Indicative Cost Plan

QS REF: me
 Date: 27/04/2016

Function	Option 1A			Option 2		
	area m ²	rate \$/m ²	cost \$	area m ²	rate \$/m ²	cost \$
New Building Works						
Foyer	150	\$ 1,800	\$ 270,000	150	\$ 1,800	\$ 270,000
Reception	30	\$ 2,200	\$ 66,000	30	\$ 2,200	\$ 66,000
Merchandising	70	\$ 2,400	\$ 168,000	70	\$ 2,400	\$ 168,000
Café kitchen	55	\$ 2,900	\$ 159,500	55	\$ 2,900	\$ 160,000
Café seating	70	\$ 2,000	\$ 140,000	70	\$ 2,000	\$ 140,000
Kitchen equipment	Allow		\$ 30,000	Allow		\$ 30,000
Admin / Offices	92	\$ 2,200	\$ 203,000	92	\$ 2,200	\$ 203,000
Amenities	360	\$ 2,600	\$ 936,000	360	\$ 2,600	\$ 936,000
Multi- Purpose room	80	\$ 2,200	\$ 176,000	80	\$ 2,200	\$ 176,000
Storage	150	\$ 1,500	\$ 225,000	150	\$ 1,500	\$ 225,000
Indoor Sports Courts	2273	\$ 1,300	\$ 2,955,000	3092	\$ 1,300	\$ 4,020,000
Spectator area	200	\$ 1,300	\$ 260,000	200	\$ 1,300	\$ 260,000
EO for fixed tiered seating	Allow		\$ 380,000	Allow		\$ 380,000
Cleaners	14	\$ 2,500	\$ 35,000	14	\$ 2,500	\$ 35,000
Change rooms			Included			Included
Staff room	30	\$ 2,000	\$ 60,000	30	\$ 2,000	\$ 60,000
Referees Control + Change room	62	\$ 2,800	\$ 174,000	62	\$ 2,800	\$ 174,000
First Aid	15	\$ 2,200	\$ 33,000	15	\$ 2,200	\$ 33,000
Competition Control Room	30	\$ 2,200	\$ 66,000	30	\$ 2,200	\$ 66,000
Circulation / wall grossing	440	\$ 1,500	\$ 660,000	440	\$ 1,500	\$ 660,000
Storage	20	\$ 1,800	\$ 36,000	20	\$ 1,800	\$ 36,000
Plant rooms	200	\$ 1,800	\$ 360,000	200	\$ 1,800	\$ 360,000
Sports equipment - goals, scoreboards etc	Allow		\$ 100,000	Allow		\$ 120,000
Entry Canopies	Allow		\$ 60,000	Allow		\$ 60,000
ESD Initiatives	2%		\$ 151,050	2%		\$ 172,760
Total Building Works	4,341	\$ 1,775	\$ 7,703,550	5,160	\$ 1,708	\$ 8,810,760
External Works & Services						
Site Clearance / Misc Demolition	Allow		\$ 22,000	Allow		\$ 26,000
Remove existing road / carpark	Allow		\$ 67,000			
Earthworks	Allow		\$ 218,000	Allow		\$ 259,000
New asphalt carpark [125 spaces]	3980	\$ 160	\$ 636,800	3927	\$ 160	\$ 628,320
External pavements	994	\$ 240	\$ 238,560	580	\$ 240	\$ 139,200
Allow for road crossing (school crossing type)	Allow		\$ 10,000			
Allow for fence to site boundary	Allow		\$ 100,000	Allow		\$ 100,000
Allowance for landscaping	Allow		\$ 100,000	Allow		\$ 100,000
Allowance for external services	Allow		\$ 695,000	Allow		\$ 826,000
Total External Works & Services			\$ 2,087,360			\$ 2,078,520
Construction Cost			\$ 9,790,910			\$ 10,889,280
Design Contingency		5%	\$ 490,000		5%	\$ 545,000
Construction Contingency		5%	\$ 515,000		5%	\$ 572,000
Sub Total			\$ 1,005,000			\$ 1,117,000
Professional Fee Allowance		9%	\$ 972,000		9%	\$ 1,081,000
Authority Fees & Charges	Allow		\$ 98,000	Allow		\$ 109,000
-Substation contribution	Allow		\$ 40,000	Allow		\$ 40,000
Loose Furniture, Fittings & Equipment (FF&E), IT and Telephone						
Equipment, Blinds and Curtains	Allow		\$ 294,000	Allow		\$ 327,000
Sub Total			\$ 1,404,000			\$ 1,557,000
Cost Escalation to tender (allow mid 2019 - 36 mths)		3% p.a.	\$ 1,098,000		3%	\$ 1,221,000
Sub Total			\$ 1,098,000			\$ 1,221,000
Project Total			\$ 13,297,910			\$ 14,784,280

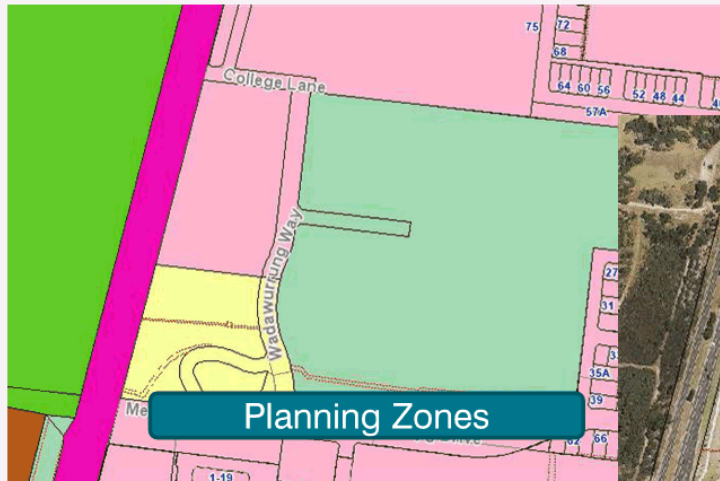
Exclusions:

GST	Cost Escalation beyond Mid 2019
Upgrade or provision of authority services infrastructure external to the site	Office Equipment costs
Land, legal, marketing and finance costs	Public Art
Relocation / Decanting Costs	Asbestos & other hazardous materials removal
Council internal costs / Department of Education Internal Costs	Staging Costs
Adverse soil conditions incl. excavation in rock, soft spot	Stormwater on site retention / detention system
Excavation, removal and disposal of contaminated soil	Works to school site
Audio Visual requirements	Planning professional fees and permit fees
Piling or Bored pier Foundations	Diversion / relocation of existing inground services

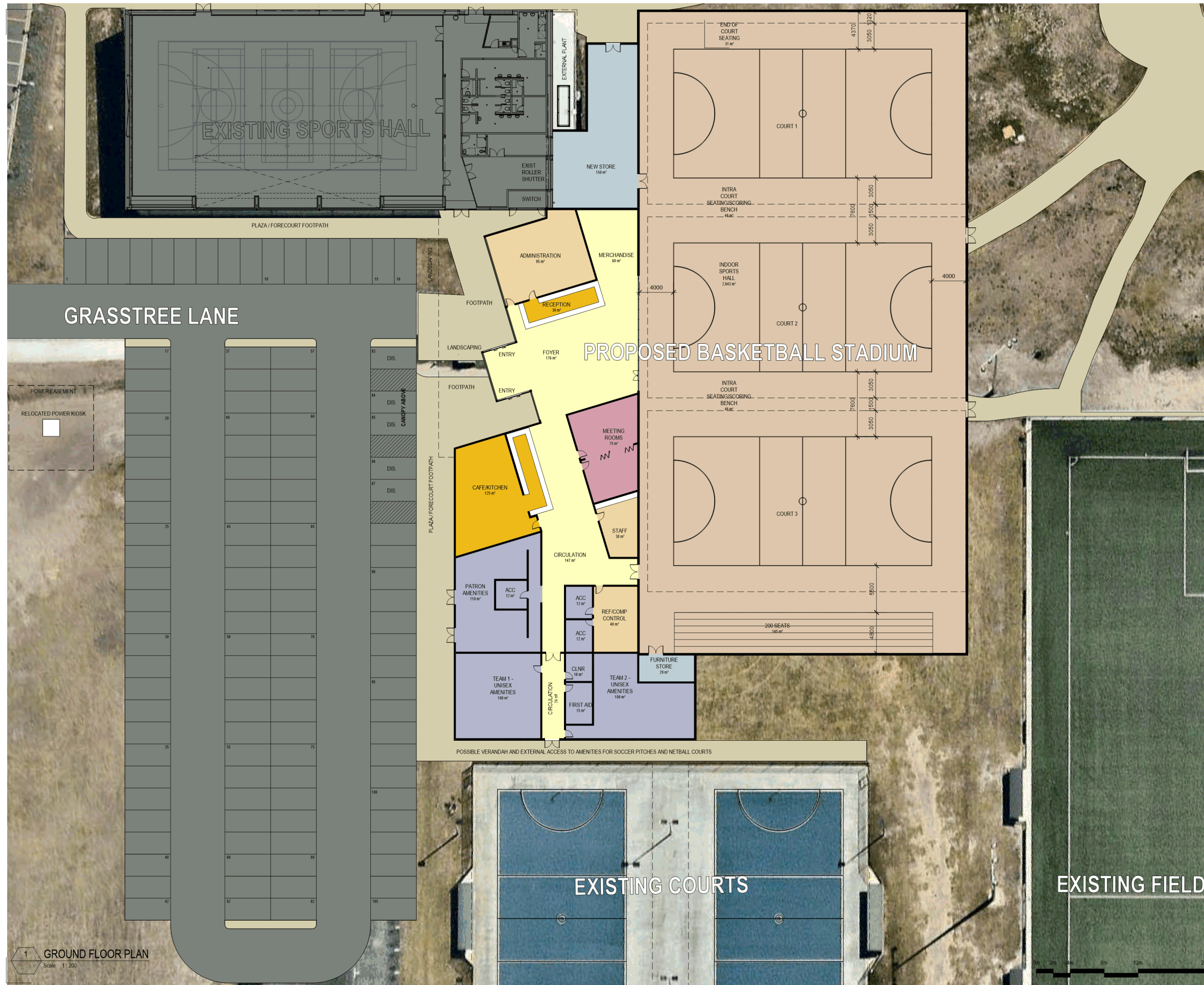
4.2 Surf Coast Multi-purpose Indoor Stadium

APPENDIX 2 INDOOR STADIUM PRECINCT MAP, PLANNING ZONES AND CONCEPT GROUND FLOOR PLAN

Broader Precinct Map



1 June 2017



PEDDLE THORP

Northbank Place East
 Level 1, 525 Flinders Street
 Melbourne Victoria
 Australia 3000

T + 61 3 9923 2222
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 W www.pta.com.au

ACN: 008 978 988

SURFCOAST BASKETBALL STADIUM EXPANSION

SURF COAST HIGHWAY, TORQUAY.

REASON FOR ISSUE: PRELIMINARY
 PROJECT NO: 36-0177

FLOOR PLAN

Surfcoast Shire

PROJECT DATE: Issue Date
 SCALE: 1 : 200 @ A1
 REVISION: 13/09/16
 SHEET DATE: 13/09/16



1 GROUND FLOOR PLAN
 Scale: 1:200

13/09/2016 10:24:58 AM

4.3 SCS 032 Complaints Policy

Author's Title: Coordinator Emergency Management **General Manager:** Chris Pike
Department: Environment & Community Safety **File No:** F11/1126
Division: Culture & Community **Trim No:** IC17/439

Appendix:

1. SCS 032 Complaints Policy - June 2017 (D17/25430)
2. Revised Management Policy and Procedure - Complaints Handling MPP-006 - June 2017 (D17/27869)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

The purpose of this report is to consider a new Complaints Policy for adoption.

Summary

The purpose of the Complaints Policy is to ensure that Surf Coast Shire Council outlines an open and transparent approach to handling complaints. It is intended to demonstrate that all complaints are handled fairly and objectively.

The Complaints Policy is based on the sound guidance of the Victorian Ombudsman. The intention is to provide an increased level of community confidence, in that Council recognises people's right to complain, and considers complaint handling to be part of the core business of serving the community and improving service delivery.

The Management Policy and Procedure – Complaints Handling is provided for transparency and will form the basis of information made available to the public regarding how to make a complaint and what steps will be followed by officers.

Recommendation

That Council:

1. Adopt the Complaints Policy – SCS 032.
2. Note the Revised Management Policy and Procedure – Complaints Handling

4.3 SCS 032 Complaints Policy

Report

Background

The purpose of this policy is to ensure Surf Coast Shire Council outlines an open and transparent complaint handling system that ensures all complaints are handled fairly and objectively.

The existing Management Policy and Procedure has also been reviewed and is included for noting to give the policy operational context.

Discussion

In September 2016 the Victorian Ombudsman released Complaints: Good Practice Guide for Public Sector Agencies. This guidance document has provided clear direction on complaint policy and procedure writing with a strong alignment to local government.

A review of the existing Management Policy and Procedure has been undertaken by a variety of officers from across the organisation assisted by recommendations from the Ombudsman's Good Practice Guide.

Officers will provide KPI-based performance reports to Council six-monthly. Such reporting will involve proactive analysis of complaint trends for continuous improvement purposes.

Financial Implications

Not applicable.

Council Plan

Theme 2 Governance

Objective 2.2 High performing accountable organisation

Strategy 2.2.3 Increase capability in analysing and managing contentious issues.

Policy/Legal Implications

Development and adoption of this policy align with the requirement in the Local Government Amendment (Improved Governance) Act 2015.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

It is important that Council has a contemporary policy and practices to respond to complaints with a view to creating the conditions for fewer complaints over time. The presence of a policy and consistent processes will assist Council's position should any complaints be escalated to external bodies.

Social Considerations

Not applicable.

Community Engagement

Not applicable.

Environmental Implications

Not applicable.

Communication

The Council Policy and Management Procedure will be circulated throughout the organisation. Training will be delivered to ensure staff are appropriately equipped and supported to effectively manage complaints. Updated information on how to make a complaint, and the process for complainants will be made available on Council's website.

Conclusion

The Complaints Policy will provide an increased level of community confidence that Council recognises people's right to complain, and considers complaint handling to be part of the core business of serving the community and improving service delivery. Council will receive bi-annual reports on the handling of complaints.

4.3 SCS 032 Complaints Policy

APPENDIX 1 SCS 032 COMPLAINTS POLICY - JUNE 2017

COUNCIL POLICY



Complaints Policy	Document No:	SCS-032
	Approval Date:	
	Approved By:	Council
	Review Date:	
	TRIM Reference	D17/25430
Responsible Officer:	Manager Community Relations	
Authorising Officer:	Chief Executive Officer	

1. Purpose

This policy outlines an open and transparent complaint handling system which ensures all complaints are handled fairly and objectively.

The policy commits Council to deal effectively with complaints and guides how complaints handling procedures are implemented.

2. Scope

This policy applies to complaints received from members of the public.

3. Application

This policy applies to all Council staff, Councillors, volunteers and contractors carrying out work on Council's behalf.

This policy is not applicable to people complaining about third parties (unless it involves contractors carrying out work on Council's behalf), except when Council has a legal responsibility to report complaints, for example Child Safe Standards.

This policy will be implemented through the accompanying Complaints Handling Procedure.

A complaint does not include a request for service or reporting infrastructure damage in the first instance.

For the purposes of this policy, an issue that is resolved at the first point of contact is not recorded as a complaint.

4. Definitions

For the purposes of this policy, the following definitions apply:

Complaint	An expression of dissatisfaction with: <ul style="list-style-type: none"> • the quality of an action taken, decision made, or service provided by Council or its contractor. • a delay or failure in providing a service, taking an action, or making a decision by Council or its contractor.
Complaints handling system	The way individual complaints are dealt with by Council, including policy, procedure, technology, reporting, evaluation and improvement.
Complainant	A person, organisation or their representative making a complaint.
Days	Any references to days in this document are business days.
Dispute	An unresolved complaint escalated internally, externally or both.
First Contact staff	Any staff member who takes initial receipt of a complaint.
Service request	A formal request for something to be provided.

Unlike a complaint, a service request is raised when a customer wants Council to provide something, generally information or a service, or similarly report a fault by a maintenance request. A complaint, on the other hand, deals with a failure (in the eyes of the customer) to satisfactorily respond to a request or expectation that a service will be provided.

COUNCIL POLICY



5. Policy

This policy is based on seven principles for effective complaints handling, as outlined in the Victorian Ombudsman's – *Good Practice Guide to Handling Complaints*:

5.1. Commitment

Council is committed to resolving complaints that are received in a timely manner. Council recognises people's right to complain and considers complaint handling to be part of the core business of serving the community and improving service delivery.

5.2. Accessibility

People can easily find out how to make a complaint and be supported through the complaint process.

5.3. Transparency

The complaint handling system clearly sets out how to complain, where to complain and how the complaint will be handled. The steps taken to respond to a complaint are recorded and will stand up to scrutiny.

5.4. Objectivity and fairness

Under the complaint handling system, complainants and staff are treated with respect and courtesy. Complaints are judged on merit and fact.

5.5. Confidentiality

The complaint handling system protects the personal information of people making a complaint, and council staff will be informed on a 'need to know' basis.

5.6. Accountability

Council is accountable, both internally and externally, for its decision making and complaint handling performance. Council provides explanations and reasons for decisions, and ensures that decisions are subject to appropriate review processes.

5.7. Continuous Improvement

Council regularly analyses complaint data to find ways to improve how it operate and how it delivers services.

6. Roles and responsibilities

Councillors	Refer community complaints to the Chief Executive Officer (CEO) or relevant General Manager. When a Councillor receives a complaint, they will be advised of the outcome by the CEO or relevant General Manager (except for complaints relating to personnel matters). Councillors may be contacted as part of the investigation.
Chief Executive Officer	Manages complaints about Councillors in accordance with the Councillor Code of Conduct. Legislation requires that the CEO must notify the Independent Broad Based Anti-Corruption Commission (IBAC) of any matter they suspect on reasonable grounds to involve corrupt conduct. Manages complaints about General Managers. Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).
General Managers	Deal with complaints escalated to them, generally where they were unable to be resolved by others. Responsible for internal review of complaints, provided they do not have a significant connection to the subject matter of

COUNCIL POLICY



	the complaint. Write to the complainant to advise them of the outcome. Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters). Report on complaints handling to Council bi-annually.
Council Officers	Investigate complaints referred to them. Contact complainant providing contact person and how long it will take to resolve, aiming for within 28 days. Write to the complainant to advise them of the outcome.
First Contact staff	Receive and record the complaint in customer request management system and acknowledge it has been received within ten days. Assess it, and resolve it immediately if possible, and record the outcome. If unable to be resolved, refer to relevant officer.
Customer Experience Coordinator	Responsible for overseeing implementation of the policy; ensuring staff are adequately trained to handle complaints; providing assistance to other staff in the handling of complaints; undertaking internal reviews of complaints as required; analyse data, monitor performance and prepare reports relating to customer experience.
Third party contractors	Refer complaints to a First Contact staff member.
Volunteers	Refer complaints to a First Contact staff member.

7. How to make a complaint

A person can make a complaint in a number of ways.

Mail	PO Box 350, Torquay, VIC, 3228
Telephone	5261 0600
Email	info@surfcoast.vic.gov.au
In person	1 Merrijig Drive, Torquay, VIC, 3228 or a Council satellite office
Fax	5261 0525
Internet	www.surfcoast.vic.gov.au

Council will also accept anonymous complaints provided enough information is provided to do so. Officers are encouraged to advise the complainant that providing information will assist Council in administering the complaint handling policy. Where a complainant is unwilling to disclose their details the investigation process is disadvantaged because:

- anonymity generally reduces Council's ability to properly investigate a matter, and,
- it can be difficult to clarify the nature of the complaint and obtain additional information from the complainant

An anonymous complainant can be disadvantaged because Council is unable to contact or provide the person(s) with reasons for any decision made about their complaint.

Notwithstanding the above constraints, Council will endeavor to address anonymous complaints in a manner consistent with the principles and processes applied to other complaints.

The complaint should include the following information if relevant:

- The date, time, location or event;
- The nature and description of the complaint; and
- A statement identifying what the complainant seeks as an acceptable outcome to the complaint by way of resolution.

A complainant may use an advocate or authorized personal representative to progress their complaint.

If required an interpreting service will be provided to facilitate the complaint.

8. Complaints about allegations of corrupt conduct

Where a complaint involves allegations of corrupt conduct, it will be handled in accordance with the Independent Broad-based Anti-corruption Commission (IBAC) complaints process. The Chief Executive

COUNCIL POLICY



Officer has legislated obligations in respect of mandatory reporting of suspected corruption that operate outside of this policy.

9. Monitoring and Reporting

Council will proactively monitor performance via a set of KPIs, and by analysing trends in complaints. A report will be provided to Council bi-annually.

10. Records

Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Complaint and related	PROS 07/01	Permanent	State Archives

11. Related documents

- 10.1 Complaints Handling Management Procedure
- 10.2 Customer Service Charter
- 10.3 Customer Service Strategy
- 10.4 Complaints Procedure
- 10.5 Councillor Code of Conduct

12. References

Victorian Ombudsman	Good Practice Guide to Handling Complaints Report and Guide; September 2016
Victorian Ombudsman	Councils and complaints – A good practice guide; February 2015
AS/NZS 10002:2014	Guidelines for complaint handling in organisations
	Privacy and Data Protection Act 2014
	Health Records Act 2001
	Local Government Act 1989
	FOI Solutions Complaints Training Guidelines

4.3 SCS 032 Complaints Policy

**APPENDIX 2 REVISED MANAGEMENT POLICY AND PROCEDURE - COMPLAINTS HANDLING
MPP-006 - JUNE 2017**

MANAGEMENT POLICY AND PROCEDURE



Complaints Handling	Document No:	MPP-006
	Approval Date:	
	Approved By:	
	Review Date:	
	TRIM Reference #:	D17/27869
Responsible Officer: Manager Community Relations		
Authorising Officer: Chief Executive Officer		

1. Purpose

As per the Complaints Policy this management procedure outlines an open and transparent complaint handling system which ensures all complaints are handled fairly and objectively.

2. Scope

As per the Complaints Policy.

3. Application

As per the Complaints Policy this management procedure applies to all Council staff, Councillors, volunteers and contractors carrying out work on Council's behalf.

4. Definitions

As per the Complaints Policy.

5. Policy

As per the Complaints Policy.

6. Complaint Handling Procedure

6.1. Roles and responsibilities of council staff and contractors

Councillors	Refer community complaints to the Chief Executive Officer (CEO) or relevant General Manager. When a Councillor receives a complaint, they will be advised of the outcome by the CEO or relevant General Manager (except for complaints relating to personnel matters). Councillors may be contacted as part of the investigation.
Chief Executive Officer	Manages complaints about Councillors in accordance with the Councillor Code of Conduct. Legislation requires that the CEO must notify the Independent Broad Based Anti-Corruption Commission (IBAC) of any matter they suspect on reasonable grounds to involve corrupt conduct. Manages complaints about General Managers. Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).
General Managers	Deal with complaints escalated to them, generally where they were unable to be resolved by others. Responsible for internal review of complaints, provided they do not have a significant connection to the subject matter of the complaint. Write to the complainant to advise them of the outcome. Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters). Report on

MANAGEMENT POLICY AND PROCEDURE



	complaints handling to Council bi-annually.
Council Officers	Investigate complaints referred to them. Contact complainant providing contact person and how long it will take to resolve, aiming for within 28 days. Write to the complainant to advise them of the outcome.
First Contact staff	Receive and record the complaint in customer request management system and acknowledge it has been received within ten days. Assess it, and resolve it immediately if possible, and record the outcome. If unable to be resolved, refer to relevant officer.
Customer Experience Coordinator	Responsible for overseeing implementation of the policy; ensuring staff are adequately trained to handle complaints; providing assistance to other staff in the handling of complaints; undertaking internal reviews of complaints as required; analyse data, monitor performance and prepare reports relating to customer experience.
Third party contractors	Refer complaints to a First Contact staff member.
Volunteers	Refer complaints to a First Contact staff member.

6.2. How to make a Complaint

A person can make a complaint in a number of ways.

Mail	PO Box 350, Torquay, VIC, 3228
Telephone	5261 0600
Email	info@surfcoast.vic.gov.au
In person	1 Merrijig Drive, Torquay, VIC, 3228 or a Council satellite office
Fax	5261 0525
Internet	www.surfcoast.vic.gov.au

Council will also accept anonymous complaints provided enough information is provided to do so. Officers are encouraged to advise the complainant that providing information will assist Council in administering the complaint handling policy. Where a complainant is unwilling to disclose their details the investigation process is disadvantaged because:

- anonymity generally reduces Council's ability to properly investigate a matter, and,
- it can be difficult to clarify the nature of the complaint and obtain additional information from the complainant.

An anonymous complainant can be disadvantaged because Council is unable to contact or provide the person(s) with reasons for any decision made about their complaint.

Notwithstanding the above constraints, Council will endeavor to address anonymous complaints in a manner consistent with the principles and processes applied to other complaints.

The complaint should include the following information if relevant:

- The date, time, location or event;
- The nature and description of the complaint; and
- A statement identifying what the complainant seeks as an acceptable outcome to the complaint by way of resolution.

A complainant may use an advocate or authorized personal representative to progress their complaint.

If required an interpreting service will be provided to facilitate the complaint.

MANAGEMENT POLICY AND PROCEDURE



6.3. Complaint about allegations of corrupt conduct

Where a complaint involves allegations of corrupt conduct, it will be handled in accordance with the Independent Broad-based Anti-corruption Commission (IBAC) complaints process.

6.4. Complaint Handling Process

It is essential for the good management of all complaints to manage complainant expectations from the very beginning of the complaint handling process. Careful management can prevent unrealistic expectations.

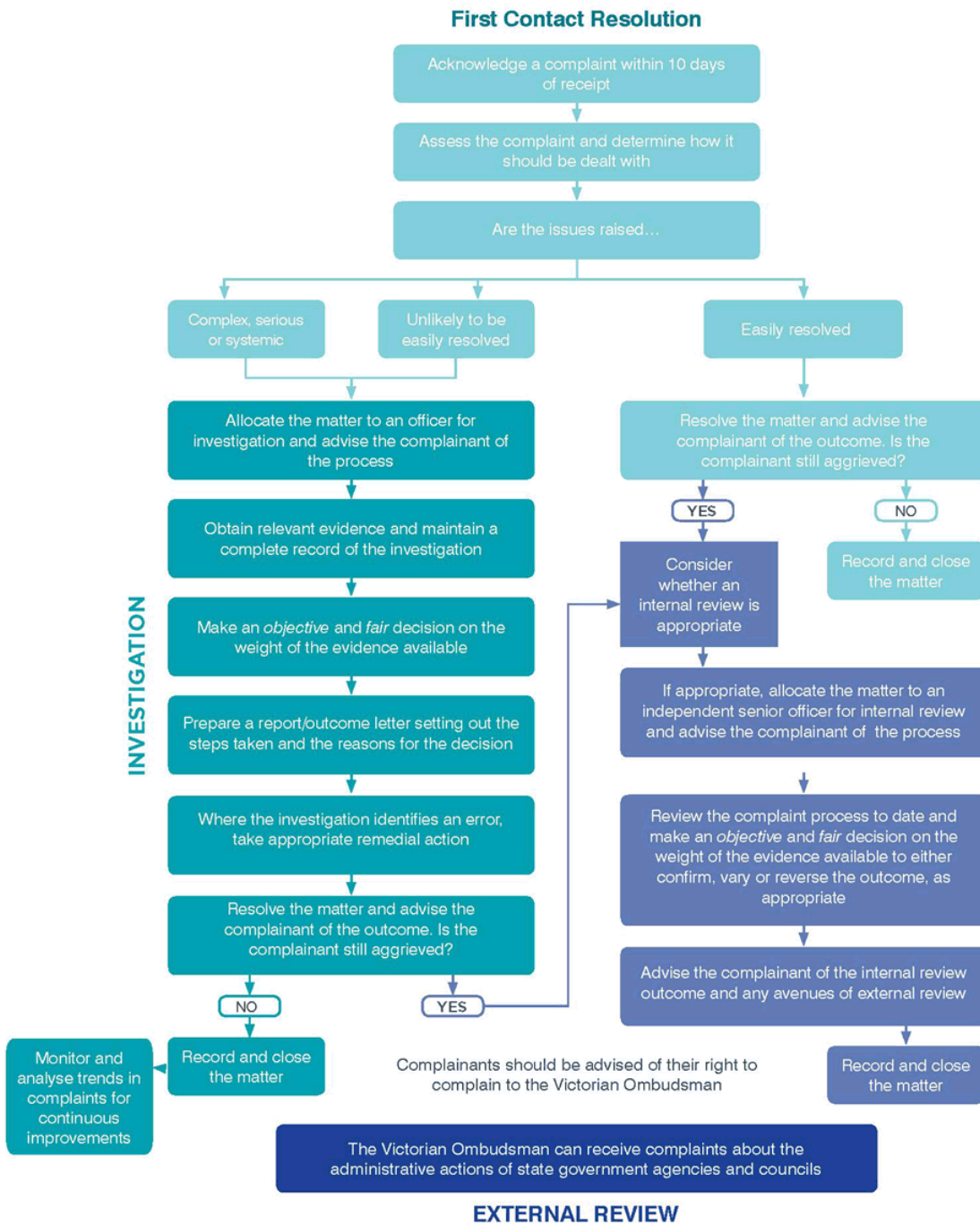
Upon making a complaint the Complainant will be made aware of:

- a. Council's role;
- b. The complaint handling procedure;
- c. The expected timeframe of the complaint handling process;
- d. That the complainant is expected to participate in a constructive manner through the process.

Council takes a four-tiered approach to complaint handling, as follows (also see complaint handling flowchart):

1. **First contact resolution:** First Contact staff receive the complaint, assess it, and resolve it immediately if possible.
2. **Investigation, if required:** if First Contact staff cannot resolve the complaint, they will refer it to an officer for investigation.
3. **Internal review:** if the complainant is aggrieved with the process or the outcome of the resolution/investigation, they can request an internal review.
4. **Access to external review:** if the complainant is aggrieved with the process or the outcome of the internal review, Council will inform them of any available external review options.

Complaint handling flowchart



MANAGEMENT POLICY AND PROCEDURE



6.4.1. First contact resolution.

- Council will acknowledge all complaints not more than 10 business days of receipt.
- First Contact staff will receive the complaint and record it in Council's system.
- First Contact staff will clarify the complaint and the outcome the complainant is seeking.
- First Contact staff within the scope of their role will undertake initial assessment of the complaint to determine how it should be dealt with.
- If unsure about any of the above steps due to the nature of the complaint, discuss with Customer Experience Coordinator or direct supervisor.
- If Council is not the right organisation to respond to the complaint, First Contact staff will refer the complainant to an organisation that can help.

6.4.2. Investigation, if required.

- If first point resolution is not possible, the complaint will be assigned to a relevant council officer for investigation.
- The officer handling the complaint will advise the complainant who the contact person is, and how long it will take to respond to the complaint.
- Complaint handling staff will aim to resolve all complaints within 28 days.
- If it takes longer than 28 days to resolve a complaint, the council officer will contact the complainant prior to or at this time, explain the reason for delay and advise of revised timeline.
- Complaints not resolved within 28 days will be subject to review and escalated if necessary to ensure that a resolution is expedited.
- The officer responsible for handling the complaint will write to the complainant to advise them of the outcome. The outcome letter will contain reasons for the decision made, and the contact information for the responsible officer.
- Where possible, the officer handling the complaint will contact the complainant via telephone to discuss the outcome of their complaint prior to sending the outcome letter.
- A complainant can withdraw a complaint at any point during its review.

6.4.3. Internal review.

The relevant Division General Manager is responsible for internal reviews. Depending on the nature of the complaint, the Customer Experience Coordinator may conduct the review on behalf of the General Manager.

To enable a fair and transparent process, advice and support may be sought from the Manager Governance, Manager People & Culture or relevant subject matter experts. On occasion it may be appropriate to seek external advice.

An Internal review will be required if:

- a. A complaint cannot be resolved informally or by other less formal means.
- b. The nature or seriousness of a complaint justifies formal investigation at the outset.
- c. An investigation can be either evidence or problem based depending on the legal requirements which have to be met and the seriousness of the complaint or consequences.

MANAGEMENT POLICY AND PROCEDURE



People conducting internal reviews:

- a. Must not have a conflict of interest.
- b. Must not have a significant connection to the subject matter of the complaint.
- c. Should be suitably trained or experienced.
- d. Must ensure natural justice is afforded to all participants.
- e. Must ensure participants' privacy will be respected in accordance Council's Privacy Policy.

A written outcome letter signed by the senior officer responsible for the internal review will be provided to the complainant at the conclusion of every internal review.

6.4.4. Access to external review.

Where applicable, the outcome communication will advise the complainant of any avenues of external review available in relation to the matter.

Victorian Ombudsman

The Ombudsman is an independent officer of the Victorian Parliament who investigates complaints about the state government departments, most statutory authorities and local government.

Phone: 03 9613 6222

Toll Free: 1800 806 314

Email: ombudvic@ombudsman.vic.gov.au

Web: www.ombudsman.vic.gov.au

Independent advice

Independent advice is available from other agencies.

- Independent Broad-based Anti-corruption Commission
- Local Government Victoria
- Privacy Victoria
- Human Rights and Equal Opportunity Commission Victoria
- Australian Competition and Consumer Commission (ACCC)
- WorkSafe

6.5. Complaints received by Councillors

When a Councillor receives a complaint from a member of the public, he or she will refer it to the Chief Executive Officer or relevant General Manager. Council staff will then respond to the complaint in accordance with this policy.

6.6. Complaints about Contractors

Council is responsible for services carried out by contractors on its behalf, and should deal with complaints about contractors.

6.7. Complaints about specific matters – alternative procedures

6.7.1. Complaints about allegations of corrupt conduct

Where a complaint involves allegations of corrupt conduct, it will be handled in accordance with the IBAC guidelines. Council has established specific protocols to manage these issues.

Legislation requires that the CEO must notify IBAC of any matter they suspect on reasonable grounds to involve corrupt conduct that is occurring or has already occurred. The CEO's duty to notify IBAC cannot be delegated.

MANAGEMENT POLICY AND PROCEDURE



6.7.2 Complaints about Councillors

Complaints about Councillors will be dealt with in accordance with section 9.1 of SCS 002 of the Councillor Code of Conduct. Note that the acknowledgement response time referred to in the Code is five (5) days. A confidential register of complaints and outcomes will be maintained by the Principal Conduct Officer – General Manager Governance and Infrastructure.

6.7.3 Complaints about the conduct of the Chief Executive Officer (CEO)

These complaints will be handled in accordance with the *Local Government Act*. At the time of adopting this policy and procedure, *The Act*, requires the CEO is to advise the Mayor and Council about the complaint. The CEO may make the request for a probity auditor to be appointed in relation to the complaint. The primary duties of the probity auditor are to assist Council to deal with the complaint which includes preparing a report at the end of a probity audit.

6.8. Remedies

Where Council has found that it has made an error, it will take steps to redress the situation. Possible remedies include, but are not limited to:

- an explanation of why the error occurred and the steps taken to prevent it happening again.
- a reversal of a decision.
- an ex-gratia payment or compensation.
- disciplinary action taken against a staff member.
- providing the means of redress requested by the complainant.

Where Council identifies an error, it will offer a genuine apology to the complainant, in addition to any other remedies offered, irrespective of whether the complainant specifically requested an apology.

Where Council has have found it has not made an error, it will contact the complainant via telephone to respectfully discuss the outcome of the complaint, prior to sending the outcome letter.

6.8.1 Providing an apology

One of the effective ways to diffuse a situation, or prevent a situation from escalating is to offer an apology where this is warranted. Mistakes, delays, omissions and misunderstandings happen. If this occurs, action should be taken immediately to remediate the problem. Remediation on its own may not be enough. An apology needs to be made as well.

A full apology given at the right time can:

- a. restore dignity, face and reputation.
- b. provide an acknowledgement that the recipient was indeed right.
- c. assure the recipient that they are not at fault.
- d. prevent escalation of the matter and the associated costs in terms of time, resources and stress.

6.8.2 Giving an apology

Apologies generally need to be given at the earliest practical opportunity. Although it is best to apologise as soon as a wrong is identified, it may be important to delay a full apology to allow time for inquiries or an investigation to establish the nature and cause of the problem – and to allow one or both parties time for reflection.

Apologies must be given by the right person, the one who is responsible for the error, or wrong doing or a person who is clearly perceived as speaking on behalf of the agency

MANAGEMENT POLICY AND PROCEDURE



responsible for the wrong. Apologies must also be given to the right person, being the one who was harmed. Apologising to a third party is generally not appropriate.

6.9. Privacy and confidentiality

When gathering information to respond to a complaint, Council will only:

- use it to deal with the complaint or to address systemic issues arising from the complaint.
- disclose it in a de-identified format when disclosing data to the public.
- share de-identified information with Council staff on a need to know basis.

6.10. Training our staff

Staff will be provided with training to understand and implement the complaint handling process. Staff will be appropriately equipped and supported to manage complaints within the scope of their role. Training will be developed, and delivered by the Customer Experience Coordinator.

6.11. Recording complaints

All complaints are recorded in the primary customer request management system. All complaints will be recorded by the staff member who first receives the complaint. It may be useful to ask the complainant to put their complaint in writing, but this is not mandatory. The Customer Experience Coordinator analyses complaint data and provides reports relating to customer experience. Executive management is responsible for acting on the recommendations in these reports.

The following information is recorded for each complaint:

- the complainant's details.
- how the complaint was received.
- a description of the complaint.
- the complainant's desired outcome (if known).
- the council officer responsible for handling the complaint.
- any action taken, including contact with the complainant, response times and the outcome.
- any recommendations for improvement, and who is responsible for implementing them.

Any queries regarding the recording of complaints should be directed to Customer Experience Coordinator.

6.11. Reporting on performance

To measure our performance, Council has the following key performance indicators. These KPIs will include:

- complaints upheld, partially upheld, not upheld.
- performance against timelines set by council i.e. average time to respond.
- Performance against how many complaint resolution processes fall beyond the target response time.
- number of changes made to services as a result of complaints.
- number of complaint outcomes overturned on internal review.
- complaints escalated to the Victorian Ombudsman's office where council's original decision has been overturned and/or proposals for action have been made by the Ombudsman.

Council will receive a bi-annual report on complaints performance, including trends analysis.

6.12. Learning from complaints

This complaints handling process is an opportunity for Council to learn and do better. All complaints are reviewed for service level improvement opportunities. Identified continuous improvement opportunities will be managed and implemented by the relevant service manager.

MANAGEMENT POLICY AND PROCEDURE



6.13. Unreasonable complainant conduct

In a small number of cases some complainants behave in ways that are inappropriate and unacceptable – despite Council's best efforts to help them. When complainants behave inappropriately Council considers their conduct to be 'unreasonable'. Unreasonable complainant conduct ('UCC') is any behaviour by a current or former complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for the organisation, staff, other service users and complainants or the complainant himself/herself.

UCC can be divided into five categories of conduct:

- Unreasonable persistence
- Unreasonable demands
- Unreasonable lack of cooperation
- Unreasonable arguments
- Unreasonable behaviours

Unreasonable persistence

Unreasonable persistence is continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on our organisation, staff, services, time and/or resources.

Unreasonable demands

Unreasonable demands are any demands (express or implied) that are made by a complainant that have a disproportionate and unreasonable impact on the organisation, staff, services, time and/or resources.

Unreasonable lack of cooperation

Unreasonable lack of cooperation is an unwillingness and/or inability by a complainant to cooperate with the organisation, staff, or complaints system and processes that result in a disproportionate and unreasonable use of services, time and/or resources.

Unreasonable arguments

Unreasonable arguments include any arguments that are not based in reason or logic, that are incomprehensible, false or inflammatory, trivial or delirious and that disproportionately and unreasonably impact upon the organisation, staff, services, time, and/or resources.

Unreasonable behaviour

Unreasonable behaviour is conduct that is unreasonable in all circumstances – regardless of how stressed, angry or frustrated that a complainant is – because it unreasonably compromises the health, safety and security of staff, other service users or the complainant himself/herself

All staff should note that Surf Coast Shire has a zero tolerance policy towards any harm, abuse or threats directed towards them. Any conduct of this kind will be dealt with under this policy and in accordance with Council's duty of care and occupational health and safety responsibilities.

The following guidelines apply in dealing with Unreasonable complainant behaviours:

- Do not dismiss a complaint because the complainant is difficult to manage.
- Use the processes in place to manage the difficult complainant.
- Carefully draft decision letters including evidence of unreasonable complainant conduct and action taken.
- If necessary, notify the complainant that future contact will be limited.
 - No phone calls will be accepted on the issue.
 - All future communications must be in writing.

MANAGEMENT POLICY AND PROCEDURE



- New correspondence will be received and assessed but only acknowledged or responded to if the complainant provides new information about their complaint.

7. Records

Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Complaint records	PROS 07/01	Permanent	State Archives

8. Attachments

This management procedure is implemented with the following documents:

- 8.11. Complaints Policy
- 8.12. Customer Service Charter
- 8.13. Customer Service Strategy
- 8.14. Councillor Code of Conduct

9. References

Victorian Ombudsman	Good Practice Guide to Handling Complaints Report and Guide; September 2016
Victorian Ombudsman	Councils and complaints – A good practice guide; February 2015
AS/NZS 10002:2014	Guidelines for complaint handling in organisations
	Privacy and Data Protection Act 2014
	Health Records Act 2001
	Local Government Act 1989
	FOI Solutions Complaints Training Guidelines

4.4 Open Space Strategy 2016 - 2025 - Year 1 Progress Report

Author's Title: Open Space Planning Coordinator **General Manager:** Chris Pike
Department: Recreation & Open Space Planning **File No:** F14/1370
Division: Culture & Community **Trim No:** IC17/353

Appendix:

1. Open Space Strategy Action Item (D17/56520)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive and note an Open Space Strategy 2016 – 2025 – Year 1 progress report.

Summary

The Open Space Strategy 2016 – 2025 was adopted by Council on the 28 January 2016. It includes an action plan with high (1 – 2yr), medium (2 – 5yr), low (5+yr) and ongoing action priorities. These action items aim to improve the way Council undertakes its planning, development and management of highly important open space assets on behalf of the community. It includes recommendations relating to policy development, management and operational processes, partnerships, funding and budgets, and recreation environment and parks planning and delivery.

Some of the key achievements for Year 1 action plan implementation include:

- work has commenced on the development of a Commercial Use of Council Facilities policy and a Community Use of Council Facilities policy
- key directions from the strategy have been incorporated into numerous planning works including but not limited to the Spring Creek Precinct Structure Plan, the Aireys Inlet/Anderson Roadknight and Stribling Reserve Master plans, Anglesea Riverbank desktop review, as well as encroachment prioritisation works
- work has commenced on a desktop assessment of the current status of action items in existing master plans including recommendations for a reduction in the net cost of \$40M worth of outstanding actions items and is due for completion mid-2017. Council has resolved to consider making an annual allocation for Recreation and Open Space Projects in Council's Long Term Financial Plan via its adoption of the 2017 Stribling Reserve Master Plan
- budget allocation in 2016 of \$30,000 for a rolling program to remedy existing open space encroachments
- work has commenced work on an encroachment and fencing policy. Expected completion late 2017.

Recommendation

That Council receive and note the Open Space Strategy 2016 – 2025 Year 1 progress report.

4.4 Open Space Strategy 2016 - 2025 - Year 1 Progress Report

Report

Background

The Open Space Strategy 2016 – 2025 was adopted by Council on 28 January 2016 with a progress report to be received annually. The strategy includes an action plan which will assist Council to move towards the key directions and outcomes within the strategy over its' lifetime (ten years).

The actions are categorised as either high, medium, low or ongoing. High priority recommendations should be undertaken as soon as resources allow, while medium (within 5 years) and low priorities (5 years or more) should follow, however still remain important for future provision. There are also several ongoing actions which need to be monitored over the life of the document.

Discussion

The Open Space Strategy 2016 – 2025 made a number of recommendations in the Action Plan based on the outcomes of community consultation as well as research and inspections throughout its' development. These recommendations cover several categories and mechanisms at Councils' disposal including:

- Policy development
- Management and operational processes
- Partnerships
- Funding and budgets
- Recreation environment and parks planning and delivery.

The recommendations in full are detailed in Appendix 1 (attached) whilst the following outlines some of the key achievements in Year 1 of implementation.

Category: Policies

Action 1: Develop a policy for commercial and community use of Council owned and Crown land open space (in close collaboration with GORCC, Parks Victoria, DELWP and other open space land managers). Include consideration of commercial activities such as tour operators. (High 1 -2 years)

A cross divisional team including staff from Recreation Planning, Open Space Planning and Governance Departments has been established to oversee the development of this policy work. Development of this policy work commenced in May 2016 with background research and benchmarking, internal staff consultation, a Councillor workshop and an external stakeholder workshop in December 2016. A draft commercial use of Council facilities policy was presented to 4 April 2017 Council briefing. Feedback from this briefing is being reviewed with further consultation planned with DELWP regarding specific applications of the Crown Land legislation for commercial tours. A revised commercial policy will be brought back to Council at a future date. A draft Community use policy is currently being prepared and expected to be presented at the 4 July 2017 Council briefing.

Action 2: Develop a management procedure that private use and works are not to encroach on Council managed open space. Establish a rolling program to remedy existing encroachment. Develop a process to confirm applications adjacent to open space do not encroach before final signoff. Develop a fencing policy for the management of open space. (High 1 -2 yrs)

A rolling program for resolution of existing encroachments commenced in 2016. The prioritisation process for developing which encroachments will be rectified in the immediate - long term has commenced which will guide annual expenditure. The guiding principles from the Open Space Strategy have been used to form part of the prioritisation process and evaluation matrix. The development of an encroachment policy including fencing has commenced and is expected to be presented to Council in late-2017.

Category: Management and operational processes

Action 11: Incorporate climate change implications into future open space planning, design and management. (High 1 – 2 years)

Climate change considerations have been included in the following projects:

- Stribling Reserve Master plan
- Anderson Roadknight Master plan
- Anglesea Riverbank desktop review (internal).

Action 12: Review and allocate land managers for the open space classification system outlined in the Strategy. (High 1 – 2yrs).

4.4 Open Space Strategy 2016 - 2025 - Year 1 Progress Report

All land managers have been allocated as per the revised classification system in the Open Space Strategy 2016 – 2025.

Action 15: The Open Space Planning Committee will review, prioritise and update actions from this Strategy as part of developing its annual work plan. (Ongoing)

The internal Open Space Planning Committee consisting of Managers from a number of Departments agreed the prioritised Year 1 – 2 actions in its meeting on the 30 May 2016.

Action 17: Retain current proportion of net developable area in residential areas being allocated to open space as per schedule 52.01 in the Planning Scheme. (Ongoing)

All development applications internally referred as part of the planning process have been consistently assessed against the requirements in Schedule 52.01 of the Planning Scheme for open space contribution.

Category: Partnerships, funding and budgets

Action 24: Incorporate the directions from the Strategy into wider operational planning. Ensure resource allocations reflect the maintenance and upgrade requirements necessary to sustain the quality open space network developed. Review current divisions of expenditure for open space including funds allocated for playgrounds, pathways and environmental areas. (High 1 – 2 years)

The Anderson Roadknight and Aireys Inlet Primary School Master plans include recommendations that are based on demonstrated needs that are considered modest and achievable with regard to financial requirements. An interim review of the Playground Strategy 2011 (five year point) commenced in April 2017 and the approved project charter includes an assessment of previous financial allocations, particularly for maintenance and renewal works. The aim is to ensure that these figures are consistent to meet the maintenance and upgrade requirements necessary to sustain these facilities to a level that contributes to a high quality open space network.

Action 25: Consider establishing a dedicated annual CAPEX and new initiatives budget for open space. (High 1 -2 years)

The resolution for the Stribling Reserve master plan at the 25 May 2017 Council meeting included the consideration of an annual allocation for Recreation and Open Space Projects in Council's Long Term financial Plan during the preparation of the 2018/2019 budget.

Action 32: Ensure the Open Space Reserve Fund continues to be allocated to projects providing a long-term strategic benefit. (Ongoing)

Work has commenced on an update of the Management Policy and Procedure for the Open Space Reserve Fund (MPP-034) which is to be completed mid – late 2017.

Category: Recreation, Environment and Parks planning and delivery

Action 34: The Open Space Strategy is to be the lead document for open space decision making. Planning Scheme references to the Open space Strategy should be updated to the 2016 – 2025 version. Additionally, key directions should be incorporated at the new review of the Planning Scheme. When documents such as the Playground Strategy and Pathway Strategy (etc) are due for review, Open Space Strategy guiding principles and actions should be considered as key input. (High 1 – 2 years)

The interim review of the Playground Strategy has commenced and will be updated to include the new guiding principles from the adopted Open Space Strategy 2016 - 2025. The Playground Strategy Review will be completed in the final quarter of 2017.

Action 35: Review and renew existing master plans via an annual desktop assessment. The focus will be on master plans that have a high risk, opportunity and complexity. Based on current resources, Council will conduct one new and one review master plan process at a district/precinct level or above annually. Review and prioritise the implementation of outstanding master plan actions in accordance with the principles and goals of this strategy. (High 1 -2 years)

A review of existing master plan action items has commenced which is seeking to reduce the current commitment of \$40Million (refer p. 56 of the Open Space Strategy). It is expected that this will be brought to Council for consideration later in 2017.

A review of the master plans applicable to the Anglesea Riverbank at a precinct level is currently being undertaken via an internal desktop assessment due for completion in mid 2017. It is expected that the outcomes and recommendations of this project will be presented to Council later in 2017.

4.4 Open Space Strategy 2016 - 2025 - Year 1 Progress Report

Action 41: Use the gap analysis in this Strategy to guide land acquisition and banking considerations. (Ongoing)

The draft 2017 – 2018 Council budget allocates \$52,000 to a Social Infrastructure Needs Study for Torquay – Jan Juc. The study will include an investigation of the projected shortfall in open space from the Open Space Strategy 2016 – 2025 by 2036 for the precinct. This project will identify suitable locations within the Torquay/Jan Juc precinct for this shortfall to be accommodated.

Financial Implications

The majority of the action items completed or currently in progress have been undertaken within existing resources. The success of this has been a result of high collaboration between internal departments and external agencies. There are two exceptions where financial contributions for completion have been required, specifically the \$30,000 funding allocated to the rolling program for rectification of encroachments and the proposed \$52,000 in the draft 2017/18 budget for the Social Infrastructure Needs Study for Torquay – Jan Juc.

Council Plan

Theme 1 Environment
Objective 1.4 Protect public open space and green belts
Strategy 1.4.1 Review Surf Coast Shire Open Space Strategy.

Theme 3 Communities
Objective 3.3 Preservation of peaceful, safe and healthy environments
Strategy 3.3.6 Maintain, enhance and develop community and recreational facilities to improve community wellbeing.

Theme 4 Infrastructure
Objective 4.2 Accessible and well maintained Council facilities
Strategy 4.2.2 Review of master plans to determine deficiencies.

Policy/Legal Implications

Several policy gaps have been identified in the Open Space Strategy 2016 – 2025 document. A cross divisional team including staff from Recreation Planning, Open Space planning and Governance has been established to oversee the development of this policy work in conjunction with other policy work being undertaken within the organisation such as the Lease and Licence Policy. The high priority policy work for years 1 – 2 includes commercial and community use of public open space which is complex. There is a large amount of liaison with external agencies and stakeholders necessary to get these positions right for the community and users.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

Implementation of the action items in the Open Space Strategy 2016 – 2025 will require consistent monitoring and proactive processes backed by strong leadership, appropriate resourcing and a commitment from Council. If the actions are not implemented the organisation is at risk of not meeting several of its key strategic objectives in the current Council Plan including protection of public open space and greenbelts, preservation of peaceful safe and healthy environments and appropriate allocation of infrastructure according to need. The vision in the Open Space Strategy 2016 – 2025 is to 'continue to deliver high quality, connected and sustainable open space that will provide the community with environmental, social, health and economic benefits. This will further enhance the Surf Coast's reputation as a destination renowned for its diversity of outdoor recreation experiences'. Without implementing the action items in the strategy efficiently and effectively we will not be able to sustain this vision.

Social Considerations

Open space is a highly valued asset by all members of the community and visitors alike. It is fundamental in its ability to provide for participation and enjoyment in recreational pursuits as well as environmental benefits such as provision of habitat, protection of flora and fauna and the effects and impacts of future climate change. It provides places for people to learn, grown and connect. Ensuring ongoing implementation of the action items in the strategy will protect these assets for future generations to come.

4.4 Open Space Strategy 2016 - 2025 - Year 1 Progress Report

Community Engagement

Individual community engagement plans have already or will continue to be prepared as required for each action item.

Environmental Implications

The outcomes of many of these action items will result in a net improvement in the planning, development and management of the highly important open space assets resulting in more positive and consistent environmental outcomes.

Communication

Communication on the status of the various action items is achieved via direct external stakeholder and internal staff contact.

Conclusion

The Open Space Strategy 2016 – 2025 was adopted by Council on 28 January 2016 with a progress report to be received annually. The strategy includes an action plan which will assist Council in moving toward the key directions and outcomes within the strategy over its' lifetime (ten years). Year 1 has focussed on a mix of high priority action items as well as some of the ongoing actions. The aim is to complete the high priority actions currently in progress by the end of year 2 and maintain momentum with the ongoing actions as required. Success of completion is largely reliant on maintaining open communication and collaborative processes both internally and externally to continue to achieve positive outcomes.

4.4 Open Space Strategy 2016 - 2025 - Year 1 Progress Report

APPENDIX 1 OPEN SPACE STRATEGY ACTION ITEM

58 Open Space Strategy 2016-2025

Action plan

Implementation of the actions outlined in this Open Space Strategy will require strong leadership, appropriate resourcing and a commitment from Council to making some difficult decisions. Council should consider conducting a review of the Strategy within five years with a new Plan developed in ten years.

Priorities have been determined by considering the outcomes of consultation, research and inspections undertaken throughout the development of the Strategy. This work has helped to create a clear picture of current and desired future

open space provision. The prioritisation of actions reflects those steps required to systematically move toward these desired directions and to ensure alignment with the guiding principles presented in the Strategy. Priorities are assigned for each action and have been cross-referenced with strategies from the Council Plan 2013-2017. A high priority recommendation should be undertaken as soon as resources allow while medium (in the next 5 years) and low priorities (5 years and beyond) are not as urgent (but remain important for future provision). A number of ongoing actions have also been included.

Action No.	Action	Rationale	Priority	Council Plan ref.
<i>Policies</i>				
1	Develop a policy for commercial and community use of Council-owned and Crown land open space (in close collaboration with GORCC, Parks Victoria, DELWP and other open space land managers). Include consideration of commercial activities such as tour operators	To protect the long-term quality of the open space, ensure community benefit and limit unnecessary impacts To ensure management in accord with key legislation (Crown Land (Reserves) Act 1978, Retail Leases Act 2003)	High (1-2 yrs)	4.1, 5.3
2	Develop a management procedure that private use and works are not to encroach onto Council-managed open space. Establish a rolling program to remedy existing encroachment. Develop a process to confirm applications adjacent to open space do not encroach before final signoff. Develop a fencing policy for the management of open space	To protect the quality and integrity of open space To comply with various legislative obligations	High (1-2 yrs)	1.4, 4.1
3	Council and GORCC to develop a formal agreement regarding how to work closely together to manage the frequency, duration and impact from commercial uses held in the Surf Coast Shire. Consider the need to conduct visitation counts and usage impacts	To limit the impact and hindrances to residents and visitors that can be created from community and commercial uses	Medium (2-5 yrs)	5.3
4	Develop a policy for the management of non-open space infrastructure on Council-managed open space (e.g. substations and telecommunications towers)	To ensure clear lines of governance and appropriate management of Council assets	Medium (2-5 yrs)	1.4, 4.1, 4.2
5	Develop a Domestic Animals in Open Space Policy, including the investigation of a fenced off-leash dog park	To address the existing community divide regarding the impact of dogs and other domestic animals in open space	Medium (2-5 yrs)	1.1, 1.4, 4.1, 4.2, 5.4
6	Develop a policy on how and where Council will enable nature play on Council managed open space	To align with the Council Plan, the Council Health and Wellbeing Plan and the Early Years and Youth Strategy	Medium (2-5 yrs)	1.1, 1.4
7	Establish a policy and implementation plan for how, where and when Council will manage streetscapes for multiple benefits, in particular open space to assist with climate change adaptation and increased connectivity. This will include the development of a design guideline manual for the streetscapes, including consideration of precinct specific requirements.	To provide Council with an increased ability to meet objectives in its Council Plan, Health and Wellbeing Plan.	Medium (2-5yrs)	1.1, 1.4, 2.4.4, 2.5, 3.3, 4.2, 4.3, 5.4





Action No.	Action	Rationale	Priority	Council Plan ref.
8	Ensure recommendations from key G21 documents (e.g. tennis and soccer strategies) are included in Council's operational planning processes	To align Council planning and practices with wider contexts and preferences	Ongoing	4.1, 4.2
<i>Management and operational processes</i>				
9	Implement a formal Memorandum of Understanding with external land management agencies. Ideally, this will include the development of a shared design guideline manual (and consider issues such as connections, signage, limiting impacts on surrounding uses, community engagement, universal design and meeting DDA requirements, ensuring general amenity etc)	To formalise future planning with a unified vision that meets community need	High (1-2 yrs)	1.1, 1.2, 3.3
10	Review the appropriateness and extent of Council's future role as CoM for open space that is Crown land. If Council continues in this role, streamline Crown land consent processes with DELWP for open space that Council is CoM for	To ensure suitable governance and resource allocation To comply with various legislative obligations	High (1-2 yrs)	2.6
11	Incorporate climate change implications into future open space planning, design and management	To continue to plan for climate change impacts	High (1-2 yrs)	1.4, 2.1, 5.4
12	Review and allocate land managers for the open space classification system outlined in the Strategy	To ensure suitable governance and resource allocation	High (1-2 yrs)	2.2
13	Work with external land management agencies to establish uniform policies and consistent approaches regarding facility maintenance and management opportunities	To expand upon procedures that are resource efficient (e.g. using the same contractors for maintenance) and set sustainable practices (e.g. frequency of barbecues and amenities servicing)	Medium (2-5 yrs)	4.1, 4.2
14	Investigate the feasibility of nature play in Council-managed open space	To ensure innovative and sustainable practices in natural environments	Medium (2-5 yrs)	1.1, 1.5, 4.2
15	The Open Space Planning Committee will review, prioritise and update actions from this Strategy as part of developing its annual workplan	To ensure a strategic approach to the implementation of this Strategy	Ongoing	5.4
16	The Open Space Planning Committee to facilitate a review and develop environmental requirements for the receipt of future areas of open space, including the potential use of the planning scheme	To ensure legal compliance and that new parcels of open space added to the network are fit-for-purpose	Ongoing	5.4
17	Retain current proportion of net developable area in residential areas being allocated to open space as per the schedule 52.01 in the Planning Scheme	To ensure adequate quantity of open space in our new residential developments	Ongoing	4.2, 5.4
18	Review the Land Management System annually to ensure currency with Council's Asset Management System. Transfer the Land Management System from a paper to electronic format	To ensure ongoing quality data capture	Ongoing	1.4
19	Undertake the Design Functionality Audit of Council-managed open space at least every five years	To continue to provide a high quality Council-managed open space network	Ongoing	4.1, 4.2, 5.4



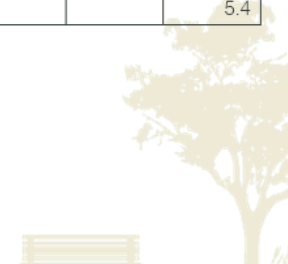
60 Open Space Strategy 2016-2025

Action No.	Action	Rationale	Priority	Council Plan ref.
<i>Management and operational processes (cont.)</i>				
20	Undertake the Design Functionality Inspection of Council-managed open space at least biennially	To continue to provide a high quality Council-managed open space network	Ongoing	4.1, 4.2, 5.4
21	Undertake an audit of open space assets at a maximum of every three years	To continue to provide a high quality Council-managed open space network	Ongoing	4.1, 4.2, 5.4
22	Undertake an audit/inspection of environmental and heritage assets at a maximum of three years and use this information to manage the open space network	To continue to provide a high quality Council-managed open space network	Ongoing	4.1, 4.2, 5.4
23	Undertake an audit/inspection of outdoor sports surfaces on an annual basis	To continue to provide a high quality Council-managed open space network	Ongoing	4.1, 4.2, 5.4
<i>Partnerships, funding and budgets</i>				
24	Incorporate the directions from the Strategy into wider operational planning. Ensure resource allocations reflect the maintenance and upgrade requirements necessary to sustain the quality open space network developed. (Review current divisions of expenditure for open space including funds allocated for playgrounds, pathways and environmental areas)	To ensure adequate resources are available for continued provision and success To ensure that the funding is being allocated proportionately to the appropriate areas	High (1-2 yrs)	4.1, 4.2, 5.4
25	Consider establishing a dedicated annual CAPEX and new initiatives budget for open space	To continue to provide a high quality Council-managed open space network	High (1-2 yrs)	4.1, 4.2, 5.4
26	Consider establishing a dedicated budget item for open space-related grant funding submissions	To maximise use of Council resources	High (1-2 yrs)	4.1, 4.2, 5.4
27	As resources allow, apply for State and Federal Government funding. Develop a database and design portfolio of shovel-ready projects that have the potential to be funded (e.g.business cases, designs and community needs analyses)	To be in the best position to take advantage of available funding opportunities	Medium (2-5 yrs)	4.1, 4.2, 5.4
28	Pursue partnership projects with community groups and other levels of government. Develop a database of identified partnership projects	To ensure opportunities are explored to extend resource contributions	Medium (2-5 yrs)	4.1, 4.2, 5.4
29	Investigate the establishment of a G21 Open Space Network (that meets at least annually)	To ensure a strategic regional approach to open space provision	Medium (2-5 yrs)	4.1, 5.4
30	Council to work closely with CMA to identify key natural assets as identified by Council in its open space database for use in relevant projects	To ensure opportunities are explored to extend resource contributions	Ongoing	1.1, 1.5, 4.2
31	Work closely with other land management agencies to educate and empower its communities to take responsibility for protecting and enhancing the Shire's natural assets	To ensure a strategic approach to open space provision	Ongoing	1.1, 1.5, 4.2
32	Ensure that the Open Space Reserve Fund continues to be allocated to projects providing a long-term strategic benefit	To ensure a sustainable and effective approach to resource allocation and to meet legislative responsibilities	Ongoing	2.3, 4.1





Action No.	Action	Rationale	Priority	Council Plan ref.
<i>Recreation, environment and parks planning and delivery</i>				
33	The primary focus of open space planning within the Shire is to be on a precinct basis. The development of precinct plans will be determined through a needs assessment and prioritisation. Based on current resourcing levels, Council will undertake one precinct master plan each year	To ensure a suitable suite of opportunities are available to residents and visitors To reflect the community's desire for a wide range of 'nearby', recreation opportunities	Ongoing	4.1, 4.2, 5.4
34	The Open Space Strategy is to be the lead document for open space decision-making. Planning Scheme references to the Open Space Strategy should be updated to the 2016-2025 version. Additionally, key directions should be incorporated at the next review of the Planning Scheme. When documents such as the Playground Strategy and Pathway Strategy (etc) are due for review, Open Space Strategy guiding principles and actions should be considered as key inputs	To ensure appropriate resource allocation and future development that reflects community need	High (1-2 yrs)	4.1, 4.2, 5.4
35	Review and renew existing master plans via an annual desktop assessment. The focus will be on master plans that have high risk, opportunity and complexity. Based on current resources, Council will conduct one new and one review master plan process at a district/precinct level or above annually. Review and prioritise the implementation of outstanding master plan actions in accordance with the principles and goals of this Strategy	To ensure appropriate resource allocation and future development that reflects community need To enable easy integration of key directions into Council funding and governance processes To meet legislative requirements	High (1-2 yrs)	4.1, 4.2, 5.4
36	Include relevant Crown Land (Reserves) Act, Coastal Management Act including the Victorian Coastal Strategy and Western Regional Coastal Plan requirements into new master plans and obtain endorsement from DELWP for the life of the plan	To ensure future planning aligns with legislative requirements	High (1-2 yrs)	5.4
37	Investigate and prioritise suitable unused road reserves and Crown land to be transferred to open space network	To enhance connectivity to and between existing open spaces as part of precinct plans	Medium (2-5 yrs)	1.4, 4.2, 5.4
38	Promote the outdoor recreation and eco-tourism experiences available in the Shire in accordance with the Open Space Strategy Principles in this document	To take advantage of the Shire's natural assets	Medium (2-5 yrs)	4.1, 4.2, 5.4
39	Ensure appropriate signage at key open space areas that articulates facility management	To inform users in case of a need to report vandalism or other facility issues	Medium (2-5 yrs)	4.1, 4.2
40	Investigate providing WiFi in key open spaces and continued promotion of existing geocaching	To embrace technology within the open space network	Low (5 yrs+)	4.1
41	Use the gap analysis in this Strategy to guide land acquisition and banking considerations	To ensure future planning aligns with community demand	Ongoing	4.1, 4.2, 5.4



4.5 Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality

Author's Title: Acting Manager Community Relations **General Manager:** Chris Pike
Department: Community Relations **File No:** F14/1807
Division: Culture & Community **Trim No:** IC17/541

Appendix:

1. Petition 1 - Ratepayers Against Flying the Rainbow Flag for Marriage Equality - Redacted (D17/54965)
2. Petition 2 - Ratepayers Against Flying the Rainbow Flag for Marriage Equality - Redacted (D17/56865)
3. Petition 3 - In Support of Flying the Rainbow Flag for Marriage Equality - Redacted (D17/57316)
4. Petition 3 - Part 2 - Ratepayers in Support of Flying the Rainbow Flag for Marriage Equality- Redacted (D17/60483)
5. Petition 4 - Against flying the Rainbow Flag for Marriage Equality - 22 May - Redacted (D17/59436)
6. Petition 5 - Ratepayers Against Flying the Rainbow Flag for Marriage Equality - Redacted (D17/61780)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

The purpose of this report is to respond to the five petitions received in relation to flying the rainbow flag for marriage equality, and noted by Council at the 23 May 2017 Council meeting.

Summary

Petition 1 – no specific request, however the petition clearly infers that flying the flag is not an appropriate use of Council infrastructure and resources, has been received and noted by Council.

Petition 2 - seeking Councillors to reconsider the decision to fly the rainbow flag outside the Shire offices, has been received and noted by Council.

Petition 3 (parts 1 & 2) – congratulating the Surf Coast Shire Councillors on their public support of marriage equality, has been received and noted by Council.

Petition 4 - seeking Council to lower the flag immediately and object to the prominence of the flag placement has been received and noted by Council.

Petition 5 – seeking Council to lower the flag immediately and object to the prominence of the flag placement has been received and noted by Council.

Since the petitions have been received by Council, a matter of urgent business relevant to the petitions was considered at the 23 May 2017 Council meeting. This matter is again due for consideration on the agenda for the 27 June 2017 Council meeting. The Petitions will in effect be addressed through consideration of that agenda item.

Recommendation

That Council:

1. Note that the matters referred to in the petitions are the subject of Agenda Item 1.1 in this meeting.
2. As per Section 19 of Local Law No.2, include all five petitions in the consideration of Agenda Item 1.1.
3. Advise the first named petitioner of each petition of the outcome of Agenda Item 1.1.

4.5 Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality

Report

Background

Resolved to fly the Rainbow Flag continuously from 17 May 2017 (IDAHOT Day) until formal acceptance of marriage equality by the Federal Government.

Council has received feedback from the community both for and against the resolution.

Discussion

Five petitions have been received by Council:

Petition 1

Against flying the rainbow flag for marriage equality has no specific request. This position states the following:

- it is irrelevant
- flying the flag is not an appropriate use of Council infrastructure and resources
- not a defined area of responsibility under the Local Government Act – Councillors have contravened the act
- a use of privilege to push personal agenda
- no opportunity to consult or public debate.

Number of signatures: 15

Petition 2

Against flying the rainbow flag for marriage equality; is seeking Councillors to reconsider the decision to fly the rainbow flag outside the Shire offices. This position states the following:

- There has been no consultation on this decision with the ratepayers of the Surf Coast Shire
- The issue of same sex marriage is outside the responsibility, and not a core function of the Surf Coast Shire
- It is inappropriate for a flag to fly outside the Surf Coast Shire Offices when it is promoting a campaign against the Federal Government.

Number of signatures: 22

Petition 3 (parts 1 & 2)

For the flying of the rainbow flag for marriage equality. This position states the following:

- congratulating the Surf Coast Shire Councillors on their public support of marriage equality
- this is a human rights issue
- supporting the resolution to fly the flag continuously until legislation is passed.

Number of signatures: 111

Petition 4

Against flying the rainbow flag for marriage equality. This petition states the following:

- Council to lower the flag immediately
- objection to the prominence of the flag placement .

Number of signatures: 13

Petition 5

Against flying the rainbow flag for marriage equality. This petition states the following:

- Council to lower the flag immediately
- objection to the prominence of the flag placement .

Number of signatures: 122

4.5 Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality

Since the petitions have been received by Council a matter of urgent business relevant to the petitions was considered at the 23 May 2017 Council meeting. This matter is now due for consideration on the agenda for the 27 June 2017 Council meeting. The Petitions will in effect be incorporated into, and decided upon during this agenda item.

Financial Implications

Not applicable.

Council Plan

Not applicable.

Policy/Legal Implications

Not applicable.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

Not applicable.

Social Considerations

Not applicable.

Community Engagement

Not applicable.

Environmental Implications

Not applicable.

Communication

Not applicable.

Conclusion

At the same meeting the petitions were received by Council, a matter of urgent business relevant to the petitions was considered at the 23 May 2017 Council meeting. The matter is included for consideration on the agenda as item 7.1 of the 27 June 2017 Council meeting. As per Section 19 of Local Law No.2, the petitions should inform part of the consideration of Item 7.1.

4.5 Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality

**APPENDIX 1 PETITION 1 - RATEPAYERS AGAINST FLYING THE RAINBOW FLAG FOR MARRIAGE
EQUALITY - REDACTED**



27/4/2017

Mr Keith Baillie, CEO

Surf Coast Shire



We the under-signed wish to petition you regarding the unprecedented step the Shire Council have taken in voting to fly the rainbow flag on Shire Offices.

We represent the vast majority of ratepayers of the Surf Coast Shire who agree that this is totally inappropriate and completely irrelevant and is certainly is none of the Shire's business (80% of Addy readers of the Geelong Advertiser voted against the flag in their online poll)!

This has no relationship to our local government and nor is it in their defined areas of responsibility under the Local Government Act 1989 and in so doing the councillors have contravened the Act. The councillors were not elected to use their privileged positions to push their own personal views on political and social issues which are the jurisdiction of the Federal Government. Council should not be used as a forum for personal issues nor to use the Shire as a platform for their own agendas.

There has been no opportunity to consult and no public debate. The vote was taken when Cr Heather Wellington was on leave and she is publicly against this decision.

The vote would have been a draw if she had been there (why could she not vote proxy as company Directors are able to?) A councillor who was on sick leave was bought in to vote for the flag. There was much intimidation against any other opinion at the Council Chambers meeting.

The councillors are not justified in using Council infrastructure and resources to promote their personal views. To use Shire resources for that purpose is a serious misuse of the trust and authority the community bestowed on our councillors when we elected them to office.



PRINT FULL NAME	SIGNATURE
	
	
	
	
	
	
	
	
	

PRINT FULL NAME	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

4.5 Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality

APPENDIX 2 PETITION 2 - RATEPAYERS AGAINST FLYING THE RAINBOW FLAG FOR MARRIAGE EQUALITY - REDACTED

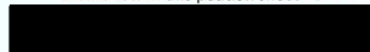
PETITION TO THE SURF COAST SHIRE

We the undersigned ratepayers of the Surf Coast Shire request that the Shire Councillors re-consider the decision to fly a rainbow flag outside the Shire Offices by the next Shire Council Meeting in May for the following reasons:

- There has been no consultation on this decision with the ratepayers of the Surf Coast Shire.*
- The issue of same sex marriage is outside the responsibility, and not a core function of the Surf Coast Shire.*
- It is inappropriate for the flag to fly outside the Surf Coast Shire Offices when it is promoting a campaign against the Federal Government.*

Name	Address	Signature	Email Address

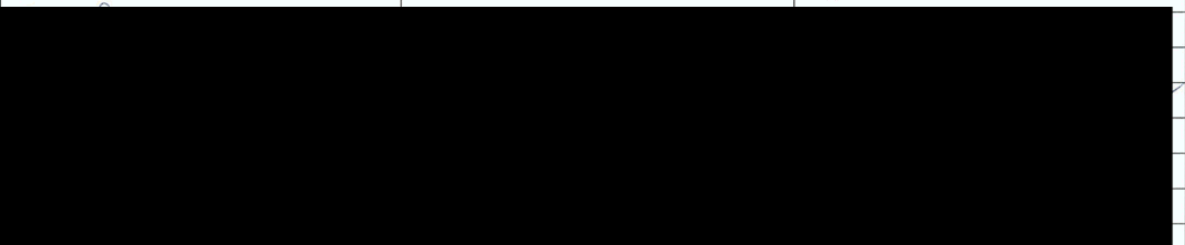
Please return this petition sheet ASAP to:




PETITION TO THE SURF COAST SHIRE

We the undersigned ratepayers of the Surf Coast Shire request that the Shire Councillors re-consider the decision to fly a rainbow flag outside the Shire Offices by the next Shire Council Meeting in May for the following reasons:

- There has been no consultation on this decision with the ratepayers of the Surf Coast Shire.
- The issue of same sex marriage is outside the responsibility, and not a core function of the Surf Coast Shire.
- It is inappropriate for the flag to fly outside the Surf Coast Shire Offices when it is promoting a campaign against the Federal Government.

Name	Address	Signature	Email Address
			

Please return this petition sheet ASAP to:


PETITION TO THE SURF COAST SHIRE

We the undersigned ratepayers of the Surf Coast Shire request that the Shire Councillors re-consider the decision to fly a rainbow flag outside the Shire Offices by the next Shire Council Meeting in May for the following reasons:

- *There has been no consultation on this decision with the ratepayers of the Surf Coast Shire.*
- *The issue of same sex marriage is outside the responsibility, and not a core function of the Surf Coast Shire.*
- *It is inappropriate for the flag to fly outside the Surf Coast Shire Offices when it is promoting a campaign against the Federal Government.*

Name	Address	Signature	Email Address
[REDACTED]			

Please return this petition sheet ASAP to:
 [REDACTED]

4.5 Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality

APPENDIX 3 PETITION 3 - IN SUPPORT OF FLYING THE RAINBOW FLAG FOR MARRIAGE EQUALITY - REDACTED

Petition to the Councillors at the SurfCoast Shire

to be presented at the Council meeting on the 23rd May, 2017

SURF COAST SHIRE
FILE:
FOLIO:
17 MAY 20:7
OFFICER:
FILE COPY DUPLICATE COPY

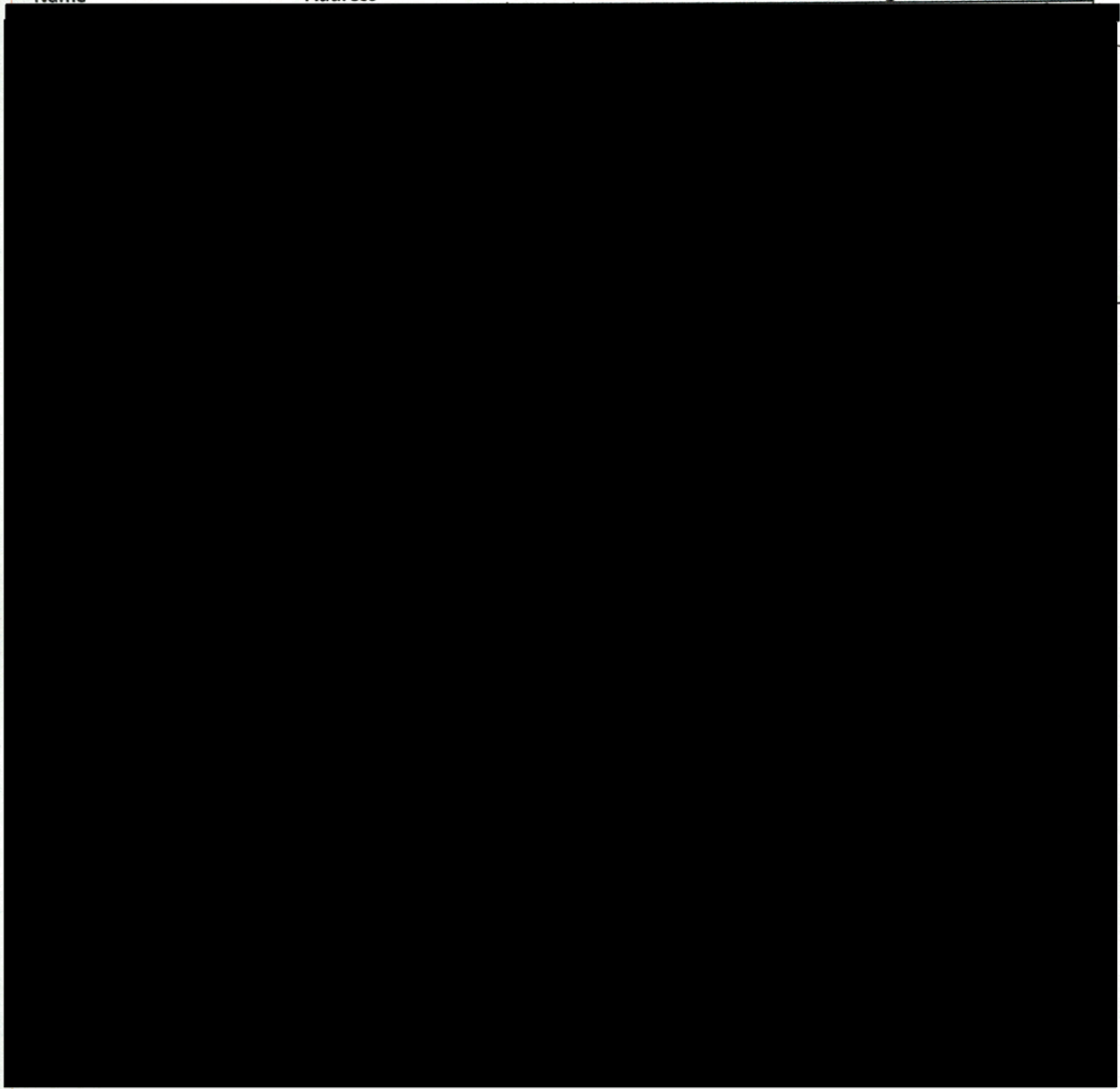
We the undersigned congratulate the SurfCoast Shire Councillors on their public support for Marriage Equality.
We believe that this is a human rights issue.

We fully support the resolution passed by Council on 26th April, 2017.

That the Surf Coast Shire:

Flies the Rainbow Flag continuously from May 17th (IDAHOT DAY) until formal acceptance of marriage equality by the Federal Government.

Name Address PostCode Signature



4.5 Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality

APPENDIX 4 PETITION 3 - PART 2 - RATEPAYERS IN SUPPORT OF FLYING THE RAINBOW FLAG FOR MARRIAGE EQUALITY- REDACTED

Petition to the Councillors at the SurfCoast Shire

to be presented at the Council meeting on the 23rd May, 2017



We the undersigned congratulate the SurfCoast Shire Councillors on their public support for Marriage Equality. We believe that this is a human rights issue.

We fully support the resolution passed by Council on 26th April, 2017.

That the Surf Coast Shire:

Flies the Rainbow Flag continuously from May 17th (IDAHOT DAY) until formal acceptance of marriage equality by the Federal Government.

Name	Address	PostCode	Signature
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4.5 Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality

**APPENDIX 5 PETITION 4 - AGAINST FLYING THE RAINBOW FLAG FOR MARRIAGE EQUALITY -
22 MAY - REDACTED**

Petition to the Surf Coast Shire

We are residents and/or ratepayers of the Surf Coast Shire.

We object to the Shire flying the Rainbow Flag in an attempt to influence the Australian Parliament's position on marriage equality.

We do not support the Shire using its facilities, which ultimately are owned by all members of our community, to promote the political or social views of individual councillors.

We are particularly upset that the flag is more prominent to people approaching the Surf Coast from Geelong than the Australian, Aboriginal and Shire flags. We believe that its prominent placement undermines the status of the Australian flag as a symbol of our national identity, the Aboriginal flag which recognises the original owners of the land on which we live and work and the Shire flag which is a unifying symbol of the identity of the Shire and all its communities.

We petition the Shire to lower the Rainbow Flag immediately.

Please note: this petition makes no comment on the issue of marriage equality. We are petitioning solely about the role of the Shire as our representative, the importance of the Shire not using our resources for political purposes that are outside its role and responsibilities and the importance of respecting the unifying symbols of the Australian, Aboriginal and Shire flags.

NAME	SIGNATURE	ADDRESS
		

4.5 Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality

APPENDIX 6 PETITION 5 - RATEPAYERS AGAINST FLYING THE RAINBOW FLAG FOR MARRIAGE EQUALITY - REDACTED

Surf Coast Shire
FILE:
FOLIO:
25 MAY 2017
OFFICER:
FILE COPY DUPLICATE RECOPY

Petition to the Surf Coast Shire (Winchelsea)

We are residents and/or ratepayers of the Surf Coast Shire.

We object to the Shire flying the Rainbow Flag in an attempt to influence the Australian Parliament's position on marriage equality.

We do not support the Shire using its facilities, which ultimately are owned by all members of our community, to promote the political or social views of individual councillors.

We are particularly upset that the flag is more prominent to people approaching the Surf Coast from Geelong than the Australian, Aboriginal and Shire flags. We believe that its prominent placement undermines the status of the Australian flag as a symbol of our national identity, the Aboriginal flag which recognises the original owners of the land on which we live and work and the Shire flag which is a unifying symbol of the identity of the Shire and all its communities.

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

2

Petition to the Surf Coast Shire (Winchelsea)

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

3

Petition to the Surf Coast Shire (Winchelsea)

We are residents and/or ratepayers of the Surf Coast Shire.

We object to the Shire flying the Rainbow Flag in an attempt to influence the Australian Parliament's position on marriage equality.

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NAME	SIGNATURE	ADDRESS
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4

Petition to the Surf Coast Shire (Winchelsea)

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

5

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NAME	SIGNATURE	ADDRESS
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[Redacted Name]	[Redacted Signature]	[Redacted Address]
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6

Petition to the Surf Coast Shire (Winchelsea)

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

7

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

9

Petition to the Surf Coast Shire (Winchelsea)

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

10

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

11

Petition to the Surf Coast Shire (Winchelsea)

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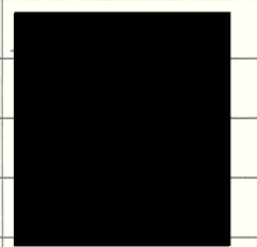

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NAME	SIGNATURE	ADDRESS
		

12

Petition to the Surf Coast Shire (Winchelsea)

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

13

Petition to the Surf Coast Shire (Winchelsea)

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

44

Petition to the Surf Coast Shire (Winchelsea)

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NAME	SIGNATURE	ADDRESS
[REDACTED]	[REDACTED]	[REDACTED]

16

Petition to the Surf Coast Shire (Winchelsea)

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NAME	SIGNATURE	ADDRESS
		

18

Petition to the Surf Coast Shire (Winchelsea)

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NAME	SIGNATURE	ADDRESS
[Redacted]	[Redacted]	[Redacted]

18

5. MINUTES

5.1 Section 86 Committee Minutes

Author's Title: Administration Officer

General Manager: Chris Pike

Department: Governance

File No: F11/142

Division: Governance & Infrastructure

Trim No: IC17/601

Appendix:

1. Planning Committee Minutes - 1 May 2017 (D17/62598)
2. Stribling Reserve Committee of Management Meeting Minutes – 8 May 2017 (D17/59973)
3. Globe Theatre Committee of Management Meeting Minutes – 9 May 2017 (D17/56267)
4. Hearing of Submissions Minutes - 9 May 2017 (D17/55605)
5. Modewarre Memorial Hall & Reserve Committee Meeting Minutes - 17 May 2017 (D17/63773)
6. Anglesea Bike Park Committee of Management Meeting Minutes - 24 May 2017 (D17/62663)
7. Hearing of Submissions Minutes - 30 May 2017 (D17/65016)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to receive and note the minutes of the Section 86 Committee meetings as appended.

Summary

The minutes provided in this report are draft unless otherwise identified. Committees do not re-issue minutes if any corrections are made at the time of adoption, rather note these corrections in the agenda item confirming adoption of the minutes at the following committee meeting.

Any corrections to draft minutes of material significance made by the committees will be provided to Council for noting in a subsequent report.

Recommendation

That Council receive and note the following minutes of the Section 86 Committee meetings:

1. Planning Committee - 1 May 2017.
2. Stribling Reserve Committee of Management Meeting - 8 May 2017.
3. Globe Theatre Committee of Management Meeting - 9 May 2017.
4. Hearing of Submissions - 9 May 2017.
5. Modewarre Memorial Hall & Reserve Committee Meeting - 17 May 2017.
6. Anglesea Bike Park Committee of Management Meeting - 24 May 2017.
7. Hearing of Submissions - 30 May 2017

5.1 Section 86 Committee Minutes

APPENDIX 1 PLANNING COMMITTEE MINUTES - 1 MAY 2017



Minutes of Planning Committee Meeting No. 473 held at 5.00pm Monday 1 May 2017 in the Council Chambers, Surf Coast Shire Offices Torquay.

1. OPENING OF MEETING

5.04pm

2. PRESENT

Robert Troup (Chairman), Wesley McClendon, Lesley Evans, Geoff Fulton, Mich Watt

3. APOLOGIES

Nil

4. CONFIRMATION OF MINUTES

Minutes of the Planning Committee Meeting held on Monday 20 March 2017

Moved: Geoff Fulton Seconded: Wesley McClendon

Minutes of the Planning Committee Meeting held on Monday 20 February 2017

Moved: Geoff Fulton Seconded: Wesley McClendon

5. DISCLOSURE OF CONFLICTS OF INTEREST

Nil

DISCLOSURE OF INTERESTS (AT DISCRETION OF COMMITTEE)

Nil

6. PUBLIC PRESENTATIONS

Item	Applicant	Objectors
8.1	M Podnar (Latitude Architects)	K & B Carey Cameron Gray
8.2	G Mahoney (Cactus Design)	
8.3	C Partington A Sang (St Quentin Consulting)	

7. CONSIDERATION OF THE AGENDA

As presented

8. CONSIDERATION OF APPLICATIONS FOR A PERMIT

Item 8.1 13 Boston Road, Torquay (16/0393).....Page 3
Development of Five Dwellings

Item 8.2 17 Cowrie Road, Torquay (15/0220A).....Page 25
Amend Planning Permit 15/0220 – Construction of Two (2)
Dwellings and Subdivision of the Land into Two Lots at
17 Cowrie Road, Torquay (Lot 24 SEC 3 LP 23793279)

Item 8.3 435 Blackgate Road, and 1105 Horseshoe Bend Road, Connewarre (16/0556)
(Lot 2 TP 005211X, Lot 1 PS 402471T).....Page 43
Re-Subdivision of the Land

9. RECENT VCAT DECISIONS

Nil



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10. **POLICY ISSUES**
Nil

11. **OTHER MATTERS**
Nil

12. **CLOSE OF MEETING**
6.37 pm

NEXT MEETING – 15 May 2017



Surf Coast Shire
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Monday 1 May 2017

ITEM NO: 8.1
PLANNING REF: 16/0393
PROPOSAL: Development of Five Dwellings
APPLICANT: Latitude Architects
DATE RECEIVED: 05-Sep-2016
SUBJECT LAND: 13 Boston Road, Torquay
ZONE: Residential 1
OVERLAYS: Design and Development - Schedule 20, Significant Landscape -
Schedule 6, Development Contributions Plan
**PERMIT REQUIRED UNDER
CLAUSES:** 43.02-2, 32.08-6
EXISTING USE: Dwelling
REPORTING OFFICER: Mich Watt

REASON FOR REFERRAL TO PLANNING COMMITTEE:

Objections received x 4

MOVED: Lesley Evans **SECONDED:** Geoff Fulton **FOR:** 3 **AGAINST:** 1

OFFICERS RECOMMENDATION

**ALTERNATIVE
RECOMMENDATION**

POINTS OF DISCUSSION:

Density. Design. Internal amenity concerns about daylight to living rooms and open space, along with landscaping.

Ultimately supported because of policy direction.

ALTERATIONS TO PLANNING OFFICER RECOMMENDATION:

Modify Condition 2.a) ii) to delete reference to paling fence.

PLANNING COMMITTEE RESOLUTION

That Council having caused notice of Planning Application No. 16/0393 to be given under Section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* decides to Grant a Notice of Decision to Grant a Permit in respect of the land known and described as 13 Boston Road, Torquay for the Development of Five Dwellings subject to the following conditions:

Stormwater Management Plan

1. Before the development starts and endorsement of the development plans, a stormwater management plan (three copies) to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must ensure that stormwater and drainage discharge from the development site meets current best practice performance objectives for stormwater (Urban Stormwater Best Practice Environmental Management Guidelines (CSIRO 1999)) and must include:
 - a) Reducing the peak stormwater discharge from the overall site to that of the existing development.
 - b) Connection to Council infrastructure.



Amended Plans

2. Before the development starts:
 - a) Amended plans to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The plans must be generally in accordance with the plans submitted with the application but modified to show:
 - i) Stormwater management infrastructure identified in the endorsed Stormwater Management Plan required by Condition 1.
 - ii) A fence to a height of 1.7 metres above finished floor level of Dwellings 2-5 on the eastern boundary of the land. A notation must be included that the construction of the fence will be at the full cost of the developer.
 - iii) Notations on plans that set out that the screening provided for the balconies of Dwellings 2-4 complies with Standard B22.
 - iv) Dimensions on the eastern elevation of the plans that demonstrate that all first floor windows are located at 1.7 metres above ffl.
 - v) A reduction in height for the fence which provides for the privacy of the secluded private open space provided for Dwelling 1, with the fence along Payne Street reduced to 1.8 metres in height.
 - vi) All rooftop plant.
 - vii) Modifications to the location of vehicle crossings to achieve 6.7 metres between vehicle crossings to provide for on street parking opportunities.
 - b) A landscape plan to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and three copies must be provided. The plan must show:
 - i) A survey (including botanical names) of all existing vegetation to be retained and/or removed.
 - ii) Buildings and trees (including botanical names) on neighbouring properties within three metres of the boundary.
 - iii) Details of surface finishes of pathways and driveways.
 - iv) A planting schedule of all proposed trees, shrubs and ground covers, including botanical names, common names, pot sizes, sizes at maturity, and quantities of each plant.
 - v) Landscaping and planting within all open areas of the site.
 - vi) Two canopy trees, a minimum of 1.8 metres high at planting, which grow to a minimum of five metres in height in the front setback area of Dwelling 1.
 - vii) One canopy tree, a minimum of 1.8 metres high at planting, which grows to a minimum of five metres in height in the secluded private open space area for Dwelling 1.
 - viii) One canopy tree, a minimum of 1.8 metres high at planting, which grows to a minimum of 4 metres in height in the front setback of Dwellings 2, 3, 4 and 5.
 - ix) One canopy tree, a minimum of 1.8 metres high at planting, which grows to a minimum of 4 metres in height in the secluded private open space area of Dwellings 2, 3, 4 and 5.

All species selected must be to the satisfaction of the responsible authority.

Endorsed Plans

3. The development as shown on the endorsed plans must not be altered without the written consent of the responsible authority.



Driveways and Parking Areas

4. Before the occupation of the development, the area(s) set-aside for the parking of vehicles and driveways as shown on the endorsed plans must be:
 - a) Constructed
 - b) Properly formed to such levels that they can be used in accordance with the plans
 - c) Surfaced with an all-weather-seal coat
 - d) Drainedto the satisfaction of the responsible authority.

Landscaping

5. Unless otherwise approved in writing by the Responsible Authority, prior to the occupation of the development, the landscaping works shown on the endorsed plans must be carried out and completed to the satisfaction of the responsible authority.
6. Before the release of the approved plan for the approved development, a cash bond or bank guarantee to the value of \$5000 [\$1000 per dwelling] must be deposited with the responsible authority by the developer of the land as security against failure to protect existing native vegetation to be retained or to comply with the landscape plan endorsed under this permit.

Community Infrastructure Levy

7. Prior to the issue of a Building Permit for the development, a Community Infrastructure Levy payment of \$3600 (\$900 per new dwelling) must be made to the Responsible Authority.

Surveyor's certificate – frame stage

8. A written statement from a licensed surveyor must be submitted for approval to the responsible authority confirming:
 - that the buildings have been set out in accordance with the endorsed plan; and
 - that the roof levels will not exceed the roof levels specified on the endorsed plan.The statement shall be submitted to the responsible authority at completion of the frame of the building.

Rooftop appurtenances

9. No equipment, services, architectural features or structures of any kind, including telecommunication facilities, other than those shown on the endorsed plans shall be permitted above the roof level of the building unless otherwise agreed to in writing by the Responsible Authority.

Expiry

10. This permit will expire if one of the following circumstances applies:
 - The development is not started within two years of the date of this permit
 - The development is not completed within four years of the date of this permit.The Responsible Authority may extend the period for commencement of the development if a request is made in writing before the permit expires or within six months afterwards.
The Responsible Authority may extend the period in which the development must be completed if the request for an extension of time is made in writing within twelve months after the permit expires and the development or stage started lawfully before the permit expired.

Note:

The following requirements shall apply to vehicle crossings and driveways that shall be constructed to the satisfaction of the responsible authority:

- a) Vehicle crossings shall be constructed in reinforced concrete or other approved material;
- b) New vehicle crossings to suit the proposed driveways shall be constructed;



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-
- c) Redundant vehicle crossings shall be removed and kerb and channel or other approved road edgings reinstated to suit existing works;
 - d) Pathways shall be replaced with a section capable of sustaining traffic loadings where vehicle crossings are constructed or relocated;
 - e) A "Non-Utility - Minor Works" permit shall be obtained from the Coordinating Road Authority defined in the Roads Management Act 2004 prior to any works being undertaken in road reserves.

CARRIED



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ITEM NO: 8.2
PLANNING REF: 15/0220A
PROPOSAL: Amend Planning Permit 15/0220 - Construction of two (2) dwellings and subdivision of the land into two (2) lots at 17 Cowrie Road, Torquay (Lot 24 SEC 3 LP 23793279)
APPLICANT: Cactus Design
DATE RECEIVED: 12 December 2016
SUBJECT LAND: 17 Cowrie Road, Torquay
ZONE: General Residential Zone, Schedule 1 (GRZ1).
OVERLAYS: Design and Development Overlay - Schedule 21 (DDO21), Development Contribution Plan Overlay - Schedule 2 (DCPO2), Significant Landscape Overlay Schedule 6 (SLO6)
PERMIT REQUIRED UNDER CLAUSES: Section 72 Planning and Environment Act
EXISTING USE: Dwelling
REPORTING OFFICER: Jennifer Davidson

REASON FOR REFERRAL TO PLANNING COMMITTEE:

Planning Officer recommending refusal

Objections received

MOVED: Wesley McClendon **SECONDED:** Robert Troup **FOR:** 2 **AGAINST:** 2 + Casting Vote

OFFICERS RECOMMENDATION

ALTERNATIVE RECOMMENDATION

POINTS OF DISCUSSION:

"When is a garage a garage?" Some concern about design outcome, half of the panel thought it a poor outcome, the other half thought it ingenious.

The casting vote was used to refuse the application as it was against policy.

PLANNING COMMITTEE RESOLUTION

That Council, having caused notice of Planning Application No. 15/0220A to be given under Section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987*, decides to Refuse to Amend Planning Permit 15/0220A under the provisions of Section 72 of the *Planning and Environment Act* in respect of the land known and described as 17 Cowrie Road, Torquay for the following reasons:

1. The amendment fails to meet the car parking and access and landscaping requirements of the Design and Development Overlay Schedule 21.
2. The amendment fails to meet the Design and Development Overlay Schedule 21 design objectives:
 - *To encourage building design that respects and contributes to Torquay's coastal character and complements the streetscape with respect to building form, height, massing, setbacks, colours and materials.*
 - *To ensure driveways and parking areas are designed to be visually recessive in the streetscape and complement the design of buildings.*

CARRIED



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ITEM NO: 8.3
PLANNING REF: 16/0556
PROPOSAL: Re-Subdivision of the Land
APPLICANT: St Quentin Consulting
DATE RECEIVED: 14-Dec-2016
SUBJECT LAND: 435 BLACKGATE RD & 1105 HORSESHOE BEND RD, CONNEWARRE.
(Lot 2 TP005211X, LOT: 1 PS 402471T)
ZONE: Farm Zone
OVERLAYS: None
PERMIT REQUIRED UNDER CLAUSES: 35.07-3
EXISTING USE: Farming
REPORTING OFFICER: Carol Mitchell

REASON FOR REFERRAL TO PLANNING COMMITTEE:

- Planning Officer recommending refusal
 Objections received – Nil

MOVED: Geoff Fulton **SECONDED:** Wesley McClendon **FOR:** 4 **AGAINST:** 0

OFFICERS RECOMMENDATION **ALTERNATIVE RECOMMENDATION**

POINTS OF DISCUSSION:

It's appropriate and it's clear that the landowner has a legitimate farming enterprise.

ALTERATIONS TO PLANNING OFFICER RECOMMENDATION:

Approval subject to standard conditions. Endorsed plans, conditions of 66.01 (excluding telecommunications condition), and expiry condition.

PLANNING COMMITTEE RESOLUTION

That Council having caused notice of Planning Application No. 16/0556 to be given under Section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* decides to **Grant a Planning Permit** under the provisions of 35.07-3 of the Surf Coast Planning Scheme in respect of the land known and described as 435 Blackgate Road Torquay and 1105 Horseshoe Bend Road, Torquay, for the Re-Subdivision of the Land in accordance with the endorsed plans, with the following conditions:

1. The layout and site dimensions of the proposed subdivision as shown on the endorsed plans must not be altered without the written consent of the responsible authority.
 2. All existing and proposed easements and sites for existing and required utility services and roads must be set aside in favour of the relevant authority for which the easement or site is to be created on the plan of subdivision submitted for certification under the *Subdivision Act 1988*.
 3. The owner of the land must enter into agreements with the relevant authorities for the provision of water supply, drainage, sewerage facilities, electricity, gas and telecommunication services to each lot shown on the endorsed plan in accordance with the authority's requirements and relevant legislation at the time.
-



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4. All existing and proposed easements and sites for existing or required utility services and roads on the land must be set aside in the plan of subdivision submitted for certification in favour of the relevant authority for which the easement or site is to be created.
5. The plan of subdivision submitted for certification under the Subdivision Act 1988 must be referred to the relevant authority in accordance with Section 8 of that Act.
6. This permit will expire if one of the following circumstances applies:
 - The plan of subdivision is not certified under the Subdivision Act 1988 within two years of the date of this permit
 - Five years after the certification of the plan of subdivision under the Subdivision Act 1988.

The Responsible Authority may extend the period for commencement of the development if a request is made in writing before the permit expires or within six months afterwards.

The Responsible Authority may extend the period in which the development must be completed if the request for an extension of time is made in writing within twelve months after the permit expires and the development or stage started lawfully before the permit expired.

CARRIED



Minutes of Planning Committee Meeting No. 474 held at 5.00pm Monday 15 May 2017 in the Council Chambers, Surf Coast Shire Offices Torquay.

1. **OPENING OF MEETING**
5.03 pm
2. **PRESENT**
Wayne Reid (Chairman), Robert Troup, Lesley Evans, Wesley McClendon, Mich Watt
3. **APOLOGIES**
Nil
4. **CONFIRMATION OF MINUTES**
Minutes of the Planning Committee Meeting held on Monday 1 May 2017
Moved: Lesley Evans Seconded: Wesley McClendon

5. **DISCLOSURE OF CONFLICTS OF INTEREST**
Nil

DISCLOSURE OF INTERESTS (AT DISCRETION OF COMMITTEE)
Nil

6. **PUBLIC PRESENTATIONS**

Item	Applicant	Objector
8.1	Peter Hood Tony Hood	
8.2		

7. **CONSIDERATION OF THE AGENDA**
As Presented

8. **CONSIDERATION OF APPLICATIONS FOR A PERMIT**

- Item 8.1 82 Smith Street, Lorne (16/0498).....Page 3
Alterations and Additions to the Existing Dwelling
- Item 8.2 139-143 Great Ocean Road, Anglesea (14/0026).....Page 15
Installation (*retrospective*) of exhaust equipment for kitchen
and toilet exhaust and a screen associated with the
restaurant tenancy below

9. **RECENT VCAT DECISIONS**

Application Number: 16/0157
VCAT Ref: P1837/2016
Address: 6 Federal Street, Aireys Inlet
Officer Recommendation: Refusal
Planning Committee Resolution: Officer Recommendation Supported – Refusal Issued
VCAT Decision: Decision of Responsible Authority Set Aside, Planning Permit
Issued
Proposal: Construction of a Dwelling, Swimming Pool and Removal of
Native Vegetation



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Planning Committee Minutes
Monday 15 May 2017

- 10. **POLICY ISSUES**
Nil

- 11. **OTHER MATTERS**
Nil

- 12. **CLOSE OF MEETING**
5.36 pm

NEXT MEETING – 26 June 2016



Surf Coast Shire
Planning Committee Minutes
Monday 15 May 2017

ITEM NO: 8.1
PLANNING REF: 16/0498
PROPOSAL: Alteration & Additions to the Existing Dwelling
APPLICANT: PM & RN HOOD
DATE RECEIVED: 02-Nov-2016
SUBJECT LAND: 82 SMITH STREET, LORNE. (Lot 1 TP 371547)
ZONE: General Residential Zone
OVERLAYS: Neighbourhood Character - Schedule 2, Design and Development -
Schedule 12, Significant Landscape - Schedule 4
PERMIT REQUIRED UNDER CLAUSES: 43.05s2
EXISTING USE: Dwelling
REPORTING OFFICER: Michelle Warren

REASON FOR REFERRAL TO PLANNING COMMITTEE:

Planning Officer recommending refusal

Objections received x 0

MOVED: Robert Troup **SECONDED:** Lesley Evans **FOR:** 4 **AGAINST:** 0

OFFICERS RECOMMENDATION **ALTERNATIVE RECOMMENDATION**

POINTS OF DISCUSSION:

- Small lot has constraints
 - Limited landscaping opportunities
 - Extent of built form and site coverage
 - Another solution is available which would be more sensitive
-

PLANNING COMMITTEE RESOLUTION

That Council having caused notice of Planning Application No. 16/0498 to be given under Section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* decides to Refuse to Grant a Permit under the provisions of clause 43.05-2 of the Surf Coast Planning Scheme in respect of the land known and described as 82 SMITH STREET, LORNE., for Alterations and Additions to the Existing Dwelling in accordance with the endorsed plans for the following reasons:

Grounds of Refusal:

1. The application fails to demonstrate that a treed setting character is reinforced or established.
2. The proposed development fails to complement the cultural, environmental and landscape values of Lorne.
3. The application fails to consider the need to accommodate future demand for undercover parking in a manner that is consistent with the objectives and requirements of clause 43.05-s2.

CARRIED



ITEM NO: 8.2
PLANNING REF: 14/0026F
PROPOSAL: Installation (*retrospective*) of exhaust equipment for kitchen and toilet exhaust and a screen associated with the restaurant tenancy below
APPLICANT: Kala Developments
DATE RECEIVED: 10 November 2017
SUBJECT LAND: 139-143 Great Ocean Road, Anglesea (Lot: 1 & 2 PS: 500604)
ZONE: Special Use Schedule 8, Part General Residential
OVERLAYS: Design and Development Overlay – Schedule 25
PERMIT REQUIRED UNDER CLAUSES: 37.01-4 and 43.02-2
EXISTING USE: Vacant commercial tenancy and dwellings
REPORTING OFFICER: Roger Curnow

REASON FOR REFERRAL TO PLANNING COMMITTEE:

- Planning Officer recommending refusal
- Five Objections received

MOVED: Wesley McClendon **SECONDED:** Lesley Evans **FOR:** 4 **AGAINST:** 0

OFFICERS RECOMMENDATION **ALTERNATIVE RECOMMENDATION**

POINTS OF DISCUSSION:

- Unacceptable
 - Alternatives should be explored
-

PLANNING COMMITTEE RESOLUTION


That Council having caused notice of Planning Application No. 14/0026 to be given under Section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* decides to Refuse to Amend a Planning Permit in respect of the land known and described as 139-143 GREAT OCEAN RD, ANGLESEA for Installation (*retrospective*) of exhaust equipment for kitchen and toilet exhaust and a screen associated with the restaurant tenancy below on the following grounds:

1. The exhaust equipment impacts on the residential amenity of surrounding dwellings, by way of noise, odour and loss of view, which is contrary to the decision guidelines of the Special Use Zone – Schedule 8.

CARRIED


5.1 Section 86 Committee Minutes

**APPENDIX 2 STRIBLING RESERVE COMMITTEE OF MANAGEMENT MEETING MINUTES – 8
MAY 2017**

	<p>COMMITTEE: Stribling Reserve Committee Of Management PRESENT: Linton Ferguson, Carly Enticott, Don Baldwin, Phillip Meurer, Peter Spring, Colette Naufal, Wendy Jarratt, Geoff Couper, Miah Atwell, Wendy Jarett, David Mullen APOLOGIES: VISITORS: Clive Goldsworthy</p>	<p>DATE: 8 May 2017 TIME: 5:00PM VENUE: Multi-purpose Room</p>
Adoption of minutes	Moved by Wendy, seconded Peter	
Conflict of Interest	None	
Business Arising	<ul style="list-style-type: none"> • Stadium floor out of action for a week from 26 June for resurfacing work • Concern about storage of matts in stadium, suggestion they be chained up against the wall to avoid unsupervised usage. Consider having logbook to record usage of the centre and time it was left secured. • Basketball backboards ordered • Engineers report due this week on stadium ventilation issue • Netball steps, remains a health and safety issue, in next year's budget? 	
Correspondence In/Out	Email from Lorne Care with invoice for work tidying grounds before Easter football match.	
Treasurer's Report	Management report tabled. Question asked about details of Misc. Income figure of \$1,260.91. Report be accepted, moved Geoff, seconded Don	
Booking Officer Report	Booking Calendar see https://sites.google.com/site/lorneleisurecentre/home <ul style="list-style-type: none"> • Stribling Reserve and Lorne Leisure Centre continue to have steady regular usage. 	
User Groups Report	None	
Shire Report	None	
General Business	<ul style="list-style-type: none"> • The Surf Coast Shire Draft budget shows Stribling Reserve Change Rooms Design amount as \$86,000 • The Surf Coast Shire Draft budget shows Stribling Reserve, Renewal of Open Space Items \$74,000, what does this include? • Thank you Phillip for completing a review of current and past revenue for Stribling Reserve. 	
Next Meeting	5:00 pm Monday 19 June 2017	

5.1 Section 86 Committee Minutes

APPENDIX 3 GLOBE THEATRE COMMITTEE OF MANAGEMENT MEETING MINUTES – 9 MAY 2017

	<p>COMMITTEE: Globe Theatre Committee of Management PRESENT: J McCutcheon, M King, R King, T Brown, G Amos, B Amos, C Naufal (SCS), R Thompson, N Cameron (Rep Society). APOLOGIES: C Thompson. H Brown. VISITORS: Nil.</p>	<p>DATE: 09/05/2017 TIME: 7.30pm VENUE: Globe Theatre</p>
<p>Adoption of previous minutes</p>	<p>Moved ; M King. Seconded; B Amos.</p>	
<p>Conflict of Interest Declaration</p>	<p>Nil</p>	
<p>OH&S Issues</p>	<p>The gravel driveway on West side of the building needs to be attended to due the the holes getting larger from the recent rain.</p>	
<p>Business Arising from previous minutes</p>	<p>The kitchen modification around the dishwahr and alterations to the sinks have been completed, with one minor issue of the gap along the dishwasher on the north side. Kitchen trollies have been purchased and one will be ready for the next film night.</p>	
<p>Correspondence In</p>	<p>Nil</p>	
<p>Correspondence Out</p>	<p>Nil</p>	
<p>Treasurers Report</p>	<p>T Brown presented a detailed report, see attachments. Moved; T Brown. Sec; G Amoss.</p>	
<p>Booking Officer Report</p>	<p>Bookings continue to be good with the addition of the Movie Club, New Yoga class has started, The "Sugar" film was shown on Monday by Jadon from the gym with a good attendance by the community.</p>	

<i>User Groups Report</i>	N Cameron stated that he has been waiting to hear from the SCS re the lighting for the Rep Society, the lights have been purchased on the basis that the lighting bar is to be moved back 2.2 metres and rewired by the 1st October, Rep Society have arranged for the lights to be installed and commissioned in time for the next play. Reps to look into purchasing a commercial size fridge depending on storage and manoeuvrability. At the next Reps meeting in July and dates for rehearsals will be arranged and passed on to booking officer.
<i>Shire Report</i>	C Naufal will be attending the council meeting with the recommendation that the Instrument of Delegation to be amended to allow N Cameron to be a COM member rather than a user group, he will still represent the Rep Society, no other changes required. Also a meeting with N Cameron to discuss the assets register
<i>General Business</i>	Due to the Secretary and minutes taker (M & R King) being away for 5 months the positions were handed over to the committee to organise and share the duties. Committee agreed in principle to pay part of the cost for improved heating/cooling for the Globe as the Natural Gas line is now available. Committee would also like to look at improving the lighting over the stage area.
<i>Notice of Motions to Council</i>	Cleaning appears to be marginly improved.
<i>Next Meeting</i>	22 nd August at 7pm this will be the AGM followed by a general meeting.

5.1 Section 86 Committee Minutes

APPENDIX 4 HEARING OF SUBMISSIONS MINUTES - 9 MAY 2017



Minutes

Hearing of Submissions Committee Tuesday, 9 May 2017

Held in the
Council Chambers
1 Merrijig Drive, Torquay
Commencing at 5.00pm

Council:

Cr Brian McKiterick (Mayor)
Cr David Bell
Cr Libby Coker
Cr Martin Duke
Cr Clive Goldsworthy
Cr Rose Hodge
Cr Carol McGregor
Cr Margot Smith
Cr Heather Wellington

MINUTES FOR THE HEARING OF SUBMISSIONS MEETING OF SURF COAST SHIRE COUNCIL
HELD IN THE COUNCIL CHAMBERS, 1 MERRIJIG DRIVE, TORQUAY
ON TUESDAY 9 MAY 2017 COMMENCING AT 5.00PM

PRESENT:

Cr Brian McKiterick (Mayor)
Cr David Bell
Cr Martin Duke
Cr Clive Goldsworthy
Cr Rose Hodge
Cr Carol McGregor

In Attendance:

Chief Executive Officer – Keith Baillie
General Manager Environment and Development – Ransce Salan
Manager Planning – Bill Cathcart

7 members of the public

APOLOGIES:

Cr Libby Coker
Cr Margot Smith
Cr Heather Wellington

Committee Resolution

MOVED Cr Martin Duke, Seconded Cr Rose Hodge

That Council accept the apologies from Cr Lobby Coker, Cr Margot Smith and Cr Heather Wellington.

CARRIED 6:0

CONFLICTS OF INTEREST:

Nil

SUBMITTERS HEARD

Item 1.1 16/0353 - 82-84 Mountjoy Parade, Lorne – Hearing of Submissions

1. Shelly Fanning / Abraham Cohen on behalf of Stay at Lorne Pty Ltd
2. Shelly Fanning / Abraham Cohen on behalf of Lorne Cinema and Retail Complex
3. Toni Sincock and Nick Khallouf (applicant)

BUSINESS:

1. ENVIRONMENT & DEVELOPMENT	4
1.1 16/0353 - 82-84 Mountjoy Parade Lorne - Hearing of Submissions	4

1. ENVIRONMENT & DEVELOPMENT

1.1 16/0353 - 82-84 Mountjoy Parade Lorne - Hearing of Submissions

Author's Title: Statutory Planner
Department: Planning & Development
Division: Environment & Development

General Manager: Ransce Salan
File No: 16/0353
Trim No: IC17/395

Appendix:

1. 16/0353 - List of Speakers (D17/48030)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

The purpose of this report is to hear submissions from the applicant and objectors in relation to planning permit application 16/0353 for 82-84 Mountjoy Parade Lorne.

Summary

An application has been received to redevelop the property with a four storey building, including basement car park. The new building would accommodate two side by side taverns at ground floor and two apartments on each of the second and third floors. The third floor apartments each have a rooftop deck with spa. The application includes increasing the maximum number of patrons permitted across the taverns to 360 (an increase of 178 above the limit of the existing tavern) and reducing standard car parking and loading bay requirements.

Two objections to the grant of a permit have been received from the owners of adjoining properties. Council must have regard to these objections in making a decision on the application.

Recommendation

That Council receive and note the submissions to Planning Permit 16/0353 for 82-84 Mountjoy Parade Lorne.

Committee Resolution

MOVED Cr Carol McGregor, Seconded Cr Martin Duke

That Council receive and note the submissions to Planning Permit 16/0353 for 82-84 Mountjoy Parade, Lorne.

CARRIED 6:0

1.1 16/0353 - 82-84 Mountjoy Parade Lorne - Hearing of Submissions

Report

Background

82-84 Mountjoy Parade Lorne is presently developed by a single storey building, setback from the street, which is used as a tavern, including large forecourt and deck within the street setback. An application has been received to redevelop the property with a four storey building, including basement car park. The new building would accommodate two side by side taverns at ground floor and two apartments on each of the second and third floors. The third floor apartments each have a rooftop deck with spa. The application includes increasing the maximum number of patrons permitted across the taverns to 360 (an increase of 178 above the limit of the existing tavern) and reducing standard car parking and loading bay requirements.

Two objections to the grant of a permit have been received from the owners of adjoining properties. Council must have regard to these objections in making a decision on the application.

Discussion

Proposal

The application seeks approval for Buildings & Works associated with the Construction of a Four Storey Building containing a Basement Car Park, Two Taverns and Four Dwellings, an Increase in Patron Numbers and Increase in Licenced Area (associated with use for Tavern), a Reduction in Car Parking and Loading Bay Requirement (associated with use for Tavern).

Basement Carpark

The basement will provide parking for eight (8) vehicles and include storage facilities and domestic waste storage associated with the dwellings, two offices, toilets and staff rooms associated with the proposed taverns, a pedestrian elevator and stair.

Ground Floor/Taverns

The Taverns will have a combined floor area of approx.406sqm and will have frontage to Mountjoy Parade through an external roofed terrace adjacent to the footpath. Separate amenities, kitchens and cool rooms etc will be provided for each Tavern at the west (rear) end of the building together with a common area for bin storage at the rear of the site with access via rear stairs.

First and Second Floor/Roof Level Dwellings

The 1st floor will contain two (2) Dwellings, designated as 'Apartment 1 & 2', each comprising 3 bedrooms (master with ensuite), a separate bathroom, laundry, and powder room and an open plan kitchen living and meals area opening onto a balcony overlooking Mountjoy Parade.

The second floor will also contain two dwellings designated as 'Penthouse 1 & 2', each comprising 3 bedrooms (master with ensuite and dual walk in robes), a separate bathroom, laundry and powder room and an open plan kitchen living and meals area opening onto a balcony overlooking Mountjoy Parade. The roof level will include two roof top decks, each with a spa pool associated with the proposed penthouses.

Access to the dwellings will be via the basement carpark pedestrian lift and/or a stairway at each side of the proposed building from Mountjoy Parade. Each dwelling will be allocated 2 car spaces in the basement.

Built Form

The proposed development will generally step back from the Mountjoy Parade street boundary and will have a maximum building level of RL20.10 AHD at the central dividing wall of the roof decks, equivalent to a height of 11.27 metres measured to the back of the Mountjoy Pde footpath - as applied by the Design & Development Overlay Schedule 4 (DDO4). The spa balustrade will be RL19.90 AHD and the deck balustrade RL19.30 equivalent to a maximum height of 11.11 metres and 10.51 metres respectively measured to the back of the Mountjoy Pde footpath. The remainder of the roof parapet will be RL 18.870 AHD - the later equivalent to a maximum height of 9.51 metres measured to the back of the Mountjoy Pde footpath.

The external building materials and colours would be as follows:

- Walls - Stone cladding (columns), render finish concrete (side walls) Dulux "Grey Pebble", Alucobond cladding 'natural zinc' and 'bronze metallic', vertical aluminium louvre screens (side walls)
- Windows - Powder coated aluminium
- Balustrades - Glazed panels 'grey' and vertical aluminium slats 'bronze metallic'
- Roof - Colorbond Traydeck * colour to be approved

1.1 16/0353 - 82-84 Mountjoy Parade Lorne - Hearing of Submissions

The application does not involve the removal of native vegetation.

Site context

The subject site (Lot 2 LP141746) is located on the west side of Mountjoy Parade Lorne near the corner of Grove Road within the Central Retail Core (DDO4) commercial precinct. The site has a 'front row' position and benefits from coastal views to the foreshore reserve and Loutitt Bay. To the north the site directly adjoins the Lorne Picture Theatre and on the south, a vacant treed lot, forming part of the Anglican Church gardens that extend further south to the church building itself.

The 461sqm rectangular shaped site has a relatively narrow street frontage of 12.19 metres for a depth of 37.90 metres and benefits from a carriageway easement at the rear, which connects with Grove Road and passes behind the Lorne Picture Theatre.

The site is currently used and developed for a tavern trading as Cuda Bar. The tavern operates under Permit 09/0220 (amended) and an On-Premises Licence and has permission to trade up to 1.00am each day except Good Friday and Anzac Day with a capacity of 180 patrons (110 internal and 70 external). The tavern also benefits from a recent Alfresco Dining Permit which allows use of the footpath up to 10.00pm each day with seating for 32 patrons. No car parking is currently provided on the site.

The properties adjoining the site are described as follows:

- North at 76 Mountjoy Parade Lorne – The Lorne Cinema, a large two storey building constructed in 1937 in the Art Deco style and which is within a Heritage Overlay; the building substantially abuts the common side boundary and the rear easement but steps away at the rear and has a maximum height of around 12 metres
- South at 86-88 Mountjoy Parade Lorne – a vacant lot and a dwelling (at a deep street setback) both associated with the Anglican Uniting Church further south at 90-92 Mountjoy Parade; the church property comprises an undeveloped landscaped lot adjacent the subject site, the dwelling then a larger lot developed by a front garden setting and the church building set on higher ground and within a Heritage Overlay
- Northwest at 1-3 Grove Road Lorne – a part two storey dwelling that appears to be used for short term accommodation
- West at 25 Smith Street Lorne – the former Masonic Hall building, sited on elevated ground and with an open area adjoining the site;

The surrounding land is characterised by commercial and tourist accommodation development in and around Mountjoy Parade that gives way to single dwelling development on the elevated land to the west within the General Residential 1 zone.

Permit requirements

A permit is required to construct buildings and works under Clause 34.01 Commercial 1 zone and Schedule 4 to Clause 43.02 Design and Development Overlay; to reduce the parking requirement of Clause 52.06 associated with an increase in tavern patron numbers; to waive the loading bay requirements of Clause 52.07 and under Clause 52.27 to increase the licensed area and number of patrons permitted on the licensed premises.

Submissions

In response to public notice under section 52 of the Act, two objections were received and are summarised as:

1. **Lorne Cinema, Theatre and Retail Complex 76-80 Mountjoy Parade Lorne**

- Inconsistent with the coastal character of the area.
- Overdevelopment of the site & lack of vegetation.
- Detrimental impact on amenity arising from waste collection and conflict with pedestrian and vehicle traffic.
- The development does not provide a dedicated loading bay and the proposed use of on street facilities will disrupt traffic.
- The proposal to access the site via the 3m wide carriageway easement does not comply with relevant planning requirements.
- Inadequate car parking response considering significant waiver required
- Potential land use conflict arising from Accommodation and Tavern use

1.1 16/0353 - 82-84 Mountjoy Parade Lorne - Hearing of Submissions

2. Stay at Lorne Pty Ltd 25 Smith Street Lorne

- Inconsistent with the coastal character of the area.
- Lacks respectful articulation to upper levels and integration with adjoining site to south
- Lacks meaningful response to heritage listed cinema
- Design response in no way *'improves the character'*
- Overdevelopment of the site & lack of vegetation.

Financial Implications

There are no direct financial impacts to Council for the processing of the application which occurs via operational budgets.

Council Plan

Theme 2 Governance

Objective 2.4 Transparency in decision making and access to information

Strategy 2.4.3 Ensure decision-making is as transparent as possible.

Theme 5 Development and Growth

Objective 5.2 Encourage sustainable economic development and growth

Strategy 5.2.3 Support and grow Surf Coast Shire's key industry sectors of Surfing, Tourism, Retail, Agriculture and Construction.

Policy/Legal Implications

The application has been assessed against relevant provisions of the Surf Coast Planning Scheme in accordance with the requirements of the *Planning & Environment Act 1987*.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

The merits of the proposal will be considered against the relevant provisions of the Surf Coast Planning Scheme and *Planning & Environment Act 1987*.

Social Considerations

The submissions received raise a number of matters which may be classed as social impacts including the impact of the development on the coastal character of the area; amenity impacts from waste collection, deliveries and vehicle movements; car parking pressure and land use conflict.

Community Engagement

Public notice of the application has been carried out in accordance with the requirements of the *Planning & Environment Act 1987*.

Environmental Implications

The submissions do not raise any issues of environmental impact associated with the proposed development.

Communication

The application was subject to Public notice. The two objectors are presenting to the Hearing of Submissions meeting.

Conclusion

The objections received detail a number of matters that must be considered by Council before deciding on planning permit application 16/0353. The Hearing of Submissions provides the parties to elaborate their position.

1.1 16/0353 - 82-84 Mountjoy Parade Lorne - Hearing of Submissions

APPENDIX 1 16/0353 - LIST OF SPEAKERS

Hearing of Submissions – 16/0353


List of Speakers

1. Stay at Lorne Pty Ltd - Representative
2. Lorne Cinema Theatre and Retail Complex - Representative
3. Toni Sincock (Applicant)

Close: There being no further items of business the meeting closed at 5.37pm.

5.1 Section 86 Committee Minutes

**APPENDIX 5 MODEWARRE MEMORIAL HALL & RESERVE COMMITTEE MEETING MINUTES - 17
MAY 2017**

	<p>COMMITTEE: Modewarre Hall & Reserve Committee of Management PRESENT: Mervyn Stephenson, Natalia Stephenson, Graham Noble, Jenny Hampshire, Colette Naufal, Ken Hole, Brian & Sandra Tanner APOLOGIES: Heather Wellington (Councillor), Leslie Evans (SCIPN), Belinda Appleton (Scouts), Laurie Lowndes. Motion: That the apologies be accepted. Moved Jenny Hampshire. Seconded Mervyn Stephenson. Carried. VISITORS: Nil.</p>	<p>DATE: 17th May, 2017 TIME: 7:36 pm VENUE: Modewarre Hall, Cape Otway Road, Modewarre</p>
<p>Adoption of previous minutes</p>	<p>Moved: Natalia Stephenson. Seconded: Ken Hole.</p>	
<p>Conflict of Interest Declaration</p>		
<p>Business Arising from previous minutes</p>	<ol style="list-style-type: none"> 1) Plaque for Oak Tree: Planted by Les Noble and Frank Black. Mervyn Stephenson, Ken Hole and Graham Noble to investigate the year. 2) Scouts 'No Standing' signs: Ken Hole can organize self-standing signs. 3) Outside Toilets: Work has been approved for one Unisex toilet, with a pathway. Work is to start 1st July. No funding will be required from the Modewarre COM. Colette to investigate the second toilet shower(s) and dumps point. 4) Section 86: Has to be reviewed within 12 months of a Council election and is now due by October, 2017. Options are available but Modewarre COM agreed on the first option. The first option is (a) to stay with Section 86 but reduce the instrument of delegation; (b) become an incorporated committee which would have less support from the Shire; (c) become an advisory committee; (d) direct link to the user groups. It was agreed that we stay with Section 86 (option (a)). 	
<p>Correspondence In</p>	<ol style="list-style-type: none"> a) Colette Naufal: Form for signature for funding agreement. Advising vacant block has been cleared and levelled. Information regarding press information. Copy of Anzac Day article in the Surf Coast Times. Request to meet regarding rabbit management plan. Quot4e for Anzac Day traffic management. Cleaning of hall kitchen and toilets. Invitation to attend Volunteer Week event. Advising the Council will pay the cost of the marquee hire for Anzac Day. b) Aurecon Group: Advice of electronic payment of \$66.00. 	


	<p>c) Anzac Day Acceptances: Tim Dennis, Susie Dittloff, Peter Earl, Julie Robertson, Suzii Holt, Carol McGregor, Nicky Angus.</p> <p>d) Heather Wellington: Confirmation of 33 poppies.</p> <p>e) Sarah Henderson: Unable to attend Anzac Day but organizing a wreath with speech from the PM.</p> <p>f) Suzii Holt: Thank you and photos.</p> <p>g) Apologies for May meeting: Lesley Evans (SCIPN) and Belinda Appleton (Scouts).</p>
Correspondence Out	<p>a) Colette Naufal: Signed form for funding agreement. Advising there is no cleaning form in the frame supplied in the hall.</p> <p>b) Anzac Day Acceptances: Acknowledgements and thanks.</p> <p>c) Modewarre COM: Reminder of May meeting with February minutes attached.</p> <p>Motion: That the incoming correspondence be accepted, and the outwards correspondence be endorsed. Moved Sandra Tanner. Seconded Graham Noble. Carried.</p>
Treasurer's Report	<p>The total as at 17th May, 2017 is \$11,819.37</p> <p>It was agreed unanimously that the Scouts keep the \$60.00 they received as donations on Anzac Day.</p> <p>It was also agreed unanimously that we donate \$200.00 to the Military Re-enactment Group on Anzac Day.</p> <p>Motion: That \$200.00 be donated to the Military Re-enactment Group. Moved Ken Hole. Seconded Sandra Tanner. Carried.</p> <p>Motion: That the Treasurer's report be accepted. Moved Graham Noble. Seconded Mervyn Stephenson. Carried.</p>
Booking Officer Report	<p>Ken Hole reported that he has received a call from the Shipwreck Voyagers who are interested in hiring the hall sometime in October for a night. They would like to stay for the weekend in their RVs, using the hall on the Saturday night. On the Saturday they would do a tour of the district, they would have their RVs parked on the vacant block and have dinner in the hall. Sunday they would leave. Their RVs are completely self-sufficient and they would be sleeping in them also. Colette will advise.</p>
User Groups' Report	<p>Scouts: Jenny advised that the Scouts would like an amphitheatre at the rear of the tennis pavilion with a fire pit. Colette will investigate.</p>
Shire Report	
General Business	<ol style="list-style-type: none"> Hall Cleaning: Very disappointing as obviously work is not being done and supplies not replaced. Colette Naufal will investigate and advise. A new sign-in book needs to be supplied. Anzac Day: Weather was good. Brian Tanner thanked everyone for their input over and above what was expected, and all should feel very proud. There was positive feedback with good reports. Requests if we would be holding a service next year, but more helpers would be required. It was felt that doing one yearly would put too much pressure on the Winchelsea service. A good article in the Winchelsea Star by an 11 year-old boy.

	<p>Jenny is attempting to collate photos from all who took them on the day.</p> <ol style="list-style-type: none">3. Suggestions were made to organise a "Back to Modewarre" day, and a special celebration when the Bluestone building restoration is completed.4. Moriac Primary School: A thank you to be sent for use of their marquee on Anzac Day.5. Road Sign to the Avenue of Honour: Ongoing.6. Usage of the vacant block for overnight hall hirers: Colette to send a link for the information we require.7. Lock on the Paddock Gate: Ken will contact Colette regarding a key.
Notice of Motions to Council	
Next Meeting	<p>The meeting closed at 8:41 pm The next meeting and AGM is Wednesday 16th August, 2017 at 7:30 pm.</p>

SURF COAST SHIRE SECTON 86 SPECIAL COMMITTEE AGENDA/MINUTES TEMPLATE

5.1 Section 86 Committee Minutes

APPENDIX 6 ANGLESEA BIKE PARK COMMITTEE OF MANAGEMENT MEETING MINUTES - 24 MAY 2017

	<p>COMMITTEE: Anglesea Bike Park PRESENT: Mike B, Tony, Rod, Ari, Colette, APOLOGIES: Vanda, Bob, Kate VISITORS: None</p>	<p>DATE: 24 May 2017 TIME: 7:00pm VENUE: Anglesea Visitor Info Centre</p>							
<p>Adoption of previous minutes</p>	<p>Mike, seconded Tony</p>								
<p>Conflict of Interest Declaration</p>	<p>None</p>								
<p>Business Arising from previous minutes</p>	<p>Confirmed that target date for 2017 open day is same as trials comp day – first Sunday in December. Repairs completed following damaging rain events: including rebuilding of push-up track, reinstatement of drains, stockpiling of some earth to facilitate hand tool work. Thanks to SCS for funding.</p>								
<p>Correspondence In</p>	<p>Emails relating to meeting with Shire re future ownership of bike park block (see below.)</p>								
<p>Correspondence Out</p>	<p>As above</p>								
<p>Treasurers Report</p>	<p>Hundred in the bank</p>								
<p>Booking Officer Report</p>	<p>N/A</p>								
<p>User Groups Report</p>	<p>N/A</p>								
<p>Shire Report</p>	<p>Colette explained options for different governance models, including staying as Section 86 Committee, becoming an autonomous incorporated body or changing to an advisory committee to Council. The Committee agreed to stay as a S.86 committee at present with the option of changing in future if appropriate. Colette confirmed there will be no upgrade funding available in FY18 – but she will check what money is available for repairs and maintenance, given recent repair work represents about 60% of what’s required. She confirmed Tim Powell is able to build the tool box for junior diggers and Colette has some money for tools. Diggers will need to be inducted and sign paperwork. Colette to confirm the process for us, including checking minimum age for volunteers. ACTIONS: Colette to check what repairs and maintenance \$\$ is available and check if there’s a minimum age for diggers; Mike to get quotes on tools from couple of retailers.</p>								
<p>General Business</p>	<p>1. Confirmation of working bee dates</p> <table border="1" data-bbox="683 1485 1201 1805"> <tr> <td>Last Sunday of every other month beginning in Feb</td> </tr> <tr> <td>26th Feb</td> </tr> <tr> <td>30th April</td> </tr> <tr> <td>25th June</td> </tr> <tr> <td>27th August</td> </tr> <tr> <td>29th October</td> </tr> <tr> <td>early Dec to fix up park for summer?</td> </tr> </table> <p>2. Actions carried over from last meeting: We need to create a flyer for Info Centres – Colette to follow up with Shire. Mike to do text, A5 paper- summary of what’s at the park</p>		Last Sunday of every other month beginning in Feb	26th Feb	30th April	25th June	27th August	29th October	early Dec to fix up park for summer?
Last Sunday of every other month beginning in Feb									
26th Feb									
30th April									
25th June									
27th August									
29th October									
early Dec to fix up park for summer?									

	<p>and a photo. Kate to Follow up and look at website update.</p> <p>3. 'Distirct MTB plan' update: a workshop was held a month ago, hosted by Surf Coast Trail Group and attended by land management agencies, shire, environment groups, tourism bodies, other MTB reps etc. This was the first 'all in' gathering held in this area to discuss the past, present and future of MTB and there was concensus on the need for a district scale MTB plan. Shire will initiate this.</p> <p>4. Following the above workshop, Tony and Mike met with Councillors to discuss the findings of the above workshop and particularly to discuss the future ownership of the bike park. We have no clear idea of Alcoa's future plans but it is highly likely they'll seek to sell the bike park freehold block. Our preference is for the Shire to acquire it or at least a large part of it (e.g. 50%) be reserved and used as a trail park if the remainder of the land goes to a new private owner (e.g. for potential future subdivision). This preference fits with the larger goal of a trail park extending through the 'bike park freehold block', the adjoining 'Camp Rd block' (Crown land) and the mine site.</p>
Notice of Motions to Council	None
Next Meeting	16th August 2017

SURF COAST SHIRE SECTON 86 SPECIAL COMMITTEE AGENDA/MINUTES TEMPLATE

5.1 Section 86 Committee Minutes

APPENDIX 7 HEARING OF SUBMISSIONS MINUTES - 30 MAY 2017



Minutes

Hearing of Submissions Committee
Tuesday, 30 May 2017

Held in the
Council Chambers
1 Merrijig Drive, Torquay
Commencing at 6.00pm

Council:

Cr Brian McKiterick (Mayor)
Cr David Bell
Cr Libby Coker
Cr Martin Duke
Cr Clive Goldsworthy
Cr Rose Hodge
Cr Carol McGregor
Cr Margot Smith
Cr Heather Wellington

MINUTES FOR THE HEARING OF SUBMISSIONS MEETING OF SURF COAST SHIRE COUNCIL
HELD IN THE COUNCIL CHAMBERS, 1 MERRIJIG DRIVE, TORQUAY
ON TUESDAY 30 MAY 2017 COMMENCING AT 6.00PM

PRESENT:

Cr Brian McKiterick (Mayor)
Cr David Bell
Cr Libby Coker
Cr Clive Goldsworthy
Cr Rose Hodge
Cr Heather Wellington

In Attendance:

Chief Executive Officer – Keith Baillie
General Manager Governance & Infrastructure – Anne Howard
General Manager Culture & Community – Chris Pike
General Manager Environment & Development – Ransce Salan
Coordinator Corporate Planning – Danielle Foster
Manager Finance – John Brockway
Manager Recreation & Open Space Planning - Shaan Briggs
Project Manager – Capital and Operational Projects - Susan Green
Coordinator Management Accounting - Gabby Spiller
Accountant - Tim Dixon

17 members of the public

APOLOGIES:

Cr Martin Duke
Cr Carol McGregor
Cr Margot Smith

Motion

Committee Resolution

MOVED Cr Heather Wellington, Seconded Cr David Bell

That Council accept the apologies from Cr Martin Duke, Cr Carol McGregor and Cr Margot Smith..

CARRIED 6:0

CONFLICTS OF INTEREST:

Nil

SUBMITTERS HEARD

1.1 Draft Council Plan (incorporating the Health and Wellbeing Plan) 2017- 2021

1. Cinnamon Stephens
2. Roly Livingstone
3. Jen Bush

1.2 Draft Budget 2017-2018

1. Michelle Stocks and Jenny Matheson from Growing Winchelsea
2. Michael Fitzgerald from Modewarre Football Netball Club
3. Wes Smith from Anglesea Motor Yacht Club
4. Adam Stephens from Torquay Marine Rescue Service
5. Chris Foley and Tom Cullen from Anglesea Surf Life Saving Club
6. Alex Leknius from Anglesea Community Network
7. Brad Papworth from Jan Juc Surf Life Saving Club

BUSINESS:

1. GOVERNANCE & INFRASTRUCTURE	4
1.1 Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021	4
1.2 Public Hearing of Submissions - Draft Budget 2017-2018	97

1. GOVERNANCE & INFRASTRUCTURE

1.1 Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021

Author's Title: Coordinator Governance & Corporate Planning **General Manager:** Chris Pike

Department: Governance & Risk **File No:** F15/1705

Division: Governance & Infrastructure **Trim No:** IC17/483

Appendix:

1. Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021 - Community Engagement Report (D17/40900)
2. Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021 - Section 223 Submissions - Redacted (D17/59350)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 – Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

The purpose of this report is to enable consideration of submissions received during public exhibition of the draft Council Plan (incorporating the Health and Wellbeing Plan) 2017 – 2021 and to hear submitters who have requested to appear in person to address Council.

Summary

Section 125 (1) of the Local Government Act 1989 (the Act) requires Council to prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later, and to provide a copy of the adopted Council Plan to the Minister for Local Government by 30 June. Prior to final adoption of the Council Plan, the Act requires Council to publically exhibit the draft document and to receive and considers submissions in this regard.

Section 26 of the Public Health and Wellbeing Act 2008 requires Council to prepare a Municipal Public Health and Wellbeing Plan (Health and Wellbeing Plan) within the period of 12 months after each general election of the Council. Section 27 of this Act allows for the integration of the Health and Wellbeing Plan into the Council Plan.

The Council Plan and Health and Wellbeing Plan for 2017 - 2021 have been integrated to strengthen and streamline reporting processes.

The draft Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021 (The Council Plan) has been prepared in accordance with the above statutory requirements and following an extensive community engagement process (refer appendix 1). The Plan outlines the themes, strategic objectives and strategies of the Council for the next four years, identifying key priorities and providing broad direction for the organisation.

At a Special Council meeting, held on Tuesday 11 April 2017, Council resolved to:

1. Give public notice that it has prepared a draft Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021, as required by Section 125 of the Local Government Act 1989, and Sections 26 and 27 of the Public Health and Wellbeing Act 2008.
2. Receive submissions and, where requested, allow submitters to be heard by Council in support of those submissions, pursuant to Section 223 of the Local Government Act 1989, on any proposal contained in the Plan at a Hearing of Submissions Committee Meeting, scheduled to be held on 30 May 2017 commencing at 6pm in the Council Chambers, 1 Merrijig Drive, Torquay.

The public submission period commenced on 12 April 2017 and concluded at 4pm on 11 May 2017. Thirteen submissions to the Council Plan were received, including two late submissions received, one at 3:12pm on Friday 12 May 2017 on behalf of the Committee for Lorne and the second received at 10:47 am Thursday, 18 May 2017 from Quit Victoria.

1.1 Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021

Of the thirteen (13) submissions received on time, six people have requested to be heard.

Council will consider the draft Council Plan (incorporating the Health and Wellbeing Plan) 2017 – 2021 for adoption at its Council meeting scheduled on Thursday 22 June 2017.

Recommendation

That Council receive and note the submissions to the Council Plan (incorporating the Health and Wellbeing Plan and Strategic Resource Plan) 2017 – 2021.

Committee Resolution

MOVED Cr Heather Wellington, Seconded Cr Clive Goldsworthy

That Council receive and note the submissions to the Council Plan (incorporating the Health and Wellbeing Plan and Strategic Resource Plan) 2017 – 2021.

CARRIED 6:0

1.1 Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021

Report

Background

The Surf Coast Shire Council general election was conducted on 22 October, 2016. Section 125 of the *Local Government Act 1989* requires that:-

- (1) A Council must prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later.
- (2) A Council Plan must include:
 - (a) the strategic objectives of the Council
 - (b) strategies for achieving the objectives for at least the next 4 years
 - (c) strategic indicators for monitoring the achievement of the objectives
 - (d) a Strategic Resource Plan containing the matters specified in section 126
 - (e) any other matters which are prescribed by the regulations.
- (3) A person has a right to make a submission under section 223 on the proposed Council Plan.
- (4) The Minister may extend the period within which a Council must comply with sub-section (1).
- (5) A Council must submit a copy of the Council Plan to the Minister by the date specified in sub-section (1) or applying under sub-section (4)."

Section 26 of the *Public Health and Wellbeing Act 2008* requires Council to prepare a Municipal Public Health and Wellbeing Plan (Health and Wellbeing Plan) within the period of 12 months after each general election of the Council. Section 27 of this Act allows for the integration of the Health and Wellbeing Plan into the Council Plan.

The Council Plan and Health and Wellbeing Plan for 2017 - 2021 have been integrated to strengthen and streamline reporting processes.

Prior to Council adopting its Council Plan, it is required to publicly exhibit the draft document and to receive and consider public submissions. Section 223 of the Act requires this public exhibition process to continue for a period of not less than 28 days after the date on which a public notice is published.

Discussion

Council completed a comprehensive community engagement process to inform development of the draft Council Plan which included:-

- An engagement survey during January and February 2017 that attracted input from:
 - 494 individuals
 - 26 Community and Business Groups (est. 345 people)
 - 17 Organisational areas (est. 100 people)
- Targeted engagement activities for people under 25 and over 65 years
- Review of the Youth Survey completed in 2016 against the themes (est. 650 people)
- Review of customer satisfaction survey completed in 2016 against the themes (est. 600 people).

Additional engagement activities held during the public exhibition period included:

- 4 meetings with key stakeholders
- 4 listening posts.

Thirteen public submissions were received during the public exhibition period relating to the Council Plan, including two late submissions, one received at 3:12pm Friday 12 May 2017 and a second received at 10:47 am Thursday, 18 May 2017. A full summary of submissions received is attached, refer Appendix 2. In order to comply with information privacy provisions the names of submitters have been redacted in the attachment.

Common themes identified in the submissions received included:

- service planning, performance and accountability
- support for the arts
- provision of appropriate facilities to support a growing community
- collaborative partnerships
- preserving and enhancing the natural environment
- community connections.

1.1 Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021

The list of persons who have requested to be heard in relation to their submission is as follows:

1. Rowan and Cinnamon Stephens
2. Silvana Iannello
3. Roly Livingstone
4. A representative from the Surf Coast Environment and Rural Advisory Panel
5. Jen Bush
6. John McDonald (President - U3A Surf Coast Inc.)

Financial Implications

Council Plan strategies will be funded in the annual budget over the term of the Council Plan.

Council Plan

Theme 2 Governance
Objective 2.2 High performing accountable organisation
Strategy Nil

Policy/Legal Implications

The Council Plan is required to be prepared pursuant to Section 125 of the Act and must include:

1. The strategic objectives of the Council.
2. Strategies for achieving the objectives for at least the next 4 years.
3. Strategic indicators for monitoring the achievement of the objectives.
4. A Strategic Resource Plan containing the matters specified in section 126.
5. Any other matters which are prescribed by the regulations.

This section of the Act also requires Council to publicly exhibit the draft Council Plan, giving the public the right to make a submission pursuant to Section 223 of the Act.

Section 223 of the Act outlines the process that must be followed by Council to publicly exhibit the draft Council Plan, and to receive and consider public submissions prior to adoption of the Plan. This process has been completed as required.

Section 125 (5) requires Council to submit a copy of the Council Plan to the Minister (for Local Government) within 6 months after each general election or by 30 June, whichever is the later. Following adoption of the Council Plan, a copy will be sent to the Minister, prior to 30 June, 2013.

Section 26 of the Public Health and Wellbeing Act 2008 requires Council to prepare a Municipal Public Health and Wellbeing Plan (Health and Wellbeing Plan) within the period of 12 months after each general election of the Council. Section 27 of this Act allows for the integration of the Health and Wellbeing Plan into the Council Plan.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

In considering submissions received through the exhibition period, Council is demonstrating that it is listening to the community and complying with the relevant legislation in regard to the preparation and adoption of the Council Plan and Health and Wellbeing Plan.

Social Considerations

In accordance with the Local Government Act 1989, the "primary objective of a council is to endeavour to achieve the best outcomes for the local community with regard to the long-term and cumulative effectiveness of decisions." Council believes this plan reflects the views and aspirations of the community.

Community Engagement

Council has undertaken an extensive community engagement process to develop the Draft Council Plan and to receive input from the community in regard to Council's proposed vision and objectives for the next four years.

A full report on the results of the community engagement process is included at Appendix 1.

1.1 Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021

Environmental Implications

Council remains committed to preserving and enhancing the natural environment including encouraging the uptake of renewable energy, the reuse of resources and supporting the production and consumption of locally grown food. These priorities are included in the "Environmental Leadership" theme in the Council Plan.

Communication

The public exhibition period for the draft Council Plan was advertised in local media, and on Council's web site. Copies of the document were made available across the shire, including visitor centres, community houses, and Council offices. Submitters wishing to address Council in regard to their submission have been provided with an opportunity to do so at this meeting.

Conclusion

It is proposed that the Hearing of Submissions Committee receive the submissions to the draft Council Plan (incorporating the Health and Wellbeing Plan) 2013 – 2017 prior to consideration by Council at the Council meeting on Thursday 22 June 2017.

1.1 Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021

**APPENDIX 1 COUNCIL PLAN (INCORPORATING THE HEALTH AND WELLBEING PLAN) 2017 - 2021
- COMMUNITY ENGAGEMENT REPORT**



High Level Overview Of Process

Process summary

- Councillor workshop was held in mid- December which identified a number of potential themes and outcomes
- From this workshop a discussion paper was formulated and provided to the community for review and commentary

Engagement activities summary

- **Engagement Survey**
 - An engagement survey was open between 25 January and 26 February 2017
 - The survey was available online at surfcoastconversations, and via paper copy at various physical outlets
 - 494 people completed the individual survey
 - 26 Community and Business Groups completed the groups survey (est.345 people)
 - 17 Organisational areas completed the staff survey (est.100 people)
- **Other Engagement**
 - Targeted engagement activities for people under 25 and over 65
 - Review of the Youth survey completed in 2016 against the themes (est. 650 people)
 - Review of the customer satisfaction survey completed in 2016 against the themes (est. 600 people)



Note on the analysis

Information on analysis

- The data (quantitative analysis) is primarily reflective of the individual survey, however the community group survey showed similar responses
- The analysis of the key messages is reflective of all engagement sources and there was a consistent message across all sources in these messages
- Not all people completed all themes and tended to focus on their key interest areas, this was particularly true for the community group survey

Sensitivity Analysis (individual survey)

- As part of the survey analysis a sensitivity analysis of quantitative responses was undertaken to assess for differences in the below demographic areas
 - Gender: Female, male
 - Age: Under 12-59, 60 and over
 - Residency: Permanent, non-permanent
 - Location: Rural, coastal, Torquay with Jan Juc
- All differences were found to be less than 20%.
- The largest difference in responses was 15.4% when we compared female to male for the 'People' theme.
- It can therefore be assessed that there are no key differences in the support for the themes and the intent of the themes

Survey responses vs Actual Data

Age	Actual data	Survey response	Difference from actual	Gender	Actual data	Survey response	Difference from actual
5-59	71.7%	58%	-13.7%	Female	50.4%	54%	+3.1%
60+	21.2%	40%	+20%	Male	49.6	43%	-6.6%

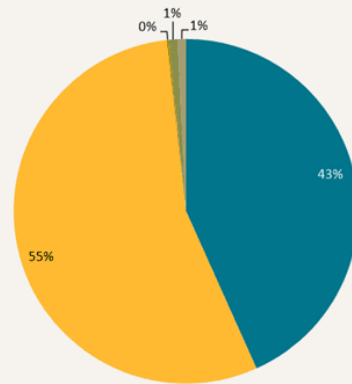
Place	Actual data	Survey response	Difference from actual
Lorne	3.71%	10.32%	6.61%
Deans Marsh & District	4.22%	2.46%	-1.76%
Aireys Inlet, Fairhaven & District	3.93%	12.53%	8.60%
Anglesea	8.65%	15.23%	6.58%
Winchelsea	7.47%	2.46%	-5.01%
Moriac and District	11.09%	7.86%	-3.23%
Torquay North	22.34%	17.94%	-4.40%
Old Torquay – Torquay West	20.34%	17.94%	-2.40%
Jan Juc – Bellbrae – Bells Beach	18.57%	13.27%	-5.30%

Note: While this slide shows some differences in the responses received in comparison to the demographics, the sensitivity analysis shows that these differences are not likely to have had an impact on the overall analysis of the survey.

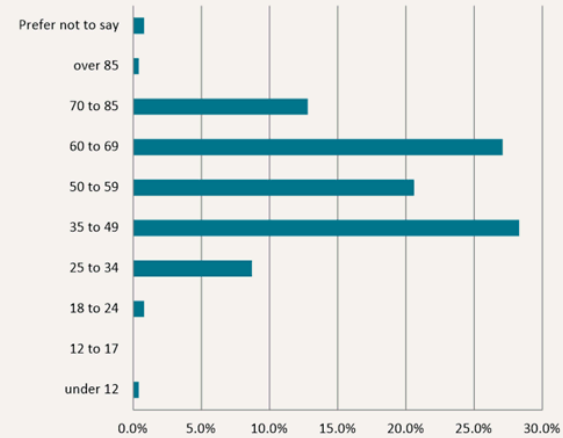
Demographics – Individual Survey

Gender

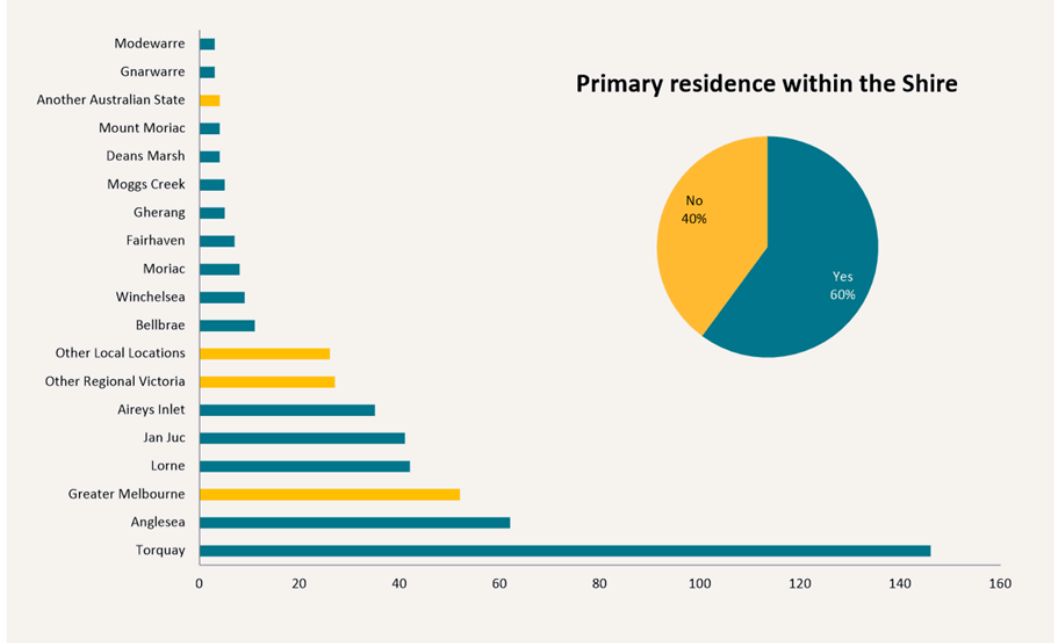
■ Man ■ Woman ■ Trans ■ Prefer not to say ■ Prefer to self-describe



Age

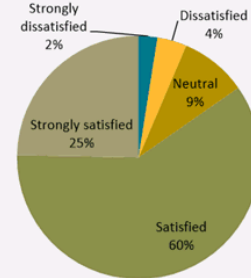


Location of respondents – Individual Survey



Overall satisfaction – Individual Survey

Satisfaction with overall quality of life



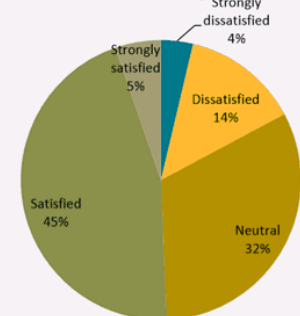
KEY THEMES – QUALITY OF LIFE

- The lifestyle within the Surf Coast Shire is very good, however may be adversely impacted by growth. In particular, people are concerned that the unique properties of townships may be damaged.
- It is important that basic amenities as well as infrastructure related to health and wellbeing are maintained.

KEY THEMES – COUNCIL'S ROLE

- Councillors are effective in representation their community
- It is important that Council is transparent and timely in its decision making and continues to engage with the community
- Council should consider the diverse needs of residents and ratepayers across the Shire

Satisfaction with Council's Role in the Community



Overall Analysis – Key Messages (Includes all sources of analysis)

- The Surf Coast Shire is a wonderful place to live, due to the natural environment and community atmosphere
- There are concerns with population growth and the potential for the loss of township identity and amenity
- There was general acknowledgement of the importance of the natural environment and tourism
- The provision of public transport or alternative transport was considered essential
- Ongoing community engagement is a high priority for the community
- Community and emergency safety is becoming more of a concern for some people
- Service and infrastructure delivery must be balanced with appropriate income generation
- Overall people appreciated the opportunity to participate in the survey and the development of the plan. There was some concern that the plan was not yet well-defined. It should be noted that the draft plan will be available for feedback from Mid-April and people who provided their details as part of the survey will be contacted to provide an opportunity for their comment.

**All themes were well supported,
including the intent of those themes**

People Theme

THE CHALLENGE

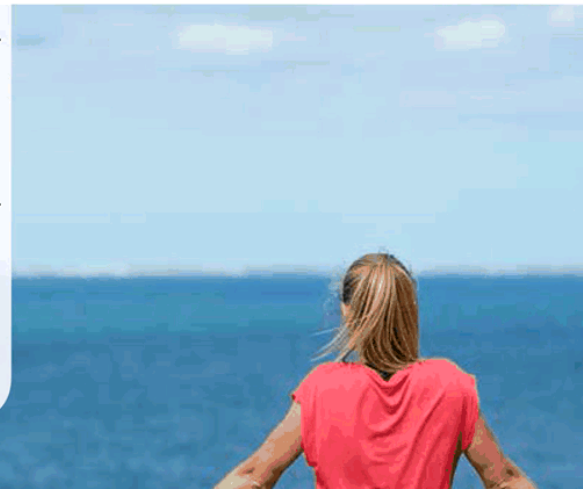
The Surf Coast Shire scores very well on the bulk of health and wellbeing indicators, however there are a number of areas that are challenging, including access to health services, supporting our growing population over 65 and connecting with and supporting our young people.

WHAT IS THE RIGHT RESULT?

Local communities in Surf Coast Shire are resilient and sustainable. Communities are inspired to determine their own priorities and take the lead to achieve these priorities.

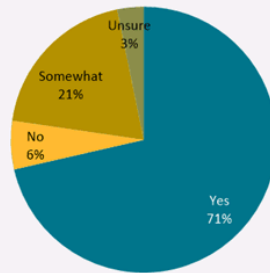
COULD INCLUDE

Population growth, ageing, young people, families, all abilities, local action, public transport, social connectedness, mental health, physical health, road toll, healthy eating, prevention of violence, empowerment, arts, culture, learning, community, recreation, sport.

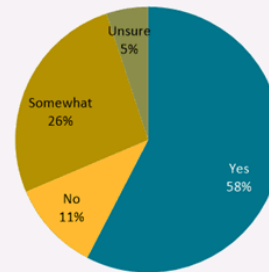


People Theme – Individual Survey

Agree that this is a priority for Council

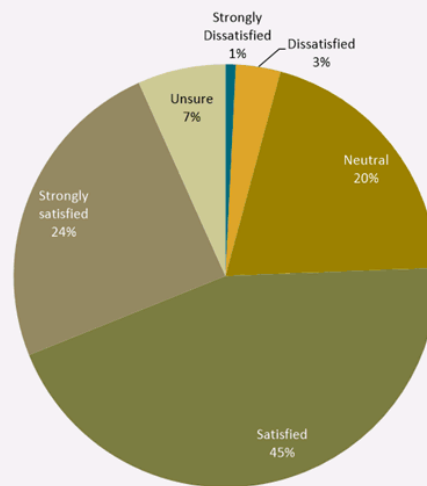


Agree with the intent of the theme



Satisfaction with community life

Satisfaction with the community as a place to raise children

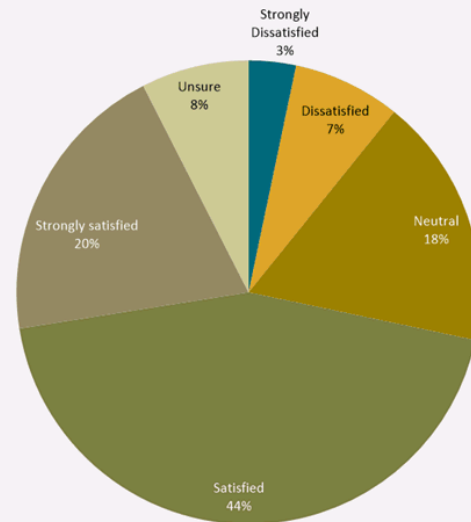


KEY THEMES

- The community is a safe and welcoming place to raise children, although safety needs to continue to be monitored
- Services which allow young people to “grow in place” would be beneficial
- Improved public transport and transport connections are essential for young people
- More diversity for social activities is needed
- Provision of health services which tailor to young people

Satisfaction with community life

Satisfaction with the community as a place to grow old

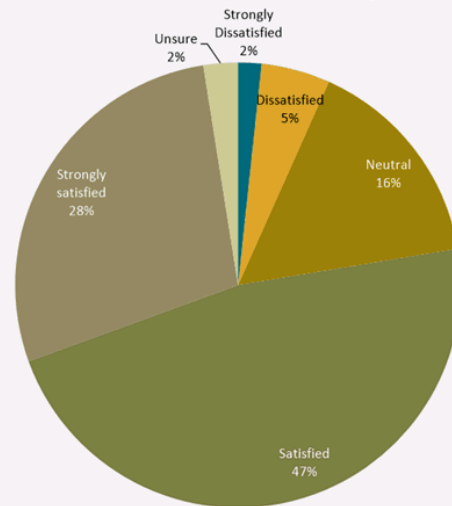


KEY THEMES

- There are significant concerns around the limited access to health and support services which suit older people
- Public transport provision is considered essential for this age group
- There are concerns around supports and social provision for older people who are no longer mobile
- Support for older people during emergency events should be considered

Satisfaction with community life

Satisfaction with access to healthy food



KEY THEMES

- Access to healthy food is generally excellent, however is dependent on a few outlets and can be cost prohibitive
- Respondents commented this is not a core Council role

Key Messages – People Theme (Includes all sources of analysis)

- **Council should focus on supporting a diverse population (age, culture, ability, gender, etc.)**
- **Communities should be empowered and set their own priorities, however some communities may need Council support to achieve this**
- **It is important to engage with and listen to the community and for the community to listen to each other**
- **Provision of public transport would make it easier for some groups to participate in the community**
- **Provision of infrastructure and services to support diverse community needs, particularly in relation to health and wellbeing, is essential**

Environment Theme

THE CHALLENGE

Surf Coast Shire is an area of high environmental significance, in which the environment underpins our lifestyle and economy. It has a large coastline and state and national parks which are home to threatened species.

Climate change is likely to have a significant impact in the shire. Rising sea levels and increased bush fire risk are possible scenarios.

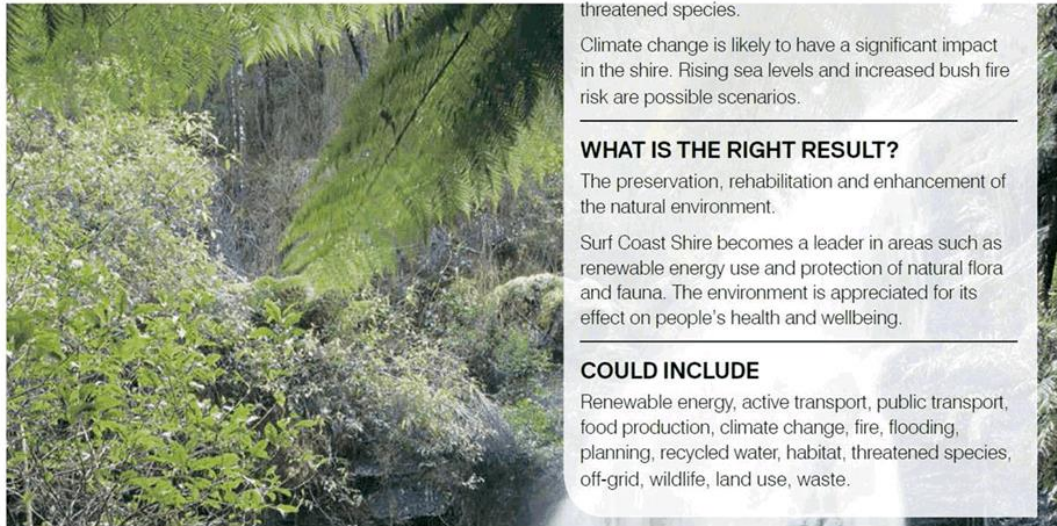
WHAT IS THE RIGHT RESULT?

The preservation, rehabilitation and enhancement of the natural environment.

Surf Coast Shire becomes a leader in areas such as renewable energy use and protection of natural flora and fauna. The environment is appreciated for its effect on people's health and wellbeing.

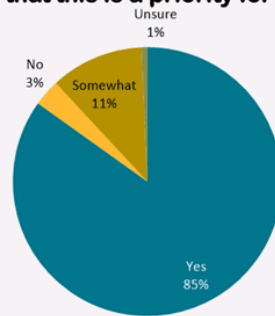
COULD INCLUDE

Renewable energy, active transport, public transport, food production, climate change, fire, flooding, planning, recycled water, habitat, threatened species, off-grid, wildlife, land use, waste.

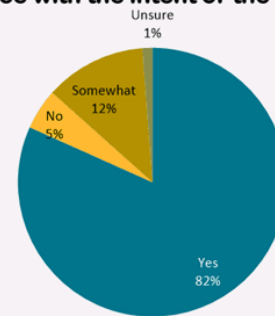


Environment Theme - Individual Survey

Agree that this is a priority for Council

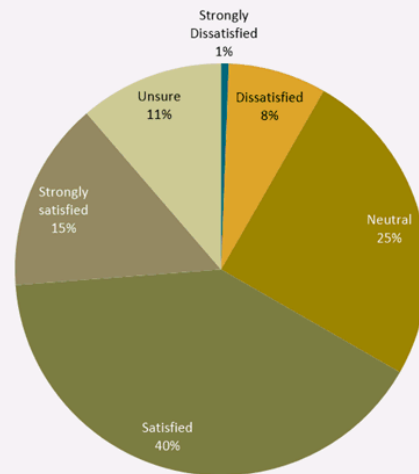


Agree with the intent of the theme



Satisfaction with the environment

Satisfaction with emergency management

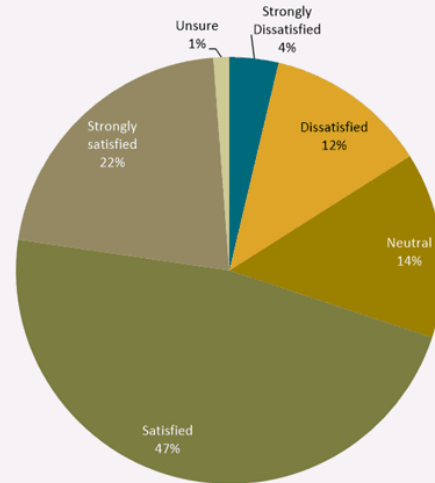


KEY THEMES

- There are concerns regarding the ability to evacuate from some areas due to a limited number of roads
- Good work has been done in the prevention space
- Respondents commented the community would benefit from more communication regarding bush fire preparedness and during an actual event
- Emergency management requires the support of a number of agencies

Satisfaction with the environment

Satisfaction with open space, pathways and recreation facilities

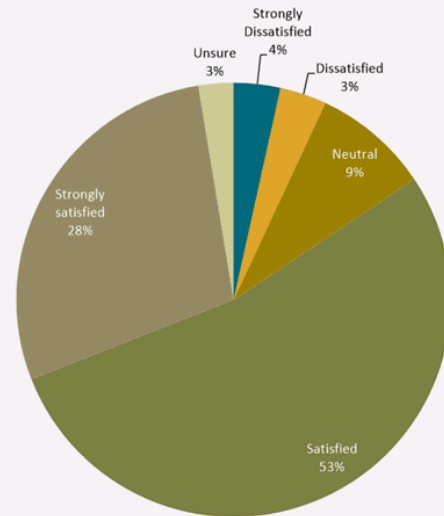


KEY THEMES

- While this is a strength of the area, continued focus is necessary
- It is important to balance the needs of the environment with the needs of people. This includes the considered development of footpaths, recreation spaces and open spaces
- Consideration should be given to encouraging housing diversity and ensuring that green spaces are maintained in housing developments
- Bike paths may assist promotion of alternative transport opportunities

Satisfaction with the environment

Satisfaction with natural environment



KEY THEMES

- Natural places are essential for the Shire and one of the key reasons that people choose to live and visit the area
- Continued maintenance of natural places is important and the community is keen to participate in these activities
- People should be able to access these areas in a controlled manner, in order to increase community ownership and appreciation
- Care for the natural environment is essential in the context of growth

Key Messages – Environment Theme (Includes all sources of analysis)

- **The environment was most supported as an important theme**
- **Some issues within the environment theme were contentious**
- **There is general recognition that Council is already leading in this area**
- **The environment is essential for a good quality of life and for tourism**
- **Council can take a leadership role in environmental issues, however this should be balanced with practical policy changes that Council can control**
- **It is important to balance the wellbeing and economic sustainability of people with the preservation of the environment**
- **Climate change adaptation is an important consideration**

Growth Theme

THE CHALLENGE

The total population of the Surf Coast Shire is forecast to increase from 29,000 in 2016 to 44,000 in 2036. Most of this growth will occur in Torquay, however Winchelsea will grow significantly in the longer term. Population growth in neighbouring shires such as the City of Greater Geelong will increase even more. The combined population of neighbouring suburbs Armstrong Creek, Mount Duneed and Marshall is expected to increase from 6,500 in 2016 to 42,000 in 2036. Visitation to Surf Coast Shire is expected to increase by one third in the next 25 years.

WHAT IS THE RIGHT RESULT?

Population is well distributed across the shire. Services and infrastructure are available to meet community expectations. Growth is sustainable.

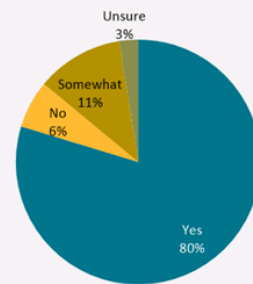
COULD INCLUDE

Planning scheme, town boundaries, land development, affordable housing, housing density, food production, open space, traffic, parking, tourism, hinterland, Great Ocean Road, inland routes, public transport, major employers, Armstrong Creek, use of digital technology.

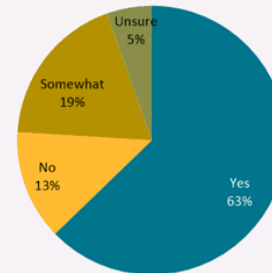


Growth Theme

Agree that this is a priority for Council

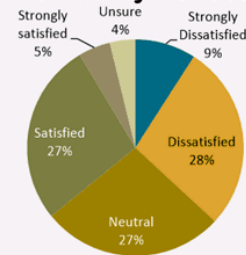


Agree with the intent of the theme



Satisfaction with community services

Satisfied with infrastructure and community facilities



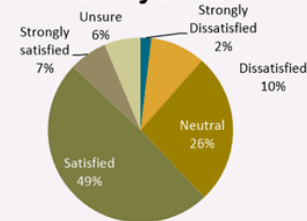
KEY THEMES – INFRASTRUCTURE AND FACILITIES

- Provision of infrastructure will be challenging in the context of population growth
- Some interest areas are not as well catered for as others
- Infrastructure needs to be better planned
- Better transport options should be considered
- More health services may be needed to support a growing population

KEY THEMES – SERVICES

- Travel is required to access many services
- Service provision in some areas is very good
- Communication relating to available services could be improved

Satisfaction with access to community services



Key Messages – Growth Theme (Includes all sources of analysis)

- The growth theme was the most contentious and there was a mix of positive and negative comments toward growth
- The primary negative comments regarding growth related to the need to preserve the environment and retain the unique character and amenity of townships
- The primary positive comments regarding growth related to how it might assist in the sustainability of townships and economic growth
- It is important to ensure that infrastructure keeps pace with growth, including public transport and roads
- Consideration should be given to how to provide affordable housing
- There was discussion on housing types including concern over ‘cookie cutter’ residential developments
- Limitation of urban sprawl was very important
- There was discussion about increased levies, and other controls, on developers

Economy Theme

THE CHALLENGE

At least 2000 new jobs need to be created in Surf Coast Shire by 2036 just to maintain the current level of local employment. As at 2016 approximately 40% of people living in the shire have a job in the shire.

WHAT IS THE RIGHT RESULT?

People can work where they live. Young people can stay in the community they grew up in instead of needing to move elsewhere to begin a career. Local business communities are sustainable, diverse and resilient in the face of local and global forces.

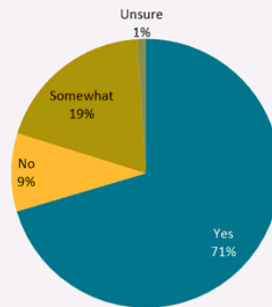
COULD INCLUDE

Small business, tourism, hinterland, food production, Great Ocean Road, inland routes, major employers, jobs, sustainability, visitor economy, surfing industry, public transport, technology.

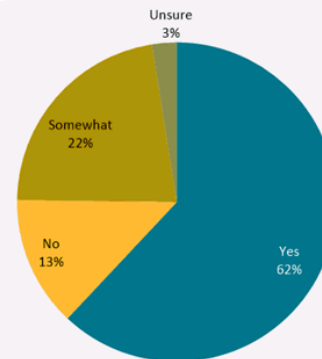


Economy Theme

Agree that this is a priority for Council

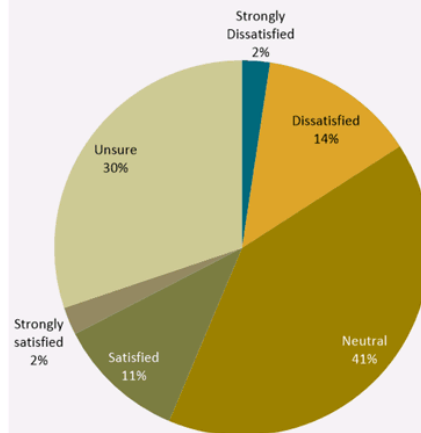


Agree with the intent of the Theme



Satisfaction with business services

Satisfaction with services that support businesses

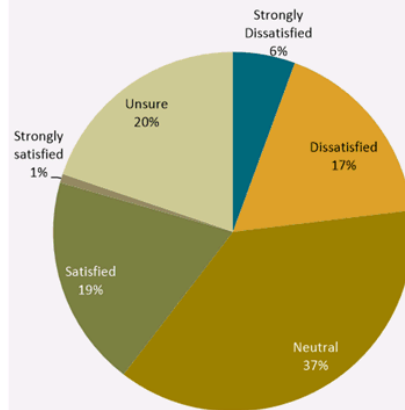


KEY THEMES

- There was not consistent support for this service as a core Council function
- Many respondents said they did not have direct experience of Council's role within this theme
- More clarity and promotion of these services would be beneficial
- Many home-based businesses would benefit from better infrastructure such as the NBN
- Costs and red tape in the area may make it more difficult to start some types of businesses

Satisfaction with business services

Satisfaction with types of employment

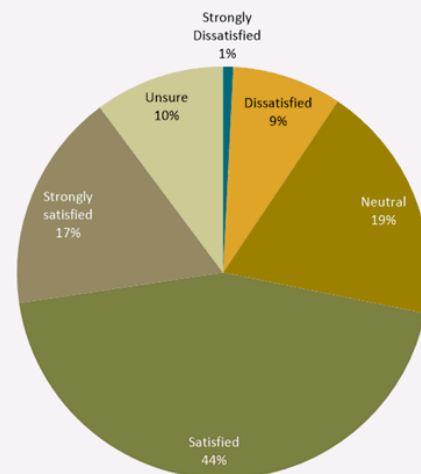


KEY THEMES

- It may be difficult for the shire to support a wide variety of employment opportunities, however focus could be placed on promoting professional, non-seasonal, home-based and youth employment opportunities
- Employment for residents may be located outside of the shire and provision for better transport to those areas could be improved

Satisfaction with business services

Satisfaction with events



KEY THEMES

- The events are of good quality but could be more diverse, particularly provision of events which focus on the local resident population
- Council could promote events more in order to capture tourists in off-peak season
- It is important that events are of benefit to local residents

Key Messages – Economy Theme (Includes all sources of analysis)

- **There was a lack of consensus regarding Council’s role in the economy and in jobs creation**
- **It is equally important to provide jobs in the region as it is to provide transport to jobs outside**
- **There may be benefit in making it easier for people to start and sustain businesses (reduce red tape)**
- **Education and diversity of jobs is important for employment sustainability (i.e. youth, non-seasonal)**
- **Tourism and other key industries should be supported**
- **Events are also an important component of tourism**
- **There was some discussion on whether Council could levy tourists to assist with the cost of infrastructure**

Governance Theme

THE CHALLENGE

The State Government's Fair Go Rates System limits how much revenue councils can collect through rates. Council must seek authorisation from the government to vary this limit. How can Surf Coast Shire Council continue to meet community expectations for services and infrastructure whilst maintaining a responsible budget?

WHAT IS THE RIGHT RESULT?

Council is financially sustainable and allocates its funding as the result of having a clear understanding of community needs and priorities.

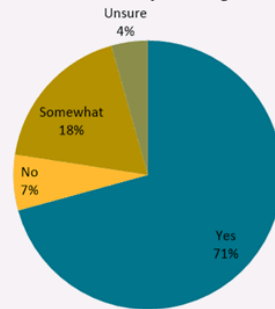
COULD INCLUDE

Services, facilities and roads, rates, fees, alternative income, savings and efficiencies, use of digital technology, financial planning, and Council's ward structure.

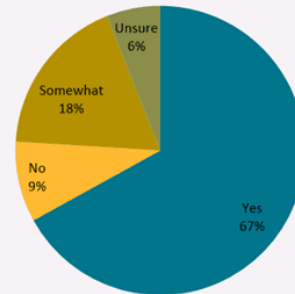


Governance Theme

Agree that this is a priority for Council

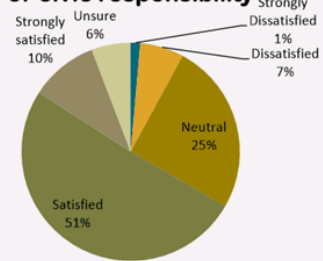


Agree with the intent of the Theme



Satisfaction with civic life

Satisfaction with community's sense of civic responsibility

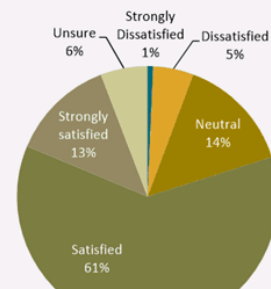


KEY THEMES – CIVIC RESPONSIBILITY

- This is generally positive but may be at risk due to population and visitation growth
- It is important to facilitate and develop this in different ways for different people
- Volunteering and other opportunities to be involved are essential for maintaining community linkages

KEY THEMES – COMMUNITY LIFE

- There are many opportunities to participate, however individuals must be proactive in accessing these and the opportunities may not suit all people



Satisfaction with opportunities to contribute to community life

Key Messages – Governance Theme (Includes all sources of analysis)

- **There was a mix of responses on the need to limit rate increases, contrasted with a response from some areas that service delivery is more of a priority**
- **Older people tended to favour a reduction in rates**
- **It is essential that Council is open and transparent in its decision making and engages with the community on its decisions**
- **Good financial management practices are important, including ensuring an efficient and streamlined organisation**
- **Consider different ways to balance the budget, including alternative income streams, partnerships with developers or others, and reducing services in some areas**



Youth Engagement – Early Years

- **A targeted activity was run with 30 children aged 0 – 6 years in family day care and occasional care in the shire.**
- **The children were asked to draw a picture which reflected what they liked about living on the Surf Coast and included a statement about what the picture represented.**
- **People in this age group had high levels of appreciation for:**
 - **Open space, particularly the beach**
 - **Facilities which provide opportunities for socialisation with friends and family**

Youth Engagement – Middle Years

- **A targeted activity was run with 20 children aged 6 – 13 years in vacation care in the Shire.**
- **The children were asked to draw a picture or write a short story which reflected what they liked about living on the Surf Coast.**
- **People in this age group appreciated:**
 - **Recreation spaces, such as skate parks and playgrounds as well as opportunities and infrastructure to participate in formal sports**
 - **A clean and preserved environment which is free of litter**
 - **Provision of infrastructure to support non-sporting interests**
 - **The friendliness of the community**

Youth Engagement – 13 – 25 Years

- A comprehensive survey of 650 people aged 13 – 25 years was conducted in late 2016
- While the Plan was not a focus for this survey, significant information could be extrapolated from this survey
- Key messages relating to the Plan included:
 - Infrastructure and support for health and wellbeing activities of all types is essential, including sport, entertainment, arts and culture and employment
 - Age appropriate health and mental health services are important and undersupplied
 - Improved public transport is important for education and employment opportunities
 - Preservation of the environment is a key focus area
 - Population growth is of concern to this age group
 - Accessible employment opportunities located in the area are essential to allow young people to grow into adulthood
 - Consultation and engagement with Council were highly rated by young people

Older Person Engagement

- **As part of the Council's café style support program, a High Tea was held in order to obtain information from people aged over 65**
- **More than 30 people attended this session**
- **Key messages relating to the Plan included:**
 - **It is important to provide public transport around and outside the Shire to allow for attendance at medical appointments and to visit family**
 - **It is important that Council provides core services, such as safe footpaths, rubbish collection and roadside maintenance**
 - **Provision of support services to enable independence is essential**
 - **Social supports are important as they help to ensure community connectedness**

Community Satisfaction Survey

- **An annual community satisfaction survey is conducted by the State Government, and the 2016 version was utilised to support the analysis for the development of the Plan**
- **400 resident and 200 non-resident ratepayers participated in the survey**
- **The following key issues were noted:**
 - **Council needs to improve community engagement, town planning services and roads**
 - **Provision of high quality community services was important**
 - **The environment, growth and governance were all important themes in the survey**



1.1 Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021

**APPENDIX 2 COUNCIL PLAN (INCORPORATING THE HEALTH AND WELLBEING PLAN) 2017 - 2021 -
SECTION 223 SUBMISSIONS - REDACTED**

Submission 1



Creative Metal Work

To Surf Coast Shire CEO Mr Keith Baillie,

April 2017

Surf Coast Art Space Submission

For the 2017-2018 Draft Budget and 2017-2021 Council Plan

Hello, I am writing this submission to keep ART on the agenda, and to thank you again for your ongoing support of the Art Space. On behalf of the Surf Coast arts community, I am seeking a two year extension for the art space in Anglesea because of the many social, cultural, educational and economic benefits.

The success of the Art Space, and reasons to keep supporting this initiative, can be broken down into the following areas:

- **Professional Development**

The most important outcome of the community art space has been the benefits to the Surf Coast Shire's vibrant art community. We have seen a great number of exhibitions since the opening in September 2016. Over this time, artists have been nurtured through the exhibition process and taught many new skills, ie: Riverlee Painters held another pop up exhibition in Winchelsea, [REDACTED] learnt how to promote himself and interact with patrons, [REDACTED] has been running successful printing workshops and learning how to promote and put value on her skills, [REDACTED] curated her first exhibition with triumphant success. The list goes on!

I would also like to add that being a successful artist means that you can be self employed. In this age of JOBS being so high on the agenda, the Art Space is assisting and educating local people how to live from their creativity, as well as developing art related skills for future employment in the arts sector!

- **Financial Success**

To date, we can estimate the total sales made from the Art Space at \$33,000. This is a phenomenal amount, with \$18,000 of that coming from the last two exhibitions, March-April. This is a remarkable figure in this current economic climate, which proves the point that people WANT to buy locally created artwork, they just didn't know WHERE TO FIND IT. A community art space offers exactly that. I also believe that keeping the Art Space in its current central location, also helps people who are keen to return, and allows the Art Space to build on its popularity.

- **Community Support**

The Space is actively being supported by its immediate local community, with local surf coast residents coming regularly to exhibitions and purchasing artworks large and small. Always having locally created cards and smaller items available is proving popular with patrons looking for gifts etc. Patrons from further afield; The Bellarine, Geelong, Melbourne, etc are also starting to return to experience the different transformations each exhibition at the Art Space has been offering.

- **Community Wellbeing**

This follows on from the support the space is receiving. People, who love art, are enjoying the fact they can visit a fresh quality art venue without travelling too far from home. Over the past 8 months the Art Space has had 5000 visitations! The Art Space offers an inclusive community art experience, different to the private galleries and community art workshop venues the Shire already has. The space is also becoming a central space for creative friends to meet and converse. Due to the fact that the exhibiting artists are on duty, patrons' young and old have often paused in their busy lives to come and chat about all things art related. Students have discussed possible art directions for their futures, other people have been encouraged to return to their arts practice. It is important for everyone's wellbeing to have a sense of community, and I feel that the Art Space is providing that for our creative community

- **Location**

Many comments have been made about the beautiful position the space is in, located by the Anglesea River, away from the hustle of the shopping centre and a short walk to coffee and lunch. Visitors enjoy coming to Anglesea for a few hours, to revitalize by the river or the beach, enjoy a quality lunch and pop by the art space ☺ The Surf Coast Arts Trail has proven the popularity of Anglesea due to its central location in the shire. Also due to 24% of the shire's rates coming from Anglesea and only 6% of a return to this town last year, support of the Art Space would be a step in the right direction.....

- **Tourism**

The ability to purchase locally created artwork from the area you are visiting is a fabulous plus for this space. Every shire should have a community art space. The space has also been used for shire tourism employees to purchase artwork for international guests! I also see the Art Space as the place to pop in and pick up all your cultural information for the duration of your holiday. All the local cultural venues are welcome to have their information at the Art Space!

We are trying to encourage visitors to the region to lengthen their stays for the good of our local economy. I believe that the arts assist our region's vibrant economy, along with gourmet food trails and winery tours.

- **Ongoing Success**

The space has already been booked up until the end of September this year with exhibitions, solo shows, art workshops, writer's events, a play reading, social media workshop for artists, a local youth art exhibition and more!!!! There will be no problem sustaining the enthusiasm for the space, with artists contacting our Arts Officer, [REDACTED] regularly to be put on the growing waiting list. There are even groups and individuals who enjoyed their experience so much they want to book in again!!!!

For any questions on the Surf Coast Art Space, I am more than happy to make a time to chat with you. See my details below.

Thanks so much

Local artist, arts promoter, and passionate supporter of community arts



Submission 2



Draft Surf Coast Shire Council Plan incorporating the Health and Wellbeing Plan 2017-2021.

Comments by [REDACTED] Director, Health and Wellbeing – G21 (Geelong Region Alliance)

May 2017

To Surf Coast Shire,

Thank you for the opportunity to comment on the draft Council Plan incorporating the Municipal Public Health and Wellbeing Plan. It is an excellent initiative to include Health and Wellbeing into the Council Plan as it heightens and extends the importance of Health and Wellbeing across all of Council's role and responsibilities.

Please find my comments in relation to the draft plan for consideration.

- **Excellent initiative to include H & WB plan into the Council Plan.**
- **Excellent inclusion of the G21 shared health priority of Active Living and Healthy Eating.**
- **Whilst reference is made G21, suggest including the G21 PCP as it is a component that is relevant to the HWB work and implementation of the plan.**
- **It is not clear how the HWB focus areas intersect with the other priorities other than Community Wellbeing such as Vibrant Economy. Is there an expectation that the other priorities will have measures against them that include health and wellbeing indicators? Alternatively, are there other actions yet to be developed?**

Key Priority - Community Wellbeing

Specific comments

65) This action could be strengthened by including the following:

- **Develop and implement local programs to support HE & AL (and policies). One of the best ways of influence and impact communities and settings is to develop policy positions that support healthy eating and active living aspirations. Policy development are enduring and have an authority that reminds both officers and community members of the importance of this work.**
- **Whilst the G21 HWB Pillar has not yet determined the actions that can be translated and implemented across the Region, it would be worth noting this area of activity is yet to be undertaken with our partner agencies. In accordance with this work, there will be the inclusion of shared measures and indicators. Can reference be made of a shared approach for both implementation and evaluation purposes?**
- **The continuation of the implementation of the G21 Physical Activity Strategy should be included in this section as each Council across the G21 Region has signed off on this Strategy**

and SCS officers form part of the implementation-working group. Excellent work has been undertaken by SCS in progressing this regional Strategy.

For consideration and inclusion:

- Plan, design and establish urban environments that encourage accessible walking and cycling routes in new and built environments. Given the focus of attention on new growth areas, the planning and designing of environments that accelerate the walkability and liveability of an area is an important dimension to health and wellbeing outcomes.
- As part of the capital works program, there will be new and refurbished sport and recreation facilities planned. An action to assist in strengthening Active Living would be a policy position that adheres to sport facility guidelines and design principles that suit people of all abilities.
- An action that includes support active participation by providing welcoming, inclusive and flexible sports options.
- A strong evidence base that continues to be asserted and reinforced by academics and leaders in health promotion focus attention on the early year's age group. What policy and programs can be put in place that focus this attention on that population cohort?
- Support Committees of Management, S86 Committees and sporting clubs to include healthy food options and decreased sugar sweetened drinks served at their facilities. Given the number of licence agreements and Section 86 Committees, these governance groups are the direct provider of sport and recreation in local communities and are at the cold face of providing catering services to large numbers of people who both participate and spectate.
- Strengthen the opportunity to incorporate Health and Wellbeing outcomes by incorporating principles and statements in a revised Municipal Strategic Statement (MSS). The opportunity exists to strengthen the link between the health and wellbeing plan and land use planning outcomes. Referencing key fundamentals of health and wellbeing with the MSS will:
 - Enable a strong policy connection to land use-planning outcomes
 - Provide greater influence on land use planning decision making to influence physical outcomes delivered through development proposals.The Heart Foundation has done a significant piece of work around this to assist Councils when reviewing their MSS.
- There appears to be nothing in the document around Active Travel – opportunities and programs. Whilst this may be picked up in the Action – Implement health and wellbeing impact assessments as part of infrastructure and project planning, currently it is vague.

D) Provide support for People in Need

↳ Strategic Objective - Contribute to the delivery of the Strategic Plan for Prevention and Addressing Violence against women and children in the G21 Region.

It is excellent to see this mentioned, however, it is left open as to interpret how much and what actions can be implemented. The Project Executive Group (of the Strategic Plan) has sought funds from an external funder to support actions emanating from the Strategic Plan. Suggested actions include:

- Council to report on the measures it proposes to take to reduce family violence and respond to the needs of victims. This directive has been issued to all Councils by DHHS Department Secretary.
- The development of a Gender Equity Plan for Surf Coast Shire (community) – not just Council.

- Promote gender equity as a priority for consideration when determining community (small) grants, resource allocation via capital works projects, in particular the usage of sporting grounds and facilities.
- Support an organisation –wide internal approach that promotes women in Senior Leadership positions and develop KPI's around this.
- Support endeavours that promote women in civic leadership roles such as running for Council, on boards, Section 86 Committees etc.
- Consider procurement measures through a gender equity lens and how the procurement of goods and services can promote gender equity.

Resourcing:

Noting the draft 2017/18 budget, there is an account for Discretionary Community Wellbeing Projects but no funds allocated for 2017-18. Is this an error or deliberate?

Re: Health Promotion officer – is there an ongoing position for an officer to assist officers within Council when implementing the above initiatives? Whilst the plan details actions that will be distributed among a number of staff, appointing and continuing to provide a dedicated officer with a health promotion background assists internal staff to understand the health and wellbeing priorities and guide outcomes.

Front cover and depiction of image

The current front cover depicts a young happy woman in a wet suit and a look of health. However, Councils can and do provide a sense of place and community connections are developed through a range of mechanisms. By viewing this front cover, there is no understanding of Surf Coast Shire – who you are and where you live, what environmental features define SCS and what its community looks like. Suggested action: a sample of photos that depict people and places, not 1 individual.

Thank you for the opportunity to respond and I look forward to working with staff and Councillors in progressing the shared health prevention priority of Healthier Eating and Active Living.

Yours sincerely,



[Redacted]
[Redacted]
G21 (Geelong Region Alliance)
[Redacted]

Submission 3

From: [REDACTED]
Sent: Friday, 5 May 2017 12:19 AM
To: Info
Subject: Submission Form - Council Plan (draft) 2017-2021 Form Submission
Attachments: Comments_on_Council_Plan17-21-[REDACTED]

There has been a submission of the form Submission Form – Council Plan (draft) 2017-2021 through Surf Coast Conversations



Your Submission: seperate document supplied

Upload documents (if required): http://www.surfcoastconversations.com.au/download_file/245/366

Do you wish to be heard by Council in relation to your submission? No, I do not wish to present to Council

I agree to receive Council communications via email Yes

Comments in the Council Plan

Microsoft Word - D17 26861 Context Text - The Plan 2017 - 2021 Council Plan.DOCX v2.DOCX

A3-Plan-on-a-Page Executive Summary

Looking at the Executive Summary Table and page 17 of the Council Plan

First observation is that only **one** Proposed Strategic Indicator satisfies or relates to the Strategic Objective "s" the last listed on the Executive Summary and which is "Ensure that community has access to the services they need". That is Strategic Indicator #1 in table on Page 17. I would suggest that ALL 13 Strategic Indicators should relate to this objective.

On this basis, each of the Strategic Objectives are addressed by the following numbers of Strategic Indicators.

Themes	Number of times the objective is met (Table p17)	Sum of number of theme objectives met	Rank
COMMUNITY WELL BEING	a is met 9 times b is met 7 times c=2 d=2 etc	Summing these up = 9+7+2+2= 20	2
ENVIRONMENTAL LEADERSHIP	e=4 f=3 g=3	10	5
BALANCING GROWTH	h=6 i=3 j=2 k=8	19	3
VIBRANT ECONOMY	l=6 m=4 n=4 o=4	18	4
HIGH PERFORMANCE COUNCIL	q=5 r=6 s=13	24 =highest number of counts	1

THEREFORE THE IMPLIED PRIORITIES ARE -----

Themes
HIGH PERFORMANCE COUNCIL
COMMUNITY WELL BEING
BALANCING GROWTH
VIBRANT ECONOMY

ENVIRONMENTAL LEADERSHIP

I suggest the report is reformatted to reflect this. Note this seems to be about right... Objective "s" is about Rates, Roads and Rubbish... a high priority in everyones books

General Comment

Document Control.... There is no evidence of document control

Continuity

I would like to see some continuity with the earlier Council Plan 2013-2017 or at least a discussion to demonstrate continuity and to explain what earlier initiatives are to be carried over and which have been cancelled or suspended (and why).

PLAN is Incomplete- no timelines

A plan is not a plan unless it has a Timeline. The only Strategy with a date is perhaps the 5. Renewable energy within shire (achieve 25% by 2020)

I would like to see similar target completion/deliverable dates for all 61 strategies and especially for key documents such as the Rural Hinterland Strategy, an Implementation date for the Anglesea Futures programme etc.

Rural Hinterland Strategy

With respect to the Rural Hinterland Strategy I note that this was also a deliverable (again with no target date for the 2013-2017 Council Plan (ie already late). It is high time that a robust Strategy is put in place (perhaps similar to the recently rushed through Bells Beach Hinterland Strategy) for the large rural areas particularly the highly vulnerable ones such as Bellbrae Parish with its vales such Spring Creek and its tributaries, to be protected before they are engulfed by Zorbing and Adventure parks.

Bellbrae Community Hall Extension Project.

Please ensure that the 5-year budget has provision for funding the recently completed plans for this project.

INCONSISTENCIES in the Budget tables

Row 1 on page 35 should this not be the same numbers as Row 1 on page 33

Row 2 on Page 35 should be the same as Row 4 on page 33

Row 3 User charges is not the same

Row 6 Statutory fees is similarly different

Unexplained events

Would like to know what is a happening in drains in 2018-2020 for a 3-fold increase in cost approx. \$1mm for two consecutive years (page 36)

OTHER editorial comment

The Tables under each theme starting on page 22 have strategies numbered 62-74 on page 22 through to 122 on page 30. I believe these are meant to have the same numbers as the 61 strategies listed in the Executive Summary. I find it hard to believe that Council/Councillors have released a document with such basic errors to the community.

Submission 4

[REDACTED]
Date 07/05/2017

I would like to put in my 2nd response for a shared pathway for Austin St Winchelsea (Figure 1). I feel a pathway along Austin st would make a safe way for residents and tourists to walk down to the river. Everyday many people use this street as a loop walk from the hwy. I see people on bikes, on foot, and for morning runs. A shared pathway would be the best option, there is plenty of room on the nature strips for this to happen. In addition, it would also make it a safe route for mums with prams rather than using the road. At the moment mums and families walk on the road, because the nature strips are muddy, wet and are not designed for walking prams on.

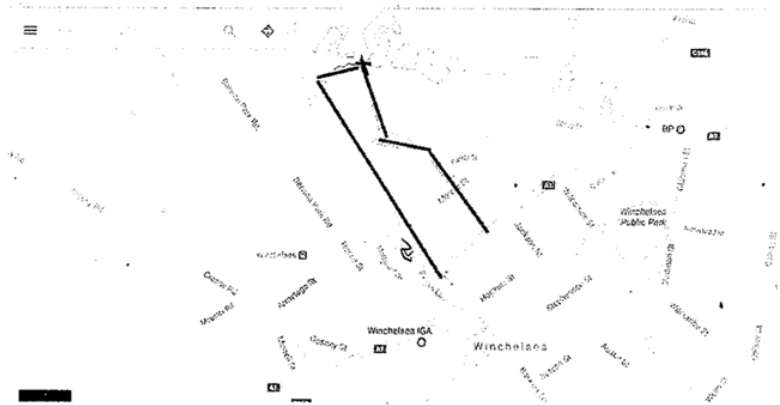


Figure 1. Map of Austin st, crossing mercer st, following onto Sussex st to join the existing pathway along the Barwon River.

Submission 5

5 May, 2017

A. What I would like to see in a Council Plan and which is not included in the proposed version is the following:-

- a provision to identify all of the services currently provided by the council to the Surf Coast people;
- the number of equivalent full time employees that are involved in the delivery of each one of those services together with the total number of employees cumulatively so employed;
- the current and historical costs to Council for the provision of each of those services;
- an assessment to identify the real need to maintain all of those services;
- the cost savings that would result with the discontinuance of some of those services regarded as not necessary for the Council to carry out its real responsibilities to the people of the Shire and
- finally the appointment of a relevant and independent person to work with an appropriate council officer to assess the foregoing issues and report back to the Council and the people of the Surf Coast Council.

I have set out the foregoing as an example of what I believe should be a part of the Council Plan as it provides but one example of how the Council is planning to provide an efficient and cost conscience approach to its ongoing management of the Council's affairs.

B. Perhaps it might be argued that the foregoing would be more relevant to be included in the Council's Strategic Resource Plan; this might be the case, but the Council Plan for this year that I have seen, includes a page that is headed as being a Strategic Resources Plan, but is otherwise, blank.

This is somewhat difficult to understand as the Local Government Act also provides that the Strategic Resource Plan is to be a part of the Council Plan.

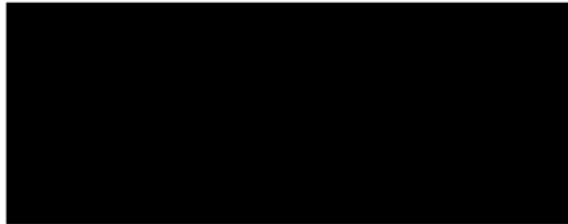
C. Generally, I find trouble in making almost anything out of this proposed Council "plan" as it deals only with matters of very broad principle to such an extent that finding time frames and accountabilities for outcomes to be quite perplexing. Indeed I would suggest if presented to the crowd in any local public house it would not have any chance of passing the "pub test" in PC language; or in other words, would not be easily understood by "the man in the street" as the saying still goes in many parts of our nation.

For example, what would be the response from the "man in the street" or the people in the pub, after reading the proposed plan, if asked to tell us what they understood to be the Council's Plan for the next 12 months and how would it affect them in living in the Shire?

- D. I sincerely trust that with some further thought and mature consideration, the Council Plan for next year might take a rather different direction consistent with having a plan that provides more specific information especially about programmes of work that will be undertaken, together with identifiable time frames and accountabilities including milestone dates of completion within the plan. As it is presented at the moment, I am afraid that I am unable to comment further and I am doubtful if there are many people who upon reading the current version of the Plan would have any more of an idea of the plan and what is going on than I have.
- E. I do not propose to seek an audience with the Council but if required I would be pleased to appear on 30 May this year. I have presented these observations in an earnest way with the hope that they might assist the Council in its determination of this important matter.

I have concluded that on the face of the plan for this year, there might well be a need for the Council and the Government to consider reviewing the way the plan needs to be presented and what information it needs to contain. This would be for the benefit of the government, the Council and the public; especially for the public as it is all the members of that large group who live and/or work in the Shire, not only in a suburban or coastal environment but in a significant rural environment too. They all need to be told in some detail what is planned for them each year. e.g who owns the accountabilities for seeing the matter to its conclusion and what time periods are expected to be involved over the twelve months that the plan is to run; this in addition to clearly defined objectives and expected outcomes for each part of the plan.

I wish you all good luck in your important journey in serving the community.



Submission 6

Environment and Rural Advisory Panel Submission on Draft Council Plan 2017-2021

Council's Environment and Rural Advisory Panel met on Thursday 4 May, 2017, to discuss and provide feedback on the Draft Council Plan 2017-2021. The Panel were asked to focus on the Environmental Leadership and Balancing Growth themes and discuss what they liked, what they didn't like and whether they thought anything was missing from the Plan.

The following captures their feedback.

General comments

- The five themes, and many strategies and actions under them, are relevant and important to our community.
- It seems to be a lost opportunity not to have included a brief, high level, snapshot of Council's core business activities under each theme so that it is clearer how the Strategic Objectives and Strategies go *beyond* these.
- While the themes are interrelated, it is difficult to see the connections across them, e.g. how some of the Strategies contribute to Outcomes in other themes.

Environmental Leadership Theme

- The theme of Environmental Leadership is a very important one, but while the subheading of this theme points to protecting our natural assets, the Strategic Objectives (e, f and g) are broader sustainability objectives and don't serve to specifically 'preserve and enhance' our *local* natural environment, which was expressed clearly as a priority through the Plan's community engagement process.
- What is missing and of high priority is a specific Strategic Objective that demonstrates a commitment to environmental leadership in land management practices, planning controls, etc. that preserve and enhance the shire's natural heritage* and landscapes.
In relation to this, the group recognises Council's limitations as managers of less than one per cent of land in the shire, but thinks that if Council wants to be an environmental leader, it should be more proactive in working in partnership with community and other stakeholders to protect our natural heritage – beyond core business. While some of this is picked up in the Environmental Leadership descriptor on page 23 of the Plan, it should be included specifically as a Strategic Objective for this theme.
- While the Panel sees Strategic Objectives e, f and g (and associated actions 14-20) as important and relevant, an objective that addresses the preservation and enhancement of the local natural environment is the highest priority for this theme, and should be added.

Balancing Growth Theme

- Balancing Growth is a very important theme to commit to over the next four years, particularly the emphasis on strengthening town boundaries and retaining rural land and natural heritage.
- As Council's purpose is "to help our community and environment to thrive", it would be better to reverse the emphasis in the subheading of this theme – that is: "Ensuring the intrinsic values and character of the shire are retained, while providing for growth".
- Progressing the Rural Hinterland Strategy is a priority in the period of the Plan; this important piece of work needs to inform Strategic Objectives f, g, h, i, j, k and l. A target completion date (suggested as 2018) should be included in the Plan.

*We use the term 'natural heritage' to describe native remnant vegetation and broader ecosystems on public and private land, that if altered or removed, will never be regenerated to the same natural value.

Submission 7

From: [REDACTED]
Sent: Wednesday, 10 May 2017 9:12 AM
To: Info
Subject: Submission Form - Council Plan (draft) 2017-2021 Form Submission

There has been a submission of the form Submission Form – Council Plan (draft) 2017-2021 through Surf Coast Conversations



Your Submission: The high degree of subsidy provided to Winchelsea residents should come to an end. Residents of this town get services and subsidies not provided to other townships and in the current fiscally constrained environment in my view continuing these subsidies cannot be justified.

Winchelsea Health Club/Gym – why is it that this service which must cost something like \$100,000 when all of the costs are considered is provided at all. Alternatively if this such a necessary community service why don't residents other townships, Deans Marsh, Lorne , Angelsea, Aireys Inlet, etc get this kind of service provided to them.

Winchelsea Pool – I am guessing the annual cash cost of this is of the order of \$50,000 and if other management costs and the costs of periodic asset renewal were considered we would probably be nudging closer to six figures. If attendance for the brief season is around 4,000 this means ratepayers across the board are giving patrons a per visit subsidy of \$12.50 to \$25 (full cost basis) – what a waste.

Cutting out these services would free up towards \$200,000 which could either fund other more useful infrastructure or even better be used to reduce the size of the rate increase.

Upload documents (if required): No file specified

Do you wish to be heard by Council in relation to your submission? No, I do not wish to present to Council

I agree to receive Council communications via email Yes

Dn154706

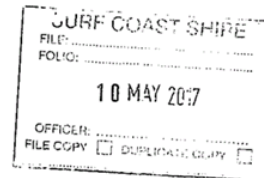
Submission 8

Response to Council Plan (incorporating the Health and Wellbeing Plan)

Dated: Friday 5 May 2017

TO:

Cr Rose Hodge
Surfcoast Shire
PO Box 350, Torquay VIC 3228



Dear Cr Hodge,

I have taken the opportunity to comment on the Council Plan, Incorporating the Health and Wellbeing Plan 2017-2021.

I have directed my comments to you because I know that you are a passionate advocate for the rights of people with disabilities and those from lower socio-economic backgrounds.

My concerns, relating to one particular aspect of the Council Plan, can be found below.

I would greatly appreciate if a copy of this statement could be passed on to your fellow Surfcoast Shire Councillors.

Many thanks.

Concerned Surfcoast Shire Resident

CC TO:

Cr Libby Coker

Cr Margot Smith

Cr David Bell

Cr Martin Duke

Cr Carol McGregor

Cr Heather Wellington

Cr Clive Goldsworthy

AND

Cr Brian McKiterick - Mayor

Area of Concern

Extract from the Council Plan:

About the Council Plan (incorporating the Health and Wellbeing Plan) -

"The Surf Coast Shire Council Plan 2017-2021 is a plan for our community. It sets Council's strategic direction for the next four years, identifying the key priorities and themes that will help guide decisionmaking during this time.

This Council Plan also incorporates the Surf Coast Shire's Health and Wellbeing Plan for the first time, reflecting Council's commitment to improving the health and wellbeing of the local population. Enhancing the quality of life of our residents and visitors is intrinsic to Council's vision for an engaged, innovative and sustainable community.

Working in partnership with all levels of government, peak bodies, local organisations and members of our community, Council aims to deliver better health and wellbeing outcomes for all and to contribute to the overall success of the Victorian Public Health and Wellbeing Plan 2015-2029.

Executive Summary

Council Vision: An engaged, innovative and sustainable community.

Council Purpose: To help our community and environment to thrive.

Organisation Direction: An innovative and flexible leader, and a constructive partner, that values the strengths of others; a place where people can do their best and be proud of their achievements.

Council Plan Approach: While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.

Theme

COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute:

Strategic Objective:

(b) Support people to be healthy and active

Outcome (What we will see):

High levels of quality physical activity and health, including mental wellbeing (HW, SS, CP, CC, L)

Strategy (What we will do - actions / programs):

- 4) Develop and implement local programs to support Healthy Eating and Active Living
- 5) Implement health and wellbeing impact assessments as part of infrastructure and project planning
- 6) Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice
- 7) Reinforce policies to manage electronic gaming machines."

COMMENTS: With particular attention to Strategic Objective (b); Strategy actions/programs Points 6 and 7.

I wish to address Council's reference to its wellbeing policy especially in regard to drug, alcohol, tobacco and gambling in the Surfcoast Shire.

Firstly, I would like to express my support of Council's pursuance of a four year Council Plan which also incorporates a Health and Wellbeing Plan.

Community engagement in such a plan is important. Giving individuals a voice in the future direction that Council will take is a vital step to inclusivity.

There is much in Council's Plan that is positive.

The Surfcoast is a wondrous, natural environment that needs to be protected. I've seen so many changes in such a short period of a few years that these have given rise to concerns around unsustainable population growth, environmental sustainability, growing inequality and issues of social equity.

I believe it is Council's responsibility to keep these issues as primary areas of concern.

The issue that I will be specifically raising in some detail, although it relates to the community as a whole, specifically deals with those on the lower end of the socio-economic scale.

Hopefully my fears and concerns are unwarranted and the spectre of a stigmatising Federal Government program that I will be referencing below, will not manifest as a reality in the Surfcoast Shire - or any other communities for that matter.

Federal Government Intervention: Income Management via a Private Corporation and the non-voluntary Indue Card:

Part of Council's Plan mentions issues surrounding alcohol, tobacco and drugs, in addition to the management of electronic gambling machines. These strategies (actions and programs) are outlined in Council's Health and Wellbeing Plan.

These are important and relevant issues, although I have yet to see these as being issues of concern within the Surfcoast Shire - apart from the anomalies sometimes seen during the Tourist season.

My biggest concern in this matter is that the Federal Government has been aggressively pursuing a regional roll out of forced income control, under the name of the Healthy Welfare Card or Indue Card.

I would hope Council resists any "incentives" the Federal Government may offer to consider this form of privacy and dignity attack via the surveillance/ration card proposal and see it for the invasive, paternalistic and oppressive intervention that it is.

This card is not just being rolled out and forced onto vulnerable people suffering some form of addiction, but is also capturing all people on social security - those on Youth Allowance, Newstart, the Disability Support Pension, Carers and perhaps even older Australians on the Aged Pension, the latter group having even been flagged by some politicians.

The majority of those on some form of Social Security payment simply do not have gambling or substance issues and it is morally wrong to target all people by imposing the Indue card simply because they are in need of social security.

People should not be targeted because they are young or out of work through no fault of their own. People should not be targeted because they are old, or sick or are suffering the mental anguish and trauma of having been sexually abused or having been the victims of family violence. People should not be targeted because they are grieving or lost or have learning difficulties, or are impaired, confused and undiagnosed. Disadvantaged people do not need to be targeted for being isolated or afraid or for simply being poor. No Australian needs non-consensual income control via a private quasi-government bureaucracy as it simply segregates and isolates people even more.

The whole ethos of this card goes against all of Council's strategies for *community inclusiveness*.

People with day to day troubles need practical human services and respectful support from their community and government. They have the right to dignity and respect. They have the right to manage their own lives and affairs - personal and financial. There needs to be policies that create jobs, that provide adequate psychological and financial support to all in need, that are fair and do not demean those struggling to find work, struggling with their health and struggling to survive.

The card will not only affect those on social security payments and some pensions but may also affect students, intermittent workers and the growing number of under-employed Australians.

Most of these people invariably live below the poverty line and often have other social, physical and psychological impairments or afflictions. Further economic, social and psychological stress will be a clear result of a widespread roll out of the ration/Indue card.

The Indue card has strict debit limitations and controls (beyond just prohibiting the access to alcohol, tobacco, drugs and gambling), is severely restrictive and only allows an inadequate 20% of payments to be withdrawn as cash.

The card cannot be used to pay down on some mortgages and credit cards and makes it impossible to share rent, power bills and other basic but necessary daily expenses.

In short it will be a massive attack on the already fragile social safety net that was social security.

Impact on small Business and Community

As mentioned, for people already living under the poverty line, the Indue card will add a further weight of stress and discrimination. The card cannot be used in some small businesses and will compel all vulnerable people to only shop at large multi-national stores that are often more expensive than independent small businesses.

Surfcoast Shire has many small businesses that would suffer significant losses if people who are issued the Indue card could not shop there.

Even if some of the smaller businesses have the capacity for the card (which requires approval from Indue), many people on the card will be compelled not to shop in small community stores because of the stigma attached to the card. For some suffering physical or mental health conditions, anonymity offers safety from

possible discrimination or unfair judgement. The card strips this safety away and generates genuine psychological harm.

This will damage the fabric of many small communities.

Poor and troubled people are often already isolated. Are you unemployed? Are you sick? Are you suffering from a mental illness? These are personal matters and the stigma of this segregation-card leaves vulnerable people exposed to conscious and unconscious bias, whenever they shop or pay a bill. This will psychologically damage people who are already in difficult situations.

More often than not these people are suffering housing insecurity, financial stress, depression and anxiety.

In spite of the political rhetoric and the misleading anecdotal data spruiked by vested interests, the Indue card, in its various guises, will be immensely damaging to the community.

It will affect the card holder's ability to support the local community at Farmers Markets, at school fetes, garage sales - even the local Lions Club and Rotary sausage-sizzle would miss out.

The Indue card is anti-community and isolates the poor and the sick and those generally struggling through no fault of their own.

The inability to simply buy good quality fresh and cheap vegetables at the local Farmers Markets would mean those on the card would suffer socially, financially and nutritionally. These are poor outcomes and go against Council's guidelines for inclusivity and general health and wellbeing.

The need to shop at the local Salvation Army Op Shop is gone. The practical necessity of using coin payments at the Laundromat is distressingly gone. The small treat of fish n' chips when the local shop only accepts cash payment is gone. The simple dignity of giving your child lunch money or a few dollars to buy an ice-cream disappears with the Indue card. These are not small things for people struggling to survive on next to nothing. These are not small things in the landscape of community wellbeing and inclusiveness and broad social respect.

CRIME

The Federal Government's initial anecdotal assessments of the card show more than 50% of people feel their lives are worse under enforced income management. And bear in mind this is when extra support services were put into these communities.

The police data coming out of the trial communities has shown an increase in crime. The increases relate to violence and theft, particularly aggravated theft.

These are not positive outcomes for these trial site communities nor for society as a whole.

The card has created a criminal blackmarket for goods, trade and cash. This is extremely detrimental to legitimate businesses, and the longer and more widespread the Indue card exists in a community the more likely it will promote and entrench organised crime and anti-social behaviour.

Mental Health and Privacy

There is mounting evidence that those suffering mental health issues and/or addictions have already been pushed to suicide in these income quarantined communities.

This is tragic and this is unacceptable.

Many people with psychiatric issues live isolated on the community fringe, some are undiagnosed and unsupported. The indiscriminate roll out of the Indue card will most likely push these people over the edge. There is no adequate margin of error here to argue ideological agendas when people are already suffering and will suffer more.

There is a Duty of Care by all levels of government not to proceed with indiscriminate widespread programs that will cause harm and more community hardship.

Why should 100 people be forced onto an Indue card for the alleged assistance the card may give to one gambler or one addict? The card is just as likely to push the addict or gambler to steal, or worse. This out of touch policy is a false economy built on the prejudices of those lacking compassion and understanding of genuine hardship and need.

The Indue card is effectively a digital surveillance device. It records what one purchases and when it was purchased. It takes away the individual's choice to transaction privacy as this data can be accessed by Indue, the Federal Government and any hacker in the world. This information cannot be guaranteed by the government to be 100% secure.

There are manifest dangers to people with certain mental health conditions that will be exacerbated by the introduction of the card. The level of unnecessary control and surveillance may affect those with a history of schizophrenia, paranoia and

certain anxiety disorders like OCD and PTSD. The card will also have seriously negative psychological affects for those who are suffering from the damage of sexual abuse, domestic violence and PTSD - in fact any condition where aspects of Control and Power have been imposed and abused and which are now permanent and painful triggers for trauma.

The card, with its stigmatising financial and social controls is being forced on to a group of already marginalised and vulnerable people, with bad consequences.

There are many people whom are on the Disability Support Pension whose daily struggles are hard enough without the damage and humiliation that this surveillance/ration card will inflict.

The card is an infringement on an individual's privacy, an individual's dignity and denies one the Egalitarianism, Fairness and Respect that make up Australian values.

I would hope Council comprehensively resists the introduction of the Indue card anywhere within the Surfcoast Shire.

I would hope Council sees the card as the negligent, divisive and socially damaging policy program that it is.

There are many alternative positive and inclusive programs and therapies that council can pursue for those with health and social issues. Proven programs that voluntarily involve sport, art, animal therapy and the environment that are inclusive, respectful, and genuinely community based need to be pursued.

Many thanks for the opportunity to speak.

Concerned Surfcoast Shire Resident

PS: Below is an informative letter I found on the Indue card on the **Say NO to the Welfare Debit Card Ceduna - Facebook Page**.

It may assist you and your fellow Councillors understand some other issues about the card.

Comment From "Say NO to the Welfare Debit Card Ceduna Facebook Page"

Trying to make second-class citizens out of all Australians who receive any kind of centrelink payment by taking control of their finances via the Cashless Welfare Card run by for profit company Indue, thereby denying people social and financial control over their own lives.

I am really upset about the Cashless Welfare Card that the government is trying to bring in for everyone on any kind of Centrelink benefits.

I'm on the disability support pension due to illness and could end up there on life through no fault of my own. The card would take away my right to social and financial freedom of choice and would also illegally disadvantage me financially.

I worked as a Social Worker for nearly twenty years before illness forced me out of the workforce. Now suddenly I should be treated like a child and a criminal and deemed incapable of managing my own financial affairs?

The Cashless Welfare Card was initially brought in to support people that had difficulties managing their income appropriately due to addiction issues. That is where it can be targeted, at an individual level for people identified within existing frameworks as being at risk eg via police, child safety services etc.

It is not appropriate to bring the card in wholesale across entire communities and eventually across the nation. We all have the right to live without excessive government interference in our day to day lives.

Why should we be expected to sit back and have all our basic human rights for social and financial freedom taken away from us, leading to social exclusion and financial disadvantage? We have the right not to be treated as second-class citizens. Might as well put a star armband on our sleeves. Why should I have to pull out an Indue card in front of strangers or to shop keepers or God forbid if I had a date. Oh, that's right couldn't go on a date to a eating place that serves alcohol as they might decline my card. Couldn't even order a single glass of wine with dinner on a date as alcohol not allowed. Not enough cash component available either to pay my hospital car park fees or pay my neighbours kid \$20 to mow my lawn or continue to buy my fresh food cheaper at markets and small shops that take cash only. Can't use b-pay, buy on-line, use gumtree or e-bay. Aldi not in it, Budget Direct insurance not approved either - have to go to the most expensive insurance companies and service providers and supermarkets. Not allowed to set up direct debits on the card so will lose the discount I get from paying electricity and other bills via direct debit. The list goes on and on and on.

Elders in Ceduna where they have the card have come out and said they are against it and that they were deceived into supporting it initially when they were told it was a voluntary program for people who had addiction issues. Instead everybody in their community were forced on to it. Only support is from people who have a vested interest in the program as they have services etc that magically suddenly got their funding approved AFTER they expressed support for the program. People that are actually on the card are against it and a majority have said it has made their lives worse.

"The purpose of this trial and the current evaluation in process appear designed for one thing only – to manufacture consent, and in doing so, to ensure the national roll out of corporatised health and welfare in Australia, starting from the bottom up."

██████████

OFFICE USE ONLY
Date Received:



SUBMISSION FORM

You are invited to make a submission on one or more of the three Council documents currently open for public comment. Information on how to make a submission is printed on the back of this form.

Council must receive all submissions before 4pm on Thursday 11 May 2017

Which Plan does your submission relate to?

- Draft Budget 2017/18
- Draft Council Plan 2017-2021 (Incorporating the Health and Wellbeing Plan)
- Road Management Plan 2017-2021

Your details:



Your Submission:

Deans Marsh community request that a feasibility study be completed to explore access ^{through} Otway National to connect tracks from Forrest to Lorne via Pennyroyal. This will create a more engaged, innovative and sustainable community through drawing on the Eco-Tourism strengths of our area. Our community will thrive by:

- connecting communities
- supporting ^{retaining} and generating local business in the Otway Hinterland
- reducing community road use risk (well being)
- improving access for well being, education and tourism.

If there is not enough room please attach a separate page

Do you wish to be heard by Council in relation to your submission? Note: - The Hearing of Submissions Committee meeting will be held at the Council Office on 6pm on Tuesday, 30 May 2017.	YES / NO
Signature:	Date: 11/5/17.

Surf Coast Shire Council considers that the responsible handling of personal information is a key aspect of democratic governance, and is strongly committed to protecting an individual's right to privacy. Council will comply with the Information Privacy Principles as set out in the Privacy and Data Protection Act 2014. The information will be used for the primary purpose it was collected or any related purpose for which the individual would reasonably expect Council to use or disclose the information. The information will not be disclosed to any other party unless Council is required to do so by law.

LINKING FORREST, LORNE VIA PENNYROYAL. [

The track from Forrest to Pennyroyal [
Would be approximately 16km and a further [
20 km to Lorne. [

The cost for the feasibility study based [
on the extension of the Tiger Rail Trail [
from Birregurra would be approximately [
\$60,000. [

— [

OFFICE USE ONLY
Date Received:



Submission 9B

SUBMISSION FORM

You are invited to make a submission on one or more of the three Council documents currently open for public comment. Information on how to make a submission is printed on the back of this form.

Council must receive all submissions before 4pm on Thursday 11 May 2017

Which Plan does your submission relate to?

- Draft Budget 2017/18
 Draft Council Plan 2017-2021 (Incorporating the Health and Wellbeing Plan)
 Road Management Plan 2017-2021

Your details:

[Redacted area]

Your Submission: Community Wellbeing & Balancing Growth

Deans Marsh request a feasibility study on creating loop-walking paths that connect the community to the environment, provide access and allow a range of age groups to exercise safely. This will reduce community road use risk and support people to participate in and contribute to community life creating a more inclusive community. We are interested in creating: (a) 3km formed path along Deans Marsh - Birregurra Rd crossing through private land from Railway Terrace and back along Pennyroyal Valley Rd.
If there is not enough room please attach a separate page

Do you wish to be heard by Council in relation to your submission? Note: - The Hearing of Submissions Committee meeting will be held at the Council Office on 6pm on Tuesday, 30 May 2017.	YES/NO
Signature: [Redacted]	Date: 11/5/17

Surf Coast Shire Council considers that the responsible handling of personal information is a key aspect of democratic governance, and is strongly committed to protecting an individual's right to privacy. Council will comply with the Information Privacy Principles as set out in the Privacy and Data Protection Act 2014. The information will be used for the primary purpose it was collected or any related purpose for which the individual would reasonably expect Council to use or disclose the information. The information will not be disclosed to any other party unless Council is required to do so by law.

Submission 10

**3228 Residents Association Inc
Submission to draft Council Plan 2017- 2021**

"In accordance with the *Local Government Act 1989*, "the primary objective of a council is to endeavour to achieve the best outcomes for the local community with regard to the long-term and cumulative effects of decisions". Page 8 of the draft Plan

As a community group we agree that council's first priority is to the LOCAL COMMUNITY and that their health and wellbeing should be the most important factor for all decision making related to the shire, whether it be councilors or council officers.

3228 Residents Association Inc have participated in the Council Plan survey; we have encouraged our members to complete the survey; we have read the Community Engagement Findings document and we have attended an information session for stakeholders which was led by the CEO.

We would now like to offer our comments on the draft Plan as it relates to those living in the 3228 postcode and have based our comments on the executive Summary on page 19.

"This plan looks at how we can ensure local communities in the shire are resilient and sustainable.

Additional information about population forecasts and demographics of the Surf Coast Shire can be accessed Page 14 – We believe these terms should be defined.

Community Wellbeing – Create an inclusive community where everyone can participate and contribute.

Comment: We fully support this theme. At the moment there are some obstacles that should be addressed to ensure that all members of the community have the opportunity to participate.

Points 1-3

- The arts community is currently not sufficiently catered for in the provision of an Arts/ Entertainment/ Exhibition space.
- There is a lack of group meeting spaces that can accommodate small community groups at low or no cost.
- A lot of the venues listed as Arts and Culture Assets (Arts & Culture strategy 2009-2014) have very limited accessibility eg Lifesaving Clubs, Senior Citizens rooms. It is also difficult to make contact if you are making inquiries. All shire owned/managed assets should have the same point of contact.

Points 4-7

- Any strategy that includes Healthy Eating should include discouragement of unhealthy fast food outlets.
- The lack of a local, easily accessible, public swimming pool is a major impediment to supporting people to be healthy and active, particularly the older population.

Points 8-9

- Apart from the ever present threat of bush fires over the summer period and the increased intensity of storms, most likely caused by climate change, the biggest threat (or the perception) to our community's safety is the increased number of house and car break ins which is leaving the community feeling vulnerable. We understand that this is not a council responsibility but continued advocacy, on behalf of residents, for the state government to provide more police officers with a 24/7 presence will enhance people's feeling of safety.

Points 10-13

- Providing support for people in need in our community is the foundation of a functioning community and we support all Objectives and Strategies. Particular attention needs to be given in assisting older people to remain in their homes, if that is what they wish to do. There is a lot of assistance available from all levels of government but often the availability of assistance is not well communicated. Older people are less likely to access information via the internet and a strategy to provide information to them would be helpful.
- Continued rate relief for pensioners is increasingly important as land values increase.

Environmental Leadership: Preserve and enhance the natural environment

Comment: The Community Engagement Findings document shows that this theme is the one most supported with 85% of the community agreeing on its inclusion. We support all the objectives and strategies but note that Environmental Leadership cannot be divorced from the Balancing Growth or the Community wellbeing themes. The growth we are currently experiencing is having a detrimental impact on the environment and the health and wellbeing of the residents, and will continue to do so without proper controls. What is going to happen in the Spring Creek Valley will be a test of council's commitment to the environment. Unfortunately it seems that the environment around Torquay/Jan Juc is less valued (by council) than other areas in the shire. All future development should reflect the intent by requiring higher standards from developers, especially in the area of renewable energy. Community groups who help to protect the environment should be consulted and encouraged to continue the great work they do.

Points 14-15

- There is an opportunity for the shire to facilitate community owned, renewable energy farms. Investment in renewable energy is becoming increasingly popular with mum and dad investors and constantly improving technology is decreasing the cost of renewable energy provision. Take advantage of the great work that SCEG does in promoting renewable energy.

Points 16-20

- As well as the continuation of the provision of mulch, is there an opportunity for the shire to operate a composting operation?

- Encourage residents to compost their own organic material by providing a small collector bin and instructions (written and demonstration).
- Encourage the establishment of more Community Gardens by providing more spaces and assistance with management structures.
- Provide information to residents on how to establish edible gardens, particularly those with limited space.
- Engage our older residents to pass on their knowledge of food production to interested groups or individuals.
- Lobby the State government to ban the use of plastic bags and to introduce a refund on all glass bottles, as exists in other states.
- Assist the local Plastic Bag Free group in their efforts to reduce plastic bags.
- Make the provision of recycled water a condition of any new development where practical.

Balancing Growth: Provide for growth whilst ensuring the intrinsic values and character of the shire are retained

Comment: We are of the opinion that it is not possible, however good the intentions, to retain the intrinsic values and character of Torquay/ Jan Juc while the current rate of growth remains unchallenged. We will continue to lobby the State government to remove the notion of a "growth node" when referencing Torquay/Jan Juc, including any regulatory requirements re Planning that that entails. We urge the council to do the same.

The failure to restrict further growth has the potential to adversely affect all other themes of the draft Council Plan. It will continue to adversely affect the environment. It will continue to adversely affect the health and wellbeing of the community. It will impact on the desirability of Torquay/Jan Juc as a tourist destination which in turn will negatively impact on the desire to promote a Vibrant Economy. Council cannot ignore that we are fast resembling a suburb of Geelong which is impacting on the reason people want to live and visit here.

The recent Forum on Growth organized by SCEG and attended by several councilors should be used as an example of how, in [redacted] words, to "avoid "mediocrity" which is where we are headed unless we change direction.

We accept that growth will occur. We don't accept the current rate of rapid growth.

We understand that overturning State government expectations will not be easy but we believe it should be the **number one priority** of this Council Plan.

Points 21-24

Numerous consultations have not delivered the provision of effective public transport for Torquay/Jan Juc /Bellbrae. The current situation with large buses, (often empty) travelling too fast through narrow streets is not providing the service we need.

Smaller buses with more frequent services, particularly outside peak hours, would go a long way to providing a better service. We support council provision of community transport and transport connections. Electric buses are in place in Noosa shire and would greatly enhance the Environmental Leadership theme.

We don't support a rail link to Torquay. The enormous cost that has been suggested for the provision of the rail link cannot be justified. It won't prevent people using their cars. A more cost effective solution is the provision of a park and ride bus to the station at Waurm Ponds with improved rail service to Geelong and Melbourne.

We don't support the use of Special Charge Schemes to pay for pathways – UNLESS – they are REQUESTED by the majority of residents in a particular area.

Developer contributions should reflect the real infrastructure needs of any new development, particularly public open spaces.

Points 26-28

Strengthening township boundaries should be a top priority. Encouraging in-fill development and directing growth to designated areas needs to be done in such a way as to not adversely affect the current residents. As a group, we have continually requested that council strengthen the Planning Scheme to ensure that heights limits reflect community expectations, particularly in areas like Jan Juc where heights should be restricted to 2 storeys. We accept that in certain commercial areas that 3 storeys may be acceptable. To leave the Planning Scheme open to interpretation by VCAT by not putting height restrictions in place can only adversely affect residents and require the use of ratepayers money in defending "preferred heights". Having participated in the recent discussion on the Town Centre Plan we are aware that 2 sites are being suggested as 6 storey. This is totally unacceptable and would destroy the character of Torquay.

Points 29-32

We support the Objectives and the strategies

Points 33-35

The impact of population and visitation growth is already negatively impacting on residents and an analysis is something that should have been carried out years ago and we would like to know why this resolution has not been acted on?

The resolution passed by council 8/0 in April 2009 which included the following points which seem to cover what you are proposing?

"5.1 Review Torquay/Jan Juc's role as a settlement nominated as "high-growth capacity" (growth node), and clarifies what this means for this region in terms of ecologically sustainable development, optimal population capacity and the role and function of these settlements in the regional context;

5.2 Analyse the implications for the Shire of the Armstrong Creek development and the Geelong

Ring Road to identify and assess expected impacts on the social and economic conditions, environment and culture of Torquay, Jan Juc & Bellbrae."

Vibrant economy: Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors.

Comment: We believe the best way to achieving a sustainable and vibrant economy is to limit the population growth in our town and encourage visitors.

Points 36-45

- Industrial zoned areas should be out of sight of visitors.
- There is a lack of office space and new areas may need to be zoned
- Services, in particular, internet/phone access needs to be improved to assist business
- The development of shopping centres in new developments does not encourage vibrant Town Centres. Proposals for high rise developments (6 storeys) will only detract from the appeal.
- Encourage industries that enhance the Environmental Leadership theme

High Performing Council:

Comment: We see governance and transparency as the most important issues facing any council and support all initiatives that improve these areas.

Points 46-61

- We consider community engagement as vital to good governance and support any attempt to improve communication. Updating of the council website would increase the ease of access to information, however, there still seems to be a lack of awareness by many residents of the opportunity to be involved in the decision making process. There needs to be other avenues of getting the message out.
- Any improvement in managing customer requests and complaints is welcome
- We are interested to know the detail of what Review arrangements for governance of the coast means?

Questions we would like answered -

1. Has the SCS lobbied the State Government to provide a rail link to Torquay? The reason I ask is with the recent announcement of funds for a study into a rail link to Torquay, there seems to be quite a bit of opposition to the idea of such a costly piece of infrastructure when improved bus and train services 10 minutes up the road would seem a better solution and that the money

-
- could be better spent in the shire now. Point 22 under Strategy states - "Explore the potential rail link in Torquay ... - what does explore mean and how will it be done?"
2. There is no mention of the possibility of restricting urban growth (in Torquay/Jan Juc), only of managing it. Does council have no interest in convincing the State Government that our coastal towns cannot sustain continued growth at the rate we have experienced in recent years and remain attractive to the visitors which you hope will provide the stimulus for more local jobs?
 3. Strategy 34 - "Conduct an impact analysis of Torquay's growth including Armstrong Creek" - I am interested to know why this hasn't been done before as Councilor Hodge moved a motion that was passed 8/0 in April 2009 which included the following points which seem to cover what you are proposing?
 - "5.1 Review Torquay/Jan Juc's role as a settlement nominated as "high-growth capacity" (growth node), and clarifies what this means for this region in terms of ecologically sustainable development, optimal population capacity and the role and function of these settlements in the regional context;
 - 5.2 Analyse the implications for the Shire of the Armstrong Creek development and the Geelong Ring Road to identify and assess expected impacts on the social and economic conditions, environment and culture of Torquay, Jan Juc & Bellbrae;"



Submission 11

From: [REDACTED]
Sent: Thursday, 11 May 2017 3:44 PM
To: Info
Subject: Submission Form - Council Plan (draft) 2017-2021 Form Submission
Attachments: U3A_SurfCoast_response_to_Council_Plan_11052017.pdf

There has been a submission of the form Submission Form – Council Plan (draft) 2017-2021 through Surf Coast Conversations



Your Submission:

Upload documents (if required): http://www.surfcoastconversations.com.au/download_file/252/366

Do you wish to be heard by Council in relation to your submission? Yes, I would like to present to Council

I agree to receive Council communications via email Yes



U3A SurfCoast response to Council Plan (draft) 2017-2021

We, the members of U3A SurfCoast, congratulate Surf Coast Council on its recently released *Council Plan (draft) 2017-2021*, particularly as it relates to older members of the community.

We strongly support Council's intent to 'create an inclusive community where everyone can participate and contribute to community life.'

We identify especially with the sections entitled 'Community Wellbeing' and 'High Performing Council' which connect to our aims and purpose, and we note that one of the Council's thirteen strategic indicators addresses 'Improved participation rates of older people in community, social and health activities.'

Role of U3A SurfCoast

This response is an opportunity for us to bring you up to date with the way we have been creating an inclusive older community where our members 'can participate and contribute to community life.'

The U3A SurfCoast demographic shows that our membership covers men and women of retirement age, especially those in the age 65 plus group, and we note that you highlight in the Plan, challenges 'such as access to health services, supporting our growing population over 65, and connecting with and supporting our young people.' In fact, it is this 65 plus demographic for which we are now providing some of the services for which you too are planning. It seems the aims of U3A SurfCoast fit nicely with the Council Plan. Many of our new members include new residents to the area and we believe that U3A provides support as well as intellectual and social opportunities for many residents that the Council perhaps is not reaching.

U3A SurfCoast is now in its fourth year of operation and over that time we have developed a register of over 400 members and we have conducted at least 90 courses thanks to the generous participation of local volunteer tutors. The projected volunteer hours of tutors during 2017 is in the region of 800 hours, serving the immediate needs and interests of more than 200 active members, mostly from Torquay, Anglesea and Aireys Inlet. All class organisation, promotion and administration is carried out on a voluntary basis, involving approximately 500 volunteer hours throughout the year.

Classes cover categories such as Arts & Crafts, Humanities, Computers, Languages, Exercise, Science and Lifestyle catering to both the intellectual and physical well-

07/5/17

being of our older residents. U3A SurfCoast has also offered courses directly related to Ageing – the most important one being the *Happy and Healthy Ageing* course which was organised with input from Council Officers, and was opened by [REDACTED] the Commissioner for the Ageing. The course included high level speakers from universities, health organisations, Consumer Affairs, the Office of the Public Advocate and legal professionals. It is expected that similar courses will be offered in the future.

Future Needs

Surf Coast mayor Brian McKitterick has already introduced the Plan as ‘the strategic direction of the council and goes outside the scope of the previous Council Plans because of the Shire’s expected growth’. Part of that growth includes the growing older demographic as identified in the draft Plan which states that ‘ongoing population growth in the shire is based predominantly on two factors – the attractiveness of a coastal lifestyle to young families, and the significant demand from retirees moving from Melbourne and Geelong. This latter group can be expected to increase as the ‘baby boomer’ generation reaches retirement age.’

Indications are that U3A SurfCoast will have the opportunity of expanding in the coming months and years, but growth of services will be limited by the lack of suitable Torquay accommodation for both classes and administration, as evidenced in the Shire’s recent study of community buildings within the Surf Coast. Facilities must be conducive to classroom learning, be suitably equipped for the use of technology, and must be appropriate for the accessibility needs of older members of the community. The shared use of sporting pavilions does not meet those needs. We have been very fortunate to have the full support of Spring Creek Community House and several other organisations for class venues, and we currently share a small office space at the Community House but these facilities will be inadequate for our growing needs, catering for older people in line with the Council Plan.

We urge the Council to ensure that the Council Plan addresses the problem of limited community facilities in Torquay, particularly those suitable for older citizens. Therefore, we request that U3A SurfCoast be included as a crucial part of forward planning in the Council Plan, especially when Council is allocating community spaces for community groups such as ours.



Submission 12

Committee for Lorne Inc ABN 71 183 837 79



COMMITTEE
FOR LORNE

14 May 2017

Mr Keith Baillie
Chief Executive Officer
Surf Coast Shire
PO Box 350
Torquay VIC 3228

Hello Keith,

Re: **Surf Coast Shire Draft Council Plan 2017 – 2021**
Surf Coast Shire Draft Budget 2017 – 2018

We have reviewed the Surf Coast Shire Draft Plan & Budget and applaud the direction and vision being developed and embraced for the future, which is reflected specifically with statements like:

“Surf Coast Shire council recognises that keeping people informed and inviting them to take part in decision making makes our community a better place to live, work and visit”.

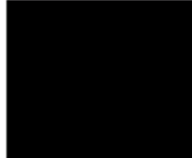
The council vision is closely aligned to our vision for the Lorne township which was developed through a community consultation process that commenced as a Committee for Lorne initiative and resulted in our “Community Achieving Aspirations”. We are well positioned to play our part in achieving the bigger picture goals.

Much of the strategy that has been documented (what we will do – actions/programs) has already been specifically identified and ready for implementation, except that we are unable to move forward given the constraints that exist under the outdated Lorne Strategy Plan 2003.

For our community to play its part in achieving the strategies for creating a local community where people can achieve maximum health and well-being, revision of the outdated plan must be a priority action item. Equally important will be to ensure that the Governance Plan adopted to create and endorse the plan is aligned to the statement in my opening paragraph.

We have also studied the draft budget and understand the pressure imposed by rate-capping which might imply that budgeting for the Lorne Structure and Strategy Plan cannot be considered in the 2017/18 Budget. We believe that there is real urgency to ensure this work happens with minimum delay because of the impacts on so many initiatives. It is acknowledged that there is ongoing discrepancy between revenue received from Lorne and the amount of funds allocated back to Lorne for capital and other projects. This is demonstrated by the fact that the current budget only has one allocation (\$71K) for a pathway! Given this situation, we certainly believe that a request to include an allocation for the Lorne Strategy in the 2017/18 budget is not unreasonable. In fact, given the alignment of the potential outcome of the funding request to the Shire’s Plan we would respectfully expect support for our request.

On behalf of the Committee for Lorne, I thank you for your continued support.



Submission 13

Cr Brian McKiterick
Mayor
Surf Coast Shire Council
1 Merrijig Drive
TORQUAY VICTORIA 3228

cc: Mr Keith Baillie

12 May 2017



615 St Kilda Road
Melbourne Victoria 3004
Australia

T 03 9514 6100
F 03 9514 6804
E quit@quit.org.au

quit.org.au

Dear Cr McKiterick,

While tobacco use has been steadily declining in the Victorian population, it remains the leading preventable cause of premature death in Victoria and one of the leading causes of avoidable illness. Some 86 per cent of Victorians do not smoke, with the majority today never having smoked at all. However, the current regular smoking prevalence of 14 per cent means there are still 650,000 Victorians smoking on a daily or weekly basis. Approximately 430,000 of these people will die prematurely if they are not supported to quit. As such, there is still a critical need to continue to create physical, social and cultural environments that motivate and support quitting, and discourage uptake of smoking.

As you know, the Victorian Government has made a number of amendments to the *Tobacco Act 1987* (Vic) ('the Tobacco Act'), which will come into force on 1 August 2017. One of these amendments is a ban on smoking and drinking by ceasing service of food (as defined within the Tobacco Act) to the area. Venues will be also able to change the status of their outdoor areas from smoking to non-smoking at different periods of the day and night. It is clear that allowing smoking in outdoor areas—but banning the service of food—is contrary to public expectations.

This has created a complex legislative regime that is likely to draw heavily on scarce Council resources. In particular, Environmental Health Officers will have to navigate difficult implementation and enforcement scenarios. For example, venues will be able to dedicate some or all of their outdoor areas to smoking and drinking by ceasing service of food (as defined within the Tobacco Act) to the area. Venues will be also able to change the status of their outdoor areas from smoking to non-smoking at different periods of the day and night. It is clear that allowing smoking in outdoor areas—but banning the service of food—is contrary to public expectations.

Council's planning and compliance capacities are also likely to be stretched further. The legislation stipulates that a venue wishing to allow smoking in an outdoor drinking area that is within 4 metres of a smokefree outdoor dining area, must erect a 2.1 metre high wall between the smoking and non-smoking areas, e.g. between cafes with side-by-side footpath seating. Venues that wish to allow smoking will need to apply for permission to erect a 2.1m high wall and Councils will have to consider whether the composition, location and maintenance of street furniture or structures within venues creates multiple safety and amenity concerns for pedestrians and/or patrons of the venue.

With respect to protecting amenity and health, allowing smoking to continue in outdoor drinking areas will clearly not provide adequate protection from harmful secondhand smoke for staff, other patrons and the general public. In addition, allowing smoking to continue when people are consuming coffee, alcohol or any other type of beverage does not break the social connection between drinking and smoking and does not provide a supportive environment for those trying to quit. Importantly, allowing the consumption of alcohol in smoking areas without substantive food being served has the potential to increase alcohol-related injury and incidents.

Surf Coast Shire Council can reduce the administrative burden and enforcement complexities and address the public health concerns outlined above when developing your next Municipal Public Health and Wellbeing Plan. Quit is urging Surf Coast Shire Council to consider making all outdoor drinking areas under your jurisdiction smokefree. The *Public Health and Wellbeing Act 2008* (Vic) and the requirement for Councils to have a Municipal Public Health and Wellbeing Plan provide the statutory platform to act on these issues by, for example, creating a local policy so that all footpath trading and all pedestrian malls are smokefree.





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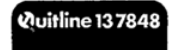
Enclosed is an Information Sheet that highlights our concerns about smoking being allowed in outdoor drinking areas. The Information Sheet also presents evidence as to why making these areas smokefree makes good business and public health sense. It describes how this policy has the support of the majority of Victorians and will allow Surf Coast Shire Council to allocate valuable resources to improving the health and well-being of your residents, rather than diverting them to implementation and enforcement of the amended Tobacco Act.

Quit acknowledges the important leadership that Victorian Councils have shown in improving the public health and well-being of their communities. We would be very happy to meet with your Councillors and/or staff to discuss further the information we have provided or the opportunities to align the Municipal Health and Wellbeing Plan with best practice public health and best use of limited Council resources. For any questions or to arrange a briefing please contact [redacted]

Yours sincerely,

[redacted signature]

Director, Quit Victoria





How are Victoria's outdoor dining laws changing?

From 1 August 2017, smoking will be prohibited in all 'outdoor dining areas' in Victoria. An area will be considered an 'outdoor dining area' if it is an outdoor area in a public place that the occupier permits to be used for the consumption of food provided on a commercial basis (whether or not prepared by the occupier).

Smoking will also be prohibited in outdoor areas at public food fairs, and in some outdoor areas at organised public events.

The law regarding outdoor drinking areas will remain largely unchanged. In other words, smoking will continue to be allowed in an outdoor drinking area unless:

- (a) There is a roof in place;
- (b) There are walls in place; and
- (c) The walls cover at least 75% of the notional wall area.

It is important to note that under the new laws, where an outdoor drinking area is located next to an outdoor dining area, the outdoor drinking area will need to be separated from the outdoor dining area by either a 2.1 metre wall or a 4 metre buffer area. This will be the case regardless of whether the outdoor drinking area and outdoor dining area are operated by the same venue occupier.

The new laws are confusing and may result in some venues banning outdoor dining

The new Victorian laws are based on the smokefree dining legislation adopted in NSW in July 2015.

Under both the NSW legislation and the new Victorian legislation, a venue is able to change the smoking status of an outdoor area numerous times throughout the day or night.

This will create confusion for the public and make enforcement difficult for both hospitality staff and authorised officers who will be required to "clock-watch" for when dining is allowed.



Signs compliant with the NSW Smoke-free Environment Act 2000

Information Sheet for Councils
The benefits of introducing Smokefree Outdoor Drinking Areas

2

Some venues in NSW –from licensed premises to coffee shops–have managed to get around the NSW legislation by stopping people from eating outside. This means that only smoking and drinking can occur in some al fresco areas.

The unintended consequence of not creating smokefree outdoor dining AND drinking areas could see Victorians banned from dining outdoors in some venues where business owners choose to reserve outdoor areas for smoking and drinking.

Increased enforcement and resourcing challenges for local Councils

As noted, the confusing nature of the laws and the ability of venues to change the smoking status of their outdoor areas throughout the day and night will draw heavily on Council's enforcement resources.

The requirement of the new laws that an outdoor drinking area must be separated from an outdoor dining area by either a 2.1 metre wall or a buffer area of at least 4 metres will place further demands on the planning and enforcement capacity of local Councils. Council will have to consider whether the composition, location and maintenance of street furniture or structures within venues creates multiple safety and amenity concerns for pedestrians and/or patrons of the venue.

Victorians will continue to be exposed to the dangers of secondhand smoke exposure

Smoking kills 11 Victorians every day and costs the Victorian economy \$2.4 billion every year. The social and economic costs of smoking are entirely preventable.

Unfortunately the new laws will not protect Victorians from toxic secondhand smoke in outdoor drinking areas. In particular, hospitality staff will continue to be exposed to secondhand smoke in many workplaces.

Ignoring the safety of hospitality staff who serve drinks—but legislating to protect their health when they serve meals—is problematic. All Victorian workers have the right to be provided with a safe working environment.

Furthermore, cigarette smoke is unpleasant and toxic to health whether one is eating a meal OR one is drinking a wine or a coffee.



What can your Council do?

Your Council has the opportunity to address both the public health concerns and the enforcement complexities which are likely to arise once Victoria's new laws come into operation.

We urge you to consider implementing a local by-law requiring all outdoor drinking areas within your Council's jurisdiction to be smokefree. Doing so will simplify implementation and enforcement of the new laws, whilst also protecting the health of visitors and members of your local community.

The Public Health and Wellbeing Act 2008 (Vic), and the requirement for Councils to have a Municipal Public Health and Wellbeing Plan provide an appropriate statutory platform to act on this issue.

In addition to protecting members of your local community from secondhand smoke, and simplifying the enforcement process, creating smokefree drinking and dining areas in your local community would benefit your local area in a number of other ways. These are discussed below.

Other benefits of creating smokefree outdoor drinking areas in your Council

Creating smokefree outdoor dining AND drinking areas will reduce deaths associated with smoking

Creating smokefree outdoor drinking areas will:

- Support smokers to quit and stay quit
- Prevent young people taking up smoking by reducing their exposure to others smoking and send the message that smoking is not a necessary part of socialising in Victoria
- Improve the enjoyment of everyone eating and drinking outdoors

Seventy per cent of Victorian adults support smokefree outdoor dining AND drinking areas, when an allowance for a designated outdoor smoking area has been made for some licensed venues.

Some 82% of smokers want to quit smoking. A recent Australian study of smokers showed that nearly every smoker who tried to quit but was unable said socialising in licensed premises that allowed smoking was a reason for their failed attempt. Smokefree outdoor drinking areas are an important way of helping to support the hundreds of thousands of Victorian smokers who are trying to quit.

Smokefree outdoor drinking AND dining will help to promote the responsible service and consumption of alcohol

Best practice for service of alcohol is to ensure food is served along with alcohol. Victoria's new legislation may have the effect of promoting the consumption of alcohol without food to anyone who wants to socialise outdoors.

Requiring outdoor drinking areas within your Council's jurisdiction to be smokefree would help to promote the responsible service and consumption of alcohol in your local community.



Information Sheet for Councils
The benefits of introducing Smokefree Outdoor Drinking Areas

4

Smokefree outdoor drinking AND dining will help to reduce tobacco and alcohol consumption

There is extensive research showing that alcohol consumption is linked to 'binge' smoking, is a high risk for smoking relapse amongst quitters and is associated with 'social smoking' amongst those who don't smoke in other situations.

On the flip side, recent research has shown that nicotine dampens feel-good chemicals in the brain, making smokers crave alcohol.

Allowing venues to reserve outdoor areas for drinking and smoking may encourage increased tobacco and alcohol consumption. On the other hand, requiring outdoor drinking areas within your Council's jurisdiction to be smokefree would help to reduce tobacco and alcohol consumption.

Smokefree outdoor dining AND drinking is good for business

The implementation of smokefree indoor dining and drinking did not affect businesses in Victoria. There is no evidence to indicate that the implementation of smokefree outdoor dining and drinking will be any different.

In Queensland, research conducted after the commencement of state-wide smokefree outdoor dining and drinking found a net gain of 20% of people visiting outdoor dining and drinking venues more often than before the bans. Consistent with this increase in patronage, a 2013 Cancer Council Victoria Survey found that more than one in five Victorians (22%) stated that they would visit cafes or restaurants more often if outdoor areas were smokefree.



1.2 Public Hearing of Submissions - Draft Budget 2017-2018

Report

Background

Section 127 of the *Local Government Act 1989* requires that:

- 1) "A Council must prepare a budget for each financial year.
- 2) The Council must ensure that the budget contains—
 - (a) financial statements in the form and containing the information required by the regulations;
 - (b) a description of the services and initiatives to be funded in the budget;
 - (c) a statement as to how the services and initiatives described under paragraph b will contribute to achieving the strategic objectives specified in the Council Plan;
 - (d) major Initiatives, being initiatives identified by the Council as priorities, to be undertaken during the financial year;
 - (da) for services to be funded in the budget, the prescribed indicators of service performance that are required to be reported against in the performance statement under section 131;
 - (db) the prescribed measures relating to those indicators;
 - (e) E any other information required by the regulations."

Section 127 (3) further outlines the requirements for disclosure of proposed rates and charges in the budget:

- 3) "The Council must ensure that the budget also contains—
 - (a) the information the Council is required to declare under section 158(1);
 - (b) if the Council intends to declare a differential rate under section 161, the details listed in section 161(2);
 - (c) if the Council intends to declare a differential rate under section 161A, the information listed in section 161(2)."

Prior to Council adopting its Budget, it is required to publicly exhibit the draft document and to receive and consider public submissions. Section 223 of the Act requires this public exhibition process to continue for a period of not less than 28 days after the date on which a public notice is published.

Discussion

Following the public exhibition process 26 public submissions were received.

Of the 26 public submissions received, four requested ongoing support of the Art Space in Anglesea and two requested rebates for residents of the Sands Estate in Torquay. There were 20 other unique submissions.

A question was received with notice on the 2017/18 draft budget at Council's 23 May 2017 ordinary meeting, and was referred to the budget submission process as a late submission. As a result the Hearing of Submissions Committee is presented with 27 community submissions.

1.2 Public Hearing of Submissions - Draft Budget 2017-2018

Submissions Received:

No.	Submitter	Township	Summary of Submission	Requested Funds (\$)
Speaking at Hearing of Submissions				
5	Growing Winchelsea	Winchelsea	Submission covers a range of issues including: 1. General comment on hardship in Winchelsea community, impact of rates and equity calculations. 2. Seeking retrospective review on equity calculations. 3. Importance of rejuvenating the town centre. 4. Establishing a Development Contributions Plan (DCP) for Winchelsea. 5. Request that Council focus on the purchase of land for second oval at Eastern Reserve as a priority. 6. Request that RV Friendly area be established in Winchelsea on an all-year-round basis. 7. Request for budget to finalise design work and implement improved traffic arrangements near VIC and public toilets. 8. Signage around the town. 9. Maintenance of grant to RSL for ANZAC Day. 10. Request budget allocation for redevelopment of Tennis Clubrooms and re-direction of youth funding to establishing a Scout group in Winchelsea. 11. Request an increase to budget allocation to rural roads. 12. Seeking investment in Winchelsea Common to re-establish community use. 13. Requesting breakdown of funding allocated to Towards Environmental Leadership program. 14. Seeking ongoing advocacy and investment for Netball facilities upgrade. 15. Seeking review of pathways funding allocations and requesting additional funding for a river loop pathway. 16. Seeking information about what playground projects are on the list for 2017/18 and how money is allocated to each. 17. Seeking budget to review Winchelsea structure plan in coming year. 18. Seeking significant allocation of senior officer time to work specifically on Winchelsea matters of importance.	Not Specified
6	Modewarre Football Netball Club	Modewarre	1. Netball Courts – upgrade of lighting, installation of interchange benches, Change room facilities. 2. Drainage - remediation of drainage issues for second oval. 3. Lighting – installation around second oval.	To be determined

1.2 Public Hearing of Submissions - Draft Budget 2017-2018

No.	Submitter	Township	Summary of Submission	Requested Funds (\$)
Speaking at Hearing of Submissions				
7	Anglesea Motor Yacht Club	Anglesea	Request contribution to building redevelopment	\$50,000
8	Anglesea Cricket Club	Anglesea	Request contribution to building upgrade project	Not Specified
11	Lorne Historical Society	Lorne	Request contribution to building facade upgrade project	\$30,000 plus project supervision costs
12	Torquay Marine Rescue Service	Torquay	Request contribution towards the purchase of rescue equipment	\$20,000
13	Anglesea Surf Life Saving Club	Anglesea	Request contribution to building redevelopment	\$500,000
14	Anglesea Community Network	Anglesea	Request contribution to Public Transport Trial	\$20,000 plus use of community bus
15	Anglesea Community Network	Anglesea	1. Equity – requesting greater allocation of funds to the Anglesea ward. 2. Housing Affordability. 3. Anglesea Futures – request funds to progress recommendations .	\$50,000
23	Jan Juc Surf Life Saving Club	Jan Juc	Request contribution to building redevelopment	\$500,000

No.	Submitter	Township	Summary of Submission	Requested Funds (\$)
Not Speaking at Hearing of Submissions				
1	Committee for Lorne	Lorne	Allocation of funds for the Lorne Strategy in 2017/18	Not Specified
2	Anglesea Community Energy	Anglesea	Request contribution to environmental projects	\$275,000
3	Individual	Anglesea	Request ongoing support for Art Space	Not Specified
4	Spring Creek Community House	Torquay	Request construction of Women's Shed	Not Specified
9	Individual	Anglesea	Request ongoing support for Art Space	Not Specified
10	Anglesea Art House	Anglesea	Request upgrade of Kitchen and Office facilities	Not Specified
16	Individual	Anglesea	Request ongoing support for Art Space	Not Specified

1.2 Public Hearing of Submissions - Draft Budget 2017-2018

No.	Submitter	Township	Summary of Submission	Requested Funds (\$)
Not Speaking at Hearing of Submissions				
17	Torquay SES	Torquay	Request upgrade of drainage in front of Torquay SES building	\$10,500
18	Individual	Torquay	Drainage complaint & propose to reduce staff by 20%	Not Specified
19	Aireys Inlet & District Association	Aireys Inlet	Request funding for Aireys Inlet bottom shops/ Painkalac Creek frontage activation	Not Specified
20	Individual	Lorne	Request funding for drainage upgrade in Lorne central and upgrade of Otway Street Nature Reserve pathway.	Not Specified
21	Individual	Winchelsea	Request installation of footpath in Austin St, Winchelsea to create walking loop	Not Specified
22	Individual	Anglesea	Request ongoing support for Art Space	Not Specified
24	Individual	Torquay	Request for rates rebate for residents of The Sands Estate due to Owners Corporation Fees	Not Specified
25	Individual	Torquay	Request for rates rebate for residents of The Sands Estate due to Owners Corporation Fees	Not Specified
26	Individual	Lorne	Support for Stribling Reserve Change room design allocation	Not Specified
27	Late Submission - Individual	Lorne	Question regarding budget allocations for a Lorne traffic plan	Not Specified

Organisational Submissions Received:

No.	Summary of Submission	Recurrent	Non-Recurrent
1	Update revenue for Commonwealth General Purpose grants 2017/18 allocation based on recent advice received from the Victorian Grants Commission.	\$387,688	
2	Update Heavy Plant budget to include purchase of replacement truck (partially offset by insurance payment to be received in 2016/17)		(\$250,000)
3	Reduce allocation to Digital Transformation program in Long Term Financial Plan in 2018/19 recognising previous allocation to planning system project.		\$170,000
4	Increase expenditure to include Customer Experience Coordinator role.	(\$125,000)	(\$5,000)
5	Reduce expenditure to reflect Office Equipment contract that was awarded after the adoption of the draft budget.	\$100,000	
6	Increase Rate Revenue in 2017/18 due to review of current supplementary rates and update rates information in appendix B.	\$90,000	
7	Adjust Statutory Planning Application Fees based on latest forecasts of development activity	(\$50,000)	
8	Increase expenditure in Delivered Meals area based on review of allocated budget.	(\$29,051)	

1.2 Public Hearing of Submissions - Draft Budget 2017-2018

No.	Summary of Submission	Recurrent	Non-Recurrent
9	Increase expenditure to reflect funding required for mobilisation of Anglesea Futures Community Consultation project		(\$25,000)
10	Reduce expenditure for Geelong Regional Library Corporation based on latest advice from GRLC	\$12,000	
11	Increase expenditure to cover in-kind Council costs facilitating Anzac Day events (such as traffic management costs)	(\$3,500)	
12	Increase expenditure to include contribution to Geelong Chamber of Commerce	(\$3,000)	
13	Include expenditure for contribution to G21 Regional Hockey Strategy		(\$1,000)
14	Add changes to Road Charges Fees and Charges schedule – abandon the existing 3 permit structures and implement one in line with legislation	-	-
15	Add Changes to Home Care packages fees and charges schedule – new structure to charge % on package in line with legislation and industry practice.	-	-
16	Adjust timing of the receipt of Commonwealth General Purpose grants 2017/18 based on recent advice received from the Victorian Grants Commission, reflecting 50% of the payment to be received before 30 June 2017. This amount will be reserved for use in 2017/18.	-	-
Totals		\$379,137	(\$111,000)

Other updates to the draft budget:

The draft budget 2017/18 will also be updated to reflect Council resolutions made since the adoption of the draft budget, including:

- update the 2016/17 Forecast balances in the budget document to reflect changes approved in the Project Budget Adjustments and Cash Reserves Transfers table up to and including the table presented at the 23 May 2017 Ordinary Council Meeting
- add the sale of land in Winchelsea and the corresponding allocation of revenue from the sale to the Unallocated Cash Reserve (item 2.6, 23 May 2017 Ordinary Council Meeting)
- increase recurrent and non-recurrent expenditure for the implementation of Winchelsea RV Friendly area program (\$8,500) recurrent and (\$10,970) non-recurrent (item 3.6, 23 May 2017 Ordinary Council Meeting)
- allocate an additional (\$38,000) in 2017/18 to increase Council's contribution to the Anglesea Cricket Club Change Room Upgrade Project (item 3.6, 23 May 2017 Ordinary Council Meeting), and also allocate an additional (\$33,000) to the project from the Open Space Reserve Fund
- allocate (or adjust the draft budget to match resolution) Council's contribution amounts in year two of the Long Term Financial Plan (2018/19) relating to projects seeking funding under SRV grants program (item 4.3, 23 May 2017 Ordinary Council Meeting):
 - \$621,000 from the DCP reserve in towards the Yurrock Soccer Pitch and Lighting
 - \$92,231 towards lighting upgrades at Stribling Reserve in Lorne
 - \$450,000 towards the Winchelsea Netball Pavilion upgrade (some allocation already in hand)
 - \$15,000 towards the Modewarre Cricket Club All Weather Practice Facility.

These changes will be incorporated into the budget to be presented to Council for adoption, and the corresponding movements in cash, reserve balances, depreciation, and project budgets will be taken into account.

1.2 Public Hearing of Submissions - Draft Budget 2017-2018

As well as the submission above, officers have reviewed the draft budget document and will make changes to correct minor errors and improve clarity.

Financial Implications

The implications of the draft Annual Budget 2017-2018 are set out in the document placed on public exhibition via the Council website on Wednesday 12 April 2017, and in local media from Thursday 13 April 2017.

Specific funding requests for additional funding in the Annual Budget 2017-2018 have been included with the list of submissions received above.

The organisation's submission to the budget recommends a net increase to recurrent EBITDA of \$379,137 and an increase in non-recurrent allocations (\$111,000).

Any decisions made in regards to the submissions above will affect the budget for 2017/18 and subsequent years in the Long Term Financial Plan. Agreed changes will be incorporated into the adoption of the 2017/18 annual budget.

Council Plan

Theme 2 Governance
Objective 2.2 High performing accountable organisation
Strategy 2.2.1 Ensure the organisational structure is capable of delivering on the Council Plan

Theme 2 Governance
Objective 2.4 Transparency in decision making and access to information
Strategy 2.4.3 Ensure decision-making is as transparent as possible.

Policy/Legal Implications

The Budget is required to be prepared pursuant to Section 127 of the Local Government Act 1989, and must include:

- (a) financial statements in the form and containing the information required by the regulations;
- (b) a description of the services and initiatives to be funded in the budget;
- (c) a statement as to how the services and initiatives described under paragraph b will contribute to achieving the strategic objectives specified in the Council Plan;
- (d) major initiatives, being initiatives identified by the Council as priorities, to be undertaken during the financial year;
- (da) for services to be funded in the budget, the prescribed indicators of service performance that are required to be reported against in the performance statement under section 131;
- (db) the prescribed measures relating to those indicators;
- (e) any other information required by the regulations.

The budget must also include details of the rates and charges which Council intends to levy.

The Draft 2017-2018 Budget complies with Section 127 of the Act.

Section 129 of the Act requires Council to publicly exhibit the draft Budget, giving the public the right to make a submission pursuant to Section 223 of the Act.

Section 223 of the Act outlines the process that must be followed by Council to publicly exhibit the draft Budget and to receive and consider public submissions prior to its final adoption.

Section 130 requires Council to adopt a budget by 30 June each year and to submit a copy to the Minister within 28 days of adopting the Budget. However, for the financial year 2017/18, the minister for local government has determined that Council budgets must be formally adopted no later than 31 August 2017. (*Victorian Government Gazette G48 – 1 December 2016*) This extension was to allow sufficient time for councils undertaking rate-cap exemption requests to finalise their budgets.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

1.2 Public Hearing of Submissions - Draft Budget 2017-2018

Risk Assessment

This report is provided to Council to ensure that it complies with the relevant legislation in regard to the preparation and adoption of the Budget.

Social Considerations

Council has remained considerate of social matters when formulating the draft Budget.

Community Engagement

The public exhibition process was advertised in local media, Council publications and on Council's website. Copies of the draft Budget were made available for public inspection at numerous locations across the Shire.

A total of four budget information sessions and four stakeholder briefings were held across the Shire. These included:

Budget Information Sessions:

- Thursday, 27 April 2017 – IGA Supermarket, Anglesea
- Thursday, 4 May 2017 – IGA Supermarket, Torquay
- Saturday, 6 May 2017 – Farmers Market, Torquay
- Sunday, 7 May 2017 – Community Market, Winchelsea.
-

Stakeholder Briefings:

- Wednesday, 19 April 2017 – Lorne ward stakeholder briefing
- Thursday, 27 April 2017 – Anglesea ward stakeholder briefing
- Monday, 1 May 2017 - Winchelsea ward stakeholder briefing
- Tuesday, 2 May 2017 – Torquay ward stakeholder briefing.

Environmental Implications

The 2017-18 draft budget includes Council's allocation towards the Environmental Leadership program of \$250,000

Communication

The public exhibition period for the draft Budget was advertised in local media and on Council's web site. Copies of the document was made available at various locations across the shire, including visitor centres, community houses, and Council offices. Submitters wishing to address Council in regard to their submission have been provided with an opportunity to do so at this meeting.

Conclusion

Submissions to the draft Budget 2017–2018 will enable Council to make a more informed consideration at its Special Council meeting on Thursday, 22 June 2017.

1.2 Public Hearing of Submissions - Draft Budget 2017-2018

APPENDIX 1 COMMUNITY SUBMISSIONS TO THE 2017/18 DRAFT BUDGET

Submission 1

Committee for Lorne Inc ABN 71 183 837 79
PO Box 168 Lorne Victoria 3232
0438 843 258
Info@cfl.org.au www.cfl.org.au

**COMMITTEE
FOR LORNE**

14 May 2017

Mr Keith Baillie
Chief Executive Officer
Surf Coast Shire
PO Box 350
Torquay VIC 3228

Hello Keith,

**Re: Surf Coast Shire Draft Council Plan 2017 – 2021
Surf Coast Shire Draft Budget 2017 – 2018**

We have reviewed the Surf Coast Shire Draft Plan & Budget and applaud the direction and vision being developed and embraced for the future, which is reflected specifically with statements like:

"Surf Coast Shire council recognises that keeping people informed and inviting them to take part in decision making makes our community a better place to live, work and visit".

The council vision is closely aligned to our vision for the Lorne township which was developed through a community consultation process that commenced as a Committee for Lorne initiative and resulted in our "Community Achieving Aspirations". We are well positioned to play our part in achieving the bigger picture goals.

Much of the strategy that has been documented (what we will do – actions/programs) has already been specifically identified and ready for implementation, except that we are unable to move forward given the constraints that exist under the outdated Lorne Strategy Plan 2003.

For our community to play its part in achieving the strategies for creating a local community where people can achieve maximum health and well-being, revision of the outdated plan must be a priority action item. Equally important will be to ensure that the Governance Plan adopted to create and endorse the plan is aligned to the statement in my opening paragraph.

We have also studied the draft budget and understand the pressure imposed by rate-capping which might imply that budgeting for the Lorne Structure and Strategy Plan cannot be considered in the 2017/18 Budget. We believe that there is real urgency to ensure this work happens with minimum delay because of the impacts on so many initiatives. It is acknowledged that there is ongoing discrepancy between revenue received from Lorne and the amount of funds allocated back to Lorne for capital and other projects. This is demonstrated by the fact that the current budget only has one allocation (\$71K) for a pathway! Given this situation, we certainly believe that a request to include an allocation for the Lorne Strategy in the 2017/18 budget is not unreasonable. In fact, given the alignment of the potential outcome of the funding request to the Shire's Plan we would respectfully expect support for our request.

On behalf of the Committee for Lorne, I thank you for your continued support.

Kind regards,

IAN STEWART
CHAIRMAN
COMMITTEE FOR LORNE

Submission 2

To: The Chief Executive Officer, Mr Keith Baillie, Surf Coast Shire Council

Re: Submission on the Surf Coast Shire 2017/18 Draft Budget
by
Anglesea Community Energy (ACE)

Author: 

Dear Mr Baillie,

Anglesea Community Energy would appreciate your consideration of our submission which we believe drives environmental leadership in our region, and certainly reduces our carbon footprint, while supporting tourism and local jobs.

Anglesea Community Energy - Background and community support

Anglesea Community Energy (ACE) is a community group who, working in tandem with the highly valued Surf Coast Energy Group (SCEG), aim to transition to 100% renewable energy for Anglesea. With a large group of supporters, we have active working groups made up of about 15 people. ACE has strong local support, with around 40 local businesses and community organisations writing letters of support for the group's aims in 2016.

The ACE group grew out of the work of Surf Coast Air Action, who, in doorknock in early 2014, found that 82% of the 200 community members surveyed support a cleaner environment. Surf Coast Air Action grew, in four years, to a formidable force, with its supporters turning out for well-attended public rallies on the beach and in the street, and packing out several Anglesea Memorial Hall meetings.

ACE is responding to strong community sentiment in its aims. This was evidenced at the last Anglesea Futures consultation on the 19th of March 2017. It became clear in the course of that meeting that there was unanimous support among the approximately 40-50 community members present for an environmentally compatible land-use for the ex-Alcoa site, and overwhelming support for a renewable energy initiative on the site. Other concepts that came out of the consultation were that any land-use should 'touch the earth lightly' and that an education component is important on the site

There is a strong sentiment within the local, and broader community, to investigate, plan for and invest in clean energy for Anglesea and beyond. Energy security and the need for renewables are driving conversations and encouraging the implementation of innovative initiatives.

The projects which ACE is working on require financial support as follows:

1. **ACE/SCEG 'EnergyWorks' (working name) Project**

What is It?

A Pumped Hydro/Renewable Energy installation and Visitors Centre for the Anglesea coalmine site

Benefits

- Renewable energy on demand
- Community owned. All or (more likely) part of the project could be owned by the community either as shareholders or as members of a clean energy co-operative. Returns could reward investors and/or fund community energy initiatives
- Tourist attraction
- Local employment

Implementation

There are several different parts to the proposed Surf Coast Energy Group/Anglesea Community Energy 'EnergyWorks' project:

Pumped Hydro

- The Anglesea site could accommodate upper and lower water reservoirs
- The upper reservoir stores water.
- Water is released to drive turbine and generate electricity on demand

Solar/Wind

- Solar/wind power generated on site could pump water from lower to upper reservoir
- Site has reasonable solar insolation and wind levels

Grid Connection

- Electricity generated could be consumed locally
- Or exported to the grid via existing high voltage transmission line

Visitors Centre

- Education: why we need renewable energy, how it works and what people can do. Communicating and exploring the energy transition. Includes an art component.
- Employment: guided tours of the site and its different energy technologies
- Tourism: could be another attraction along the Great Ocean Road

The Core at the Eden Project could be a starting point:

<http://www.edenproject.com/visit/whats-here/core#S9AtaOaVsGQOkiio.97>

A local model is Scienceworks museum in Spotswood.

Costs

Initially each part of the project would require a feasibility study, each requiring different skills. The approximate costs for feasibility studies would be:

- Wind and solar power feasibility: Renewable energy developers may bear this cost, if not it would be in the vicinity of \$40 000
- Pumped hydro: Barwon Water is funding the pre-feasibility study. Bendigo and Ballarat received State Government funding for pumped hydro feasibility studies. Surf Coast Shire could potentially provide such feasibility funding for the Anglesea site \$50 000
- Grid connection: Powercor may bear this cost. Otherwise the cost would be \$10 000
- 'EnergyWorks' Visitor Centre/museum/gallery for demonstration, interactive education and tourism., incorporating an art facility \$50 000

Links to Council Plan

- Drives the use of renewable energy
- Drives and demonstrates the environmental leadership of the Surf Coast
- Supports the Renewable Energy Task Force roadmap tenet of implementing a large-scale renewable energy facility
- Strengthens the vitality of Anglesea as a township
- New job creation
- Supports the key industry sector of tourism

2. Community Hub/Primary School solar microgrid

What Is It?

A solar and battery microgrid incorporating the Anglesea Community Hub in Macmillan Street and Anglesea Primary School. This would offer a strong opportunity to replicate the microgrid concept in the Torquay community hub.

Benefits

- Reduction of greenhouse gas emissions and achievement of Surf Coast Shire renewable energy target
- Electricity bill savings for Shire buildings
- Preservation of vital education budget for the small and underfunded Anglesea Primary School.
- Drives sustainability messages for community and its children.

Implementation

- The community hub/school microgrid could investigate which of the Council buildings (Community House/Childcare/Historical Society/Senior Citizens/Memorial Hall/Anglesea Kindergarten/Anglesea Primary School) was most suitable for collection of and sharing of solar energy.
- The school project could be implemented using a donation model
- It could use the crowdfunding model previously used by South Geelong Primary School on The People's Solar platform
<https://thepeoplesolar.pozible.com/project/southern-geelong-primary-school>
- Supplemented by school fundraising.

Costs

Investigation of an Anglesea microgrid.
\$10 000
Installation of solar panels and battery storage.
To be determined. Estimate \$100 000

Links to Council Plan

- Drives the use of renewable energy
- Drives and demonstrates the environmental leadership of the Surf Coast
- Supports people to participate and contribute to local life

3. Electric Vehicle (EV) Charging Station

What Is It?

A small roofed, two car-space facility with an Electric Vehicle charging station of similar size to a petrol pump. It could be linked with solar PV installation on roof of larger building

It is envisaged that this project may be something like an 'engagement ring'. A way to start a conversation with our community about smart solutions for environmentally responsible initiatives for Anglesea, with benefits for our community, environment, business and tourism. In short these types of initiatives show environmental leadership and pave the way for potential projects in the future.

As people become more aware of the need to minimise their energy footprint and reduce the increasing expenses incurred by fossil-fuel-based travel, the uptake of EV cars is on the rise. China, Europe and the US currently lead the 'charge'. It is hard to estimate the amount of cars using EV charging stations currently in Australia, however when there is a charging station available, the cars come. At our Surf Coast Shire, I have it on good authority that the fleet-only charger is often busy with the Council Nissan Leaf EV. Studies have shown that if a workplace puts in an EV Charging Station accessible to staff, employees are 20 times more likely to buy an Electric Vehicle (see ref below). For businesses it is often cheaper to lease an electric car than a fossil fuel car for general use fleet vehicles.

Given the distances involved in tourist travel in our region, it is probable that tourists with Electric Vehicles taking the journey along the Great Ocean Road would be likely beneficiaries initially of this type of support. Finding charging stations is currently facilitated by a number of websites and apps, for example plugshare.org, that allows EV owners to access charging stations while on their journey. When Moreland City Council put in their first 6 chargers it only took 2.5 hours before the first car accessed the chargers. There is therefore no need to advertise locations before users will begin to access them. Using plugshare.org it can be seen that the only public charging station in the Surf Coast Shire is at the Lorne Information Centre. It is envisaged that our own Information Centre in Anglesea, with its solar PV already installed, may prove to be an ideal location for a charging site along the Great Ocean Road.

The installation of an EV Charging Station is likely to cost between \$10k - 50k, depending on the installation requirements. In an 'easy' site where the charger could be mounted on a wall with minimal cutting of concrete or brick this project may run to as little as \$5-10k. The cheapest installations occur where car parking spaces are available adjacent to a wall with existing electrical cabling. Most EV owners carry a charging lead enabling them to use public charging facilities. Given these considerations, it may be possible to install several charging stations at the same overall cost if the individual sites are carefully selected. Examples would be the Anglesea Bowling Club, Anglesea Hotel, Shopping precinct and Anglesea Primary School.

It is estimated that the funding being sought would be between \$10k-15k for this project and we have made initial contact with Jet Charge (www.jetcharge.com.au) to discuss the feasibility of various sites. While visiting vehicles are charging this

naturally offers a period where the visitors can take advantage of the local shops and activities in Anglesea, providing further economic benefit to the town and return visits. Given the current scarcity of public EV charging facilities, areas that provide charging at this stage are likely to see a concentration of EV traffic compared to surrounding areas.

This idea has broad appeal in the wider community. Speaking to businesses and individuals in the community, there is currently a great sense of excitement in looking to initiatives which promote and develop our unique environment in Anglesea. Given the activity associated with the rehabilitation of the coal-mine site in Anglesea, this is an excellent opportunity to demonstrate local environmental leadership. Our intention is that this project will be the starting point for more conversations and many other projects to come.

Reference:

Data regarding employee uptake of Electric Vehicles:

<https://energy.gov/eere/articles/survey-says-workplace-charging-growing-popularity-and-impact>

Benefits

- Reduced greenhouse gas emissions
- Encourage Tourism using Electric Vehicles
- Driving environmental leadership for the Great Ocean Road and the national tourism industry

Implementation

- The facility could be incorporated into the redeveloped Anglesea Bowls Club, or provided at the Anglesea Visitors Centre, or the Anglesea Hotel, with easy access to Anglesea shopping centre.

Costs

- ACE is seeking \$15 000 to install an EV charging station on what is deemed to be the most suitable site in Anglesea

Links to Council Plan

- Drives the use of renewable energy
- Drives and demonstrates the environmental leadership of the Surf Coast
- Strengthens the vitality of Anglesea as a township
- Supports the key industry sector of tourism

TOTAL OF SUBMISSION: \$275 000

Submission 3

From: [REDACTED]
Sent: Thursday, 11 May 2017 3:25 PM
To: Info
Subject: Att. CEO Mr Keith Baillie: Submission in support of continuation of the lease for Surf Coast Art Space in Anglesea

Dear Mr Baillie,

I am writing in response to the Surf Coast Shire Council's Draft Budget 2017/18.

The Surf Coast Art Space is a rich and valuable addition to the Shire's activities, for the local creative community, and for residents, visitors and particularly the economy of the Shire. There has been more than \$30 000 added to the local economy since the Art Space opened, in the visual arts industry in which it is notoriously difficult to sustain individual practices. I hope that you decide that the lease should be ongoing for at least a few more years.

I would like to let you know how an opportunity to arrange an exhibition at the Surf Coast Art Space has enabled my development to a point where I am seeking professional work as an art curator. I was lucky to secure the three week slot at Art Space over Easter. After some research, I invited two amazing local contemporary artists to exhibit, Elaine d'Esterre and Nicky Perkin, whose work, when juxtaposed, I thought would set up a really interesting dynamic. It was a steep learning curve to select, arrange, install, write about and publicise the exhibition, and a joy to be involved in. The overwhelmingly positive and excited audience responses to both the space and the exhibition, some of which written comments are quoted below told me that I was right about the artists:

"Both interesting explorations." visitor from Anglesea

"Exquisite work. Great space. Thankyou!" visitor from Elwood

and, from two of the many repeat visitors to the Art Space:

"The diversity of work exhibited continues to enthral." visitor from Anglesea and Fitzroy North

"Great to see the space looking transformed!!!" visitor from Torquay

The exhibition, "Space and Place: Elaine d'Esterre and Nicky Perkin" had over 500 visitors, and made a very healthy number of sales, including to a curator from the National Gallery of Victoria. An event in the exhibition space also offered the opportunity for our wonderful local poet, Kathryn Ross to perform her poetry in response to the art. (She thinks it is the first poetry reading ever in Anglesea!) Kathryn was also able to share books with the established Melbourne-based poet Trish Sykes who performed her work in the space in response to Elaine's portrait in the exhibition, 'Desert Poet'. of which Trish is the subject. Maggi Jean, a local printmaker was able to conduct workshops in the space over the school holidays, offering visitors an activity and encouraging them to stay longer in town, and increase their contribution to the local economy. Maggie also sold her hand-printed cards at these events, thus promoting her artistic career.

As with all good art projects, "Space and Place" created a temporary community, with countless valuable connections made. With each new exhibition, the space does offer a transformation, something new and exciting for Surf Coast residents to look forward to. It also offers a rare opportunity for visitors to buy local art from one of our many Surf Coast artists. I now have my first curating experience noted on my CV, after studying the theory of curating in a post-grad course at the University of Melbourne in 2015.

Thankyou for this great curating opportunity, and please allow these opportunities for the growth and development of our creative economy to continue.

Yours sincerely,

[REDACTED]

Submission 4



14 Price Street (PO Box 433) Torquay 3228
Tel: 52 612 583
Fax: 52 612 584
www.springcreekcommunityhouse.org.au
AC028199P ABN 54 044 843 552

Chief Executive Officer
Mr Keith Baillie
Surf Coast Shire Council
1 Merrijig Drive
Torquay
VIC 3228

11th May 2017

Draft Budget 2017/18 - Submission for a large multi-purpose shed at 14 Price St

Dear Mr Baillie,

Spring Creek Community House would like to propose the development of a large multi-purpose shed at the rear of 14 Price Street to serve as a base for;

- The new Torquay Women's Shed catering up to 90 members
- Community Arts groups including; Studio 14 (Arts and Acrylics), Surf Coast Life Drawing, Painting with Parkinson's (over 100 members total)
- Crafts Groups including Quirky Craft, Sit n Sew
- Additional Space for U3A programs and administration (we currently provide free office space for U3A and assist with their membership enrolments)

This would alleviate a lot of the space pressures on the house which needs to meet the demands of a growing population. Looking at the current needs and towards the future we identify a multi-purpose space for DIY skills, craft and arts activities is what is required. The shed would replace the small tin storage shed currently in place.

Kind regards,



Submission 5



May 11, 2017

Councillors and Mr Keith Baille, Chief Executive Officer
Surf Coast Shire,
1 Merrijig Drive,
Torquay, 3228

SUBMISSION TO THE 2017/18 DRAFT BUDGET

Introduction

Growing Winchelsea Inc. is the peak advocacy group for the Winchelsea and District community.

We appreciate the opportunity to comment on the draft 2017/18 Surf Coast Shire budget.

Winchelsea needs investment in community infrastructure to support planned growth. It also needs investment in community development, to support the community to adapt to the population changes that have already commenced.

Already, we are seeing an active housing market in Winchelsea and good sales of new land. The community is positive about the growth opportunity, but is concerned that we need to be positioned to accept growth as it occurs. We do not want to play 'catch up' after our population has increased and planning opportunities have been lost. We therefore rely on the Shire to plan for the future and invest in Winchelsea, now.

General comments on the budget

We are pleased to see continuation of the rates cap. A proportion of Winchelsea's population is suffering economic hardship. Rates are a very large expense in the household budgets of many residents.

We rely on the Shire to apply our rates monies wisely, equitably and efficiently. We look for value for money and fairness in the way you distribute our money between communities across the Shire. We also seek appropriate investment in different sectors of the Shire economy including in the rural sector.

We also rely on the Shire to stick to its responsibilities and not spend ratepayers' monies outside its scope of responsibilities. In that regard, there is significant disquiet in Winchelsea about Council's recent decision to engage in federal political lobbying by flying the Rainbow flag. Winchelsea is a tolerant and diverse community, but many people in our community do not support this sort of political activity by the Shire.

Post: Po Box 43, Winchelsea, Victoria, 3241 Email: secretary@growingwinchelsea.com www.growingwinchelsea.com
Incorporation Number: A0031150R ABN: 94639315541

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We note that when the Shire calculates rates income to the Winchelsea Ward, it excludes a large number of homes (and related rates income) from the Torquay end of the ward. When it compares expenditure between wards, expenditure in Winchelsea is then calculated on a lower income base than other wards and therefore appears relatively larger than it actually is. At the same time, Torquay is advantaged in those calculations by a larger income base.

We do not believe this approach is fair or rational. Winchelsea should be recognised as a mixed urban and rural ward, and income from the urban areas should be included in all calculations.

We ask that all calculations are adjusted accordingly.

Reconciliation of past expenditure and planned activities

Would you please provide us with an update on what was actually spent (as opposed to what was planned to be spent) in 2016/17? We note that there appears to have been little obvious progress on some planned budget initiatives, including the rejuvenation of our town centre and purchase of the land for the second oval at Eastern Reserve.

We suggest that a reconciliation of what was planned compared with how much money was actually invested during the financial year should be done across the Shire, so proper comparisons can be made between wards and sectors of activity.

Specific priorities

Growing Winchelsea Inc. has identified the following priorities for 2017/18. Some of them are already included in the draft budget, but we wish to re-emphasise their importance, while others are new items.

- **Rejuvenating the town centre.** Our town is increasingly busy and appears to be attracting many more visitors, who are very welcome. Our streetscape is tired and unwelcoming. Money was allocated in last year's budget to commence the process of rejuvenation, but nothing appears to have happened.

We would also like some more information about what is planned for the streetscape. We understand a significant amount of the allocated money is proposed to be spent on preparing the area near the World War 1 cairn for the planned two additional cairns. However, the additional cairns themselves will not be funded and we are worried that there is likely to be little left over for basic streetscape improvements. We think a significantly larger budget allocation is needed for the streetscape works, and we would also appreciate some reliable information about when planning is to commence, how Growing Winchelsea Inc. will be involved and when work is to be completed.

- **Establishing a Developer Contribution Plan (DCP).** Growing Winchelsea Inc. wishes to see a Winchelsea DCP incorporated into the Shire's planning scheme, so we have certainty about future Shire investment in our growing township. We feel we are at a great disadvantage as a growth node in the Shire, without a DCP. We would like an allocation for development of a DCP in the budget, and a firm indication of when this will be completed.

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- **Purchase of land for the second oval at Eastern Reserve.** This was budgeted for last year, but has not occurred. It is essential to the planned development of the town. We would like to see this transaction either negotiated or the Shire proceed to acquisition. Our cricket club is being seriously disadvantaged without a turf wicket. The second oval would make this a possibility. We would like the Shire to really focus on this issue and set appropriate timelines for its resolution.
- **Welcoming recreational vehicles to Winchelsea for short stays.** We are dismayed that officers recommended recently to close our short stay area to overnight stays for many months each year. We have been welcoming recreational vehicle travellers for short overnight stays for many years in Winchelsea, without incident. We are surprised at the 'bureaucratisation' of this small but important tourism endeavour. We understand Council officers have suggested they will need to invest a large amount of resource in monitoring and policing the site over winter, because of concerns about flooding. In fact, there has been minimal if any monitoring or policing over many years, without any problems at all. We believe the presence of RVs on the site overnight is a positive thing, as it dissuades irresponsible behaviour from other drivers, which has led to damage to the reserve in the past.

More presence of enforcement officers in Winchelsea would be a good thing in any case, and any potential flood problem could be resolved by appropriate signage warning RV owners that they enter at their own risk. There could also be monitoring of flood alerts, with very little effort, and an efficient system of temporary closures if necessary. The community would be happy to contribute to an appropriate monitoring strategy.

We ask that a small budget allocation is made to support this activity, which brings many important benefits to Winchelsea including but not limited to economic benefits for our traders.
- **Redesigning the area near the public toilets/visitor information centre.** We understand some planning work has been done on this area. It is a priority for the town. The number of visitors is increasing and the congestion in the area leads to community safety concerns. We ask for a budget allocation to finalise design work and proceed with the actual work.
- **Signage.** Signage around our town is very poor and needs immediate improvement. We ask for a budget allocation an early action on this important issue.
- **Maintaining the grant to the RSL for ANZAC Day.** This grant was greatly appreciated this year. Our valued RSL membership is ageing and can no longer perform some of the volunteer work they did in past years. The event is important to the community and we hope this grant will be perpetuated to enable the RSL to continue to host it.
- **Tennis clubrooms.** We are deeply disappointed at the reported outcome of the Shire's assessment of the community proposal to develop a combined Scouts/ Tennis Club facility on Hesse Reserve. We feel this was a great opportunity for the community, to retain investment by the Scouts and to simultaneously develop better

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facilities for our tennis club. Now it appears that the opportunity is lost. It is a very poor outcome to have lost Scouts in a growing community. We feel the outcome could have been different if the Shire had seized the opportunity earlier. We now request that redevelopment of our tennis club facilities including lighting is placed high on Council's sporting infrastructure replacement agenda. We also suggest Council should allocate some of its youth funding to supporting the community to redevelop a scouts group in Winchelsea.

- **Managing rural roads.** This is an enormous issue for our community. We have by far the largest proportion of unmade roads in the Shire. We note the asset renewal backlog and we hear constant complaints about the condition of our roads and the impact of heavy vehicle traffic on road surfaces. We think the Shire should review what it is spending on rural road management and increase the relative proportion of its budget that goes to this activity.
- **Redeveloping the Winchelsea Common.** We are pleased with the plan for the Winchelsea Common. We would like reassurance that the investment will proceed and we will see a significant change in condition of the area and an opportunity for the community to start re-using the Common during this financial year.
- **Managing our environment.** We are strongly committed to environmental leadership, but we would like more information about what the Shire plans under the allocation of \$250,000 for "Towards Environmental Leadership". We are supportive of environmental leadership, so long as it is within the Shire's role and responsibilities. We question why the Shire would spend a lot of money on renewable energy targets, which are generally a State and Federal government responsibility, unless there is a specific Shire project (such as a large scale solar farm) which we would support in principle.

Would you please provide us with a detailed breakdown of the proposed expenditure on "Towards Environmental Leadership", which we note is proposed as a recurrent \$250,000 annually for the foreseeable future.

- **Netball clubrooms.** We are grateful for the support the Shire has shown to the redevelopment of our netball clubrooms, but note that the necessary funding from other levels of government has not yet been achieved. This is an important priority for us, as our players are significantly disadvantaged by the current poor level of facilities. We ask for continuing Shire support and advocacy to ensure funding is achieved and allocated this year.
- **Pathways.** These are very important infrastructure for community development. Our community would benefit enormously from a 'loop' pathway around the river, and there are numerous other pathways that need upgrading and/or development in the town. We think a river loop is a particular priority for Winchelsea as it would make exercise activities more visible, which is very important as our community suffers from many lifestyle problems and chronic diseases. It has consistently been a strong recommendation from the community.

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We would like further discussion about which pathways projects are on the Shire's development list, and how much money will be allocated to them this year. We specifically ask for a budget allocation to progress the river loop.

- **Playgrounds.** We are grateful for the allocation of funding to the Hesse Street playground and we note the urgent need for playgrounds to be developed/re-developed at Eastern Reserve and near the visitor information centre. We would like further discussion about which projects are on the Shire's list, and how much money will be allocated to them this year.
- **Review of the structure plan.** We think there is further work to be done on the structure plan. In particular, there needs to be sufficient space available for development of a major commercial centre as Winchelsea expands. We think a budget allocation for this review in the coming financial year is essential.
- **General advocacy and support.** We look forward to partnering with the Shire to advocate to other levels of government on Winchelsea's future. We also need a significant allocation of senior officer time to work with our community on opportunities and initiatives as they arise. We seek reassurance that Shire officers will have adequate time to appropriately prioritise Winchelsea issues during the upcoming financial year.

We appreciate our strong relationship with the Shire, and the opportunity to put forward our priorities for Winchelsea's development.

We look forward to discussing this submission with you further.

Yours Faithfully



Submission 6

11 May 2017

Mr Keith Baille
CEO
Surf Coast Shire Council

Dear Mr Baille

Please accept this submission to the draft 2017/18 budget, on behalf of the Modewarre Football and Netball Club.

We are very appreciative of the support Council has provided us over the past several years, and are particularly appreciative of our good relationship with Council's Sport and Recreation Department officers.

We do have some urgent current problems, however, which we are hoping Council can assist us to address in the coming financial year.

1. Netball facilities

We have three netball courts. Only two (courts 1 and 2) are fitted with lights. While those lights are not highly effective, they have at least enabled us to use courts 1 and 2 at night for training purposes.

The new third court has the best surface but no lights, which significantly limits its use for training purposes.

Recently, one of our two lighted courts developed what appears to be a major structural fault. There is a very large and extending crack across the court, which is now decommissioned pending repair. We think the repair is likely to be a significant task and at present, we do not know when it is planned to commence. This leaves us with two useable courts, only one of which is lit. Our training opportunities are severely limited. We now have to stagger training sessions across many hours, which seriously inconveniences families with multiple children of different ages.

Further:

- there is no interchange bench for the second (lit) and third (new but unlit) court. On match days, interchange netballers, coaches and scorers are either forced to sit, coach and score in the cold and rain or observe from a distance. This is unsuitable for our members, as well as for visiting teams; and
- our netballers do not have adequate changing room facilities.

We have tried using temporary gazebo-like shelters to compensate for the lack of interchange benches, but these are unsafe when it is windy. For safety reasons, we have decided it is not appropriate to use them at all.

Our facilities are inadequate for a netball club with fourteen teams and a growing membership base. With the impending growth of Moriac, we anticipate a rapid increase in our membership. We believe we need to address these problems now, with an allocation in the next budget.

2. Drainage of the second oval

There is a significant problem with drainage of our second oval, such that it is currently unusable.

We are concerned to ensure that the drainage problem does not stem from inadequate performance of the water treatment plant. Regardless of the cause of the problem, we need it attended to urgently. We are facing a significant deficit in income because our junior football teams are being scheduled to play away. This will threaten the viability of our club if it continues.

We understand the Shire has recently investigated the problem. We would like to meet with the appropriate staff as a matter of urgency to determine the cause of the problem, and how it can be fixed. We hope an allocation can be made in the budget to address this problem.

3. Second Oval Lighting

The second oval at the Mt Moriac Reserve does not have any lighting for use after dark. Currently that means that we have 7 junior football sides all need to train on the main oval. This severely limits our clubs ability to create an appropriate level of skill development and enjoyment. If some form of lighting was installed on this second ground, it would not only improve training for our junior members but would reduce the load on the main oval which currently has 10 football sides training and playing on it.

4. Our willingness to contribute

We have many club members who are skilled tradespeople and we have a strong record of working in partnership with Council, with excellent results. Our club is willing to contribute significant labour to assist in the development of the facilities we need to support our members.

We would appreciate it if these issues can be addressed in the 2017/18 budget.

Thank you for considering this submission.

Yours faithfully,



Submission 7

ANGLESEA MOTOR YACHT CLUB

Submission to Surf Coast Shire – Draft Budget 2017/18 – Upgrade of existing facility

Background...

The Anglesea Motor Yacht Club (AMYC) was founded in the late 1950's, initially as a diving club, at Point Roadknight. In the early 60's the club house was established and with a few minor additions and changes it remains essentially unchanged to this day.

Situated on DEWLP land, the club house is managed by GORCC (Landlord). The club is the custodian of the Point Roadknight boat ramp – a busy access point for fishing and recreational boating. The club also works closely with a number of coastal authorities to monitor and protect the environment in the precinct, in particular the erosion and climate change issues affecting the dune and cliff areas.

The club is administered by a committee of 12 people (10 live locally), with a number of sub-committees.

In recent years the club had undergone major transformation. From 31 members in 2013, today the club boasts over 200 members, the vast majority comprising family memberships which equates to approximately 600 users.

This has been achieved by opening the club to the broader community and the club house now is a popular intergenerational meeting and function place for residents and groups.

During the summer season the club is a base for:

- Anglesea Surf Life Saving Club patrols of Point Roadknight beach
- Vic Swim programs
- Tackers Sailing (holiday program for kids & families)
- Discover Sailing days
- Rescue boat requirements
- Rusty Anchor Bar
- Anglesea Roo Run

Hire of the venue is also extremely popular all year round.

A number of community groups also utilise the club house throughout the year (e.g. Anglesea Primary School, Anglesea Lions Club, ANG AIR, Anglesea CFA, Urquharts Bluff Boardriders, Anglesea Kindergarten) and many local businesses have regular meetings and functions.

Today...

The existing club house building is dilapidated and in urgent need of an upgrade. It cannot handle the increased usage and patronage.

The proposed improvements include:

- Commercial kitchen
- Toilets upstairs
- Installation of a lift
- Increased storage
- Upgraded shower and change rooms
- Upgrade of rescue boat facility
- Upgrade of roofing structure
- Additional floor and deck space and upgrade of internal fittings

What's been done...

Extensive preparation and due diligence has been completed over the past four years.

This includes:

- Impact Study and Survey
- Arboriculture Assessment Report
- Geotech soil testing
- GORCC consent
- DEWLP Interim Coastal Consent
- Climate Change Report
- Cultural Heritage Management Consent (pending – 11th May site visit)
- Surf Coast Shire Planning Permit (pending – applied Nov 2016)
- Public & Member consultation process (public meeting held July 2016, local residents advice, Surf Coast Times article, website information and feedback facility)
- Preparation of render drawings (see attached)
- Preparation of first draft architectural drawings
- Production of video for presentations (available on website www.amyc.club and u tube)
- On-going consultation with relevant authorities and local councillors
- Letters of support from community groups (see attached)
- Presentation to SCS Mayor, CEO, senior staff and councillors (at club house 9th March)

The cost...

Detailed estimates have been prepared and the required funding for the upgrade is \$400k.

A table of estimates is attached.

Funding from SCS...

AMYC makes a invaluable contribution to the Anglesea and the Surf Coast Community. The introduction of a 'Community Membership' category whereby local organisations pay just \$50 pa and have use of the facilities, has been enormously successful. For 3-4 months over summer the club is a base for surf lifesaving patrols for busy Point Roadknight beach. Our relationship with Anglesea SLSC is a very strong one and each year we share resources to stage the popular Anglesea Roo Run and the iconic Rock 2 Ramp swim. The introduction of The Rusty Anchor Bar over the summer period (5 pm – 8pm daily and run by volunteers) has proven to be a terrific meeting place for locals, holiday-makers and tourists.

Through these initiatives (and others) the club has benefited financially and has almost \$200k in savings. Recently the club was awarded registration as a fund-raiser with the Australian Sports Foundation – allowing tax deductible donations towards the building upgrade project. Applications for various Grants will be made. Discussions are currently taking place with GORCC, who have indicated financial support will be forthcoming (hope to have an update for the 30th May hearing).

From SCS the club is respectfully requesting \$50k.

One more thing...

The club has spent considerable time and resources in evaluating the proposed upgrade. At the forefront to this approach were two important points for consideration:

1. That the upgrade be sympathetic to the "quaintness" of the existing building and be seen as an extension of its historical elements, and;
2. Any design to be in accordance with permitted "impact zones" in the precinct (protected Moonah tree and vegetation behind the club house dictated the north/south design).

Thank you for your consideration.



Attachments:

- Render drawings
- Letters of support
- Estimates

Letters and documents regarding relevant authority consent, Impact Study, Arboriculture Report and Climate Study Report available on request.

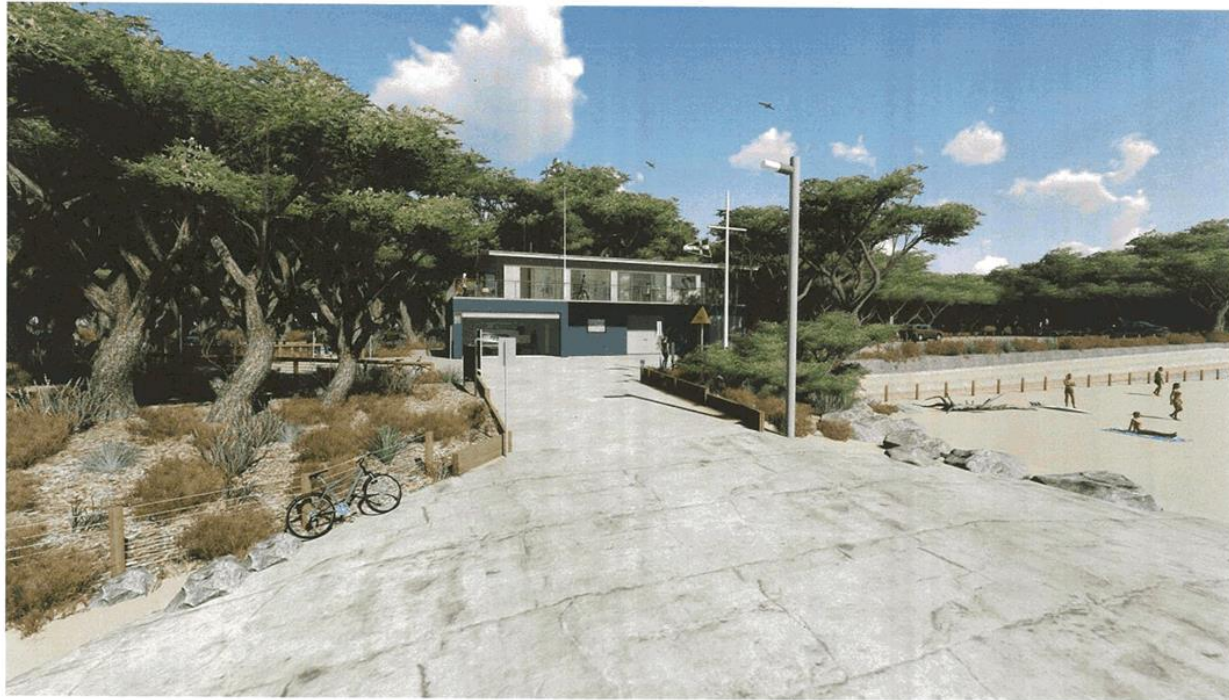










































ANGLESEA SURF LIFESAVING CLUB INC.
ABN 14 544 659 974

12 May 2016

[Redacted]

Anglesea Motor Yacht Club

Dear Wes,

The Anglesea Surf Lifesaving Club (ASLSC) strongly supports the Anglesea Motor Yacht Club (AMYC) with their plans to redevelop their clubrooms for their use and the use of the community.

The Anglesea SLSC has a strong working partnership with AMYC and we believe that the planned upgrade will compliment this partnership whilst providing critical community infrastructure in Anglesea.

We strongly support these developments and should you require assistance please let use know how we can assist.

Yours sincerely

A handwritten signature in black ink.

[Redacted]



Registered Address: ASLSC Inc, PO Box 87, ANGLESEA, VICTORIA 3230
www.angleseaslsc.org.au

ANGLESEA PRIMARY SCHOOL
No 4332
85 CAMP Rd, ANGLESEA, 3230
Phone (03) 52631231 Fax (03) 52632923
Email: anglesea.ps@edumail.vic.gov.au



9th April 2016

Anglesea Motor Yacht Club
P.O Box 1636
Geelong Vic 3220

ATT: [REDACTED]
Club Commodore

Dear Wes,

It is with great pleasure, on behalf of the Anglesea Primary School, that I hereby offer our full support with regard to the current vision and plans for the upgrade of the Anglesea Motor Yacht Club premises.

The AMYC has long been a very important part of the Anglesea Community, providing so many with a functional and important facility not only for the members of the club but many others both during race days and more.

However the facility is evidently tired and in need of various improvements in order for it to continue servicing the community appropriately.

The planned upgrade will be a wonderful improvement, and will undoubtedly be a huge benefit to the community as a whole.

The Anglesea Primary School are proud to be affiliated with the AMYC and will continue to support the future plans of the club and its visions.

We look forward to seeing the finished project.

Kind regards,

[REDACTED]
Anglesea Primary School Parents Club President

Lorne Campus



mail.vic.gov.au

Aireys Inlet Campus



13th April, 2016

Letter of Support

To Whom it Concerns,

I am writing this letter in order to support the Anglesea Motor Yacht Club in their applications for planning permission to enable renovations to the existing clubrooms.

During term 1, 2014, students involved in the Lorne-Aireys Inlet P12 College – Aireys Campus and Anglesea Primary Schools Active After School Care (AASC) programs learnt to sail at the Anglesea Motor Yacht Club. Over the course of the four week program students were given the opportunity to try sailing on a variety of different sizes of Hobie Catamarans. Students learnt the basics of how to steer, trim sails, catch waves and some attempted hanging out the side on trapeze. This program only ran because the club members generously drove from Melbourne, prepared their boats and took the students out.

The Anglesea Motor Yacht Club (AMYC) is a discover sailing centre on the surf coast. Each year during January the club participates in the National Discover Sailing day where club members take members of the community out to try sailing for an afternoon. The club worked with Yachting Victoria's Mobile Boatshed to deliver learn to sail programs for children in the area. During January 2014 the club ran its first Tackers program at the club and several students from this program are became interested in crewing on-board club boats during Sunday club races.

A lot of the families in Aireys Inlet tend to leave the coast to make way for the tourists that come down during January. Hence they are not around to take advantage of the Tackers program in January. Running the sailing after school once school recommenced worked well, it was well attended and greatly supported by students and their parents. There are a number of schools along the coast who would take up the opportunity to sail at Point Roadknight in addition to the Aireys Inlet Campus and Anglesea Primary School. Lorne students, for example, travel to Geelong to participate in a sailing program. There are also a number of schools who stay at one of the three camps in Anglesea who could have sailing as an option included in their camping program.

I am also aware that the club is not just used for sailing. There is a combined membership of sailors, fishermen and the Urquarts/Roadknight board riders group. There is also a membership category that many community groups have joined which enables them to hold their meetings/functions at the club several times a year. This includes organisations such as Angair, Anglesea Lions club, Bethany Geelong, and the local CFA.

Once the AMYC has the increased capacity through the club renovations to expand the operation of their sailing training for school students it will be certainly strongly supported by students from Lorne-Aireys Inlet P-12 College. If you have any further questions please do not hesitate to call me on 52 89 7144.

Regards



██████████
Campus Principal



Anglesea & District Men's Shed

Under the incorporated structure of the Anglesea and District Community House Inc.

Meeting location:

Cameron Rd
Anglesea 9.00am -1pm
Tuesdays & Thursdays



All correspondence:

The Secretary
Anglesea & District Men's Shed
5 McMillan St
PO Box 43.
Anglesea Vic 3230

2nd March 2016

Anglesea Motor Yacht Club Inc.,
P.O. Box 1636
Geelong, Vic, 3220.

Dear Wes,

On behalf of the Anglesea & District Men's Shed, I wish to advise that our organisation wholeheartedly supports the Anglesea Motor Yacht Club with their plans to renovate, upgrade and extend their clubrooms for their use and the use of the community where appropriate.

We applaud their efforts in bringing this update to fruition. This planned upgrade will enhance the club and its position as an important community social hub within the Surf Coast Shire.

Should the Anglesea Yacht Club require any assistance with their upgrade, the Anglesea Men's Shed is always happy to assist wherever possible.

We wish you all the success in your endeavours,

Yours sincerely



Secretary
A&DMS

Stage 1 - Ground floor	
Admin fees & permits	6500
Engineering	3600
Design & working drawings	9200
Plumbing relocation	3750
Reconstruct power connection & remove pole	8200
Demolition	1750
Set-out and excavation	2280
Footings & floor slabs 125 m ²	17800
Brick/blockwork walls 178 m ²	15100
Ground floor structural steel	12700
Shuttering & ACRO props hire	3600
Suspended slab roofs	21900
Ground floor electrical wiring	4800
Roller doors	4150
Painting - internal & external	3800
Safety fencing	3700
Total stage 1	122830
Stage 2 - Upper floor	
Lift	50500
Upper floor structural steel	24500
Stud wall & roof framing	25500
Plumbing	21900
Electrical	18200
Roofing & drainage	8600
Solar PV panels & hot water	14800
Windows	21600
External wall cladding (cedar w/board)	5800
Internal wall cladding - lining boards	8300
Wet areas wall cladding - cement sheet/plaster	3900
Kitchen & bar fitout	17200
Appliances	15800
AV equipment	2100
Internal finishes - paint, tiles, carpet tiles	8300
Balustrade & stairs	11250
Total stage 2	258250
Contingency (5%)	19054
Total project estimate:	400134

URQUHART'S BLUFF BOARD RIDERS

██████████
Commodore, AMYC
Melba Pde, Anglesea, 3230
2/3/16

Dear Wes,

It is pleasing to see the proposed plans to upgrade to the AMYC. It is long overdue and the improved facilities will be enjoyed by all members and community groups associated with the club.

Our community membership has allowed us to utilise the facility for our social activities and meetings on a regular basis and we are grateful to be an integral part of the club.

On behalf of the Urquhart's Bluff Board Riders we wholeheartedly support the proposed plans and wish you well in your endeavours.

Regards,

██████████
UBBR

A handwritten signature in blue ink, appearing to read 'Wesley', is written over the printed name 'UBBR'.

LIONS CLUB OF ANGLESEA INC.

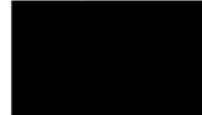
Box B, 32-34 Murray Street

Anglesea, Victoria 3230

ABN 11 030 5584 36



Secretary



7 March 2016

Anglesea Motor Yacht Club
P.O. Box 1636
Geelong Vic 3220

Dear Wes

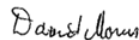
On behalf of the Lions Club of Anglesea, I am pleased to advise that this Lions Club gives its wholehearted and unqualified support to the Anglesea Motor Yacht Club's plans to upgrade, renovate, and extend their clubrooms for their own use, and appropriate use by the community.


The Lions Club appreciates the Motor Yacht Club's co-operation in allowing us the use of your facility for social activities on a number of occasions. The proposed extension and upgrade can only make an already first class venue even better.

The proposals will enhance the club, as well as providing a worthwhile community meeting place, well suited to a variety of social activities within the Surf Coast Shire.

The Lions Club would be honoured to be involved in any practical assistance we can provide.
We wish you every success in your vision for the future.

Yours sincerely




President
Lions Club of Anglesea



ANGLESEA FIRE BRIGADE
P.O. BOX 106
ANGLESEA 3230



29th April, 2016

Anglesea Fire Brigade
PO Box 106
ANGLESEA VIC 3230

Dear [REDACTED]

On behalf of Anglesea Fire Brigade, I wish to advise you that our organisation totally support the Anglesea Motor Yacht Club with their plans to upgrade, renovate and extend their clubrooms, which you kindly make available for our Brigade and other community groups to use.

This planned upgrade will enhance the club and its position as an important community social hub within the Surf Coast Shire and especially Anglesea.

We wish you all the success in this application,

Yours sincerely

[REDACTED]

[REDACTED]

Secretary

Submission 8

From: [REDACTED]
Sent: Thursday, 11 May 2017 11:04 AM
To: Info
Subject: Anglesea cricket club budget submission
Follow Up Flag: Follow up
Flag Status: Flagged

As per Brett Kerr community submission, The Anglesea cricket club is requesting council considers a request of \$38000 to insure the change rooms upgrade can be completed we understand that council officers are recommending that \$33000 will be coming from the open space fund this will cover our project shortfall of \$71000

Sent from my iPhone

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OPEN LETTER TO THE MAYOR AND COUNCILLERS

The Anglesea Cricket Club is seeking extra funds for the construction of change room facilities at the Cricket Club at Ellimatta Reserve. The Anglesea Cricket club is a local community club with a proud history of getting the job done.

The Club has provided the following works:

- Construction of the grounds with the help from international harvester
- construction of the club rooms,
- the extension and renovation the club rooms,
- construction of the picket fence and sight screens,
- the sodding of couch grass on the oval,
- recycled water project in which the council can access water for council use
- automatic watering system for both Cricket and Football ovals
- Practice net redevelopment

Well over \$500,000 worth of works has been done to create one of the best grounds in the Surfcoast Shire. All development and works has been provided by raising monies and by club members. The total monies given by the Surfcoast Shire for all of these projects has been \$12,000. You can see we are a group of doers.

As a community minded club, we have constructed a pitch at the new Anglesea Primary School funded by the club. We also raised \$14,000 for the Black Saturday fires and for the last 4 years have held and fundraised for the Pink Stumps Day for Breast Cancer.


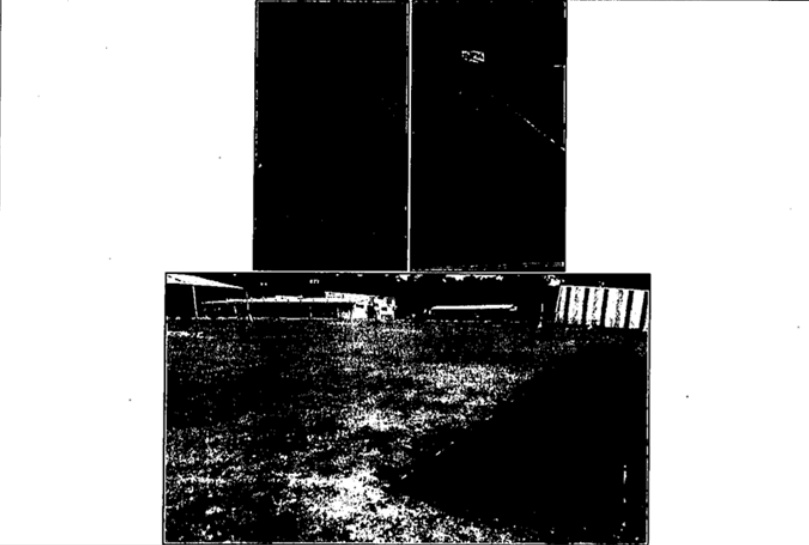

Since Ash Wednesday fires we have held a cricket game annually with Mount Macedon in which Aireys Inlet and Anglesea combined as a team have raised monies for the local CFA.



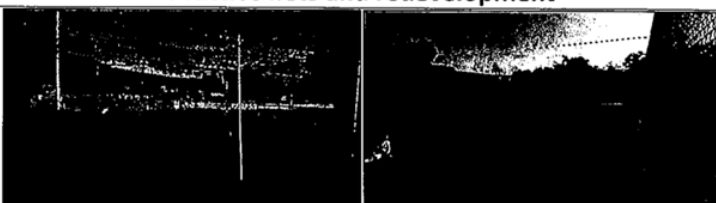
Anglesea Primary School used the cricket ground for their sports day many years until the opening of the new school. When available we have shared our oval with the Aireys Cricket Club and have provided the oval to the Great Victorian Bike Ride on 2 occasions. Other community groups have used the club rooms for meetings, training, and functions.





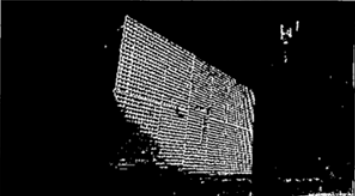



We are the only Cricket Club in the Surfcoast Council and the City of Greater Geelong that does not have change rooms facilities. We have young girls playing as part of the club in Juniors and seniors and it is embarrassing to not have change rooms for all the players. 12 months ago, we secured a grant thru Cricket Victoria for \$70,000 for change room facilities. We have a short fall of funds to complete the project.





Over the years, we have never asked for monies from the Surfcoast Shire. We hope you will be able to find the extra funds to complete this project.


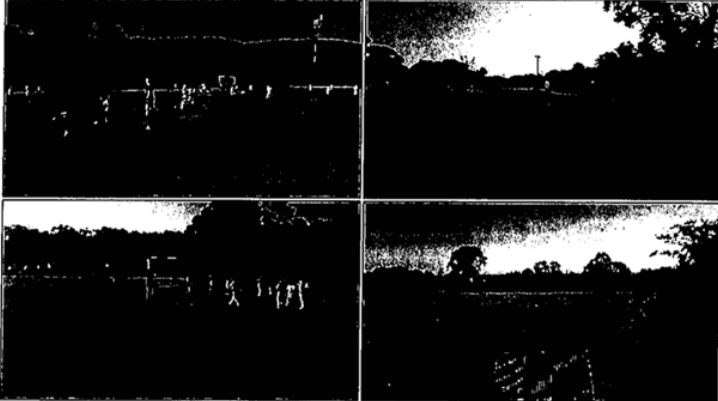
Anglesea Cricket Club.

		ANGLESEA CRICKET CLUB INC.		<small>25-27 Ellimatta Rd, Anglesea VIC 3240 Ph: 52412165</small>
Construction, maintenance and upgrades of wickets (Cricket Ground, Football Ground and Primary School)				
				
Cricket pitch Anglesea primary school cost \$10,000		2016	Total cost pitched	
2 x pitches Ellimatta reserve carpeted and maintained			\$ 40,000	
Submissions, supply of sand and grass sods for resurfacing redevelopments				
				

 ANGLESEA CRICKET CLUB INC. <small>71 211 Emma Rd, Anglesea VIC 3230 Ph: 5263 1265</small>		
Drainage and maintenance \$40,000	2000	Total Cost \$ 68,000
Sand and instant turf \$28,000	2001	
Submission and installation of complete recycled watering system (Cricket ground and later football ground (150,000 ltrs))		
		
2	2002	Total Costs \$ 220,000
Practice nets and redevelopment		
		
	2011	Total Costs \$ 80,000
Sight screens, fencing and surrounds Total costs \$15,000		

		ANGLESEA CRICKET CLUB INC.		25-27 Elmatta Rd Anglesea VIC 3240 Ph: 5462 2700
				
				
				1995
Kitchen and Office renovations				
				
				
Kitchen upgrade to conform to standards		1990		Total Costs \$ 20,000
Clubroom development, maintenance and renovations				

 ANGLESEA CRICKET CLUB INC. <small>PO 27 Elmira Rd Anglesea VIC 3240 Ph 5263 3265</small>	
	
1987	Total Costs \$ 90,000
Home change rooms and access to toilets	
	
Visiting change rooms and storage	
	
Currently rent sight shed as visitors or ladies change rooms 2015	Total Costs \$ 800 PA

 ANGLESEA CRICKET CLUB INC. 27th March 2017 anglesea1902-1908 Ph: 52411265 	
Community use and benefits	
	
Anglesea cricket Club is servicing a large area of the surf coast. It is the only current cricket club between Jan Juc and Apollo Bay. Current players are coming from areas of Anglesea, Aireys Inlet, Moggs Creek, Lorne, Deans Marsh and Mount Sabine. It is currently fielding 4 senior sides and has players in 5 junior teams	Total Costs \$??
Anglesea Cricket Club is located on the picturesque Great Ocean Road, surrounded by bushland and with panoramic views of the coastline. The clubrooms boast outstanding facilities. Since relocating from the town foreshore in some thirty years ago the Club has developed from fielding one senior and one junior team, to four senior and five	Total costing provided by ACC OVER \$500,000



ANGLESEA CRICKET CLUB INC.

25-27 Ellimatta Rd
Anglesea Vic. 3230
Ph. 52443205

junior teams. Our's is a very successful family cricket club both on and off the playing field.

The oval, cut into the bushy hillside, is a natural amphitheatre with excellent viewing aspects and a surface that is lush and even. A plan to install pre-used water to both of the ovals on Ellimatta Reserve means that the Santa Ana couch surface remains first class throughout the driest of summer periods.

Submission 9

From: [REDACTED]
Sent: Thursday, 11 May 2017 9:07 AM
To: Info
Subject: Submission Form - Draft Budget 2017/18 Form Submission

Follow Up Flag: Follow up
Flag Status: Flagged

There has been a submission of the form Submission Form – Draft Budget 2017/18 through Surf Coast Conversations



Town/Suburb: Anglesea



Your Submission: On behalf of Anglesea Art House I would like to encourage the ongoing leasing of the Art Space in Anglesea for local artists to exhibit their work. To date, this space has been keenly welcomed by a very talented range of artists and exhibitions have been well attended and supported by local residents, tourists and artists from around the State. The space is providing access to professional and formal exhibits for artists who have no other opportunities to showcase their diverse and exciting talents. The Shire has begun a much needed initiative for the arts community, and will be recognised far and wide for innovative and nurturing assistance to the local arts community.

Upload documents (if required): No file specified

Do you wish to be heard by Council in relation to your submission? No, I do not wish to present to Council

I agree to receive Council communications via email Yes

To view all of this form's submissions, visit:

<http://www.surfcoastconversations.com.au/index.php/dashboard/results/forms?qsid=1489986730>

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Submission 10

From: [REDACTED]
Sent: Thursday, 11 May 2017 9:21 AM
To: Info
Cc: John Chatterton
Subject: Budget submission 2017-2018

Follow Up Flag: Follow up
Flag Status: Flagged

To whom it may concern

Members of the Anglesea Art House are delighted with the forthcoming alterations and extensions to our facilities, and look forward to moving to our newly refurbished space before too long. Without wishing to sound greedy, we would like submit a request for additional funding to enable an update to the kitchen/office space. This area is quite inadequate for our current needs, with both kitchen and office activities taking place within a limited space, inadequate storage room, equipment crammed into unsafe spaces and dark and dingy surroundings. The alterations to the toilet facilities will open up a new space which would be ideal to use to set up a new kitchen and a separate office and allow room for an artist's work room in the current kitchen site. We would require better natural and formal lighting, storage areas, cupboards and benches, normal kitchen facilities and more practical flooring. The Art House, with a current membership of approximately 200, is used on a daily basis, popular within the Shire for ongoing events, classes and workshops, and provides opportunities for beginning - professional artists to learn, share, form community and create leisure activities for people of all ages.

[REDACTED] President

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Submission 11



10 May 2017

Mr Keith Baillie
CEO
Surf Coast Shire
PO Box 350
Torquay
Vic 3220

Dear Keith

RE: Council Budget 2017/18 – A Submission by Lorne Historical Society

The Lorne Historical Society submits the following council/community collaborative project for funding consideration in the 2017/18 Council budget. The project is to upgrade the façade and entrance to the Society's room which currently presents an outdated and drab image to visitors to Lorne.

Over the past five years the Society has collated, digitized and properly catalogued our collection of artefacts and photographs. We recently commissioned a Significance Assessment of the collection as defined by the National Library of Australia. The work was carried out by a professional historian, Sarah Mirams. Her assessment was that the collection contains items of local, state and national significance, particularly in relation to the construction of the Great Ocean Road. This collection, after five years of volunteer work, is now searchable online. The Society acknowledges the support given by the Council to refurbish the interior of our room. This has made working in and visiting the space far more enjoyable and permits the Society to hold themed exhibitions.

We sought to have a project to update the façade included in the 2016/17 budget but were advised that with the right proposal we would have a much stronger case for funding in 2017/18. At the request of the Shire at that time the Society sought the pro-bono assistance of two local architects to propose an upgrade to the façade of the Society's building, owned by the Council. This was completed twelve months ago and submitted to council for consideration. Our understanding is that the total cost of managing and constructing the façade upgrade is approximately \$120,000. The feedback we received was that the project should be broken into two stages.

Our proposal is for the community of Lorne to work collaboratively with the council to implement stage one, consistent with the plans submitted and combines the skills in the community with council expertise and the sourcing of local materials and labour. The Lorne Historical Society has led discussions with the Lorne Lions Club and we have a plan to contribute \$20,000 towards stage one work in 2017/18.

.../2

Source of Locally Raised Funds

1. The Doug and Mary Stirling Community Award Dinner – November 2017

This function is being supported by the Cumberland Resort and will raise between \$7,000 - \$10,000, which has been committed to the façade upgrade. The recipients of the award are Peter and Jan Spring.

2. The Lorne Lions Club will also contribute towards the project in recognition of 100 years of service to worldwide communities by Lions International. The amount has not been determined at this time.
3. Community Funding Source: The Falls Festival Community Grant \$5,000
4. The Lorne Historical Society: \$3,000
5. In - Kind Support: Materials and Labour: \$5,000

Additional avenues of income can be sourced once the project is approved, namely and a donors' plaque to be attached to the façade.

If we are allocated \$15,000 towards the project, even with the funds raised by the Society, we do not have sufficient cash to undertake the project. A contribution of \$30,000, plus project supervision costs, from the Surf Coast Shire will enable stage 1 to be completed in accordance with the plans submitted. A collaborative approach to the project utilising local pro-bono architectural input and utilising local sources of materials and labour will deliver a successful outcome, but the Society does require Council to commit to a \$30,000 contribution to ensure that Stage 1 can be initiated.

We look forward to a positive acknowledgement of our request

Yours sincerely
Lorne Historical Society, Inc.




President

Submission 12



[REDACTED]
Chairman
Torquay Marine Rescue Service
PO Box 112
Torquay VIC 3228
[REDACTED]

Mr Keith Baillie
Chief Executive Officer
Surf Coast Shire
PO Box 350
Torquay VIC 3228
Via email: info@surfcoast.vic.gov.au

10 May 2017

Dear Mr Baillie,

Re: Torquay Marine Rescue Service - Surf Coast Shire 2017-18 Budget Submission

Torquay Marine Rescue Service (TMRS) is seeking funding from the 2017-18 Surf Coast Shire Budget.

TMRS is seeking \$20,000 to assist with the purchase of specialist rescue equipment and associated training costs to improve the capabilities of TMRS and safety of rescue crew members. Funds will also be used to meet associated ongoing operational and maintenance costs.

The establishment of the Office of Marine Rescue, Emergency Management Victoria has provided limited funding assistance, by providing state wide group insurance. Funding for the purchase of operational equipment and training remains via grants based program. However, no grants funding is available for maintenance and operational costs.

Funds received from the 2016-17 SCS budget, enabled the purchase of a replacement rescue PWC, equipped with GPS plotter, marine radio and rescue sled. The total cost of the vessel was approximately \$20,000 (\$21,700, including value of donated rescue sled).

TMRS has recently purchased a replacement vessel for TR03 - Yamaha PWC. Once fitted with rescue equipment the total cost of the vessel is estimated at \$26,000. Funding for the replacement of this vessel was obtained through the Volunteer Emergency Services Equipment Program (VESEP), under a \$2 for \$1 co-funding agreement.

TMRS remains significantly under resourced with basic personal protective equipment, including wet weather clothing, wetsuits and personal EPIRBs. Members are routinely required to supply their own wetsuits and wet weather clothing.

Recent search and rescue operations have identified the requirement for additional specialist equipment. The recovery of a deceased male in 2016 and search for disabled vessels further highlighted communications issues and requirement for additional specialist equipment for search and rescue operations. Subsequently, new PWC are being equipped with GPS plotter and VHF marine radio. However, an upgrade of navigation equipment including integrated forward looking infra-red radar (FLIR) and night vision for our primary rescue vessel remains unfunded.

Ongoing financial support from SCS, will assist TMRS in maintaining the service it provides to the community and provide a safer environment for water users.

I would welcome the opportunity to address the council in relation to this budget submission.

A copy of financial statements is available on request.

Submitted for your consideration.

Sincerely,



Chairman
Torquay Marine Rescue Service

Submission 13



Anglesea Surf Life Saving Club

100 Great Ocean Road, Anglesea, VIC 3230 | Ph 5263 1107 | info@angleseasc.org.au

10 May 2017

Submission to Surf Coast Shire

Draft Budget 2017/18

Submitted by: [REDACTED], Chair, Redevelopment Committee
Anglesea Surf Life Saving Club
100 Great Ocean Road Anglesea, VIC, 3230

Submission: Anglesea Surf Life Saving Club (ASLSC) proposes Surf Coast Shire allocate \$500,000 in its 2017/18 budget toward a \$5 million redevelopment of our lower club house to create a year round Surf Life Saving, coastal and land based adventure/recreation hub located at the start of the Great Ocean Road.

This initiative is in line with findings of Surf Coast Shire's report; 'Economic Value of the Surf Industry'¹, which concluded ocean based and land based 'adventure' and recreational activities present a key opportunity to increase the visitor numbers, stays and spend throughout the whole year.

Surf Coast Shire can leverage ASLSC's redeveloped facilities and location at the start of the Great Ocean Road to:

- **Support and promote ocean and land based adventure and recreation activities.** This will be achieved by providing groups and individuals involved in activities such as mountain/road bike riding, bush and coastal walking, ocean swimming, kayaking, canoeing, fishing and yoga with pre/post activity access to showers, change rooms, information, café/restaurant, storage and meeting rooms.
- **Extend the stay and spend of 1.2 million visitors² traveling between Anglesea and Lorne each year – particularly in the June and September quarters.** This will be achieved by providing travellers (particularly the 738,000 day visitors) with

¹ Economic Value of the Surf Industry to Surf Coast Shire, AEC Group, 2014

² Visitor Insights 2015, Surf Coast Shire

access to amenities and services as noted above to make it more appealing and comfortable to visit the region during the cooler months.

- **Provide general access to local community groups and peak bodies.** Providing local community groups and peak bodies/organisers of adventure/recreation activities and events access to the redeveloped facilities for meetings positions Anglesea as a welcoming and supportive home for these pursuits.

All of the above will enhance the Surf Coast region's attractiveness as a visitor destination, location or base that fosters sporting, cultural and social activities and events.

The ASLSC's lower club house redevelopment recently received Coastal Consent and a Planning Permit application was submitted to Council on 20 March 2017.

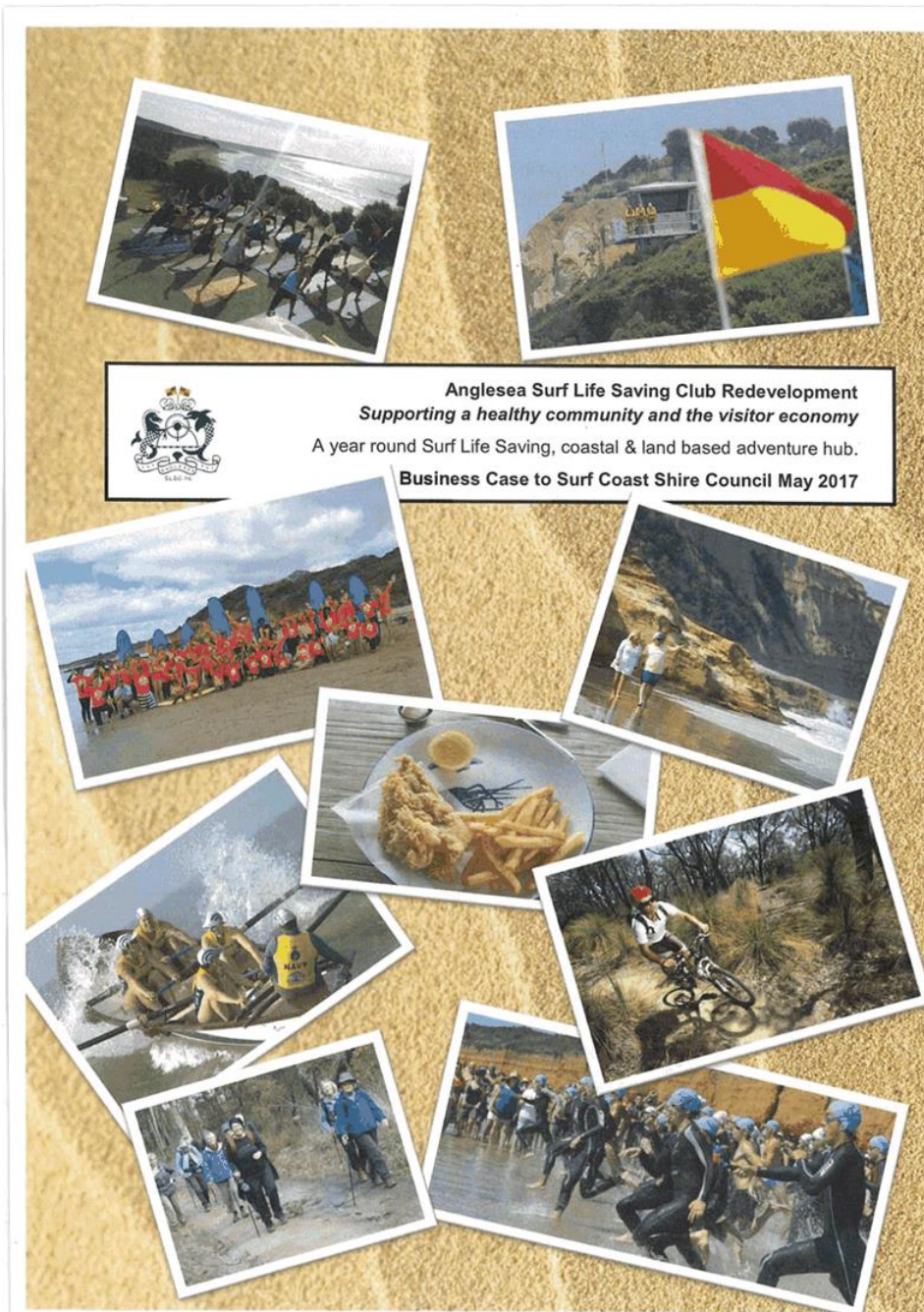
Attached is a copy of ASLSC's business case for the project.

Do you wish to be heard by Council in relation to your submission? Yes

Sincerely



Chair, Redevelopment Committee
Anglesea SLSC



Anglesea Surf Life Saving Club Redevelopment

Anglesea's year round Surf Life Saving, coastal adventure & fitness hub.
Supporting the community and visitor economy.

Business Case May 2017

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Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure & fitness hub.

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Attachments

1. Existing clubhouse layout
2. Extract from 2015-2020 ASLSC Strategic Plan
3. Articles in local media
4. Brochure distributed to Harvey Street residents
5. Doorknock Letter 2015

Anglesea Surf Life Saving Club Redevelopment

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1 Executive Summary

Anglesea Surf Life Saving Club Inc (ASLSC) is at an advanced stage in its planning for the redevelopment of the operational component of its clubhouse facilities – the building known as the Lower Clubhouse. The redevelopment falls squarely within the Club's core responsibility as a provider of life saving services to the local community. The redeveloped clubhouse will enhance the Club's operational capability and its use as a community based facility while allowing us to service the needs of outdoor, adventure and sporting groups and visitors to the region all year round.

The Club's membership has outgrown its current (original) clubhouse and the clubhouse is now in a parlous state. There is significant momentum within the Club to proceed with the redevelopment, and the Club has obtained all necessary approvals from Life Saving Victoria and has received a grant from the Government of Victoria towards the cost of the redevelopment. The Club will make a significant contribution to the redevelopment through member donations and the deployment of its existing cash reserves.

In addition to being based on Life Saving Victoria's updated 'Clubhouse of the Future Guidelines', the redevelopment will...

- Support the community and visitor economy as a hub for sports and outdoor activities including mountain biking, bush walking, yoga and swimming.
- Provide residents, community groups and visitors with access to purpose built facilities, amenities that support outdoor, adventure, water and sporting activities.
- Facilities will include meeting and multi-purpose rooms, showers, toilets, accommodation and a restaurant/cafe to ensure residents stay active while visitors and groups have a base that allows for longer, more frequent stays in the region.
- Activities supporting the visitor economy can and will be managed to complement and not conflict with ASLSC's core business of life saving.
- See details noted on pages 12, 16 and 17.

The club has undertaken a consultation process with the local community as part of a previous application for Planning Permission and has addressed all significant issues raised.

On its critical timeline the Club expects to be in a position to commence demolition in March 2018, with construction completed by November 2019. This application is a cornerstone for the Club proceeding with the redevelopment according to that critical timeline.

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2 Club Details

2.1 History

Anglesea Surf Life Saving Club (ASLSC) was formed in January 1952 by a small group that believed Anglesea would be served better by a dedicated surf patrol making the beach safer for increasing numbers of residents and visitors. This aim of patrolling the Anglesea beaches remains the prime objective of the club today. The original building was a Patrol Shed (it really wasn't a Club House), dimensions 25' by 8' 6" built in the central part of the dunes in 1953, on the top of which was a lookout platform to assist in patrolling the beaches. Unfortunately, heavy seas removed one dune system and a boat shed at the bottom of the dune and it was decided to build a Club House on its current site.

The original clubhouse (now termed the Lower Clubhouse) was built by Club Members in 1961. The adjoining bunkhouse building was constructed several years later and in the early 1990's the upper level (now the Ray Marsh Room) was added, opening in 1994. Numerous additions and changes over the 55 years have resulted in the current building.

2.2 Current facilities

The Lower Clubhouse (the subject of this proposal) currently contains:

- Lower Level: All patrol equipment in a dedicated area; the Nipper store for all boards and associated equipment; male and female toilets and change rooms; fuel store in a ventilated area. A building audit undertaken by Life Saving Victoria in 2012 estimated that over \$625,000 would need to be spent over the next 15 years to keep the building in an appropriate and safe condition.
- Upper Level: Club administration office; First Aid Room; Patrol and Training office; training room, member's kitchen, club shop, board shed; and ski shed.

The upper clubhouse provides male and female bunkhouses with toilets and showers and a rudimentary gym at the lower level. The upper level is the Ray Marsh Room which is currently a multi-purpose facility. It is a Club meeting room, operates as a café on weekends and over the holiday periods, is used as an ancillary training room during summer and is often used for community or private events.

As a result of growth over time the Club took a decision in 2006 to purchase an off-site facility in the Anglesea Industrial Estate for \$395,000 to be used to store equipment that was only required periodically. By mid-2013 the debt was paid down and the facility is used to store surf boats, IRB's, club records, and trailers. LSV and other clubs have made use of this facility from time to time and part of the facility is currently leased to EcoLogic.

In order to accommodate requirements over the key summer period (mid-December to late January) in recent years the club has hired a number of large tents that are set up on the lawn in front of the Upper Clubhouse. These provide training rooms for the Development Week and other courses run during that time and also provide shade areas as required for the Nipper program.

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2.3 Management

The club is affiliated with Surf Life Saving Australia (SLSA) and Life Saving Victoria (LSV). It is one of fifty-seven lifesaving clubs in Victoria and is incorporated and is managed by a Board of Directors.

It is a registered Charitable Institute and makes annual returns to Consumer Affairs Victoria and the Australian Charities and Not-for-profits Commission.

2.4 Lease Arrangements

In 2013 the Club entered into a licence and lease under Section 17D of the *Crown Lands (Reserves) Act 1978* with the Land Managers, the Great Ocean Road Coastal Committee for the area upon which the clubhouse is located. The term of the licence and lease is for twenty-one years, commencing on 1 January 2014. The permitted use is for a Surf Life Saving Club, associated activities and a cafe.

2.5 Membership History

From the humble 33 members that formed our club over 60 years ago we now have approximately 2000 members. Following is a snapshot of membership growth over the past 50 years:

Season	Active Members ¹	Nippers	Associate	Other ²	Total
1965-66	213	0	183	5	401
1975-76	206	0	147	10	363
1981-82	235	139	150	12	536
1986-87	271	156	142	19	588
1996-97	249	235	151	25	660
2000-01	260	329	185	31	805
2005-06	368	478	196	45	1087
2010-11	584	459	742	54	1839
2015-16	699	531	730	51	2011

Notes: 1 – Includes Senior Active, Active Reserve, Award, Long Service, Cadets & Juniors
 2 – Other Includes Life Members & Honorary Members

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Prior to the late 1990's the growth in membership had been organic however the advent of Life Saving Victoria (an amalgam of Surf Life Saving Victoria and the Royal Life Saving Society – Victoria Branch) so much greater focus on water safety and drowning prevention which in turn led to strong growth in JAB or Nipper numbers across Victorian clubs.

Part of the step-change in growth in the mid 2000's was the requirement for all nipper parents to join as Family Members. The reasons for this were twofold. Firstly it ensured that parents were members with the expectation that most would provide some level of ancillary assistance around the Nipper program. This was seen as essential in responding to the ever increasing level of risk management required in running an effective program. The second reason was as a response to the requirement that all members have a Working with Children Check

2.6 Life Saving Performance and Activities

Anglesea is a relatively safe beach and major rescues are rare but do occur.

Anglesea SLSC provides volunteer patrols on weekends and public holidays from the last weekend in November through until Easter Monday (possibly later depending on the Easter date). In addition, the Anglesea clubhouse is the base for lifeguards who provide lifesaving services at Anglesea and Pt Roadknight from Monday till Friday during December and January.

The Club also provides an incident response service to out of hours incidents from Pt Addis to Urquharts Bluff in conjunction with Life Saving Victoria and Fairhaven SLSC.

Following is a snapshot of activities in the 2015-2016 patrol season:

Total	11
Rescues	
Total First Aids	48
Preventative Actions	1209
Patrol Hours	6483



Anglesea is a large club in terms of total numbers but only a small percentage live locally. Recognising this some 20 years ago, and noting the increasing difficulty in ensuring members rostered onto patrol attended as required, Anglesea opted to introduce a 2-tier patrol system.

Tier 1 is Anglesea Surf Rescue (ASR) which constitutes 8 to 10 patrols of between 8 and 10 members each

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who are committed to providing the core patrol requirements across the season. Each patrol has all required qualifications and may also include one or two rookies, younger members who wish to become involved in ASR. The dedication of these members is rewarded by the provision of additional clothing and equipment over and above the SLSA minimum.

Tier 2 is in effect the balance of the qualified members. They are obligated to provide a minimum 16 hours patrol each season but it is at their discretion as to when this is done with members booking onto patrol dates that suit their personal circumstances.

This system has worked well, with some minor modifications, since 1997 and in the 2015-2016 season a total of 408 qualified members patrolled at Anglesea.

2.7 Member Development Activities

Patrols and Training

The primary development activity in respect to patrols is the development and support of the ASR model as outlined above.

In addition, Anglesea works hard to ensure it has more than enough lifesaving equipment to support its members and turns this equipment over on a relatively short basis. Each season Anglesea SLSC spends in excess of \$50,000 on maintaining and/or replacing essential surf lifesaving equipment.

Qualified members have to renew their qualifications annually and these re-qualification training and assessment activities are conducted on a regular basis from October through until late January.

Lifesaving, like many other activities that have a large proportion of young members, has a relatively high turnover of its membership, particularly in the 17 to 25 age bracket. This is reasonably consistent across most lifesaving clubs both in Victoria and nationally. In support of this each year Anglesea runs Development Week in December. This week incorporated a Bronze Medallion course for 15-16 year olds and a Silver Camp allowing previously qualified members to enhance their qualifications whilst providing a training resource for the Bronze Camp. Total attendance at the camp is generally around 200 and brings significant financial input to Anglesea as most of the candidates stay at one of two camps in Anglesea with the training at the surf club. It is important to note that Anglesea SLSC takes a wider, holistic view of this training. It is not limited to our own members but will accept members from other clubs and also some applicants who require the qualification for external purposes. In recent years the club has also offered scholarships to a number of locals to participate in Development Week through an arrangement with the Anglesea Football and Netball Club. The club has also offered concessional rates to attend the camp to a number of local families who could not have otherwise participated.

In addition to its training of younger members the club provides a range of training, in particular cardio pulmonary resuscitation (CPR), to nipper parents and other



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associate members. Training has also been provided on a number of occasions to community groups in CPR.

Annual Summary of Awards Gained

Season	Bronze Medallion	SRC ¹	Other ²	Total
1975-76	27	20	29	76
1986-87	47	21	47	115
1996-97	47	24	76	150
2000-01	40	23	30	93
2010-11	146	53	328	527
2015-16	226	51	641	918

Notes: 1 –Surf Rescue Certificate

2 – Includes First Aid, Advanced Resuscitation, Spinal Management, IRB Driver & IRB Crew

Youth Development Activities

Anglesea SLSC runs a Junior Activities program that is scheduled around the key summer holiday period with additional sessions generally out to the State Junior Championships in March or April. In the 2015-2016 season there were 531 members enrolled in the program. A cap was initiated on the number of enrolments several years ago to limit the program to between 500 and 550 as that is considered a safe level given the beach conditions and the mandated level of supervision required.

Over the past decade Anglesea has developed 2 major initiatives that have seen interest and take up in other clubs around Australia.

The first of these is the Youth Involvement Program (YIP's). This program was conceived by a former Anglesea Director of Junior Activities to cater for those members coming out of Nippers (age 14) who wished to stay involved beyond undertaking patrol activities. The program is a rewards based program that requires participants to earn points by their involvement in a wide range of club activities. It also provides some basic leadership training. That program was ultimately taken up by clubs across Victoria and also interstate.

The second initiative is the creation of Starfish Nippers for children with special needs. This program runs in parallel with the core nipper program providing a framework for involvement in club activities for members aged 6 to 25 that would otherwise be excluded as a result of their special needs. It is limited to no more than 15 participants so as to ensure the necessary support. This program has won a number of awards for its support to those with special needs and has been taken up by several other clubs. Anglesea provides a consulting service at no-cost to clubs looking to set up the program and is participating in a national forum looking to role-out the program nationally.



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At the local level Anglesea SLSC works with the Anglesea Primary School where appropriate and has been a Platinum Sponsor of the school for several years. Each year ASLSC provides equipment and resources to support a schools surf carnival involving a number of local primary schools and held at Pt Roadknight beach.

Competition

Anglesea has always seen competition as a key building block to its overall performance as a life saving club, ensuring that through competition members become better lifesavers.

As a consequence, Anglesea is arguably the most successful Victorian club in lifesaving competition over the past 30 years. It is regularly the most successful club at Victorian surf carnivals and has won the state championship on more occasions than any other club over the past 30 years.

Nationally Anglesea has been the highest ranked Victorian club at the Australian Lifesaving Championships every year this century.



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3 The Existing Buildings

As outlined above and shown in the attached plans the existing buildings currently contain:

The Upper Building:

- Male and female bunkhouses with toilets and showers.
- A rudimentary gym at the lower level which is made available to Anglesea residents at a notional cost.
- The upper level is the Ray Marsh Room which is a multi-purpose facility. It is a Club meeting room, operates as a café on weekends and over the holiday periods (see below), is used as an ancillary training room during summer and is often used for community or private events.

The Lower Building:

- Lower Level: All patrol equipment in a dedicated area; the Nipper store for all boards and associated equipment; male and female toilets and change rooms; fuel store in a ventilated area.
- Upper Level: Club administration office; First Aid Room; Patrol and Training office; training room, members kitchen, club shop, board shed; and ski shed.

3.1 Current Facilities and Usage

The attached plan (Attachment 1) show the existing layout of the two buildings.

The Upper Building:

Since the development of the multi-purpose room above the bunk rooms in 1994 (known as the Ray Marsh Room – RMR) there has been widespread use of this facility both by the club, corporate groups and local groups. It is a meeting place for members and their friends, the general public and as a venue for club functions and as a training room. It is also a highly sought after location for wedding receptions during the non-core lifesaving period.

Since the early 2000's there has been a cafe operating in the RMR, initially for a few weeks in January and more recently throughout the holiday periods and on weekends throughout the year. For a number of years this was operated by club members but as the popularity of the venue grew the decision was taken to engage professional caterers to operate the facility on behalf of the club. Between 2011 and 2016 the facility operated as 'The Deck Cafe' and since April 2016 as 'Captain Moonlite'. It is important to note that the club retains full control of the building and does not enter into a sub-lease.

The arrangement with 'Captain Moonlite' is based on an anticipated long-term relationship that will continue to bring an important income stream to the club. The operators have had extensive involvement in the most recent revisions of the redevelopment plans because of the need to relocate and upgrade the kitchen facilities and the toilets in the RMR to integrate them into the new facility.

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It is also important to note that 'Captain Moonlite' have underscored their commitment to a long-term relationship with the club by investing significantly in a recent refurbishment of the RMR.

As noted there has been widespread community use of its facilities over the past 20 years for social, educational and professional activities. In the period 2001 – 2016 there were:

- Over 200 school camps utilising the facilities including the bunk rooms and training rooms
- Approximately 50 meetings held by groups such as GORCC, Parks Victoria, Surf Coast Shire, Red Cross and local MP's
- Graduation nights held by Anglesea Primary School
- Music camps by the Sweethearts of Swing
- At one time Anglesea Probus held their monthly meetings in the RMR.

The vast majority of this community usage has been at little or low cost (generally only recouping cleaning costs).

The Lower Building

The Lower Clubhouse, which it is proposed to demolish and replace, currently contains on its lower level:

- The Patrol Store – All of the clubs emergency equipment is stored here including the Inflatable Rescue Boats, motors and ancillary equipment such as helmets and life vests and surf rescue boards. This is secured via roller door and has been broken into a number of times over the years and at least 2 IRB motors have been stolen
- There are male and female toilets and change rooms which may have been adequate 60 years ago but are not today.
- A room that was originally the first aid room has been turned into a store for Nipper equipment.
- A fuel store in a ventilated area.

On the upper level of this building are:

- The club administration office. In 2001 the club was the first in Victoria to employ a paid administrative assistant to deal with the day-to-day issues associated with running a club of the size of Anglesea. The administration office is relatively small offers inefficient working conditions for staff. Currently the administrative assistant works 3 days per week during the off-season and 5 to 6 days per week from November through until March.
- First Aid Room. All of the clubs primary first aid equipment including first aid kits, oxygen equipment, defibrillators, spinal boards and spare stock is stored here. The room is open to the training room area and provides little privacy in the event of traumatic injuries.
- Patrol and Training office. In this room the club stores all other patrol related equipment including radios, log books and related equipment. It also houses the IT server and a number of desks which are used extensively during training periods for entering and updating data.

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- Training room. This multi-purpose room was originally designed in the 1960's as the hub of club activity. Over the years it has been used as a training room, as a base for social gatherings, as the area for nipper registrations and, on occasion, as the overflow first aid room whilst awaiting an ambulance to arrive.
- A kitchen that is use by school groups and club sections as required.
- Club shop. This opened in 2003 and sells clubwear to both members and the public and brings in a significant income each season.
- Board and ski sheds. Club competition equipment is stored in these two areas

Building Condition

A building audit undertaken by Life Saving Victoria in 2012 estimated that over \$625,000 would need to be spent over the next 15 years to keep the lower clubhouse building in an appropriate and safe condition.



4 Club Strategic Plan

As an integral part of its governance processes the club develops a strategic plan which is reviewed and updated every 5 years and which forms the basis for its annual planning process. The most recent plan is for the period 2015 – 2020 and a copy of the *Plan on a Page* is attached and the full plan can be accessed on the club website. Also attached is the detail surrounding the Strategic Priority relating to the club infrastructure. Refer to Attachment 2.

The strategic plan was developed on the basis of input from a wide range of members and external data taking into account the current level of beach visitations and expected increases on visitations over time. It is important to note the development of this plan was based on addressing the needs of the current level of membership and community requirement; there is no intention within the club's forward planning to increase member numbers.

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5 Looking Forward

Over the past 6 years the club has slowly moved toward seeking to update and upgrade its primary operational facilities – the existing Lower Clubhouse. Although there was pressure and desire to replace the entire existing buildings with a single building, this is not economically viable.

In developing the plans our aim is to redevelop the clubhouse to serve the community for the next 50 years. Further, the redevelopment is based on providing an appropriate level of infrastructure for the current level of membership; there is no intention to seek to increase membership. However, any redevelopment will provide the opportunity for greater use of the facility beyond the core lifesaving period.

5.1 The Need and Opportunity

Need

- The existing building fails to comply with current occupational health and safety standards.
- Member and community expectations for an operational and training base for a large Surf Life Saving Club are not being met by current facilities.

Opportunity

- Our location on the Great Ocean Road, within close proximity of water ways, walking trails and mountain bike (peddle) tracks presents an opportunity to leverage a purpose built clubhouse facility to support the visitor economy by.
- Providing mountain bike riders, bush and coastal walkers, ocean swimmers, kayakers, paddlers, fishers and yoga participants with access to showers, change rooms, information, café/restaurant, meeting rooms, storage and accommodation will attract and lengthen visitor stays in the region.
- Providing groups involved in these activities with clubhouse facilities that increase the attractiveness of the region as a base and location to host and support events.
- Services to outdoor/adventure groups will be scheduled to complement and not conflict with Surf Life Saving activities.

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ASLSC currently has around 2000 members and the current facilities cannot support this level of membership. It is acknowledged that facility usage varies significantly throughout the year; peaking in December and January with a lower level of use throughout the winter months. However, the club does make continuous use of the facility throughout the year with activities such as club training, social events and equipment upgrading and repair. This is in addition to wider community use of the facility.

In respect to membership numbers there has been some feedback suggesting that:

- a) Member numbers were inflated to support this redevelopment by forcing Nipper parents to become members. This is not correct. The club took that decision several years ago in response to the state government's policy on Working with Children checks for volunteer organisations. The added benefit is that there are now more involved parents many of who are undertaking training in areas such as resuscitation and first aid.
- b) The redevelopment would lead to further increases in membership and thus further exacerbate traffic and parking issues. The club has no plans to increase membership beyond the current level.

Surfcoast Shire's recent "Surfclubs of the Future" project has identified the need for greater community use of facilities on crown land. ASLSC strongly supports this position and can point to widespread community use of its facilities over the past 20 years for social, educational and professional activities. The vast majority of this community usage has been at little or low cost (generally only recouping cleaning costs) and it is the view of ASLSC that redevelopment will provide an excellent basis for expanding this community use as well as providing much needed club facilities. However, it is also acknowledged that Anglesea is relatively well served by existing facilities and we merely note our willingness to make these facilities available if required.

Needs Analysis – Surf Life Saving

Development of the current strategic plan, while having an effective life of 5 years, was based on a 25 year horizon. This analysis took into account the change in member profile over time, changes in member expectations and their requirements to remain engaged members.

As noted previously there has been a significant increase in key member areas over the past 15 years. Between 2000-01 and 2015-16:

- Qualified member numbers increased by 270%;
- Nipper membership increased 161%;
- Associate membership increased 395% as a result of implementing parent's membership to support the Nipper program and to effectively implement the governments Working with Children requirements.

Within the "qualified members" cohort over that period:

- Cadet Members (age 13-15) increased by 100% from 41 to 84; and
- Junior Members (age 15-17) increased by 490% from 64 to 315.

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These numbers compare with a total of 40 cadet or junior members in 1966-67.

The existing facilities, while appropriate for the membership numbers and age spread in the 1960's are totally inadequate for today's younger members who have much greater expectations of the facilities provided to them. There is little opportunity to provide spaces for younger members to congregate and engage more closely with what the club has to offer them.

As previously outlined Anglesea SLSC has a very strong focus on effective training of members but the ability to deliver this training is currently inhibited by the lack of appropriate fit-for-purpose facilities. As an example the annual requalification process requires members to undertake an on-line component of their award. In order to implement this it is necessary to set up a number of computers in the current training room with cables run from the office area. This same area is also used for delivering training and assessment, Nipper registrations and data entry during this time and is the access area to the first aid room. It creates a significant health and safety risk.

In developing the framework for the redevelopment the current membership numbers and age spread have been used as the basis for determining future requirements. As stated previously the club believes that the existing membership numbers should not increase but that, with an improved facility, greater use can be made throughout the year.

Beach Visitations

The core reason for the existence of the Anglesea Surf Lifesaving Club is to provide a lifesaving and first aid service to beach users at Anglesea and nearby beaches. Over the past 5 years total beach visitations during volunteer patrol periods have ranged between 42,000 and 56,000 persons. It is likely that this figure will continue to rise, although not significantly as casual visitations are limited by the lack of parking in the vicinity of the beach.

In the past 5 years the club has identified and responded two significant changes in the visitations.

With the continuing promotion of the Surf Coast and the Great Ocean Road as a tourist attraction greater use is being made of the unpatrolled beaches to the west of Anglesea as tourists find it difficult to park at Anglesea beach during peak periods. This has resulted in a number of incidents at these beaches, most significantly the mass rescue at Urquharts Bluff in January 2012 which resulted in one death. As a result of this increase in call out incidents LSV in conjunction with Anglesea and Fairhaven SLSC's has developed a protocol for responding to these incidents. In response Anglesea always has one IRB and two IRB motors available for immediate call out, in addition to equipment required for normal patrol or training activities.

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The second change, which is a reflection of society, is the change in those visiting the beach. Our members have noted that there is a significant increase in visitors for who English is a second language, often in large groups representing a particular interest group. The club is responding to this by ensuring our Patrol Captains are trained to engage with these groups to offer support if needed. This is generally acknowledged with thanks.

5.2 What is Proposed

Over the past 15 years the very basis of surf lifesaving has changed with a much greater emphasis on education. ASLSC's Strategic Plan 2017-2022 notes that the club's purpose is to *"To provide a safe aquatic environment in the Anglesea region by providing best practice lifesaving and first aid services to the community, to also promote aquatic health and safety whilst encouraging all members to realise their potential in surf lifesaving and surf sport."*



This change in emphasis is reflected in both the senior training activities and the Nipper program. Whereas once Anglesea ran an annual Bronze Medallion camp for 20 to 25 candidates, today the camp caters for up to 200 participants. Current facilities cannot support this number as much of the training is "classroom" based and as a consequence the club is forced to erect a number of large tents to provide the necessary room.

Likewise, the Nipper program, which has grown from around 200 participants to between 500 and 600 over the past 15 years has a much higher educative content than previous also requiring facilities off the beach. Wherever possible the club utilises its experience and its facilities for greater community benefit beyond its primary functions. Examples of this are its innovative development of the Starfish Nipper program for children with disabilities, a program now being taken up by a number of lifesaving clubs around Australia, and the assistance provided to groups who may have difficulty accessing the beach.

The proposed redevelopment also responds to the changing nature in beach visitations. As greater use is made of the beaches west of Anglesea there is a commensurate need to respond and over time we anticipate the need for "Outpost Patrols" stationed at these locations at key times (this already occurs at Urquhart's Bluff on an ad hoc basis). The proposed redevelopment will provide the additional space necessary to store and maintain the necessary equipment to provide this resource and to act as a base for managing these outpost patrols.

The proposed redevelopment responds to these changed circumstances by providing:

- More accessible and appropriate first aid facilities and easier ambulance access;
- Separation of training and operational area with appropriate storage areas;
- Administrative offices to support ongoing activities;
- Secure storage for lifesaving equipment;

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- Flexible training facilities on the upper levels that will cater for current and future lifesaving training requirements. These will replace the tents that have to be bought in each year to provide sufficient training rooms to cope with the demand. These will have multiple uses including during the Bronze Camp, Nipper Orientation and training that takes place throughout the year.

The multi-purpose training areas will allow Anglesea to improve its training potential in the following areas

- Bronze Medallion training base award (over 15yrs)
- Surf Rescue Certificate (over 13 years)
- First Aid
- Advanced Resuscitation and Managing Spinal injuries
- Radio handling and procedures
- IRB skills
- Training of Patrol Captain in beach management.

Training is delivered by internal trainers/assessors who are qualified through LSV which is the registered training organisation regulated to deliver vocational education and to provide training services throughout Victoria. They are recognised as providers of quality assured and nationally recognised accredited training and qualifications as well as being identified as leaders in the fields of first aid and water safety training.

Anglesea SLSC's current facilities have served the club and the community well over the past 50 years, what is proposed is an upgrade to these facilities to serve the beach going and wider Anglesea community for the next 50 years.

Visitor services

With a redeveloped clubhouse in place, Anglesea SLSC can provide access to showers, change rooms, information, café/restaurant, meeting rooms, storage and accommodation for individuals and groups participating in mountain bike riders, bush and coastal walkers, ocean swimmers, kayakers, paddlers, fishers and yoga etc.

Where relevant these services may be charged at nominal rates to cover costs and ensure users respect the facilities.

These services will be scheduled and managed so they do not conflict with Surf Life Saving activities and programs.

The Education Option

Improved facilities will also provide the opportunity to explore in greater detail, and subject to Surf Coast Shire approval, more commercial opportunities that would benefit both the club and the Anglesea community and provide greater facility utilisation in the non-core lifesaving period. This includes:

- Anglesea SLSC taking on a role as the registered provider of life saving related training on behalf of Life Saving Victoria. Preliminary discussions have been held with LSV.

Anglesea Surf Life Saving Club Redevelopment

A year round Surf Life Saving, coastal adventure fitness hub.

- Looking to develop an "Education Hub" in conjunction with local course and accommodation providers with a focus on providing relevant life saving training to the large number of school groups currently staying at the various local camps.

There has been little direct target marketing to attract external groups for training as yet as current facilities are not of an adequate standard. There is however great potential to approach such groups for both indoor and outdoor training with the capability for larger groups and workshop breakout areas.

The redeveloped facility would also be an ideal medium size conference venue with food service on-site and for overnight or extended conferences or training, utilising local accommodation and thus contributing financially to both the club and local service providers

Direct marketing could target the above-mentioned groups as well as the following:

- Schools that participate in LSV's School Surf League
- Local surf schools that offer an opportunity to both on-sell and work in conjunction with the Club
- Schools from Melbourne, Geelong, Ballarat and other areas where we would be able to offer a total package, far beyond the basic use of bunkrooms currently offered.
- Other life saving clubs or similar organisations that can be targeted directly with relevant training offers

These initiatives will, over time, provide an important base line income to supplement the current reliance on membership fees and fund-raising.

Community Use

The current club house's condition has made it unattractive to all but a few community groups.

In line with our aspiration to be an all year round Surf Life Saving, coastal and fitness hub, when redeveloped, the upper level will provide greater opportunity for community use – be they local organisations or groups traveling to/visiting for these purposes.

Additionally, the club will continue its current policy and both welcome and encourage community use of the redeveloped facilities:

- For any corporate usage (other than by club sponsors) a market price would be charged;
- For private usage by club members or sponsors a charge to cover cleaning and actual cost of usage (ie power) would be levied;
- For usage by community groups a charge to cover cleaning and actual cost of usage (ie power) would be levied. In some cases all costs would be waived as has been done on numerous occasions in the past.

This is consistent with the requirements of the Crown Lease under which the club operates.

The following is an extract from Schedule 3 of said lease:

1. The club shall allow various 'not for profit' community groups to meet and hold functions, from time to time at the club, providing these do not in any way interfere with the Club's own functions of lifesaving duties and general operations.
2. Community access fees shall be a nominal charge to cover building cleaning and preparation for the event.

Anglesea Surf Life Saving Club Redevelopment

A year round Surf Life Saving, coastal adventure fitness hub.

3. **The club agrees that during the term of the Crown Lease, the Club will allow the use of the building erected upon the propose Crown Lease area by community groups subject only to the use requirements of the Club for purposes of surf club and associated activities.**

Improved facilities would also provide the opportunity to explore in greater detail, and subject to Surf Coast Shire approval, more commercial opportunities that would benefit both the club and the Anglesea community.

6 SWOT Analysis

Following is an analysis of the key strengths, weaknesses, opportunities and threats that face the Club in the short to medium term. This analysis formed a key plank in developing the current strategic plan.

Strengths and Weaknesses of the Club

Strengths

- Prime location
- Positive patrol inspection results
- Strong membership numbers with a core of dedicated members
- Highly respected within the life saving community
- Seen as an innovative club (Youth Involvement Program, Starfish Nippers etc.)
- Strong focus on governance and risk and financial management
- Strong membership income
- Regular income from cafe operation and club shop
- Substantial savings (dedicated building development fund)
- High 'nipper' numbers
- Fairly high profile within the local community
- Training activities offer broad life saving skills
- Community focussed
- Provides family friendly recreation

Weaknesses

- Insufficient facilities to match member requirements given membership numbers
- Facilities do not satisfy expectations of younger members – not fit for purpose.
- Operational infrastructure no longer fit-for-purpose
- Lack of sufficient and appropriate training facilities
- Poor first aid facilities
- Lack of storage and maintenance space for necessary lifesaving equipment.
- Lack of appropriate infrastructure inhibits ability to effectively support Outpost Patrols
- Heavy reliance on annual membership takings and fundraising
- Difficulty in retaining well qualified patrolling members in the 17 to 25 age group

Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.

Opportunities and Threats to the Club

Opportunities

- Updated facilities will enable management of Outpost Patrols
- Improved facilities will enable club to be a base for adventure travellers and groups.
- Improved facilities will be a base for regional and local education and training.
- Potential to provide conference or training packages in association with local service providers thus supporting income stream.
- Greater utilisation of cafe thus continuing to raising awareness of the club and possibly generating a greater income
- Better integration of Nipper parents into mainstream club activities thus expanding the skill base of club management

Threats

- Rising administration, insurance costs, government and other requirements
- Rising costs for equipment and maintenance
- Decreased membership income if members become dissatisfied with poor facilities
- Continued loss of younger members as club cannot satisfy their expectations with poor quality and outdated facilities
- Older members retiring
- Reluctance in membership to step up to positions of responsibility
- Lack of skills, experience and qualifications if senior members leave
- OH&S issues from clutter and lack of storage

7 Funding Proposition

The current indicative cost of the redevelopment (based on a Quantity Surveyors estimate) is between \$4.5M and \$5M. This is consistent with the costs of the redevelopment of other Victorian surf club facilities. The club proposes to fund this as follows:

• LSV Facility Funds:	\$1.5M – Granted in 2016 State budget and managed via LSV
• Major Donors:	\$0.9M – Already confirmed pledges
• Club Funds:	\$0.8M – ASLSC has the ability to borrow this amount.
• Fundraising:	\$1.0M
• Grants & In-Kind:	<u>\$0.8M</u>
Total	\$5.0M

The club is also putting in place arrangements to borrow up to \$1M to ensure appropriate cash flow through the redevelopment period prior to the release of the LSV Facility Funds.

8 The Process to Date

- Architect's drawings were initially prepared several years ago and exhibited at the club with members invited to provide comment.
- There was a significant delay while a new lease was negotiated as the lease that existed at the time was out of date. Extensive work was then undertaken in conjunction with the

Anglesea Surf Life Saving Club Redevelopment

A year round Surf Life Saving, coastal adventure fitness hub.

Great Ocean Road Coastal Committee (GORCC) to agree the terms of a new lease under the Crown Lands (Reserve) Act 1978. This took some 18 months but resulted in a lease that is more suited to the activities of a community based organisation and is now being used as a template for other coastal clubs..

- Preliminary discussions were held in 2013 and 2014 with the relevant authorities (Department of Environment, Land, Water and Planning; Surf Coast Shire and GORCC) to establish the range of supporting information required with our applications for Coastal Consent (with DELWP) and Planning Approval (with SCS). A consultant Planning Advisor was engaged to assist this process.
- A range of studies were then commissioned covering areas such as Aboriginal Heritage, Coastal Vulnerability, Geotechnical and Traffic Management.
- The Coastal Consent and Planning Permit applications were submitted in late 2014 and in November 2015 SCS organised a meeting with objectors (there were 13 objections in total) and club representatives. The local ward councillors and a representative of DEWLP also attended.
- As a result of feedback at that meeting the club agreed to undertake additional community consultation and to review aspects of the design.
- An invitation to attend a consultation session at the club was included with the annual 2015 doorknock letter that goes to every house in Anglesea. There was only a limited response to this invitation and a second session, held on Easter Saturday, was advertised in the Surf Coast Times.
- Both these sessions confirmed the concerns of a limited number of local residents.
- These concerns, together with issues raised within the club, have been addressed with the building plans revised accordingly.

9 How these concerns were addressed

The following table sets out in broad the objections received, either formally via the planning process or via the feedback sessions, and the club's response to those concerns:

Issue	ASLSC Response
Bulk of the building	The upper level has been redesigned to bring the east face back by approximately 3.5m. The height of the development is only approximately 2.5m above the height of the building it is replacing and is below the ridge line height of the remaining second building.
Overlooking properties across Great Ocean Road	Screening has been included.

Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.

Loss of car parking	There is no loss of current car parks other than during construction.
Loss of native vegetation	There will be no loss of native vegetation.
Size of public change rooms and loss of existing facilities atop sand dunes	Noted and ASLSC has discussed this with GORCC who are now proposing to refurbish and retain the existing facility. There will thus be an increase in available public facilities.
Lack of consultation	Noted and has been addressed.
Increased footprint	The proposed structure sits within the footprint of the existing building.
Will limit public access/beach access	There will be no change to public access to the beach other than minor disruption during construction.
Traffic issues	ASLSC acknowledges current traffic issues and have consulted with SCS and VicRoads. ASLSC cannot effect major changes as this could only be achieved via acquisition of additional land. ASLSC has negotiated with VicRoads to install a pedestrian refuge and improved lighting at the intersection of the Great Ocean Road, Murray and Harvey Streets. The club will contribute to the cost of these works.

10 Community Engagement

Prior to submission of the original applications for Coastal Consent and Planning Permission there had been no formal community consultation process as the focus was on the lease issues. However, in that period and through 2015 there were a number of articles in the local media that highlighted the proposed redevelopment. Copies of these are included at Attachment 3.

In January 2015 all houses in Harvey Street from Jackson St to Bon Air Ave were visited and the proposed redevelopment outlined where owners were available and in all cases a copy of a brochure (see Attachment 4 – note that the design has changed slightly since this brochure was produced) was left.

The club received no formal comment or feedback from any of the above articles or discussions.

Subsequent to the receipt of 13 objections to the Planning Application and comments at the meeting held in November 2015 the club agreed to undertake further consultation.

Anglesea Surf Life Saving Club Redevelopment

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An invitation to attend a consultation session at the club was included with the annual 2015 doorknock letter that goes to every house in Anglesea (Attachment 5). Nineteen attended this session and the only issue raised that was not covered in the formal objections related to the potential loss of the existing change facilities.

As there was such a limited response to this invitation it was decided that a second session should be held during Easter 2016 This was advertised in the Surf Coast Times twice on the 17th and 24th of March. Approximately 10 people attended and no new issues were raised.

11 Transition Process

The preferred option is for the redevelopment to commence toward the end of a life saving season, most likely in early February with an anticipated redevelopment period of 18 months. However, that decision will be based on the timing of the necessary approvals and our project timeline currently anticipates a start around September 2017.

During this period, which would include one lifesaving season, access to the beach via the ramp would not be impeded although the lower car park would be required as the construction base. The club would also propose basing a container in this area to store primary life saving equipment during the season. Alternatively, this could be located in the Main Beach car park. Club administration could be located in a number of positions including the upper clubhouse, the offsite facility in Inverlochy or rented space opposite the beach area. Anglesea SLSC will hold discussions with Life Saving Victoria, SCS and GORCC to determine the optimal location of temporary facilities closer to that time.

It is not expected that any major disruption to life saving activities or programs such as Nippers and Bronze Camp would happen although the scale may be amended for one season.

Construction activities would be minimised or possibly halted during the main holiday period so as to minimise community impact.

12 Environmentally Sustainable Development (ESD)

Anglesea SLSC is committed to minimising its environmental footprint and can point to a number of initiatives already in place. These include:

- Separation of waste and recycling wherever possible;
- Installation of water tanks to store rainwater which is used for washing down, toilets flushing and landscape watering;
- Installation of solar heating for hot water and solar panels.

The construction of a new building and modifications to the existing building provides an opportunity for the ESD initiatives above to be retained and developed, together with the introduction of additional ESD initiatives to the items above into the new building, including:

Anglesea Surf Life Saving Club Redevelopment

A year round Surf Life Saving, coastal adventure fitness hub.

- Wall, floor and roof insulation to new building, together with thermally design glazing and window frames to reduce energy movement in the glass and frame
- North facing windows properly sealed from the weather and shaded from the sun, and designed to open for natural ventilation when weather conditions allow
- Screening to Eastern windows and minimal windows to the West to reduce heat gain
- Maintenance free and low maintenance building materials and safe access design to reduce painting, cleaning and maintenance costs and hazards associated with the building
- Lights, power, air conditioning and other services to be controlled to minimise power use in quite times or when good weather conditions allow reduced lighting and AC
- Specific wash down areas with interceptor traps to clean stormwater and to collect sand before going into the stormwater system
- Specific waste materials area, sealed and securely fenced with segregated bins for types of waste and wash down facilities to manage waste, encourage recycling and minimise waste going to landfill
- Bicycle facilities, good access to pedestrian paths, and additional surfboard and ski storage will be provided to encourage transport other than motor vehicles to the club
- A lift will be provided for disabled access, but stairs shall be designed to encourage their use and reduce power use for the lift

In addition to providing these features to benefit the environment, there is an opportunity for the club to promote these ESD features to club members and visitors so they can learn a little about and be aware of the benefits of being ESD friendly.

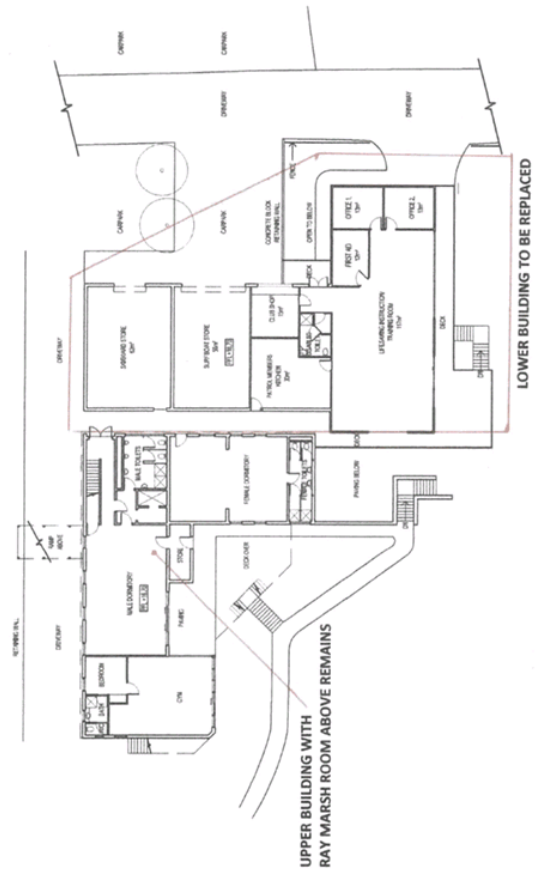
13 Communication

It will be important to keep both local residents and occasional beach users apprised of the potential disruptions during the redevelopment.

Once approvals are in place and a construction schedule agreed a detailed community communication strategy will be implemented. This is likely to include:

- Detailed briefing of all club members during the season preceding the start of construction;
- Briefing sessions for the local community in the months preceding construction;
- Regular updates in local newspapers to keep the community informed of progress;
- Regular updates on the club website and via the LSV website to advise of restricted beach access.

Anglesea Surf Life Saving Club Redevelopment
 A year round Surf Life Saving, coastal adventure fitness hub.
ATTACHMENT 1 – EXISTING CLUBHOUSE LAYOUT



GROUND FLOOR

Lower Clubhouse Redevelopment
 100/101 WILSON ST
 STATE COLLEGE
 DATE: May 2016
 DRAWING NUMBER: 10001-01
 DRAWING NAME: 10001-01.dwg

Michael Carr Archi
 ARCHITECTS
 100/101 WILSON ST
 STATE COLLEGE VIC 3207
 PH: 03 5223 1111
 WWW.MICHAELCARRARCHITECTS.COM

EXISTING GROUND FLOOR PLAN
ANGLESEA SURF LIFE SAVING CLUB

Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure & fitness hub.



Attachment 2 - ANGLESEA SLSC STRATEGIC PLAN 2017-2022

Purpose

To provide a safe aquatic environment in the Anglesea region, promote aquatic health and safety and encourage members to realise their potential in surf lifesaving and surf sport.

Vision

To be recognised as a progressive and welcoming club that provides the community with a safe aquatic environment and excellence in surf lifesaving services, activities and facilities.

Mission

We will:

1. Be a responsible, inclusive club that strives for excellence in all aspects of surf lifesaving;
2. Provide consistent, effective communication to realise our shared vision;
3. Provide defined pathways to allow all members to become engaged in all levels of lifesaving and the community;
4. Encourage diversity and long term participation from all members; and
5. Strive to be the best at what we do.

Core Values

Welcoming | Inclusive and supportive | Open communication | Respectful | Responsible | Innovative | Excellence

Strategic Priorities

Create and maintain a safe aquatic environment in the Anglesea region.	Create an environment where Anglesea offers all members the opportunity to achieve their best in surf sport.	To ensure Anglesea continues to be a well managed and financially stable organization.	Maximise Internal & External Community Engagement	Maximise members skills and knowledge to increase members engagement in: <ul style="list-style-type: none">• Patrols• Coaching• Administration• Mentoring• Volunteering	Create an environment where young members develop their lifesaving and leadership skills and become valuable members of the club.	Position the clubhouse as a hub for aligned outdoor, recreation & adventure groups & visitors. These activities will be scheduled to not conflict with core business.
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Redevelop the clubhouse to ensure the club's facilities cater for a growing and increasingly diverse member base and greater community/visitor involvement.

Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure & fitness hub.

Strategic Priority: Club Infrastructure

Develop the club infrastructure to ensure the club's facilities cater for a growing and increasingly diverse member base and greater community involvement.

NO.	ACTIONS	MEASURES	RESPONSIBLE POSITION	TIMELINE
8.1	Ensure the Project Committee is fully functional and is on track to implement the redevelopment of club facilities.	Committee established and functioning	PRES	YEAR 1
8.2	Ensure the Redevelopment Finance Committee is fully functional and working closely with the Project Committee to develop and deliver a redevelopment financing strategy.	Committee established and functioning	PRES	YEAR 1
8.3	To ensure there is regular and on-going communication with relevant authorities and stakeholders to facilitate a positive outcome.	Redevelopment communication strategy developed and implemented.	PCC	YEAR 1 & ONGOING
8.4	To ensure there is regular and on going communication with the local community to ensure a positive outcome.	Redevelopment communication strategy developed and implemented.	PCC	YEAR 1 & ONGOING
8.5	Develop and document the rationale for redevelopment and ensure it is maintained and updated.	Rationale documented	PCC	YEAR 1 & ONGOING
8.6	Following issue of necessary approvals develop detailed project plan leading to completion of the redevelopment.	Redevelopment undertaken	PCC	YEARS 1-3

PCC = Project Committee Chair

Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.
ATTACHMENT 3: NEWSPAPER ARTICLES

Anglesea Surf Lifesaving Club

Easter Monday saw the completion of another successful season for our local surf lifesaving club. With just on 2000 members Anglesea SLSC is the largest club in Victoria and this season provided over 5,500 person hours of patrol, undertook 10 rescues and delivered first aid assistance on numerous occasions. In addition over 700 awards were processed including 140 new Bronze Medallion holders, over 60 Surf Rescue Certificates and some 560 children participated in the Anglesea Nipper program including in the Starfish program for kids with special needs.

**Newsangle,
Spring 2014**

A new innovation this season was the trial of a new "3 part Bronze Medallion" program aimed at time-poor Nipper parents. This program, which progressively delivers the full qualification over a number of seasons, allows parents to start gaining qualifications that then allows them to assist with delivering the nipper program.

In lifesaving competition Anglesea again held its head high with a second at the Victoria Championships at Ocean Grove and was again the top ranked Victoria club at the National Championships in Western Australia. At the Victoria Junior (Nipper) Championships Anglesea finished 8th but the star of the event was Anglesea local Max Mauderer who finished the weekend with 6 Gold, 1 Silver and 2 Bronze medals. Max had similar success last season and at the Club's Presentation Night on Easter Saturday Max was awarded the Anglesea SLSC 2013-2014 Junior Competition Award. Max is a local boy who is often seen dropping in on waves at Point Roadnight under the watchful eye of his wave at 1.5 years of age! Involved with the dolphin program at the surf Max was involved with a couple of board rescues over the 2012/2013 community is an achievement of which he should be very proud.

The club is currently considering its long-term requirements and is in the early stages of developing plans for the redevelopment of the older section of the facility that date back to the early 1960's. This process is expected to take a number of years and a community consultation process will allow broader community requirements to be incorporated into the redevelopment.

Just because the season is over not everything stops. The Deck café is open Thursday to Sunday during the colder months and the Anglesea Bears convene at noon on the first Sunday of the month for a brief, refreshing swim followed by a BBQ lunch – all members are welcome.

If you would like to find out more about the club please visit our website on www.angleseaslsc.org.au or contact Di Feudoloff in the office on 5263 1107. New members are always welcome!

Matt Solly
Anglesea Surf Lifesaving Club

Anglesea Surf Life Saving Club Redevelopment

Geelong Advertiser 24/3/15

NEW

Surf club eyes \$4m aid

While money would be made and made change with the club raising the help sought from the State Government, a major job is to be done with the aid of the State Government. The club's president, Warren Clark, said the club's redevelopment drive was a major job for the club and the State Government. Clark said the club's redevelopment drive was a major job for the club and the State Government.

At the club level within the state, the club is one of the most successful in the world. The club's president, Warren Clark, said the club's redevelopment drive was a major job for the club and the State Government.

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Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.

Surf Coast
Times
26/3/2015

Surf club rescue in plan stage

SHANE FOWLES

A NEW three-level facility would be built as part of Anglesea Surf Life Saving Club's \$4 million redevelopment plan.

The ageing complex is rated by Life Saving Victoria (LSV) as one of 10 in the state most due for a major upgrade.

The 54-year-old clubrooms have had minor repairs, but are long overdue for modernisation, with the club deciding more than five years ago to pursue an upgrade.

Club president Warren Clarke said the lower level, which is set for demolition, had cracking and broken brickwork, and concrete cancer.

"After it was initially built we've been adding to it and tacking on, but it doesn't flow and it's not functional," Mr Clarke said.

While money would be sought from the State Government, Mr Clarke forecast a

"strong fundraising drive" to secure the required capital.

LSV facilities development committee chairman David Schultz has confirmed Anglesea is one of eight clubs included in a business case calling for more infrastructure funding from the Government.

The three other lifesaving clubs in the region - Jan Juc, Lorne and Torquay - also have clubrooms that are more than 40 years old and are seeking redevelopments.

Plans submitted to the Surf Coast Shire show the northern building at Anglesea will be demolished and replaced with a three-level building.

The lower ground level will have storage for equipment, change rooms, public toilets, patrol vehicle garage, kiosk and deck area.

At the same level within the retained southern building, the stores will be converted to a barbecue kitchen.

The plans will be on display until March 30.

Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.

Anglesea SLSC—Update

By Peter Williams, Secretary

Easter Monday saw the completion of another successful season for Anglesea SLSC. This season the club provided over 5650 person hours of patrol and undertook some 1,800 preventative actions, which averted any major rescues having to be performed on the beach. Members performed 44 first aids, including 5 major first aids ranging from breaks and dislocations to major wounds.

The Annual Development Week camp in December was the biggest in the state and had over 250 attendees. Around 800 new awards were gained over the season including 120 new Bronze Medallion holders, nearly 60 Surf Rescue Certificates plus numerous other awards including IRB, First Aid and Advanced Resuscitation certificates. The club also ran Basic Resuscitation Courses for 80 Nipper Parents and older members of the club to give them an important life saving skill.

This summer there were around 550 kids between 6 and 14 years old participating in Anglesea's Nipper program, held mostly over the main 2 week summer break.

These kids were supported by over 100 teenagers and parents acting in water safety roles to ensure all Nippers had a fun and safe experience. Behind the scenes of this huge program is also a brilliant group of volunteers required to make everything happen, so a big thank you and congratulations goes out to all involved.

A team of around 65 of these Nippers went on to represent the ASLSC at Regional then State titles held in Warrambool over the March long weekend. Anglesea finished in 13th place overall. Stand out performers for the club were Maddie Hume, and the whole Under 12 Boys team led by Max Mauderer, Owen Solly and Max Suttle.

In senior lifesaving competition Anglesea again held its head high with a win at the Victoria Championships at Ocean Grove and was again the top ranked Victoria club at the National Championships at North Kirra in Queensland where Anglesea won 6 Gold, 4 Silver and 5 Bronze Medals across the Senior and Masters competition.

At the annual Carnival Day Lunch, coinciding with the Anglesea Surf Carnival on 4th January, club President Warren Clarke thanked the many sponsors and supporters, including the many local businesses that support the club in a variety of ways, for their continued support. A number of service awards were presented including the National Medal to Colin Brodie and Lloyd



Simpson (pictured). These awards, presented by Sarah Henderson MP, are in recognition of their commitment to patrolling the Anglesea beach over many years.

This season also saw the instigation of the Anglesea SLSC Supporters Group, comprised predominately of locally based members. The group aims to support the Club in all of its endeavours and specifically with respect to encouraging greater local participation and supporting surf sport. The group has already made a significant contribution to the purchase of a new double surf ski (pictured below) that locals Tom Penny and Sam Phillips paddled to victory in the Open Double Ski event at the Victorian Titles



The Club's application for planning permission to redevelop the older of the two buildings is currently under consideration. This building, whose footprint will be essentially the same as the existing building will, when completed, provide an outstanding community resource. Over the past 20 years many community groups have utilised the club facilities; however this new development will provide a much wider range of options including the potential to be utilised as a conference facility. There has been some concern expressed at the potential loss of car parking however the only parks to be lost are where club vehicles and equipment are currently parked. In fact parking will improve marginally as both car parks will be hard surfaced and the additional storage area afforded by the redevelopment will mean that club equipment will not take up valuable parking spaces.

Just because the season is over not everything stops...

The Deck café is open Thursday to Sunday during the colder months and there is no better view in Anglesea than from the Deck.

If you would like to find out more about the club please visit our website on www.angleseaslsc.org.au or contact Di Feudoloff in the office on 5263 1107. New members are always welcome!

Anglesea Surf Life Saving Club Redevelopment
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Anglesea SLSC plans major redevelopment

BY JAMES TAYLOR

THE Anglesea Surf Life Saving Club (SLSC) is planning a major redevelopment to meet the explosion in members and nippers over the past few decades.

The club has applied to the Surf Coast Shire for a planning permit for the project, which will demolish the northern building and will replace it with a new three-level building.

The redevelopment will replace the lower clubhouse with a modern facility integrated with the upper clubhouse (Ray Marsh room/gym/bunkrooms) that provides members and the community with meeting rooms, conference spaces, storage and other facilities.

According to the planning report drawn up by Simcox Planning on behalf of the Anglesea SLSC, the benefits of the project include a modern first aid room, larger inflatable rescue boat storage, modern public toilets and larger indoor spaces.

The report notes nippers numbers at the club were capped at 500 in 2012 for occupational health and safety reasons, and there are also 400 full members, about 750 associate members and nearly 300 junior members.

It further states changes to the nipper program requiring at least one parent to be a club member and present while training is taking place mean there can be as many as 1,100 people around the clubhouse and

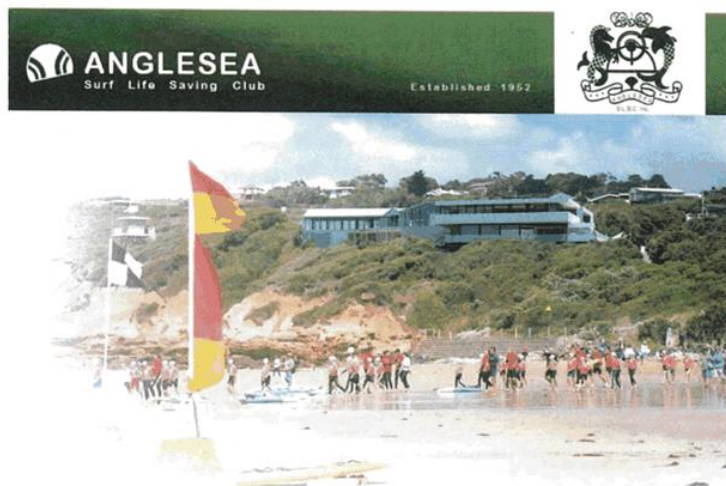
on the beach.
"Presently Anglesea SLSC has no way of accommodating these numbers within its facilities in order to keep people out of the weather during instruction periods; at best it can accommodate around 150 at any one time."

Life Saving, Victoria is supportive of the club's application, rating Anglesea SLSC's facilities among the next 10 in urgent need for major upgrading and including it with seven other clubs in a business case sent to the state government for the next stage of funding for the rebuilding of life saving facilities across Victoria.

The Great Ocean Road Coast Committee, as land manager, is also supporting the application.



Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.
ATTACHMENT 4: BROCHURE



ASLSC REDEVELOPMENT

Following an extensive amount of work our Surf Club has finally reached the point where we can submit a Planning Permit application to the Surf Coast Shire and an application for Coastal Consent to the Department of Environment and Primary Industry. Following the establishment of an enduring lease with the Great Ocean Road Coastal Committee, this is the next major step toward redeveloping the Lower Clubhouse. We will only get 'one chance' for this redevelopment as getting permission to do any additions, alterations or redevelopments is become increasingly hard.

BACKGROUND

The first stirrings of this project were almost 10 years ago when it was recognised that the original clubhouse built in the early 1960's (with constant additions) was nearing its serviceable life. A quick inspection of heavily eroded steel beams and the generally poor condition of the building indicates it is time for this building to be replaced.

During the last 50 years the membership has grown from several hundred to almost two thousand and although this level of growth is not expected to continue we are bursting at the seams. The club struggles to service our members, store equipment and provide the required training facilities whilst complying with contemporary OH&S requirements. Members complain that when functions are held in the Ray Marsh Room (essential for our budget) that there is no separate area where they can gather.

It is important to note that LSV has extended its charter from being essentially an emergency services organisation to being a major training organisation; this modern facility will support that extension. Also the regulating authorities have indicated that new developments (especially those in locations such as ours) must have a strong emphasis on community facilities, and be able to be used by the local community.

Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.

Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.

DESIGN

This development is a 'once in a life time opportunity'. Life Saving Victoria has issued guidelines for surf club developments and the time when club members 'pitched in' to build a clubhouse, has truly passed. The new clubhouse will dramatically increase storage in the basement level, the second floor will provide a modern entrance and administrative/training facilities, a modern first aid room and IRB storage. The third floor will have a new entrance from the upper car park and consist of an extended modern kitchen, toilets including a disabled toilet, large lecture rooms, and areas for club members and the community to enjoy. The new building will provide a larger area for displaying our club's history & memorabilia and will be 'married' to the Ray Marsh Room providing seamless access to all levels, and not the rabbit warren we currently have.

The plans are still subject to change as feedback is received from club members, the surrounding community and controlling entities of GORCC, DEPI, Surf Coast Shire and other bodies. The new additions have been designed so that there is minimal impact to house views in Harvey Street. The greatest impact is from the beach where the building additions will be more prominent.

The next stage is for the Shire and DEPI to consider these applications and this will include a range of community consultations.

COST AND FUNDING

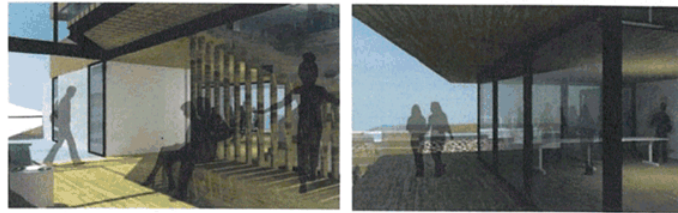
It is now essential that the club unites to make this project a reality and fund raising will commence shortly. The preliminary estimates are that the physical building will cost just over \$4M and the ASLSC Board has recognised that the final cost is likely to be closer to \$5M. To fund this the club will be seeking support from Surf Coast Shire who have access to a number of relevant grant facilities, from Life Saving Victoria through their Facility Redevelopment Funding Program and from the Federal Government. Support will also be sought from the ASLSC Foundation and the club is in a strong position to borrow against its equity in the off-site storage facility in the industrial estate. The balance will be basis for a fund raising program, details of which will be circulated in the next few months.

It is a big task but as noted before it is a 'once in a life time opportunity', and at the same time funding is the greatest threat to the project.

If all goes well and the necessary approvals are given and funding in place, building plans will be completed, contracts let and a process of demolition and reconstruction will commence. It is likely that the actual redevelopment phase will take between 24 and 30 months.

The redevelopment will cause a major dislocation during construction but the end result will be a building that serves our children, grandchildren as well as providing the Anglesea and greater community with a modern functional building that provides an essential community service.

Warren Clarke, President



Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.

ATTACHMENT 5: Letter included with 2015 ASLSC Doorknock Letter Delivered to Every House in Anglesea and Point Roadknight

Invitation to the Anglesea community

As you may have heard, Anglesea Surf Life Saving Club is currently considering the redevelopment of its 60-year-old lower clubhouse.

As the focus of our surf lifesaving, training, Nippers and surf sport activities for decades, the clubhouse is well overdue for modernisation.

Through this redevelopment project, we have an opportunity to show the same commitment and foresight of the club founders who could see the need to patrol the beach.

We want to continue to deliver first-class surf lifesaving services that ensure our beach continues to be the pride of the Surf Coast.

The club is considering all options to not only satisfy its own requirements but to also ensure that the redeveloped building is a valuable community resource.

What's wrong with the current building?

The existing lower clubhouse has reached the end of its useful life, is in poor structural condition, is no longer 'fit-for-purpose' and does not satisfy contemporary health & safety requirements. The existing First Aid facility is inadequate and poorly located, does not provide privacy and emergency access is compromised and more generally there is a lack of appropriate on-site storage for emergency and training equipment resulting in expensive equipment being stored inappropriately and leading to damage and loss.

Given the ever increasing requirements within surf lifesaving for training and assessment the current facilities are totally inappropriate and insufficient as there are no facilities for providing classroom type training, now a key component of both Nipper & Bronze Medallion training.

The new proposal

What is proposed is:

- a facility that satisfies current and future requirements and shows the foresight that was shown when the current building was developed in 1960;
- a facility that allows Anglesea SLSC to effectively deliver on its core lifesaving obligations and all supporting activities;
- a development that better links with the existing Ray Marsh Room building; and
- a facility that is a true community facility attracting significant external use in the off-season and thus contributing to both Anglesea SLSC and the broader Anglesea community.

Any redevelopment will be guided by the principals of environmental sustainability, will sit within the existing building footprint, will not result in loss of car parking and will not impact on native vegetation.

Invitation to the community

To help the club take its vision further, you are invited to inspect the current facilities and take the opportunity to discuss the proposal with club representatives on Sunday 10 January between 2 and 4pm.

We look forward to seeing you there.

Anglesea Surf Life Saving Club Redevelopment
A year round Surf Life Saving, coastal adventure fitness hub.

Questions invited about redevelopment

BY JAMES TAYLOR

THE Anglesa Surf Life Saving Club has invited the community this weekend to discuss the club's planned upgrade.

The club has been working on its proposed redevelopment for some time, and in a statement to members, said the 60-year-old clubhouse was "well overdue for modernisation".

"The existing lower clubhouse has reached the end of its useful life, is in poor structural condition, is no longer 'fit for purpose' and

does not satisfy contemporary health and safety requirements.

"The existing first aid facility is inadequate and poorly located, does not provide privacy and emergency access is compromised and more generally there is a lack of appropriate on-site storage for emergency and training equipment, resulting in expensive equipment being stored inappropriately and leading to damage and loss.

"Given the ever-increasing requirements within surf lifesaving for training and assessment, the current facilities are totally inappropriate and

insufficient as there are no facilities for providing classroom type training, now a key component of both Nipper and Bronze Medallion training."

The club says the proposal will deliver a facility that satisfies present and future requirements, as well as showing the foresight of the existing building when it was developed in 1960.

"Any redevelopment will be guided by the principals of environmental sustainability, will sit within the existing building footprint, will not result in loss of car parking and will not impact on native vegetation."

The club applied to the Surf Coast Shire for a planning permit last year. At the time, Life Saving Victoria rated Anglesa SLSC's facilities among the next 10 in urgent need for major upgrading and included it with seven other clubs in a business case sent to the state government for the next stage of funding for the rebuilding of life saving facilities across the state.

People can inspect the existing facilities at the clubhouse on the Great Ocean Road and discuss the redevelopment proposal with club officials on Sunday between 2-4pm.

NEWS

Anglesa Surf Life Saving Club Redevelopment

SS hub.

The Echo, 7/1/2016

Submission 14

From: [REDACTED]
Sent: Wednesday, 10 May 2017 11:17 AM
To: Info
Subject: Submission Form - Draft Budget 2017/18 Form Submission

There has been a submission of the form Submission Form – Draft Budget 2017/18 through Surf Coast Conversations

Name: Anglesea Community Network

Postal address: [REDACTED]

Your Submission: Anglesea Public Transport Proposal needs financial support to run a pilot program for 17/18 budget The community would like to explore the usage of travel from Anglesea to Wuarn Ponds on a bi weekly basis for a period of 6 months. We would like access to the community bus and for this cost to be funded by council as part of Council advocacy and follow up to the proposal drafted by Lyn Bunning. The community has already done an enormous amount of work on this project and has held community meetings with PTV McHarry's and V Line. Currently there is no bus run from Anglesea to Wuarn Ponds. We would like council to consider this submission as public transport is now in the council plan. The bus runs would be a trial to provide evidence based data to support a permanent bus run post pilot. We would like to start the bus run in August to allow time to communicate the trial to our local residents. We think we need about \$20,000 to supply bus, driver, booking system, marketing trial and survey data to evaluate outcomes. We would like to present to council for a hearing and provid

e survey data we have collected so far.

Upload documents (if required): No file specified

Do you wish to be heard by Council in relation to your submission? Yes, I would like to present to Council

I agree to receive Council communications via email Yes

To view all of this form's submissions, visit:

<http://www.surfcoastconversations.com.au/index.php/dashboard/results/forms?qsid=1489986730>

This is not SPAM. You are receiving this message because you have submitted feedback or signed up to Surf Coast Conversations. If you think you have been sent this by mistake please contact us at info@the-hive.com.au

Submission 15

ANGLESEA COMMUNITY NETWORK – Submission to Surf Coast Shire budget – May 2017

1. Equity

There is wide concern in our community about the apparent inequity in SCS investment in the Anglesea ward when compared to the other three in the Shire. The SCS Draft Budget reveals that, of the 24% of SCS revenue which this ward contributes, the council is only re-investing 6% of its budget in our ward. While this could be understandable if it were a one-year aberration, our recent conversations with SCS CEO, Keith Baillie confirm that the shire's 2016 investment in new infrastructure and maintenance projects was 13% (of the 24% we contribute). This shows that the imbalance in bias is on-going.

The SCS Draft Plan cites 'Balancing Growth' as a primary Theme and driver of its activities. This is not reflected in real-world expenditure: SCS spend in Anglesea patently does not reflect the contribution our rate payers make and we would like this imbalance addressed prior to the final budget being struck. This is a major, strategic imbalance which we wish to see addressed.

2. Housing Affordability

Housing affordability is a critical issue for Anglesea and goes directly to our interest in attracting and retaining young families and in creating employment opportunities in the ward.

We would like this imbalance addressed prior to the final budget being struck.

3. Anglesea Community Network

The stakeholders in Anglesea have embarked on the creation of an active forum that will engage all stakeholders in constructive discussions with the SCS about the community's major issues and opportunities. This is intended to deliver value to both the community and the shire council through facilitating frequent interaction about community identified topics. In many ways, this initiative will take over from 'Anglesea Futures' as no provision has been made in the draft budget for the latter. Our ward councillors are aware of and involved in the Anglesea Community Network endeavour and supportive of it. All agree that the first year of this initiative will be critical to its acceptance, operation and success.

Given that 'Anglesea Futures' appears not to be funded for the next financial year, we request that \$50,000 be allocated in the final SCS budget to progress the recommendations from Anglesea Futures.

Submission 16

SUBMISSION WITH REGARD TO THE CONTINUATION OF THE LEASE ON:

SHOP2, 103 GREAT OCEAN ROAD, ANGLESEA AS SURF COAST
ART SPACE

I write in support of the continuation of the lease on the above shop front to provide a gallery space for local artists and crafts people to display their work.

I have been involved in two exhibitions recently, Space & Place (7 – 30th April, 2017) and Anglesea Art House's Print and Glass exhibition (1 – 14th May, 2017), where visitor numbers, in excess of 450 for Space & Place and 200+ for Print and Glass as well as sales, have exceeded expectation. Feedback from visitors has been very positive and enthusiastic about the space and the opportunity to view local artists' work.

The exhibition Space & Place was curated by local resident Sally Groom with works by Anglesea artist Elaine d'esterre and myself, Nicola Perkin a Fairhaven resident. Both Elaine and I are established artists, but without gallery representation it is difficult to exhibit work in the public domain. The opportunity to exhibit at Art Space was invaluable, enabling us to reach a wider audience than would otherwise be possible. For Sally the opportunity of curating an exhibition is sound experience in her pursuit of a career in the visual arts.

Artists exhibiting in the exhibition Print and Glass are all members of the Anglesea Art House in Cameron Road. With around 180 members drawn primarily from across the Surf Coast and Geelong, the Art House is one of the largest and most active community organisations in the Shire. Having access to exhibit at Art Space enables local artists to exhibit their work in a gallery environment, in some cases for the first time. Not only does this provide an opportunity for local artists to exhibit and share their work with the wider community, but it also provides an opportunity to experience some of the other aspects of an art practice, namely curating, hanging, promoting shows and organising openings.

There was also a play reading of 'Swimming in Circles' by local resident Janet Brown on Saturday 6th May, which attracted 25 additional visitors for a unique experience; a play read in a gallery environment.

With continued support from the Surf Coast Shire for Art Space I can envisage it becoming an established creative and social hub for the local community for both artists and locals interested in the more creative side of life.

Submission 17

From: [REDACTED]
Sent: Wednesday, 10 May 2017 9:06 AM
To: Info
Subject: Submission Form - Draft Budget 2017/18 Form Submission

There has been a submission of the form Submission Form – Draft Budget 2017/18 through Surf Coast Conversations

Name: [REDACTED] (Unit Controller Torquay SES)

Your Submission: This submission is in regards to the inadequate drainage in front of the Torquay SES unit during heavy rain events that is making access difficult when responding to requests for assistance from the community. The existing culvert under the SES entrance is a 450mm culvert pipe and the drive has been shaped so that any stormwater flows in excess of this culvert capacity flow across the drive. This is of concern to the SES as they want to guarantee access in flood emergencies when they need to respond.

In the last couple of heavy rain events our cross over has been flooded by water at least 3mt wide and side yard has also filled with water making it hard for members to get in and out when trying to respond to the community.

As discussed with Peter McLean he has sent an estimate of the works as follows:

To assist we have estimated the cost of the works to be \$10,500 (35 metres of 450mm pipe including pavement reinstatement). We believe as a volunteer emergency agency our members should not have to drive or walk through this as the VICSES message is to never drive or walk through flood water and us doing that only sends the wrong message back out to the community. We hope that this can be looked at in a positive way to help us to keep helping the community.

Thank you regards Graham Pocklington Unit Controller Torquay SES

Upload documents (if required): No file specified

Do you wish to be heard by Council in relation to your submission? No, I do not wish to present to Council

I agree to receive Council communications via email Yes

To view all of this form's submissions, visit:

<http://www.surfcoastconversations.com.au/index.php/dashboard/results/forms?qsid=1489986730>

Submission 18

From: [REDACTED]
Sent: Tuesday, 9 May 2017 5:47 PM
To: Info
Subject: submission re. draft budget

Hi,, no wonder can,t get my blocked storm water drain fixed,,in conversations re above..won,t accept any questions I put in,,apparently only what you want asked...We are wondering if us & everyone [rate payers & tradies] we talk to can get a response out of the "offices" if the staffing level was reduced by at least 20% & people were held responsible ,instead of passing the buck ? we only [1st] reported our storm water drain blocked 1/8/16 ..left ph & address .have now called at offices 9 times & still have blocked drain...this seems to be too many to pass the request to..heres hoping the CEO & councillors get this message as we can,t get to view our thoughts to you/them via your conversations system..Keith & Elaine Hall..

Message protected by MailGuard: e-mail anti-virus, anti-spam and content filtering.
<http://www.mailguard.com.au/tt>

[Report this message as spam](#)

Submission 19



AIREYS INLET AND DISTRICT ASSOCIATION INC

PO BOX 359 AIREYS INLET VICTORIA 3231

<http://www.aireys-inlet.org>
(Reg. No. A000710V)

10 May 2017

Keith Baillie
CEO Surf Coast Shire
PO Box 350,
Torquay, Vic, 3228

Dear Keith

2017 Budget Funding for the Bottom Shops Painkalac Frontage, Aireys Inlet

AIDA would like to secure funding in the 2017 Council Budget to commence the implementation of the Bottom Shops Painkalac Creek frontage pedestrian access and activation, as recommended in the 2015 Aireys Inlet to Eastern View Structure Plan and in the associated Top and Bottom Shops Urban Design Framework.

The ultimate project scope would be to clarify and improve pedestrian access from the frontage of the Bottom Shops, through to the Painkalac Creek bank, providing an attractive creekside space linked with improvements to the Painkalac footpath running behind the Bottom Shops, and supporting future opportunities for commercial and residential activation along the creek bank from the rear of 73 through to 89 Great Ocean Road.

The proposed project would support seven of the nine *Economic Development and Tourism* strategies of the Structure Plan through two its four actions, and would involve the initial community engagement, scoping and design principles required in three of the implementation actions of the Top and Bottom Shops Urban Design Framework.

AIDA sees such a project leading to a significant pedestrian-based urban design improvement of this neglected area, with high natural and scenic qualities, providing substantial commercial opportunities within the Bottom Shops precinct which would fully support the low-key coastal character objectives for the area.

To initiate thinking on the nature and requirements of the project AIDA met and discussed the objectives and issues on site with Jorgen Peeters, Senior Strategic Planner and Mark Gibbons, Coordinator Design and Traffic on 3 March 2017 and agreed on this proposal as the way forward.

.... / Page 2

AIREYS INLET AND DISTRICT ASSOCIATION

The project scope envisaged is to:

- Engage with the community and particularly with existing local owners and tenants to promote and obtain feedback on the potential of businesses and residences connecting with the creek corridor, by encouraging creekside retail frontages.
- Remove the unauthorised car parking area and creekside vehicular access which has been developed on Council's creekside PCRZ land by abutting land owners in the past and which inhibits pedestrian access and enjoyment of the area.
- Visually clarify the pedestrian realm extending from the Bottom Shops frontage along Mangowak Lane to the Painkalac Creek bank.
- Establish an informal paved community node at the junction of Mangowak Lane and the Painkalac pathway, with seating and an outlook to the delightful view across the bend in the creek opposite, and also possibly a barbeque, as a means of initiating the idea of the community use of this creekside zone.
- Pay particular attention to the initial potential for the existing businesses at 85, 87 and possibly 83 Great Ocean Road to take advantage of this commercial opportunity.

The project would directly support Strategies 1, and 4 – 9, on Page 37 of the *Aireys Inlet to Eastern View Structure Plan 2015* and call for a number of the implementation actions scheduled on Page 15 of the the *Top and Bottom Shops Urban Design Framework*.

Please contact Ian Godfrey at ian.godfrey@mac.com if you require any further information about the proposal.

Yours sincerely,


President

Submission 20

From: [REDACTED]
Sent: Monday, 8 May 2017 9:00 PM
To: Info; [REDACTED]
Cc: [REDACTED]
Subject: RE: Road Management Plan 2017-2021

To whom it may concern,

Request for funding in the budget for a drainage upgrade for Lorne central Infrastructure and Upgrade of Otway Street Nature Reserve Pathway Gateway to the Otway's Lorne.

Otway St defunct Storm water trunk lines from Gay St to Erskine River that elevates the downhill flow of storm water that impacts on the civic Lorne central on all town assets on the downside point of distribution of legal point of discharge than impacts on our town assets, including the oval and surrounding areas.

As a home owner, with family history for over 50 years in the area we have seen this not attended to and not resolved.

Kind Regards,

[REDACTED]

Property Owner & Lorne Resident

The Lorne Bush to the Sea Pathway Strategy has been tabled and is to be apart of the Open Space Strategy of Lorne and Stribling Reserve master plan.

Help support this project by talking about it and contacting the Surfcoast Shire about including it and its progress today.

https://www.surfcoast.vic.gov.au/Contact_Us

Submission 21

OFFICE USE ONLY
Date Received:



SUBMISSION FORM

You are invited to make a submission on one or more of the three Council documents currently open for public comment. Information on how to make a submission is printed on the back of this form.

Council must receive all submissions before 4pm on Thursday 11 May 2017

Which Plan does your submission relate to?

- Draft Budget 2017/18
- Draft Council Plan 2017-2021 (*Incorporating the Health and Wellbeing Plan*)
- Road Management Plan 2017-2021

Pathway .

SURF COAST SHIRE	
FILE:	
FOUN:	
	8 MAY 2017
OFFICER:	
FILE COPY <input type="checkbox"/>	PRINT COPY <input type="checkbox"/>

Your details:

Your Submission:

Pathway
See attachment.

If there is not enough room please attach a separate page

Do you wish to be heard by Council in relation to your submission? Note: - The Hearing of Submissions Committee meeting will be held at the Council Office on 6pm on Tuesday, 30 May 2017.	YES / NO
Signature: <div style="background-color: black; width: 150px; height: 15px;"></div>	Date: 7/05/2017

Surf Coast Shire Council considers that the responsible handling of personal information is a key aspect of democratic governance, and is strongly committed to protecting an individual's right to privacy. Council will comply with the Information Privacy Principles as set out in the Privacy and Data Protection Act 2014. The information will be used for the primary purpose it was collected or any related purpose for which the individual would reasonably expect Council to use or disclose the information. The information will not be disclosed to any other party unless Council is required to do so by law.

[REDACTED]
Date 07/05/2017

I would like to put in my 2nd response for a shared pathway for Austin St Winchelsea (Figure 1). I feel a pathway along Austin st would make a safe way for residents and tourists to walk down to the river. Everyday many people use this street as a loop walk from the hwy. I see people on bikes, on foot, and for morning runs. A shared pathway would be the best option, there is plenty of room on the nature strips for this to happen. In addition, it would also make it a safe route for mums with prams rather than using the road, because the nature strips are muddy, wet and are not designed for walking prams on.



Figure 1. Map of Austin st, crossing mercer st, following onto Sussex st to join the existing pathway along the Barwon River.

Submission 22

OFFICE USE ONLY
Date Received:



SUBMISSION FORM

You are invited to make a submission on one or more of the three Council documents currently open for public comment. Information on how to make a submission is printed on the back of this form.

Council must receive all submissions before 4pm on Thursday 11 May 2017

Which Plan does your submission relate to?

- Draft Budget 2017/18
- Draft Council Plan 2017-2021 (Incorporating the Health and Wellbeing Plan)
- Road Management Plan 2017-2021

Your details:



Your Submission:

SURF COAST ART SPACES
see attached.
I have also attached visitors comments from all the exhibitions ↩.

If there is not enough room please attach a separate page

Do you wish to be heard by Council in relation to your submission? Note: - The Hearing of Submissions Committee meeting will be held at the Council Office on 6pm on Tuesday, 30 May 2017.	YES/NO
Signature:	Date: 27-4-17.

Surf Coast Shire Council considers that the responsible handling of personal information is a key aspect of democratic governance, and is strongly committed to protecting an individual's right to privacy. Council will comply with the Information Privacy Principles as set out in the Privacy and Data Protection Act 2014. The information will be used for the primary purpose it was collected or any related purpose for which the individual would reasonably expect Council to use or disclose the information. The information will not be disclosed to any other party unless Council is required to do so by law.



Creative Metal Work

To Surf Coast Shire CEO Mr Keith Baillie,

April 2017

Surf Coast Art Space Submission

For the 2017-2018 Draft Budget and 2017-2021 Council Plan

Hello, I am writing this submission to keep ART on the agenda, and to thank you again for your ongoing support of the Art Space. On behalf of the Surf Coast arts community, I am seeking a two year extension for the art space in Anglesea because of the many social, cultural, educational and economic benefits.

The success of the Art Space, and reasons to keep supporting this initiative, can be broken down into the following areas:

- **Professional Development**

The most important outcome of the community art space has been the benefits to the Surf Coast Shire's vibrant art community. We have seen a great number of exhibitions since the opening in September 2016. Over this time, artists have been nurtured through the exhibition process and taught many new skills, ie: Riverlee Painters held another pop up exhibition in Winchelsea, Darryl Fowler learnt how to promote himself and interact with patrons, Maggie Jean has been running successful printing workshops and learning how to promote and put value on her skills, Sally Groom curated her first exhibition with triumphant success. The list goes on!

I would also like to add that being a successful artist means that you can be self employed. In this age of JOBS being so high on the agenda, the Art Space is assisting and educating local people how to live from their creativity, as well as developing art related skills for future employment in the arts sector!

- **Financial Success**

To date, we can estimate the total sales made from the Art Space at \$33,000. This is a phenomenal amount, with \$18,000 of that coming from the last two exhibitions, March-April. This is a remarkable figure in this current economic climate, which proves the point that people WANT to buy locally created artwork, they just didn't know WHERE TO FIND IT. A community art space offers exactly that. I also believe that keeping the Art Space in its current central location, also helps people who are keen to return, and allows the Art Space to build on its popularity.

- **Community Support**

The Space is actively being supported by its immediate local community, with local surf coast residents coming regularly to exhibitions and purchasing artworks large and small. Always having locally created cards and smaller items available is proving popular with patrons looking for gifts etc. Patrons from further afield; The Bellarine, Geelong, Melbourne, etc are also starting to return to experience the different transformations each exhibition at the Art Space has been offering.

- **Community Wellbeing**

This follows on from the support the space is receiving. People, who love art, are enjoying the fact they can visit a fresh quality art venue without travelling too far from home. Over the past 8 months the Art Space has had 5000 visitations! The Art Space offers an inclusive community art experience, different to the private galleries and community art workshop venues the Shire already has. The space is also becoming a central space for creative friends to meet and converse. Due to the fact that the exhibiting artists are on duty, patrons' young and old have often paused in their busy lives to come and chat about all things art related. Students have discussed possible art directions for their futures, other people have been encouraged to return to their arts practice. It is important for everyone's wellbeing to have a sense of community, and I feel that the Art Space is providing that for our creative community

- **Location**

Many comments have been made about the beautiful position the space is in, located by the Anglesea River, away from the hustle of the shopping centre and a short walk to coffee and lunch. Visitors enjoy coming to Anglesea for a few hours, to revitalize by the river or the beach, enjoy a quality lunch and pop by the art space ☺ The Surf Coast Arts Trail has proven the popularity of Anglesea due to its central location in the shire. Also due to 24% of the shire's rates coming from Anglesea and only 6% of a return to this town last year, support of the Art Space would be a step in the right direction.....

- **Tourism**

The ability to purchase locally created artwork from the area you are visiting is a fabulous plus for this space. Every shire should have a community art space. The space has also been used for shire tourism employees to purchase artwork for international guests! I also see the Art Space as the place to pop in and pick up all your cultural information for the duration of your holiday. All the local cultural venues are welcome to have their information at the Art Space!

We are trying to encourage visitors to the region to lengthen their stays for the good of our local economy. I believe that the arts assist our region's vibrant economy, along with gourmet food trails and winery tours.

- **Ongoing Success**


The space has already been booked up until the end of September this year with exhibitions, solo shows, art workshops, writer's events, a play reading, social media workshop for artists, a local youth art exhibition and more!!!! There will be no problem sustaining the enthusiasm for the space, with artists contacting our Arts Officer, Julie Dyer regularly to be put on the growing waiting list. There are even groups and individuals who enjoyed their experience so much they want to book in again!!!!

For any questions on the Surf Coast Art Space, I am more than happy to make a time to chat with you. See my details below.

Thanks so much

Local artist, arts promoter, and passionate supporter of community arts



 Find Us On Facebook

cinnamonsart.com

Submission 23

From: [REDACTED]
Sent: Sunday, 30 April 2017 8:39 AM
To: Info
Subject: HPRM: Submission Form - Draft Budget 2017/18 Form Submission
Attachments: Jan_Juc_Surf_Life_Saving_Club_Inc_Letter_from_Wesley_McDonald.pdf

There has been a submission of the form Submission Form – Draft Budget 2017/18 through Surf Coast Conversations

Name: [REDACTED]



Your Submission: Attention: Surf Coast Shire,

Jan Juc SLSC greatly appreciates your time on Monday 27th of June to discuss our building redevelopment plans. As highlighted, Jan Juc SLSC has recently received bipartisan Federal Government commitment of \$2m in funding towards our redevelopment costs. Combined with the club's own commitment of \$1m, we are well on our way to raising the \$5.0m necessary to redevelop our club to meet demand for club services for the next 50 years.

We have continued to engage Life Saving Victoria (LSV) and I remain confident that we will secure a \$2m State Government commitment via LSV in the next state budget cycle. As discussed in our meeting, a \$500,000 contribution from Surf Coast Shire towards our redevelopment will ensure we are able to proceed with building in the 2017/18 timeframe.

Jan Juc SLSC requests that Surf Coast Shire considers our funding request in conjunction with allocation of Developer Contribution Funding from the forthcoming Spring Creek residential development. This development is located adjacent to our club and we expect to see significant further demand for our community services from these residents.

Combined with demand from the development of Torquay North and Armstrong Creek, we expect to see a 20% annual increase in beach visitations and as such, our Board sees the Spring Creek funding to be a vital element of our overall funding envelope.

We ask that this request be factored into the forthcoming budget process for Surf Coast Shire.

Our Board is willing to share any further information that may be required to support our request or attend and present in person.

We look forward to and thank you for your ongoing support of this important community project.

If we are missing any information in relation to submitting this request for funding, please do not hesitate contacting us to resubmit or amend our application. Yours Sincerely, Aaron Green.

Upload documents (if required): http://www.surfcoastconversations.com.au/download_file/243/364

Do you wish to be heard by Council in relation to your submission? Yes, I would like to present to Council

I agree to receive Council communications via email Yes

To view all of this form's submissions, visit:

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July 4th, 2016

Attention: Rose Hodge & Keith Baillie,

Jan Juc SLSC greatly appreciates your time on Monday 27th of June to discuss our building redevelopment plans. As highlighted, Jan Juc SLSC has recently received bipartisan Federal Government commitment of \$2m in funding towards our redevelopment costs. Combined with the club's own commitment of \$1m, we are well on our way to raising the \$5.0m necessary to redevelop our club to meet demand for club services for the next 50 years.

I am continuing to engage Life Saving Victoria (LSV) and I remain confident that we will secure a \$1.5m State Government commitment via LSV in the next state budget cycle. As discussed in our meeting, a \$500,000 contribution from Surf Coast Shire towards our redevelopment will ensure we are able to proceed with building in the 2017/18 timeframe.

Jan Juc SLSC requests that Surf Coast Shire considers our funding request in conjunction with allocation of Developer Contribution Funding from the forthcoming Spring Creek residential development. This development is located adjacent to our club and we expect to see significant further demand for our community services from these residents.

Combined with demand from the development of Torquay North and Armstrong Creek, we expect to see a 20% annual increase in beach visitations and as such, our Board sees the Spring Creek funding to be a vital element of our overall funding envelope.

We ask that this request be factored into the forthcoming budget process for Surf Coast Shire. Our Board is willing to share any further information that may be required to support our request. We look forward to and thank you for your ongoing support of this important community project.

Yours Sincerely,

President
Jan Juc SLSC

Submission 24

From: [REDACTED]
Sent: Thursday, 20 April 2017 6:14 PM
To: Info
Subject: Budget submission 2017/18

Dear SurfCoast Shire Council,

RE: Budget Submission 2017/18

Thank you for your invitation to residents of SurfCoast Shire for Budget submissions.
The residents of The Sands pay for the following maintenance services in their OC1 owners corporation annual fees:

1. Verge tree lopping and removal expenses, as required after the severe storm of Monday April 10 2017;
2. Lake water testing and monitoring, consultant expenses incurred by OC1 due SurfCoast shire development planning failures;
3. According to the Plan of Subdivision there are up to 9 park reserves where OC1 provide weekly maintenance and the required plant replaced and upkeep, and
4. Footpath grinding and maintenance, as required.

In similar circumstances on similar estates, where a private estate pays for these services via the Owners Corporation fees the local council has provided a rebate to the residents in their local council rates. I would like to make a budget submission that the SurfCoast Shire provide a rebate to The Sands residents for these services please.

Yours sincerely,

[REDACTED]

Submission 25

From: [REDACTED]
Sent: Wednesday, 19 April 2017 11:08 AM
To: Info
Subject: Budget submission 2017/18

Dear SurfCoast Shire Council,

RE: Budget Submission 2017/18

Thank you for your invitation to residents of SurfCoast Shire for Budget submissions.

The residents of The Sands pay for the following maintenance services in their OC1 owners corporation annual fees:

1. Verge tree lopping and removal expenses, as required after the severe storm of Monday April 10 2017;
2. Lake water testing and monitoring, consultant expenses incurred by OC1 due SurfCoast shire development planning failures;
3. According to the Plan of Subdivision there are up to 9 park reserves where OC1 provide weekly maintenance and the required plant replaced and upkeep, and
4. Footpath grinding and maintenance, as required.

In similar circumstances on similar estates, where a private estate pays for these services via the Owners Corporation fees the local council has provided a rebate to the residents in their local council rates.

I would like to make a budget submission that the SurfCoast Shire provide a rebate to The Sands residents for these services please.



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Submission 26

From: [REDACTED]
Sent: Tuesday, 18 April 2017 3:48 PM
To: Info
Subject: Submission Form - Draft Budget 2017/18 Form Submission

There has been a submission of the form Submission Form – Draft Budget 2017/18 through Surf Coast Conversations



Your Submission: Stribling Reserve Change Room Design: \$86,000 has been budgeted for a design process. This process should be done in such a way it supports the proposed Masterplan for Stribling Reserve.

Upload documents (if required): No file specified

Do you wish to be heard by Council in relation to your submission? No, I do not wish to present to Council

I agree to receive Council communications via email Yes

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<http://www.surfcoastconversations.com.au/index.php/dashboard/results/forms?qsid=1489986730>

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Submission 27

Page 1 of 2

Public Question Time Council Meeting

Questions must be written and be received at Council by 10am on the day of the meeting. Questions can be emailed to info@surfcoast.vic.gov.au, faxed to 5261 0525 or hand delivered to Customer Service, Council Offices, 1 Merrijig Drive, Torquay.

Information	
Date	[REDACTED]
Surname	[REDACTED]
First Name	[REDACTED]
Postal address	[REDACTED]
Suburb	[REDACTED]
Post Code	[REDACTED]
Phone	[REDACTED]
Mobile	[REDACTED]
Email	[REDACTED]
Suburb to be disclosed	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
IMPORTANT INFORMATION: Please note that as required by Council's Local Law, your name and address will be read out in a public meeting and form part of the minutes of the Council meeting. If you wish only your name and not your address to be called, please indicate this above.	
Questions	
Date of Council meeting	23/05/2017
Subject	Budget - Town Planning / Road Management Plan
Question(s)	(NB: There is a limit of two questions per person, per meeting.)
Question 1	
Surf Coast (Traffic Road Management Plan) Trucking Tourist and Heavy Vehicle Route Lorne (Erskine Falls Rd William St Lorne)	
With the present commercial and residential building boom in Lorne and the growing businesses on Erskine Falls Rd is already becoming a major thoroughfare of heavy and commercial vehicles.	
A truck driver is believed to have deliberately swerved towards a house to avoid crashing into a busy intersection on the Great Ocean Road. The semi-trailer slammed ... Reference to article: http://www.theage.com.au/victoria/truck-driver-trapped-after-vehicle-ploughs-into-lorne-house-20160509-gopyfl.html	
My family like many of my neighbours have witness many near incidents along this route, of heavy vehicles brakes failing and as such losing control and loads, putting people's lives and property at risk in the heart of the town.	
In the Budget is there a Traffic Plan 2017-2021 for Lorne that insures that this road prevents vehicles losing control and loads on steep road gradients of Lorne?	
Question 2	
Surf coast (Budget 17-18) - Road Management Plan - Upgrade of Otway Street Nature Reserve Pathway - Gateway to the Otway's Lorne	
Where is in the budget for a long term progressive plan to upgrade Lorne and its drainage infrastructure to accommodate future growth of our township and fix past major drainage issues along Otway St and surrounds and does it cover the above for the Drainage and Civil Infrastructure for Lorne?	
[REDACTED] Lorne	
<input checked="" type="checkbox"/>	By ticking this box, I acknowledge that Surf Coast Shire Council will accept this communication as containing my electronic signature for the purpose of signing this document to identify me in accordance with the Electronic Transactions (Victoria) Act 2000.
Electronic signature (please type your name) [REDACTED]	

Notes for persons intending to participate in Public Questions Time

The purpose of this session is to enable public participation in Council Meetings.
Public question time gives any member of the public the opportunity to freely ask a question on any Council related matter.

Questions must be written and be received by 10am of the day of the meeting.

Questions can be emailed to info@surfcoast.vic.gov.au, faxed to 5261 0525 or hand delivered to Customer Service, Council Offices, 1 Merrijig Drive, Torquay.

Question time is specifically available for questions. It is not an opportunity to make statements or to present a case on a particular issue. You are asked to respect this and promptly direct your question to the Mayor.
Written questions, together with name, address and contact details should be tabled.

Asking the question is easy and members of the public are encouraged to ask any questions they have.
Question Time is limited to 30 minutes.

A question will only be read to the meeting if the Mayor or other Chairperson has determined that the question:

1. Does not relate to a matter of the type described in Section 89(2) of the Act (refer below).
2. Does not relate to a matter in respect of which Council has no power to act.
3. Is not defamatory, indecent, abusive or objectionable in language or substance.
4. Is not repetitive of a question already answered (whether at the same or an earlier meeting).
5. Is not asked to embarrass a Councillor or council officer.

If the Mayor or Chairperson has determined that the question shall not be read to the meeting:

1. He or she must advise the meeting accordingly; and
2. The question shall be available to councillors upon request.

Answers to questions shall be given immediately, if possible, or taken 'on notice' if an on the spot answer is not available.
(Where a question is taken 'on notice' a reply shall be mailed within five (5) business days).

What to do?

The Mayor/Chairperson shall formally invite questions from the public.

The member of the public then

- Stands up and moves to the table;
- States clearly his or her name, and
- Asks his or her question(s). (Please ask your question clearly and as briefly as possible);

The Mayor shall then answer questions or refer the matter to the Chief Executive, General Manager or a Councillor.

DEFINITIONS:

Section 89 Local Government Act:

(2) A Council or special committee may resolve that the meeting be closed to members of the public if the meeting is discussing any of the following:

- a) Personnel matters;
- b) The personal hardship of any resident or ratepayer;
- c) Industrial matters;
- d) Contractual matters;
- e) Proposed developments;
- f) Legal advice;
- g) Matters affecting the security of Council property;
- h) Any other matter which the Council or special committee considers would prejudice the Council or any person;
- i) A resolution to close the meeting to members of the public.

(3) If a Council or special committee resolves to close a meeting to members of the public the reason must be recorded in the minutes of the meeting.

Surf Coast Shire Council considers that the responsible handling of personal information is a key aspect of democratic governance, and is strongly committed to protecting an individual's right to privacy. Council will comply with the Information Privacy Principles as set out in the Privacy and Data Protection Act 2014. The information will be used for the primary purpose it was collected or any related purpose for which the individual would reasonably expect Council to use or disclose the information. The information will not be disclosed to any other party unless Council is required to do so by law.

Close: There being no further items of business the meeting closed at 7.37pm.

5.2 Advisory Committee Minutes

Author's Title: Administration Officer

General Manager: Anne Howard

Department: Governance

File No: F17/285

Division: Governance & Infrastructure

Trim No: IC17/179

Appendix:

1. All Abilities Advisory Committee Meeting Minutes - 26 April 2017 (D17/50624)
2. Audit & Risk Committee Minutes - 16 May 2017 (D17/64093)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to receive and note the minutes of the Advisory Committee meetings as appended.

Summary

The minutes provided in this report are draft unless otherwise identified. Committees do not re-issue minutes if any corrections are made at the time of adoption, rather note these corrections in the agenda item confirming adoption of the minutes at the following committee meeting.

Any corrections to draft minutes of material significance made by the committees will be provided to Council for noting in a subsequent report.

Recommendation

That Council receive and note the minutes of the following Advisory Committee meetings:

1. All Abilities Advisory Committee Meeting – 26 April 2017 .
2. Audit & Risk Committee Meeting – 16 May 2017.

5.2 Advisory Committee Minutes

APPENDIX 1 ALL ABILITIES ADVISORY COMMITTEE MEETING MINUTES - 26 APRIL 2017

All Abilities Advisory Committee (AAAC) Minutes

**Wednesday 26 April 2017, 11am-1pm
Surf Coast Shire Council, 1 Merrijig Drive, Torquay**

Attendees: Cr Rose Hodge, Janet Brown, Richard Porter, Caroline Maplesden, Manny Pimentel, John Olsen (Chairperson), Virginia Morris (Acting Community Relations Manager: Surf Coast Shire), Kerri Deague (Surf Coast Shire)

Apologies: Cr Heather Wellington, Leone Mervin, Lucille Marks, Tina Gulino

Guests: Helen Cini and Kate Marshall (All Aboard DisABILITY services), Jacqui Pierce (Disability Consultant)

Item No.	Issue Topic	Time	Points of Discussion/ Details/ Decision	Agreement/Action/Timeframe	Responsible
1.1	Welcome, introductions and acknowledgements	5	Welcome to Virginia Morris acting Manager Community Relations		J Olsen
1.2	Minutes from previous meeting	2	Minutes from previous meeting on 28 February 2017	Submitted as final for Council meeting on 28 March 2017 Accepted: R Porter Seconded: C Maplesden Carried: All	J Olsen
1.3	Conflict of Interest	2	Declaration of conflict of interest	Nil	J Olsen
2.1	Business Arising				
2.2	Previous minutes item 2.5 – Aireys Inlet Master Plan	2	C Maplesden asked about the timelines for AAAC to have input into detailed design stage for the Aireys Inlet precinct.	Action: K Deague will inform members of the opportunity to have input into the detailed design stage for Aireys Inlet precinct	K Deague
2.3	Previous minutes item 2.7 AAAC membership vacancies	2	Two vacancies available. AAAC members recommended to fill one vacancy with a new community member; and to invite a youth and/or seniors resident with a disability from different townships to each meeting to provide information about access issues / suggestions in each township.	Action: K Deague will: -Invite Surf Coast township members with a disability as guests to attend next meeting. -Seek expression of interest from a person who had previously attended an interview and met criteria for joining AAAC -Update AAAC Terms of Reference to incorporate new arrangements with community guest speakers	K Deague
2.4	Site Tour - Adult Accessible Changing Place	5	Members of AAAC and Council officers from Program Management Office (PMO) visited an adult changing place at Waurm Ponds Leisure Link facility on 20 March 2017. City of Geelong (COG) have installed ceiling hoists and adult change tables at four community facilities in Geelong and	Action: K Deague to contact City of Geelong to explore changing places design options including costings and requirements to meet Australian changing places accreditation standards. Further information: http://changingplaces.org.au/	K Deague

			plan to install more adult change places to meet population requirements.		
3.1	New Business				
3.2	Guest speaker: Jacqui Pierce, Consultant and Case Management	20	Discussion on NDIA roll out in Barwon Region and emerging needs for local community inclusion.	Action: A summary of discussion will be sent to members with the meeting minutes	K Deague
3.3	Guest speakers: Kate Marshall and Helen Cini, All Aboard DisABILITY Services	20	Discussion on the establishment of All Aboard Community Services for people with all abilities in Torquay.	Action: A summary of discussion will be sent to members with the meeting minutes	K Deague
3.4	AAAC Chairperson – Expression of Interest process	5	Members are encouraged to submit an expression of interest email to Kerri by 10 May 2017. Members may self-nominate or recommend another individual for the role of Chairperson	Action: Expressions of interest for taking up Chairperson role are to be submitted to K Deague by 10 May 2017.	All
3.5	Council budget proposed funding for improvements to council buildings	5	With budget approval the following improvements will be made to create better access into and around the following Council facilities across the Shire: Accessible car parking, clear path of travel into each facility, doorway entrance and toilet access. Locations: Seniors Centre's, Community Houses, Men's of Shed, Globe Theatre and Torquay Library	Action: K Deague and J Chatterton will conduct site tours to Council facilities to determine priorities for access improvements	K Deague J Chatterton
3.6	Next meeting	2	Tuesday 27 June 2017		K Deague
Ground rules for our Meeting			<ul style="list-style-type: none"> ▪ We follow-up actions for which we are assigned responsibility and complete them on time ▪ We give and receive open and honest feedback in a constructive manner ▪ We use data to make decisions (whenever possible) ▪ We strive to continually improve our meeting process and build time into each agenda for reflection 		
<ul style="list-style-type: none"> ▪ We start on time and finish on time ▪ We all participate and contribute – everyone is given an opportunity to voice their opinions ▪ We use improvement tools that enhance meeting efficiency and effectiveness ▪ We actively listen to what others have to say, seeking first to understand then to be understood 					

5.2 Advisory Committee Minutes

APPENDIX 2 AUDIT & RISK COMMITTEE MINUTES - 16 MAY 2017



Minutes

Meeting of the Audit & Risk Committee
Tuesday, 16 May 2017

Held in the
Council Chambers
1 Merrijig Drive, Torquay
Commencing at 9.00am

MINUTES FOR THE AUDIT & RISK COMMITTEE MEETING
HELD IN THE COUNCIL CHAMBERS, 1 MERRIJIG DRIVE, TORQUAY
ON TUESDAY 16 MAY 2017 COMMENCING AT 9.00AM

PRESENT:

COMMITTEE MEMBERS

Cr Clive Goldsworthy
Brian Keane (Chair) (Term expires 01/02/2020)
John Gavens (Term expires 27/01/2018) *(via Teleconference)*
Debra Russell (Term expires 27/01/2018)

In Attendance:

Keith Baillie – Chief Executive Officer
Anne Howard – General Manager Governance & Infrastructure
John Brockway – Manager Finance
Wendy Hope – Manager Governance & Risk
Matthew Green – Grant Thornton
Robert Baines – Grant Thornton
Travis Nelson – Manager Facilities & Open Space Operations
Leanne Perryman – Manager People & Culture
Maureen White – Coordinator Risk Management and Legal Services
Danielle Foster – Co-ordinator Corporate Planning
Gabby Spiller – Coordinator Management Accounting
Chris Pike – General Manager Culture & Community
Damian Waight – Acting Manager Aged and Family

APOLOGIES:

Cr Margot Smith
Tim Loughnan – (VAGO)
Sanchu Chummar – (VAGO)
Melissa Field (Term expires 01/02/2020)

CONFIRMATION OF MINUTES:

Committee Resolution

MOVED Mr Brian Keane, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee Meeting note the minutes of the meeting held on 21 February 2017 as a correct record of the meeting.

CARRIED 4:0

CONFLICTS OF INTEREST:

Nil.

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1. OUTSTANDING ISSUES & ACTIONS

1.1 Outstanding Issues & Actions Report

Charter Reference: 9.2.3

Author's Title: Team Leader Governance

General Manager: Anne Howard

Department: Governance & Risk

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/264

Appendix:

1. Outstanding Issues & Actions - Status Log - May 2017 (D16/1527)
2. Outstanding Issues & Actions Report - April 2015 Onwards (D15/29830)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive an update on the progress made on action items identified through previous audit reports and Audit & Risk Committee meetings.

Items previously notified as completed are shaded in orange and will be removed from the report when the whole of that section has been completed.

Recommendation

That the Audit & Risk Committee receives the Outstanding Issues & Actions Report and notes the progress to date.

Meeting Discussion

- IT Policy at item 4 has now been completed.
- Installation of AP workflow due date 31 May 2017 – testing identified bug. Supplier looking into this.

Committee Resolution

MOVED Ms Debra Russell, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receives the Outstanding Issues & Actions Report and notes the progress to date.

CARRIED 4:0

2. PRESENTATIONS

2.1 Chief Executive Officer's Update

Charter Reference: N/A

Author's Title: Chief Executive Officer

CEO: Keith Baillie

Department: Office of the CEO

File No: F17/145

Division: Office of the CEO

Trim No: IC17/261

Appendix:

Nil

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive an organisational update from Keith Baillie, Chief Executive Officer.

Recommendation

That the Audit & Risk Committee receive and note the Chief Executive Officer's update.

Meeting Discussion

- Budget and Council Plan submission period closed.
- Council Plan - Council pleased with process and outcome.
- Further discussion at Hearing of Submissions meeting to be held on Tuesday 30 May 2017 and Special Council meeting 22 June 2017 on Council Plan, Draft Budget and Road Management Plan (RMP).
- Year-end position significantly favourable to budget/forecast. Officers are analysing this.
- No emerging risks - Wet weather conditions impacting on business and capital works deliverables.
- Council reporting strictly against budget with no changes to 2017/18 budget.
- Discussion on digital transformation and business case.

Committee Resolution

MOVED Mr John Gavens, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the Chief Executive Officer's update.

CARRIED 4:0

2.2 Business Improvement Program - Status Report

Charter Reference: N/A

Author's Title: Manager Business Improvement **CEO:** Keith Baillie

Department: Business Improvement **File No:** F16/881

Division: Office of the CEO **Trim No:** IC17/379

Appendix:

1. CONFIDENTIAL - Business Improvement Program - Update - May 2017 (D17/46811)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Status:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive an update on activities associated with the Business Improvement Program.

A briefing was last provided on the Business Improvement Program at the February 2016 Audit & Risk Committee meeting.

This report provides an update on the progress of the 2016/17 work plan.

Recommendation

That the Audit & Risk Committee notes the progress of the Business Improvement Program.

Meeting Discussion

- Item taken as read.
- 2016/17 savings target achieved.
- 2017/18 Program - conversations with Councillors have started.
- Two elements in the state budget could impact Council and will be added to next year's thermometer when we have more detail about what is covered:
 - SES funding.
 - 50% Funding for school crossing supervisors.

Committee Resolution

MOVED Ms Debra Russell, Seconded Mr Brian Keane

That the Audit & Risk Committee notes the progress of the Business Improvement Program.

CARRIED 4:0

2.3 Road Management Plan Update

Charter Reference: N/A

Author's Title: General Manager Governance & Infrastructure **General Manager:** Anne Howard

Department: Governance & Infrastructure **File No:** F17/145

Division: Governance & Infrastructure **Trim No:** IC17/375

Appendix:

Nil

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Status:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive a presentation on the Road Management Plan.

Recommendation

That the Audit & Risk Committee receive and note the presentation on the Road Management Plan.

Meeting Discussion

- Road Management Plan (RMP) – previously contained aspirational/unachievable targets. Being addressed now.
- Draft Road Management Plan - two public submissions received.
- RMP to be adopted in June 2017.
- Permit process under review and to be implemented in July 2017.
- Management report next meeting against Checklist in audit report to say 'plan now complies with Act.'
- Officers to provide assurance at next Audit and Risk meeting that the Plan complies with Appendix A of the audit review and the Act.

Committee Resolution

MOVED Ms Debra Russell, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the presentation on the Road Management Plan.

CARRIED 4:0

2.4 Tree Risk Management Plan Update

Charter Reference: N/A

Author's Title: Manager Facilities & Open Space Operations **General Manager:** Chris Pike

Department: Facilities & Open Space Operations **File No:** F17/145

Division: Culture & Community **Trim No:** IC17/376

Appendix:

1. Tree Risk Management Plan - Presentation (D17/48286)

Officer Direct or Indirect Conflict of Interest:
In accordance with Local Government Act 1989 –
Section 80C:

Status:
Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive a presentation on the Tree Risk Management Plan.

Recommendation

That the Audit & Risk Committee receive and note the presentation on the Tree Risk Management Plan.

Meeting Discussion

- Extra \$50k has been added to the budget for 2017/18.
- Tree Risk Management Plan (TRMP) follows a similar structure to RMP. Business mapping process used was the same.
- TRMP applies to trees on Council land not private or other agency owned property. It is sometimes necessary to clarify boundaries with Parks Victoria, GORCC and private property.

Committee Resolution

MOVED Mr John Gavens, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the presentation on the Tree Risk Management Plan.

CARRIED 4:0

2.5 Digital Transformation

Charter Reference: N/A

Author's Title: General Manager Governance & Infrastructure **General Manager:** Anne Howard

Department: Governance & Infrastructure **File No:** F16/1624

Division: Governance & Infrastructure **Trim No:** IC17/486

Appendix:

1. DT Strategy, May 2017 (D17/49565) (separately enclosed)
2. DT Business Case - May 2017 (D17/53917)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Status:

Information classified confidential under Section 77
of the Local Government Act.

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present the Digital Transformation Strategy and associated business case documents to the Audit and Risk Committee.

Councillors and staff have had a range of discussions over the last year and research has been undertaken into the digital transformation drivers, challenges and opportunities faced by Council. Councillors have been presented with the draft DT Strategy at a briefing on 2 May 2017 and have requested that the Audit and Risk Committee review and provide comment prior to Council's formal consideration of the strategy at its meeting on 23 May 2017.

Recommendation

That the Audit & Risk Committee receives and notes the Digital Transformation Strategy and business case and provide feedback that may assist Council's consideration at its 23 May 2017 meeting.

Meeting Discussion

- 2016/17 first financial commitment to Digital Transformation (DT) was made.
- Multi-faceted project.
- Strong focus on the customer experience.
- Primary areas of focus include customer capability and financial benefits.
- Committee comfortable with the direction DT is going and taking the approach on building on what we have.
- Metro Councils embarking on similar undertakings.
- Chair recommends road mapping the project and breaking it down into small stages that are more manageable Present small business cases on deliverables and provide accountability of operations rather than an overall large business case.
- Melissa Field supported Brian Keane's feedback that in relation to governance of the project a steering committee should be used which is made up of independent people in order to drive the project.
- CEO and GMGI assured the committee of relevant expertise in this area and would take the feedback on board.
- Concerns expressed by Committee members around Civica's performance and ability to deliver. Officers reported that it was a huge disruption to change the whole system and that should be able to get the desired outcome with what we have. Authority system can be integrated with some programs. Health checks and housekeeping currently in progress.
- John Gavens noted that the overall direction of the Strategy aligns with current thinking about delivering outcomes to customers.
- Program Manager to be recruited as a new role once DT Strategy has been adopted.
- Chair to collect Committee feedback and email direct to Councillors.

Committee Resolution

MOVED Mr Brian Keane, Seconded Ms Debra Russell

That the Audit & Risk Committee receives and notes the Digital Transformation Strategy and business case and provide feedback that may assist Council's consideration at it 23 May 2017 meeting.

CARRIED 4:0

3. RISK MANAGEMENT

3.1 Workplace Health & Safety Report - Quarter 3 2016-17

Charter Reference: N/A

Author's Title: Manager People & Culture

General Manager: Chris Pike

Department: People & Culture

File No: F17/145

Division: Culture & Community

Trim No: IC17/421

Appendix:

1. Workplace Health & Safety Report - Quarter 3 2016-17 (D17/48492)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive an update on actions and outcomes relating to Workplace Health and Safety for the period Quarter 3 2016-17.

Recommendation

That the Audit & Risk Committee receive and note the Workplace Health & Safety Report for the period Quarter 3 2016-17.

Meeting Discussion

- Item noted and taken as read.

Committee Resolution

MOVED Mr John Gavens, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the Workplace Health & Safety Report for the period Quarter 3 2016-17.

CARRIED 4:0

3.2 Enterprise Risk Management Report - May 2017

Charter Reference: 9.5.1

Author's Title: Coordinator Risk Management & Legal Services **General Manager:** Anne Howard

Department: Governance & Risk **File No:** F17/205

Division: Governance & Infrastructure **Trim No:** IC17/416

Appendix:

1. Enterprise Risk Management Report - May 2017 (D17/48655)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 – Section 80C:

Information classified confidential under Section 77 of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present the Enterprise Risk Management Report.

The report includes:

- a) Risk Profile
- b) Strategic Risks – Current Rating Serious or High – work in progress includes starting to assess and note control effectiveness and evidence.
- c) Operational Risks – Current Rating Serious
- d) Risk Treatment Action Status
- e) New and Emerging Risks
- f) Risk Management Improvement Activities

Recommendation

That the Audit & Risk Committee receive and note the Enterprise Risk Management Report.

Meeting Discussion

- Item noted and taken as read.
- Working on assessing effectiveness of controls.
- Business Continuity Week – Pandemic exercise on Friday 19 May 2017.

Committee Resolution

MOVED Mr John Gavens, Seconded Ms Debra Russell

That the Audit & Risk Committee receive and note the Enterprise Risk Management Report.

CARRIED 4:0

CEO, Keith Baillie left the meeting at 10.23am and returned at 10.31am

4. AUDIT REPORTS

4.1 Internal Auditor Status Report (Grant Thornton)

Charter Reference: 9.2.3

Author's Title: Manager Governance & Risk

General Manager: Anne Howard

Department: Governance & Risk

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/411

Appendix:

1. CONFIDENTIAL - Internal Audit Status Report - April 2017 (D17/49112)
2. CONFIDENTIAL - Internal Audit Report - Community Engagement Review - Final Report - 26 April 2017 (D17/49038)
3. CONFIDENTIAL - Internal Audit Report - Road Management Review (D17/50563)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is for Grant Thornton to provide a verbal update on the status of reviews including Community Engagement and Road Management.

Recommendation

That the Audit & Risk Committee receive and note the update from Grant Thornton.

Meeting Discussion

Presented by Robert Baines from Grant Thornton.

Community Engagement Review

- Improving controls in place for methods of engagement, procedural documentation and training. Key opportunity – public participation and how Council can engage and empower community members.
- It was agreed that the 'ongoing' timeframe at item 3.6 would be updated to be more definitive.

Road Management Plan

- Benchmarking against RMP Act. Key concern that system no longer supported by vendor - a lot of manual work. Service levels not reflected and we are not assessing against what we need to.
- Page 149 – Debra Russell noted that management responses are unclear against recommendations. Discussion around WRR system and using Authority as the preferred system. Suggests that higher level objectives be determined in recommendations so that management can decide how to achieve these.
- Transfer matters to Outstanding Issues and Actions report and track progress.

Committee Resolution

MOVED Ms Debra Russell, Seconded Mr John Gavens

That the Audit & Risk Committee receive and note the update from Grant Thornton.

CARRIED 4:0

4.2 Strategic Internal Audit Plan – Financial Year 2018

Charter Reference: 9.2

Author's Title: Manager Governance & Risk

General Manager: Anne Howard

Department: Governance & Risk

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/412

Appendix:

1. Draft FY2018 Strategic Internal Audit Plan (D17/54524)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to review the Strategic Audit Plan – Financial Year 2018.

The Draft Strategic Audit Plan – Financial Year 2018 is attached for discussion.

Recommendation

That the Audit & Risk Committee endorses the Draft Strategic Audit Plan – Financial Year 2018.

Meeting Discussion

- Item noted not endorsed subject to further feedback.
- Investment management review has been scoped.
- Feedback from Audit and Risk Committee (ARC) to be consolidated by Brian Keane and emailed to Anne Howard.

Committee Resolution

MOVED Mr Brian Keane, Seconded Mr John Gavens

That the Audit & Risk Committee receive the Draft Strategic Audit Plan – Financial Year 2018. Item carried subject to feedback received from committee via email.

CARRIED 4:0

4.3 External Auditor Update (Victorian Auditor General's Office)

Charter Reference: 9.1.2

Author's Title: Manager Finance

General Manager: Anne Howard

Department: Finance

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/424

Appendix:

1. Interim Management Letter - Year ending 30 June 2017 (D17/50182)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive a verbal update from the External Auditors (VAGO).

Recommendation

That the Audit & Risk Committee receive and note the External Auditors (VAGO) update.

Meeting Discussion

- Brian Keane had discussed the report with VAGO who did not have concerns with any of the items.
- Due to the size of the agenda it was agreed that VAGO did not need to attend this meeting.
- Item received and noted.

Committee Resolution

MOVED Mr John Gavens, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the External Auditors (VAGO) update.

CARRIED 4:0

4.4 Performance Audit Report February - April 2017

Charter Reference: 9.9.3

Author's Title: Coordinator Risk Management & Legal Services **General Manager:** Anne Howard

Department: Governance & Risk **File No:** F17/205

Division: Governance & Infrastructure **Trim No:** IC17/417

Appendix:

1. Oversight Agencies Performance Audit Report April 2017 (D17/49438)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present the Performance Audit Reports from the various external agencies to identify learnings for Council.

Full copies of the reports can be located at the relevant websites.

Recommendation

That the Audit & Risk Committee receive and note the various external agencies performance audit reports and identify any learnings for Council.

Meeting Discussion

- Item received and improvement actions noted.

Committee Resolution

MOVED Ms Debra Russell, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the various external agencies performance audit reports and any learnings for Council.

CARRIED 4:0

5. FINANCIAL REPORTS

5.1 Quarterly Financial Report - March 2017

Charter Reference: 9.6

Author's Title: Manager Finance

General Manager: Anne Howard

Department: Finance

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/370

Appendix:

1. March 2017 Quarterly Finance Report (D17/44283)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present a Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Changes in Equity and Statement of Capital Works for the three months ending 31 March 2017.

Recommendation

That the Audit & Risk Committee receive and note the March 2017 Quarterly Financial Report.

Meeting Discussion

- Budget favourable year to date.
- Monthly Finance reporting to Council and is included in 5.2 – Internal reporting framework.
- Surplus cash to be re invested and is being actively managed.
- John Gavens has comments which he will discuss offline with John Brockway.

Committee Resolution

MOVED Ms Debra Russell, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the March 2017 Quarterly Financial Report.

CARRIED 4:0

5.2 Monthly Finance Report - March 2017

Charter Reference: 9.6

Author's Title: Manager Finance

General Manager: Anne Howard

Department: Finance

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/371

Appendix:

1. March 2017 Monthly Finance Report Council Briefing (D17/44218)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to provide the Audit & Risk Committee with a copy of the monthly financial management report provided to Council briefings as per the undertaking at the 21 February Audit & Risk Committee meeting.

Recommendation

That the Audit & Risk Committee note the March 2017 Monthly Finance Report for Council Briefing.

Meeting Discussion

- Item received and noted.

Committee Resolution

MOVED Ms Debra Russell, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee note the March 2017 Monthly Finance Report for Council Briefing.

CARRIED 4:0

5.3 Draft Budget 2017-18 & Long Term Financial Plan Update

Charter Reference: 9.6

Author's Title: Manager Finance

General Manager: Anne Howard

Department: Finance

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/363

Appendix:

1. Surf Coast Shire Draft Budget 2017 - 2018 for Public Exhibition - 11 April 2017 Council Meeting (D17/43852)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 – Section 80C:

Status:

Information classified confidential under Section 77 of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to provide a presentation on the Surf Coast Shire Draft Budget 2017-2018 and Long Term Financial Plan.

Recommendation

That the Audit & Risk Committee receive and note the update on the Surf Coast Shire Draft Budget 2017-2018 and Long Term Financial Plan.

Meeting Discussion

- Strong budget for community and Council.
- Budget working well with 2% rate cap, savings from EBA contributed to bridging gap.
- Unallocated cash surplus \$1.4M.
- Capital works remains high in this budget with some projects carried forward.
- Reforms included in budget – 10 year Financial Plan, based on allocation of overheads to service areas.
- Employee costs increased to 6% due to project costs, EBA and growth.
- The Committee discussed how we budget for next year and whether we can meet the planned capital works program based on this year. The CEO reported that we are continuing to build capacity to deliver the program and aiming to build on this each year.

Committee Resolution

MOVED Ms Debra Russell, Seconded Mr John Gavens

That the Audit & Risk Committee receive and note the update on the Surf Coast Shire Draft Budget 2017-2018 and Long Term Financial Plan.

CARRIED 4:0

5.4 Program Status Report - January to March 2017

Charter Reference: N/A

Author's Title: Manager Business Improvement **General Manager:** Phil Rowland

Department: Business Improvement **File No:** F17/145

Division: Office of the CEO **Trim No:** IC17/410

Appendix:

Nil

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Status:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive and note the Program Status Report for the January to March 2017 quarter.

Background

The Program Management Office (PMO) has responsibility to provide leadership, support and analysis for best practice project management, including standardising and building Surf Coast Shire Council's project management capability and methods. The PMO has responsibility to support successful delivery of Council's program of projects with the right approach and level of resources.

The Program Status Report is intended to provide a high level analysis to Executive Management Team and Council on progress of the overall program of capital and operational projects, provide a point of accountability for project managers to provide accurate status information including time, cost and scope, and for project sponsors to identify how they are addressing any risks to project delivery.

Each project in the Program Status Report is reported on monthly by the relevant project manager for status, and therefore risk to time, cost and scope. Status is reported to Executive Management Team monthly, and to Council quarterly.

A spend target has been established for the 2016/17 program based on:

- The program allocation made by Council in the 2016/17 Budget
- PLUS carry forwards from 2015/16
- LESS
 - Multi-year project funding that is planned to be expended in future years
 - Projects awaiting outcomes, such as grant or project partners preparedness, or high external risk i.e. subject to VCAT
 - Project funding in the process of being accumulated
 - Land transactions
 - Project contingency (from 2016/17 onwards)

In 2016/17 projects are being reported 'Life to Date' therefore multi-year project reporting will include actual spend from years prior and future allocation per Council resolutions for the total project budget. Project budgets are reported excluding contingency. Contingency funds for each project are centralised in a separate account to be drawn on as requested by the project sponsor and reviewed / approved by the PMO.

Spend targets for the 2016/17 Program, including post-budget adjustments, were presented to Council on 6 September 2016. The difference between the 2015/16 year-end actual spend and 2016/17 target is detailed below, and shows a significant increase in the Program to be delivered:

5.4 Program Status Report - January to March 2017

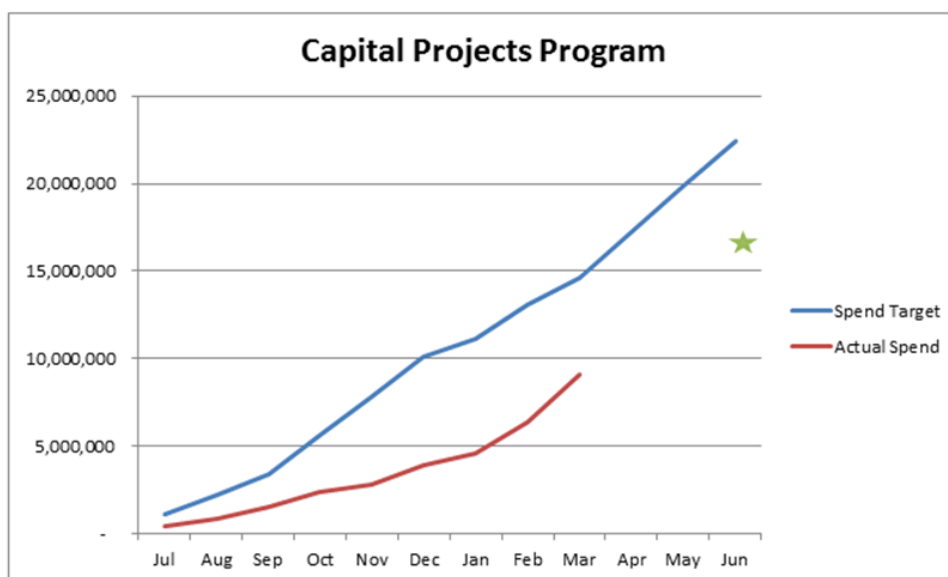
Program	Actual 2015/16 \$'000	Spend Target 2016/17 \$'000	Increase	
			\$'000	%
Capital	14,966	22,455	7,490	50.05
Operational	1,922	3,617	1,695	88.19
TOTAL	16,888	26,072	9,184	54.38
	Historically high figure	Significant increase		

The quarterly profile for 2016/17 spend is based on historical trend:

Quarter	Percentage (%) of annual spend
June to September 2016	15
October to December 2016	30
January to March 2017	20
April to June 2017	35

Discussion

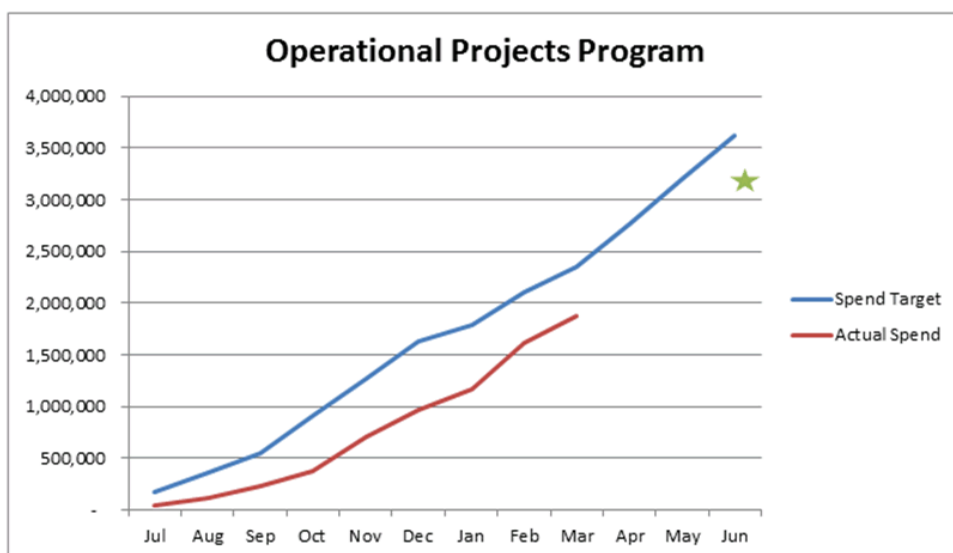
Spend for the Capital Project Program at 31 March was \$9.11m representing 62% of the projected Year to Date (YTD) spend of \$16.60m and 41% of the full year target of \$22.45m. During the 2017/18 budget development process Councillors were provided with an anticipated year end Capital spend target based on progress to date. This anticipated Capital spend is \$16.68m. Spend target and actual spend YTD at 31 March is presented in the graph that follows. The anticipated spend is also represented in the chart below, denoted by a green star.



In addition to actual spend; \$8.73m has been committed by contract for capital projects. This indicates that projects have been mobilised however is not a direct indication of spend that is guaranteed in this financial year as some commitments are spread over multi-year projects.

5.4 Program Status Report - January to March 2017

Spend for the Operational Project Program at 31 March was \$1.88m representing 80% of the projected YTD spend of \$2.35m and 52% of the full year target of \$3.70m. Councillors have been provided with an anticipated year end Operational spend target based on progress to date. This anticipated Operational spend is \$3.13m. Spend target and actual spend YTD at 31 March is presented in the graph that follows. The anticipated spend is also represented in the chart below, denoted by a green star.



In addition to actual spend; \$0.41m has been committed by contract for operational projects. This indicates that projects have been mobilised however is not a direct indication of spend that is guaranteed in this financial year as some commitments are spread over multi-year projects.

The graphs above indicate that spend is tracking below target. In the last quarter a number of challenges impacting delivery have been encountered including the following:

- recent tender outcomes have not been favourable, particularly for road related projects. There is currently very strong competition for work in this sector, both public and private
- project completion times are being impacted on projects where we are reliant on external asset owners to complete pre work i.e. VicRoads approvals for Surf Coast Hwy / Beach Rd signalisation.

The budget development process for 2017/18 has identified that Program spend for 2016/17 will be below the target reported to Council on 6 September 2016 however is anticipated to exceed the historically high figure of \$16.8m achieved in 2015/16. Officers are implementing the action plan they presented to Council in February 2017 to maximise delivery of the Program for 2016/17.

Conclusion

The Program for 2016/17 is tracking behind targeted spend for the January to March quarter. The budget development process for 2017/18 has identified that Program spend for 2016/17 is anticipated to reach \$19.81m, below the target reported to Council on 6 September 2016, however would exceed the historically high figure of \$16.8m achieved in 2015/16. Officers continue to implement an action plan to maximise delivery of the Program for 2016/17.

Recommendation

That the Audit & Risk Committee note the Program Status Report for the January to March 2017 quarter.

Meeting Discussion

- Item noted and taken as read.

Committee Resolution

MOVED Ms Debra Russell, Seconded Mr Brian Keane

That the Audit & Risk Committee note the Program Status Report for the January to March 2017 quarter.

CARRIED 4:0

6. OTHER REPORTS

6.1 SCS-014 Workplace Health & Safety Policy

Charter Reference: 9.7.4

Author's Title: Manager People & Culture

General Manager: Chris Pike

Department: People & Culture

File No: F17/145

Division: Culture & Community

Trim No: IC17/437

Appendix:

1. Draft - SCS-014 Workplace Health & Safety Policy (D17/50186)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present the SCS-014 Workplace Health & Safety Policy for Audit & Risk Committee review, as per the 2016/17 Work Plan which lists this policy for review at least annually.

The policy is currently in draft form and yet to be presented and approved by the Executive Management Team.

Recommendation

That the Audit & Risk Committee receive and note the SCS-014 Workplace Health & Safety Policy and provide any recommendations for amendment.

Meeting Discussion

- Item taken as read.
- Due to agenda size the Committee agreed to provide feedback via email.

Committee Resolution

MOVED Mr Brian Keane, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the SCS-014 Workplace Health & Safety Policy and provide any recommendations for amendment. Item carried subject to feedback received from Committee via email.

CARRIED 4:0

6.2 SCS-016 Investment Policy

Charter Reference: 9.4

Author's Title: Manager Finance

General Manager: Anne Howard

Department: Finance

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/361

Appendix:

1. SCS-016 Investment Policy - Reviewed July 2015(2) (D15/73978)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present the SCS-016 Investment Policy for Audit & Risk Committee review, as per the 2016/17 Work Plan which lists this policy for review at least annually.

The policy was adopted by Council in August 2015. The Finance team have reviewed the policy and no changes are recommended at this time.

Recommendation

That the Audit & Risk Committee receive and note the SCS-016 Investment Policy and provide any recommendations for amendment.

Meeting Discussion

- Item taken as read.
- Due to agenda size the Committee agreed to provide feedback via email.

Committee Resolution

MOVED Mr Brian Keane, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the SCS-016 Investment Policy and provide any recommendations for amendment. Item carried subject to feedback received from Committee via email.

CARRIED 4:0

6.3 Draft MPP-001 Asset Accounting Policy

Charter Reference: 9.4

Author's Title: Manager Finance

General Manager: Anne Howard

Department: Finance

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/359

Appendix:

1. MPP-001 Asset Accounting Policy (D17/50626)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Status:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present the MPP-001 Asset Accounting Policy.

Management have drafted an MPP-001 Asset Accounting Policy in response to item 1 on the Audit and Risk Committee's *Outstanding Issues and Actions Report*, which relates to recommendations made in the (VAGO) final management letter for the year ended 30 June 2016.

The Asset Accounting Policy formalises management processes and accounting treatment for:

- asset recognition,
- determination of carrying amounts for assets,
- depreciation charges and impairment losses to be recognised in relation to assets, and
- asset disposals.

This new policy will have the status of "Management Policy and Procedure", and current Council policy SCS-028 (Depreciation of Property, Infrastructure and Plant and Equipment) will be repealed.

Recommendation

That the Audit & Risk Committee receive and note the draft MPP-001 Asset Accounting Policy and provide any recommendations for amendment.

Meeting Discussion

- Item taken as read.
- Due to agenda size the Committee agreed to provide feedback via email.

Committee Resolution

MOVED Mr Brian Keane, Seconded Cr Clive Goldworthy

That the Audit & Risk Committee receive and note the draft MPP-001 Asset Accounting Policy and provide any recommendations for amendment. Item carried subject to feedback received from Committee via email.

CARRIED 4:0

6.4 Management Policies for Review

Charter Reference: 9.7.4

Author's Title: Manager Governance & Risk

General Manager: Anne Howard

Department: Governance & Risk

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/274

Appendix:

1. Freedom of Information Policy - under review (D17/25239)
2. Protected Disclosure Policy - under review (D17/12408)
3. Privacy and Data Protection Policy - under review (D17/27741)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present the following policies for review and comment, before being finalised for adoption, in accordance with the 2016/17 Work Plan:

- Freedom of Information
- Protected Disclosure
- Privacy and Data Protection.

The policies have been updated to include new titles, updating of language, grammar, format and any changes to legislation.

The Protected Disclosure Policy has been further updated to include

- Clearer procedures and information relating to the welfare of those making disclosures in accordance with the IBAC's report 'Guidelines for protected disclosure welfare management'. This includes information relating to the appointment of a Welfare Manager, a clear description of the role and protection against detrimental action.
- Inclusion of procedures for the CEO to report suspected corrupt conduct to the IBAC as this may overlap with the protected disclosure regime.

Recommendation

That the Audit & Risk Committee notes the updates to the Protected Disclosure Policy, Privacy and Data Protection Policy and the Freedom of Information Policy, and provides any feedback for consideration before final adoption.

Meeting Discussion

- Item taken as read.
- Due to agenda size the Committee agreed to provide feedback via email.

Committee Resolution

MOVED Mr Brian Keane, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee notes the updates to the Protected Disclosure Policy, Privacy and Data Protection Policy and the Freedom of Information Policy, and provides any feedback for consideration before final adoption. Item carried subject to feedback received from Committee via email.

CARRIED 4:0

6.5 Compliance with Legislation, Policy & Procedures

Charter Reference: 9.7.3

Author's Title: Manager Governance & Risk

General Manager: Anne Howard

Department: Governance & Risk

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/246

Appendix:

1. Legislative Compliance - May 2017 (D17/20492)
2. Legislative Compliance Schedule 2016/17 (D17/25067)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to provide an update on Council's internal control framework and particularly compliance with key legislation, policies and procedures.

Council is required to develop and maintain adequate procedures, systems and guidelines to enable:

- Preparation of accurate financial statements
- Timely and reliable external and internal reporting
- Safeguarding of public assets
- Prevention of fraud, errors and other irregularities and
- Compliance with legislation, policy and procedures.

The assessment of the key legislation, policies, procedures and guidelines has been conducted in accordance with the annual internal audit plan in order to assess effectiveness.

The internal self-assessment has concluded that overall the framework is effective. There are however a number of actions which have been identified where improvements are required and underway.

A legislative compliance calendar has been developed to track compliance with additional requirements in a post-election year. This is also attached for information.

Recommendation

That the Audit & Risk Committee notes the assessment of the internal control framework.

Meeting Discussion

- Item taken as read.
- Due to agenda size the Committee agreed to provide feedback via email.

Committee Resolution

MOVED Mr Brian Keane, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee notes the assessment of the internal control framework. Item carried subject to feedback received from Committee via email.

CARRIED 4:0

6.6 Letter to Grant Thornton

Charter Reference: 9.10

Author's Title: Manager Governance & Risk

General Manager: Anne Howard

Department: Governance & Risk

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/275

Appendix:

1. Letter to Grant Thornton (D17/28653)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Status:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present a copy of the letter which was sent to Grant Thornton to request confirmation of their ongoing commitment to the contract, as agreed at the Audit & Risk Committee meeting on 21 May 2017.

Recommendation

That the Audit & Risk Committee receives and notes the letter which was sent to Grant Thornton.

Meeting Discussion

- Item taken as read.
- Grant Thornton had provided no response to the letter but verbally reiterated their commitment and reported hiring additional staff to service the sector.

Committee Resolution

MOVED Mr John Gavens, Seconded Mr Brian Keane

That the Audit & Risk Committee receives and notes the letter which was sent to Grant Thornton.

CARRIED 4:0

6.7 Gifts & Hospitality Register & Councillor Entitlements, Education & Other Expenses Report

Charter Reference: 9.7.5

Author's Title: Team Leader Governance

General Manager: Anne Howard

Department: Governance & Risk

File No: F16/145

Division: Governance & Infrastructure

Trim No: IC17/262

Appendix:

1. Gifts & Hospitality Register 2016 - 2017 (D17/48011)
2. Councillor Allowances & Other Expenses Report - 1 July 2016 - 30 April 2017 (D17/48704)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present to the Gifts & Hospitality Register 2016 - 2017 and the Councillor Entitlements, Education & Other Expenses Report for the period 1 July 2016 – 30 April 2017.

Recommendation

That the Audit & Risk Committee receive and note the Gifts & Hospitality Register 2016 - 2017 and the Councillor Entitlements, Education & Other Expenses Report for the period 1 July 2016 – 30 April 2017.

Meeting Discussion

- Councillor expenses now reported quarterly in Chambers and published on website.
- Table on page 481 – John Gaven expressed concern list should be longer and include declined items.
- Policy in reasonable shape however procedures around it need to be tidied up.
- Reconsider how the register is compiled to ensure there is more transparency. Suggestions included:
 - Example of six tickets worth \$2000 – Include breakdown who is final recipient. Council may receive tickets as part of event sponsorship. Suggest we look at this practice.
 - Offers of gifts that are declined should to be recorded. Officers agreed to conduct review of policy against Auditor General and Victorian Public Sector Guideline.

Committee Resolution

MOVED Mr John Gavens, Seconded Mr Brian Keane

That the Audit & Risk Committee receive and note the Gifts & Hospitality Register 2016 - 2017 and the Councillor Entitlements, Education & Other Expenses Report for the period 1 July 2016 – 30 April 2017.

CARRIED 4:0

6.8 Development of the Council Plan 2017-2021

Charter Reference: 9.10

Author's Title: Coordinator Governance & Corporate Planning

General Manager: Anne Howard

Department: Governance & Risk

File No: F15/1705

Division: Governance & Infrastructure

Trim No: IC17/364

Appendix:

1. Surf Coast Shire Council Plan 2017-2021 Discussion Paper (D17/44914)
2. Surf Coast Shire Council Plan 2017-2021 Community Engagement Report (D17/40900)
3. Surf Coast Shire Council Plan Summary 2017-2021 - Plan on a page (D17/43178)
4. Surf Coast Shire Council Plan 2017-2021 (incorporating the Health and Wellbeing Plan) (D17/42415)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 – Section 80C:

Yes

No

Status:

Information classified confidential under Section 77 of the Local Government Act:

Yes

No

Reason: Nil

Purpose

The purpose of this report is to provide an update on the development of the Council Plan (including the Health and Wellbeing Plan) for 2017-2021.

Background

Section 125(1) of the Local Government Act 1989 (the Act) requires Council to prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later, and to provide a copy of the adopted Council Plan to the Minister for Local Government by 30 June. Prior to final adoption of the Council Plan, the Act requires Council to publically exhibit the draft document and to receive and considers submissions in this regard.

Section 26 of the Public Health and Wellbeing Act 2008 requires Council to prepare a Municipal Public Health and Wellbeing Plan (Health and Wellbeing Plan) within the period of 12 months after each general election of the Council. Section 27 of this Act allows for the integration of the Health and Wellbeing Plan into the Council Plan.

The Council Plan and Health and Wellbeing Plan for 2017-2021 have been integrated to strengthen and streamline reporting processes.

The draft Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021 (The Plan) has been prepared in accordance with the above statutory requirements and following an extensive community engagement process. The Plan outlines the priorities for the Council for the next four years and provides broad direction for the organisation.

Discussion

The Council Plan is the key corporate document that provides direction to the operations of Council, as well as articulating to the community what Council hopes to achieve during its elected term. A copy of the adopted Council Plan, including a Strategic Resource Plan, is required to be submitted to the Minister for Local Government prior to 30 June following a general election.

Section 26 of the Public Health and Wellbeing Act 2008 requires Council to prepare a Municipal Public Health and Wellbeing Plan (Health and Wellbeing Plan) within the period of 12 months after each general election of the Council. Section 27 of this Act allows for the integration of the Health and Wellbeing Plan into the Council Plan.

The Council Plan and Health and Wellbeing Plan for 2017-2021 have been integrated to strengthen and streamline reporting processes.

6.8 Development of the Council Plan 2017-2021

Developing the Plan

The Draft Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021 has been prepared following an extensive community engagement process.

Council developed a Discussion Paper (appendix 1) as the basis of community engagement to inform development of the Council Plan. A survey tool was designed and publicised inviting feedback on the paper. The survey process held in January and February 2017 attracted responses from over 930 people.

Other engagement activities included:

- targeted engagement activities for people under 25 and over 65 years of age
- review of the Youth Survey completed in 2016
- review of the customer satisfaction survey completed in 2016.

Council considered the community's input during March and April 2017 and reviewed Council's proposed vision and strategic objectives for the next four years. Council used the agreed vision and objectives to develop draft strategies to show how Council could achieve each objective and measures to assist the community to assess Council's performance each year.

The results of Community Engagement against the Discussion Paper are attached at Appendix 2.

Feedback collected against the Discussion Paper informed development of the summary Plan on a Page (Appendix 3) and the Draft Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021 (Appendix 4).

Exhibition and adoption of the Plan

Prior to adopting its Council Plan, Council is required to publicly exhibit the draft document, and to receive and consider public submissions in regard to the draft document. Section 223 of the Local Government Act 1989, requires this public exhibition process to continue for a period of not less than 28 days after the date on which a public notice is published.

At a Special Meeting of Council held on Tuesday 11 April Council formally resolved on the Draft Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021 (Appendix 4), and commenced the public exhibition process.

Submissions against the Draft Council Plan will be accepted until 4pm on 11 May. A Hearing of Submissions Committee meeting is scheduled to be held on 30 May 2017 commencing at 6pm in the Council Chambers, 1 Merrijig Drive, Torquay.

Council intends to consider the draft Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021 for adoption at a Special meeting of Council, scheduled to be held on Thursday 22 June 2017.

Recommendation

That the Audit & Risk Committee note Council's progress in development of the Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021.

Meeting Discussion

- Council Plan discussion paper issued to community and strong feedback received.
- Vision Purpose and Direction affirmed.
- Five core themes – Wellbeing, Environment, Governance, Balancing Growth and Vibrancy of Economy.
- Torquay, Jan Juc and Winchelsea – Growth areas.
- Key risks over next 4 years – Need to ensure focussed on core priorities and not have so many that they get lost in the process. Some actions have significant community interest and will influence how Council progresses eg provision of rail service.
- Hearing of Submissions - 30 May 2017.

Committee Resolution

MOVED Mr John Gavens, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee note Council's progress in development of the Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021.

CARRIED 4:0

6.9 Transparency of Local Government Decision Making

Charter Reference: 9.10

Author's Title: Coordinator Corporate Planning **General Manager:** Anne Howard

Department: Governance & Risk **File No:** F17/145

Division: Governance & Infrastructure **Trim No:** IC17/266

Appendix:

1. Summary Report - Victorian Ombudsman - Investigation into the Transparency of Local Government Decision Making - December 2016 (D17/27577)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Status:

Information classified confidential under Section 77
of the Local Government Act.

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to provide a summary of the Victorian Ombudsman's Report dated December 2016 relating to the transparency of local government decision making and in particular Surf Coast Shire Council.

Recommendation

That the Audit & Risk Committee receive and note the summary of the Victorian Ombudsman's Report dated December 2016 relating to the transparency of local government decision making.

Meeting Discussion

- Item taken as read.
- Due to agenda size the Committee agreed to provide feedback via email.

Committee Resolution

MOVED Mr Brian Keane, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive and note the summary of the Victorian Ombudsman's Report dated December 2016 relating to the transparency of local government decision making. Item carried subject to feedback received from Committee via email.

CARRIED 4:0

7. ADMINISTRATIVE MATTERS

7.1 Committee Work Plan 2017-2018

Charter Reference: 9.10.4

Author's Title: Team Leader Governance

General Manager: Anne Howard

Department: Governance & Risk

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/281

Appendix:

1. Draft - Audit and Risk Committee Work Plan 2017-2018 - May 2017 (D17/28984)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The purpose of this report is to present the draft 2017-2018 Audit & Risk Committee Work Plan for consideration and adoption.

Recommendation

That the Audit & Risk Committee adopts the Audit & Risk Committee Work Plan for 2017-2018.

Meeting Discussion

- Item noted and taken as read.
- Agreed this represents the Committee's work plan for the next year.

Committee Resolution

MOVED Mr Brian Keane, Seconded Ms Debra Russell

That the Audit & Risk Committee adopts the Audit & Risk Committee Work Plan for 2017-2018.

CARRIED 4:0

7.2 Next Meeting & Proposed Agenda Outline

Charter Reference: 9.10.4

Author's Title: Team Leader Governance

General Manager: Wendy Hope

Department: Governance & Risk

File No: F17/145

Division: Governance & Infrastructure

Trim No: IC17/378

Appendix:

Nil

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential under Section 77
of the Local Government Act:

Yes

No

Yes

No

Reason: Nil

Purpose

The next meeting is scheduled to be held on **Thursday, 7 September 2017 from 9.00 – 11.30am.**

The proposed Agenda outline for this meeting is as follows:

- Audit Committee Members-Only Session with VAGO
- Chief Executive Officer's update
- Outstanding Issues & Actions
- Business Improvement update
- Financial Reports
 - Monthly Finance Report
 - Review Accounting Principles, Policies and Practices
 - Review Annual Financial Statements
 - Local Government Annual Performance Reporting Framework (LGPRF) Results
- Risk Management
 - Enterprise Risk Management Report
 - Review of Risk Policy
 - WHS and Program Management Report
- Audit Reports
 - Internal Auditors Update (Grant Thornton)
 - External Audit Update (VAGO)
 - Performance Audit Reports – External Bodies
- Other Reports
 - Review SCS 009 Infrastructure Special Rates and Charges Scheme Policy
 - Review SCS 013 Sale of Council Land Policy
 - Review SCS 019 Procurement Policy
 - Review Management's Fraud Prevention Strategies and Programs
 - Evaluation of Audit and Risk Committee's performance (including management views).
 - Review of Committee Annual Report to Council.
- Administrative Matters
 - Next Meeting Date & Proposed Agenda

Recommendation

That the Audit & Risk Committee note the proposed agenda outline for the next meeting to be held on Thursday, 7 September 2017 from 9.00 – 11.30am.

Meeting Discussion

- Item noted and taken as read.

Committee Resolution

MOVED Ms Debra Russell, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee note the proposed agenda outline for the next meeting to be held on Thursday, 7 September 2017 from 9.00 – 11.30am.

CARRIED 4:0

Close: There being no further items of business the meeting closed at 11.40am

6. ASSEMBLIES OF COUNCILLORS

6.1 Assemblies of Councillors

Author's Title: Administration Officer

General Manager: Anne Howard

Department: Governance

File No: F17/285

Division: Governance & Infrastructure

Trim No: IC17/552

Appendix:

1. Assembly of Councillors - Council Briefing - 23 May 2017 (D17/61791)
2. Assembly of Councillors - Council Briefing - 6 June 2017 (D17/66380)
3. Assembly of Councillors - Council Briefing - 13 June 2017 (D17/69129)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to receive and note the Assembly of Councillors records received since the previous Council Meeting.

Summary

The Local Government Act 1989 section 80A(2) states that the Chief Executive Officer must ensure that the written record of an assembly of Councillors is as soon as practicable reported at an Ordinary Meeting of Council and incorporated in the minutes of that Council Meeting.

Recommendation

That Council receive and note the Assembly of Councillors records for the following meetings:

1. Council Briefing - 23 May 2017.
2. Council Briefing - 6 June 2017.
3. Council Briefing - 13 June 2017.

6.1 Assemblies of Councillors

APPENDIX 1 ASSEMBLY OF COUNCILLORS - COUNCIL BRIEFING - 23 MAY 2017



Assembly of Councillors Record

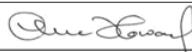
Description of Meeting: 3 rd Council Briefing Meeting
Responsible Officer: Anne Howard – General Manager, Governance and Infrastructure
Date: 23 May 2017
In Attendance: Yes (✓) No (X) N/R (Not Required)

Councillors		Officers		Others	
Cr. Brian McKitterick, Mayor	✓	Chief Executive Officer - Keith Baillie	✓		
Cr. David Bell	✓	General Manager Governance & Infrastructure – Anne Howard	✓		
Cr. Libby Coker	✓	General Manager Environment & Development– Ransce Salan	✓		
Cr. Martin Duke	✓	General Manger Culture & Community - Chris Pike	✓		
Cr. Clive Goldsworthy	✓	Team Leader Governance – Danni Vasiloski	✓		
Cr. Rose Hodge	✓	Manager Finance – John Brockway	✓		
Cr. Carol McGregor, Deputy Mayor	✓	Manager Program Management Office – Rowena Frost	✓		
Cr. Margot Smith	X				
Cr. Heather Wellington	✓				

MEETING COMMENCED	3.25pm	MEETING CONCLUDED	4.00pm
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Matters considered at the meeting (or attach agenda)
1. Monthly Finance Report – End March 2017
2. Quarterly Program Status Report – January to March 2017
3. Agenda Review – 23 May 2017 Council Meeting Agenda

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Yes/No)	Type & Details of Interest(s) Disclosed
Nil declared		

Responsible Officer Signature:  **Print Name:** Anne Howard

Date: 24 May 2017

To be completed on conclusion of session and provided to Governance Administration Officer.

General Information:

An assembly of Councillors means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be -

- (a) the subject of a decision of the Council; or
- (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee— but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;
- The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly, and made available for public inspection at the Council offices for 12 months after the date of the assembly [s80A(2)].
- The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s.80A(1)].
- A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
- A Councillor attending an assembly of Councillors must disclose a conflict of interest and leave the assembly while a matter is being considered, if he or she knows that the particular matter is one that if it was to be considered and decided by Council, he or she would have to disclose a conflict of interest* under the Act [s.80A(3)].

6.1 Assemblies of Councillors

APPENDIX 2 ASSEMBLY OF COUNCILLORS - COUNCIL BRIEFING - 6 JUNE 2017



Assembly of Councillors Record

Description of Meeting: Council Briefing Meeting
Responsible Officer: Anne Howard – General Manager, Governance and Infrastructure
Date: 6 June 2017
In Attendance: Yes (✓) No (X) N/R (Not Required)

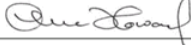
Councillors		Officers		Others	
Cr. Brian McKitterick, Mayor	✓	Chief Executive Officer - Keith Baillie	✓	External Presenter - G2 Urban Planning - 86-92 The Esplanade, Torquay - Giovanni Gattini, Director – G2 Urban Planning	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓	External Presenter - Graphos Architects - George Koukouras	✓
Cr. Libby Coker	✓	General Manager Culture & Community - Chris Pike	✓	Graphos Architects - Andrew Veenstra	✓
Cr. Martin Duke	✓	General Manager Environment and Development – Ransce Salan	✓	Liuzzi Property Group - Alfonso Liuzzi - Developer	✓
Cr. Clive Goldsworthy	✓	Team Leader Governance - Danni Vasiloski	✓	TTM – Jim Higgs	✓
Cr. Rose Hodge	X	Manager Development & Planning – Bill Cathcart	✓	Intrapac - Max Shifman	✓
Cr. Carol McGregor, Deputy Mayor	✓	Manager Recreation & Open Space Planning – Shaan Briggs	✓	Intrapac - Bill Cathcart name of second presenter	✓
Cr. Margot Smith	X	Manager Finance – John Brockway	✓		
Cr. Heather Wellington	X	Coordinator Management Accounting – Gabby Spiller	✓		
		Manager Economic Development and Tourism – Matt Taylor	✓		
		Coordinator Governance & Corporate Planning – Danielle Foster	✓		
		Project Manager – Capital and Operational Projects – Susan Green	✓		
		Coordinator Communications and Community Relations – Darryn Chiller	✓		

MEETING COMMENCED	10.05am	MEETING CONCLUDED	2.40pm
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Matters considered at the meeting (or attach agenda)	
External Presentation 1 - G2 Urban Planning - 86-92 The Esplanade, Torquay	
External Presentation 2 - Quay 2	
1. Confirmation of Council Briefing Minutes – 9 May 2017	
2. Conflicts of Interest	
3. Hearing of Submissions - 30 May 2017 – 1.1 Draft Council Plan (incorporating Health and Wellbeing Plan) 2017-2021	
4. Hearing of Submissions - 30 May 2017 – 1.2 Draft Budget 2017/2018	
5. Great Ocean Road Gateway Project - Presentation	
6. Hinterland Futures Project - Presentation	
7. Surf Coast Multi-purpose Indoor Stadium - Presentation	
8. Open Space Strategy 2016 - 2025 - Year 1 Progress Report	
9. Petition Responses - Regarding flying the Rainbow Flag for Marriage Equality	
10. Removal of SCS 028 Asset Accounting Policy	
11. Lorne-Deans Marsh Road and Cape Otway Road Intersection - Discussion	
12. Other Business	

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting	Type & Details of Interest(s) Disclosed



	(Yes/No)	
Nil declared		
Responsible Officer Signature:		Print Name: Anne Howard
Date: 7 June 201417		
To be completed on conclusion of session and provided to Governance Administration Officer.		

General Information:

An assembly of Councillors means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be -

- (a) the subject of a decision of the Council; or
- (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee— but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;
- The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly, and made available for public inspection at the Council offices for 12 months after the date of the assembly [s80A(2)].
- The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s.80A(1)].
- A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
- A Councillor attending an assembly of Councillors must disclose a conflict of interest and leave the assembly while a matter is being considered, if he or she knows that the particular matter is one that if it was to be considered and decided by Council, he or she would have to disclose a conflict of interest* under the Act [s.80A(3)].

6.1 Assemblies of Councillors

APPENDIX 3 ASSEMBLY OF COUNCILLORS - COUNCIL BRIEFING - 13 JUNE 2017



Assembly of Councillors Record


Description of Meeting: Council Briefing Meeting
Responsible Officer: Anne Howard – General Manager, Governance and Infrastructure
Date: 13 June 2017
In Attendance: Yes (✓) No (X) N/R (Not Required)

Councillors		Officers		Others	
Cr. Brian McKitterick, Mayor	✓	Chief Executive Officer - Keith Baillie	✓	Externals Matthew Gomes - Delivery Engineer, Safe System Road Infrastructure Program, VicRoads	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓	Matthew Hustwaite - Delivery Engineer, Safe System Road Infrastructure Program, VicRoads	✓
Cr. Libby Coker	✓	General Manager Culture & Community - Chris Pike	✓	Olivia Shying - Delivery Engineer, Safe System Road Infrastructure Program, VicRoads	✓
Cr. Martin Duke	✓	General Manager Environment and Development – Ransce Salan	✓		
Cr. Clive Goldsworthy	✓	Team Leader Governance – Candice Holloway	✓		
Cr. Rose Hodge	✓	Business Improvement Officer - Trevor Britten	✓		
Cr. Carol McGregor, Deputy Mayor	X	Manager Facilities & Open Space Operations - Travis Nelson	✓		
Cr. Margot Smith	✓	Coordinator Strategic Planning - Karen Hose	✓		
Cr. Heather Wellington	X	Manager Environment & Community Safety - Rowan McKenzie	✓		
		Manager Engineering Services - Peter McLean	✓		
		Manager Recreation & Open Space Planning – Shaan Briggs	✓		
		Co-ordinator Community Emergency Management - Virginia Morris	✓		
		Project Manager – Capital and Operational Projects – Susan Green	✓		
		Co-ordinator Communications and Community Relations - Darryn Chiller	✓		
		Sustainability Officer – Lachlan McLean	✓		
		Project Manager Capital & Operational Projects - Agnes Tong	✓		
		Senior Planner - Ben Schmied	✓		

MEETING COMMENCED	10.00am	MEETING CONCLUDED	1.41pm
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Matters considered at the meeting
External Presentation 1 – VicRoads Delegation
1. Confirmation of Council Briefing Minutes – 6 June 2017
2. Conflicts of Interest
3. Shire Head Office – Location and Utilisation of Flag Poles
4. Review of Sport and Recreation Services – Project Initiation
5. Complaints Policy
6. Surf Coast Indoor Stadium Management Model – Presentation



7. Torquay Transit Corridor		
8. 25% by 2020 Renewable Energy Program Update - Presentation		
9. C122 - Customer Focussed Planning Scheme Review - Local VicSmart Provisions - Presentation		
10. Petition Response – Removal and relocation of Bus Terminus at Strathmore Drive, Jan Juc		
11. Proposal to Lease Council Land - 2 Quay Boulevard Torquay		
12. Adoption of the Road Management Plan		
13. Capital Works Community Engagement Policy Review		
14. Winchelsea Independent Living Units - Proposed Transfer to Hesse Rural Health		
15. Business Case Investment Update - Presentation		
16. Other Business – no items raised		
Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Yes/No)	Type & Details of Interest(s) Disclosed
Nil declared		
Responsible Officer Signature: 		Print Name: Anne Howard
Date: 14 June 201417		
To be completed on conclusion of session and provided to Governance Administration Officer.		

General Information:

An assembly of Councillors means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be -

- (a) the subject of a decision of the Council; or
- (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee— but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;
- The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly, and made available for public inspection at the Council offices for 12 months after the date of the assembly [s80A(2)].
- The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s.80A(1)].
- A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
- A Councillor attending an assembly of Councillors must disclose a conflict of interest and leave the assembly while a matter is being considered, if he or she knows that the particular matter is one that if it was to be considered and decided by Council, he or she would have to disclose a conflict of interest* under the Act [s.80A(3)].

7. URGENT BUSINESS/PETITIONS/NOTICES OF MOTION

7.1 Notice of Motion to Rescind - 23 May 2017 - Flying the Rainbow Flag

Author's Title: Chief Executive Officer

CEO: Keith Baillie

Department: Office of the CEO

File No: F17/285

Division: Office of the CEO

Trim No: IC17/619

Appendix:

1. Schedule B - Rescission Motion - 23 May 2017 (D17/61226)
2. Urgent Business Item 7.4 – Councillor Motion Regarding Rainbow Flag - 23 May 2017 (D17/69092)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to receive a Notice of Rescission Motion dated 23 May 2017 – Flying the Rainbow Flag.

Summary

The Chief Executive Officer received a Notice of Rescission Motion on 23 May 2017 in accordance with Local Law 2. The Notice of Rescission Motion relates to item 7.4 of the 23 May 2017 Council meeting and is provided as appendix 1.

Recommendation

1. That the motion of Council passed on 23/5/17, namely the motion in urgent business a motion by Cr. Heather Wellington seconded by Cr. Goldsworthy with a 5:4 with the Mayor using his second vote. There are 5 lengthy recommendations which I have attached. the motion be rescinded; and
2. Subject to that motion being carried in its place, Cr Hodge proposes to move the Surf Coast Council reverts to the vote taken on the 26th April 2017 on the Surf Coast Shire flies the Rainbow flag from 17th May 2017 (IDAHOT) Day) until formal acceptance of marriage equality by the Federal Government a vote of 5:3 moved R Hodge, 2nd Cr D. Bell.

7.1 Notice of Motion to Rescind - 23 May 2017 - Flying the Rainbow Flag

APPENDIX 1 SCHEDULE B - RESCISSION MOTION - 23 MAY 2017

SCHEDULE B - RESCISSION MOTIONS

The following guidelines apply for the lodgment of a notice of intention to move that a resolution passed by Council be rescinded or amended:

1 Notices of rescission must be in the correct format, namely:

It is the intention of Councillor Rose Hodge to move at the Ordinary/Special Meeting of Council to be held on 27/06/2017 at 10:30 AM.

That the motion of Council passed on 23/5/2017, namely:

The motion in urgent business a motion by Cr. Heather Wellington seconded by Cr. Goldsworthy with a 5:4 with the mayor using his second vote. There are 5 lengthy recommendations which I have attached the motion.

be rescinded or amended and subject to that motion being carried in its place, Cr Hodge proposes to move:

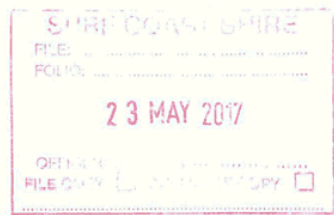
The Surfcoast Canal reverts to the vote taken on the 26th April 2017 on Flying The Surfcoast Shire flies the Rainbow flag from 17th May 2017 (IDAMOT) DAY) until formal acceptance of marriage equality by the federal Government a vote of 5:3

Moved R Hodge
2nd Cr D. Bell

Councillor Councillor Councillor

This notice was received by me at 9:05 am on 23 MAY 2017

CHIEF EXECUTIVE OFFICER
Vern Benni



7.1 Notice of Motion to Rescind - 23 May 2017 - Flying the Rainbow Flag

**APPENDIX 2 URGENT BUSINESS ITEM 7.4 - COUNCILLOR MOTION REGARDING RAINBOW
FLAG - 23 MAY 2017**

7.4 Urgent Business – Councillor Motion regarding Rainbow Flag

Motion

1. That Council immediately initiates a comprehensive process of consultation with the local community to determine whether Surf Coast Shire citizens support Council flying the rainbow flag or otherwise lobbying or attempting to influence the Australian Government on the issue of marriage equality.
2. That as part of the community consultation process, Council immediately:
 - a. writes to the not-for-profit business, trading and community associations that represent the various geographic communities located in the Shire to inquire:
 - i. about their general attitude to Council engaging in public commentary and/or lobbying about issues that are the specific legislative responsibility of the federal or state government and have no immediately obvious nexus with Council's roles or responsibilities;
 - ii. if they support Council engagement in such activities, how they suggest Council should identify priority topics; and
 - iii. whether they support Council flying the rainbow flag until the federal government approves marriage equality;
 - b. commissions a reputable and experienced third party to survey the community on the issues listed above, utilising a statistically valid sampling methodology similar to that used for the annual local government community satisfaction survey;
 - c. communicates in writing with all residents and ratepayers, inviting submissions on the issues listed above; and
 - d. holds a meeting to hear submissions in each ward of the Shire.
3. That the outcomes of the community consultation process, including information about the attitudes of different towns in the Shire, are reported at a public meeting of Council.
4. That Council immediately lowers the rainbow flag currently flying over the Shire offices in Torquay and does not raise it again on any Shire facility unless it resolves to do so following consideration of the results of the community consultation process described above.
5. That if Council resolves to fly the rainbow flag in the future, it identifies an appropriate location that does not result in the rainbow flag taking precedence over the Australian, Victorian and/or Indigenous flags.

Rationale

A *mandate* is the authority granted by a constituency to act as its representative. Council's constituency is the entire Surf Coast Shire community.

Under section 51(xxi) of the *Commonwealth of Australia Constitution Act*, the Australian Parliament holds the power to legislate on marriage.

Council is established by State Government legislation. A Council mandate to act may arise because:

- the State Government has allocated Council a legislative or administrative power; or
- the local community has indicated an expectation that Council will act on a particular issue.

While Council has a role in advocating the interests of the local community, good governance requires it to advocate in accordance with community priorities, not the priorities or beliefs of individual councillors or of particular sections of the community in the absence of broad community support for such advocacy. It is entirely inappropriate for Council to purport to represent the local community on any issue unless there is a reasonable basis for concluding that the local community wishes to be represented in that way.

Council has always been proud of its community engagement practices. It is extremely uncharacteristic of Council to make significant decisions, such as flying a flag to attempt to force change in federal government policy and Australian law, without systematic community consultation to determine whether that action is supported by the local community. This is political, not social advocacy, and it is a highly divisive act unless there is clear community consensus to support it.

It has become very clear that there is deep division within the community about Council's recent decision to fly the rainbow flag continuously from 17 May 2017 (IDAHOT Day) until formal acceptance of marriage equality by the Federal Government. That division creates the necessary justification for Council to undertake a systematic process of community consultation to determine whether it should use Shire/community facilities for that purpose.

The purpose of community consultation is not to ask the Surf Coast Shire community whether it supports marriage equality or a change in Australian law. It is to ask the community whether it wishes the Shire to represent it in the way it is currently being represented, by flying a flag on its civic building. Because the Shire offices are the 'town hall' for the entire Shire, Council should seek to understand the attitudes of different communities within the Shire, as well as of the overall Shire population. Given the obvious propensity for community feedback on this issue to be skewed by groups with specific but not necessarily representative interests, it is appropriate to use a survey conducted by an independent agency in accordance with a statistically valid sampling methodology to test community views. This will provide an ideal vehicle, together with Council's usual methodologies of direct consultation and submissions processes, to determine local community views on this matter. Council should not fly the rainbow flag from any Shire facility unless it confirms that there is a clear mandate from the local community to do so. I commend this motion to Council.

Cr Heather Wellington

Council Resolution

MOVED Cr Heather Wellington, Seconded Cr Clive Goldsworthy

1. That Council immediately initiates a comprehensive process of consultation with the local community to determine whether Surf Coast Shire citizens support Council flying the rainbow flag or otherwise lobbying or attempting to influence the Australian Government on the issue of marriage equality.
2. That as part of the community consultation process, Council immediately:
 - a. writes to the not-for-profit business, trading and community associations that represent the various geographic communities located in the Shire to inquire:
 - i. about their general attitude to Council engaging in public commentary and/or lobbying about issues that are the specific legislative responsibility of the federal or state government and have no immediately obvious nexus with Council's roles or responsibilities;
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5. That if Council resolves to fly the rainbow flag in the future, it identifies an appropriate location that does not result in the rainbow flag taking precedence over the Australian, Victorian and/or Indigenous flags.

The mayor used his casting vote after the vote to result in carried 5:4.

CARRIED 5:4

Councillor *Cr Rose Hodge* called for division and votes were recorded as follows:

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Mayor McKitterick	Cr Bell	Nil
Cr Goldsworthy	Cr Coker	
Cr McGregor	Cr Duke	
Cr Wellington	Cr Hodge	

The mayor used his casting vote after the vote to result in carried 5:4.

CARRIED 5:4

7.2 Petitions Received - Regarding Flying the Rainbow Flag for Marriage Equality

Author's Title: Manager Community Relations **General Manager:** Chris Pike
Department: Community Relations **File No:** F14/1807
Division: Culture & Community **Trim No:** IC17/634

Appendix:

1. Petition 1 - Petition from Surf Coast for Marriage Equality- IDAHOT Rainbow Flag - Redacted (D17/71908)
2. Petition 2 - Petition from Geelong for Marriage Equality - IDAHOT Rainbow Flag - Redacted (D17/71902)
3. Petition 3 – No to rainbow flag - Redacted (D17/72239)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

The purpose of this report is to receive and note three petitions regarding the flying of the Rainbow Flag in support of Marriage Equality.

The petitions follow Council's decision made at the Ordinary Council Meeting held 26 April 2017, Item 7.2 – IDAHOT Day Flag – NOM-132:

"That Surf Coast Shire Council flies the Rainbow Flag continuously from 17 May 2017 (IDAHOT Day) until formal acceptance of marriage equality by the Federal Government."

- Petition 1 consists of 743 signatures and supports Council's decision.
- Petition 2 consists of 1019 digital signatures and also supports Council's decision.
It is noted that Petition 2 does not constitute correct format in accordance with Local Law No.2 Council Meeting Procedures & Common Seal, section 19.2, due to lack of the physical addresses of persons who signed.
- Petition 3 consists of 9 signatures and does not support Council's decision.

Recommendation

That Council:

1. Receive and note the three petitions regarding flying of the Rainbow Flag in support of marriage equality, in accordance with its Local Law No. 2 – Meeting Procedure, noting that Petition 2 does not comply with Section 19.2.
2. Note that the matters referred to in the petitions are the subject of Agenda Items 1.1 – Shire Head Office – Location and Utilisation of Flag Poles and 7.1 – Notice of Motion to Rescind - 23 May 2017 - Flying the Rainbow Flag.
3. Consider the petitions as part of the deliberations on Agenda Items 1.1 – Shire Head Office – Location and Utilisation of Flag Poles, in accordance with section 19.4 of Local Law No.2 – Meeting Procedure.
4. Advise the first named petitioners of the outcome.

7.2 Petitions Received - Regarding Flying the Rainbow Flag for Marriage Equality

**APPENDIX 1 PETITION 1 - PETITION FROM SURF COAST FOR MARRIAGE EQUALITY- IDAHOT
RAINBOW FLAG - REDACTED**

The Mayor and Councillors
Surf Coast Shire
1 Merrijig Dr,
Torquay VIC 3228



Dear Mr Mayor and Councillors

We respectfully present this petition and request that the Rainbow Flag, which was erected on May 17 for IDAHOBIT Day, remain flying until Marriage Equality is recognized in Australia, as voted for by a majority, at the Council Meeting of April 26 2017.

We call upon you to honour that motion from said meeting. We see this as a continuance of the motion to Support Marriage Equality as passed by Council in 2014.

We ask you to do this for our local LGBTI Community so that they know they are valued, that they are equal, that they are safe in the Surf Coast Shire. We feel it is really important that our young people, in particular, feel valued. We are well aware of a number of young lives that have been lost (recently) because they have not had hope for their futures and we know that flying this flag does just that, gives our young (and not so young) people real hope and a sense of belonging.

This petition was organized by Surf Coast for Equality in order to show The Surf Coast Council that people from all walks of life and from all over the Surf Coast, and beyond are watching the actions of the Council.

We implore you to take notice of what the general population want and maintain your stance on Marriage Equality by continuing to fly the flag, until such time as it (Marriage Equality) is a reality for all Australians.

Thank you for the opportunity to present this petition.

Yours faithfully,

[Redacted signature block]

Petition to the Councillors at the SurfCoast Shire

to be presented at the Council meeting on the 23rd May, 2017

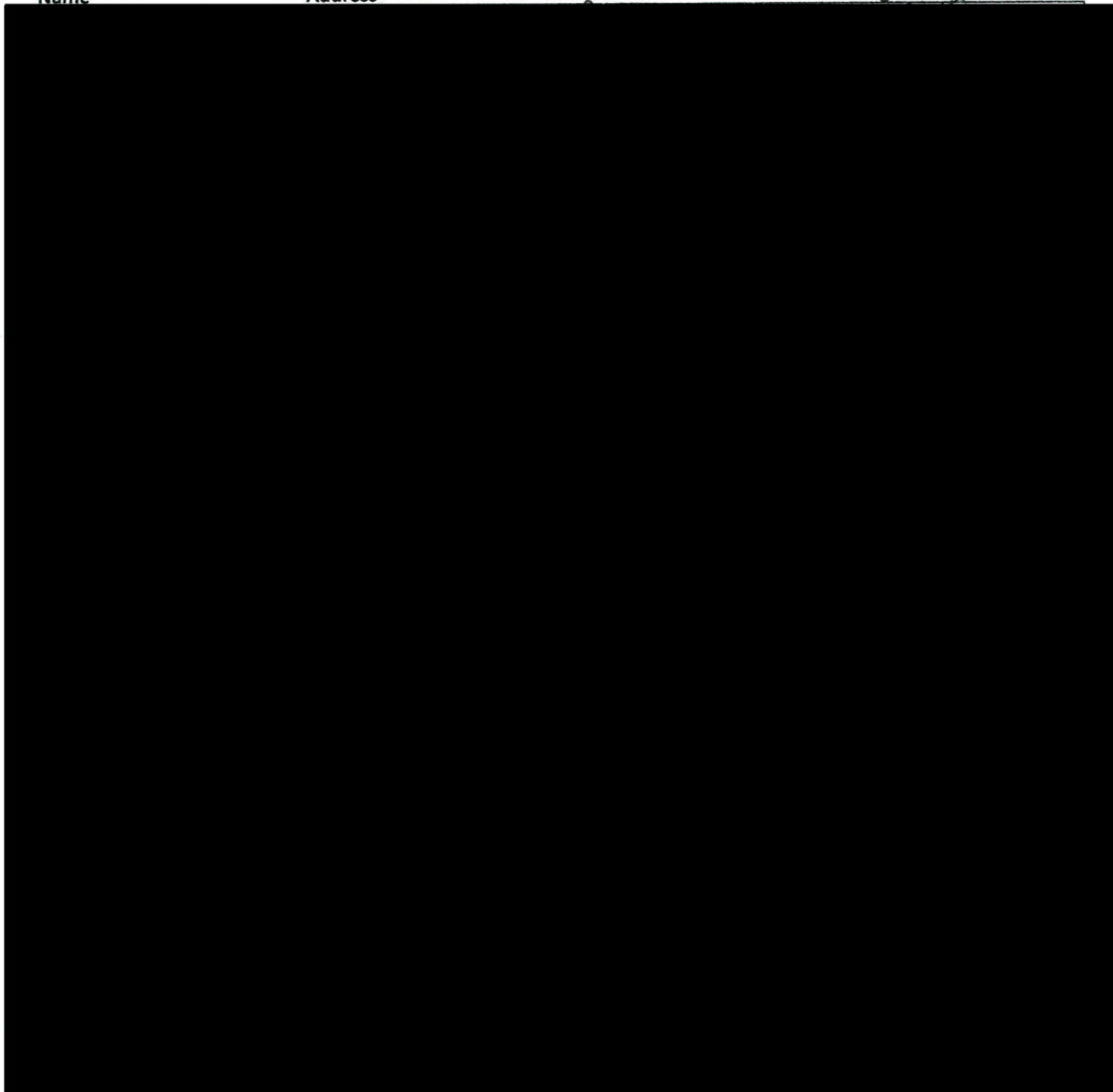
We the undersigned congratulate the SurfCoast Shire Councillors on their public support for Marriage Equality.
We believe that this is a human rights issue.

We fully support the resolution passed by Council on 26th April, 2017.

That the Surf Coast Shire:

Flies the Rainbow Flag continuously from May 17th (IDAHOT DAY) until formal acceptance of marriage equality by the Federal Government.

Name	Address	PostCode	Signature
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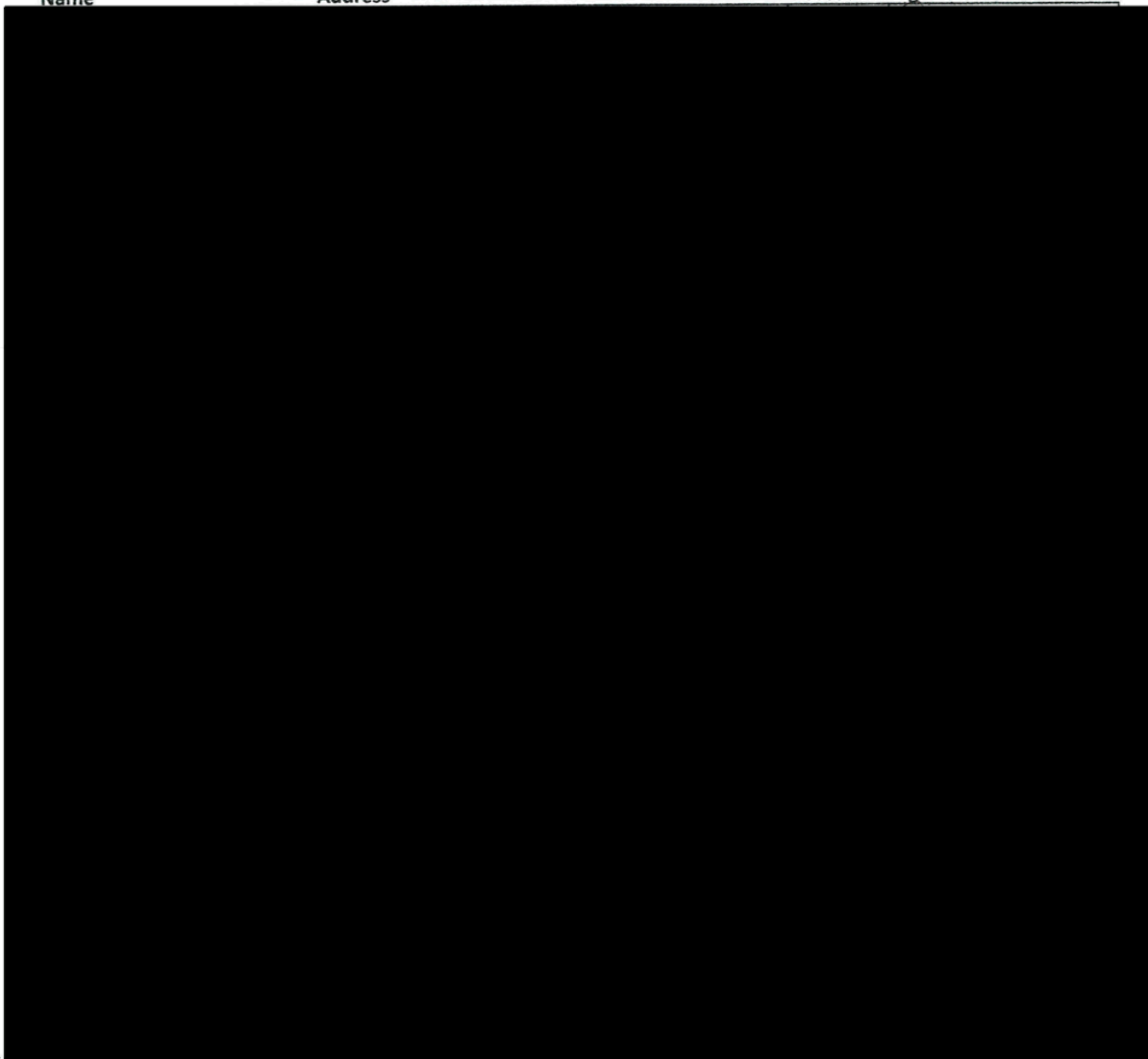
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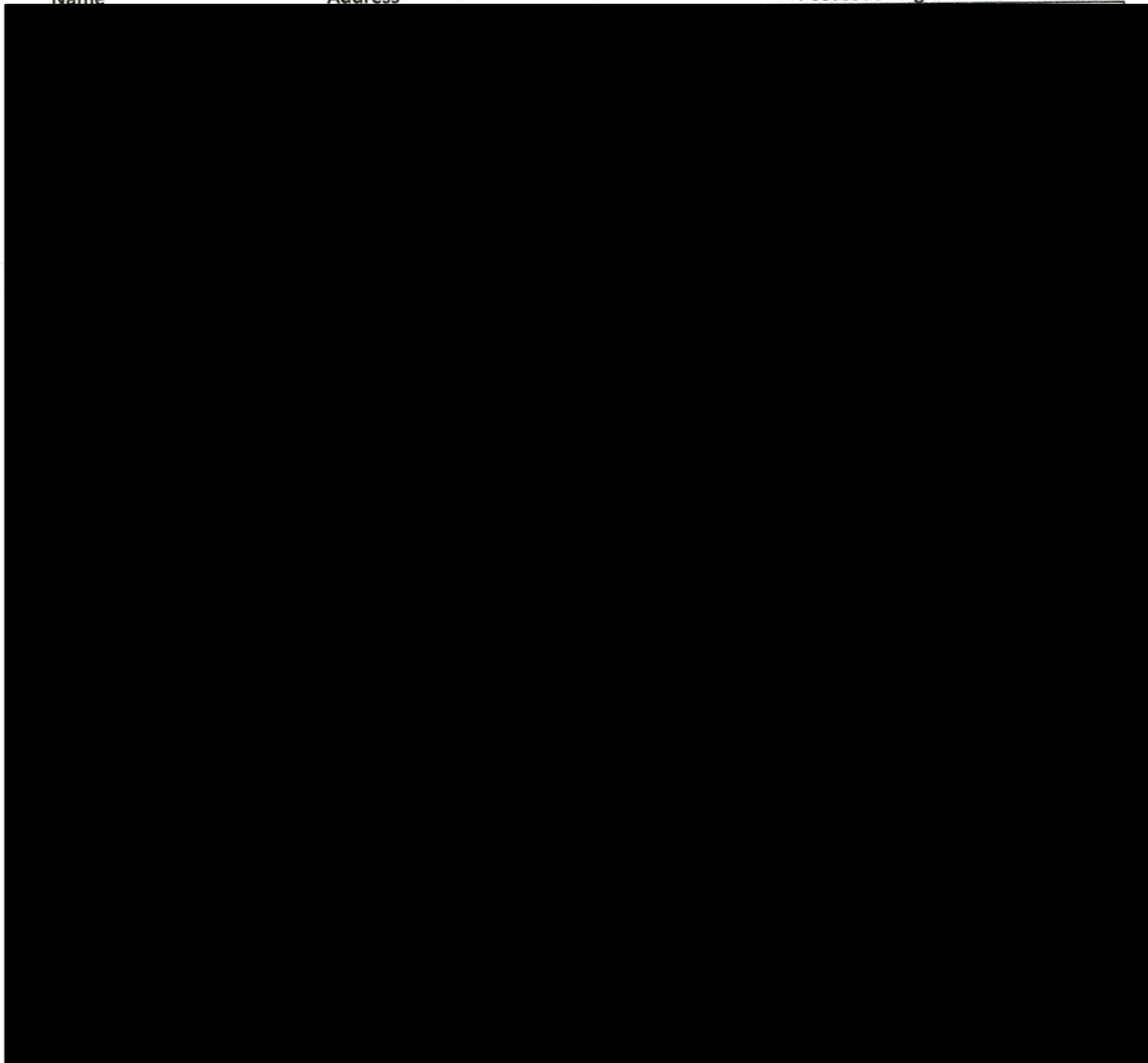
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3

Petition to the Councillors at the SurfCoast Shire

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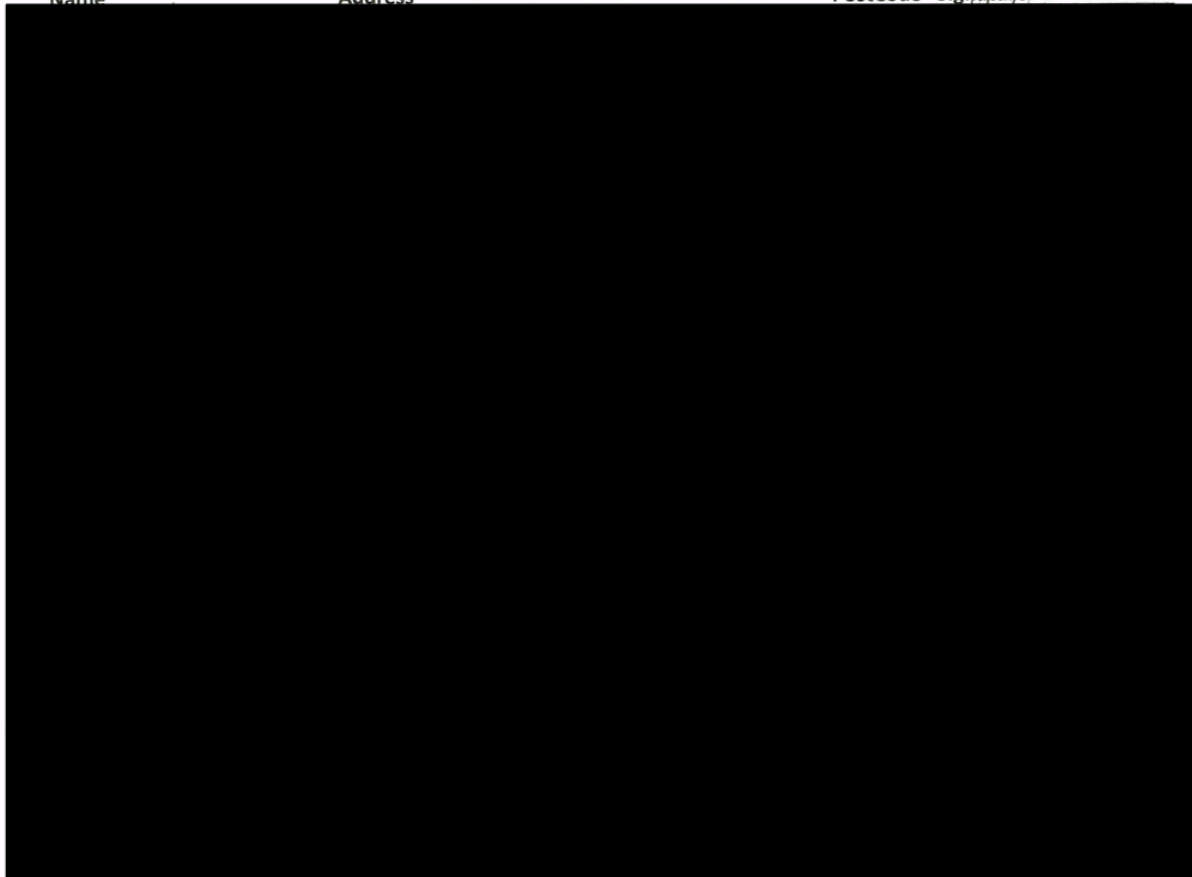
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Name Address PostCode Signature



Name	Address	PostCode	Signature

Petition to the Councillors at the SurfCoast Shire

to be presented at the Council meeting 27th June 2017

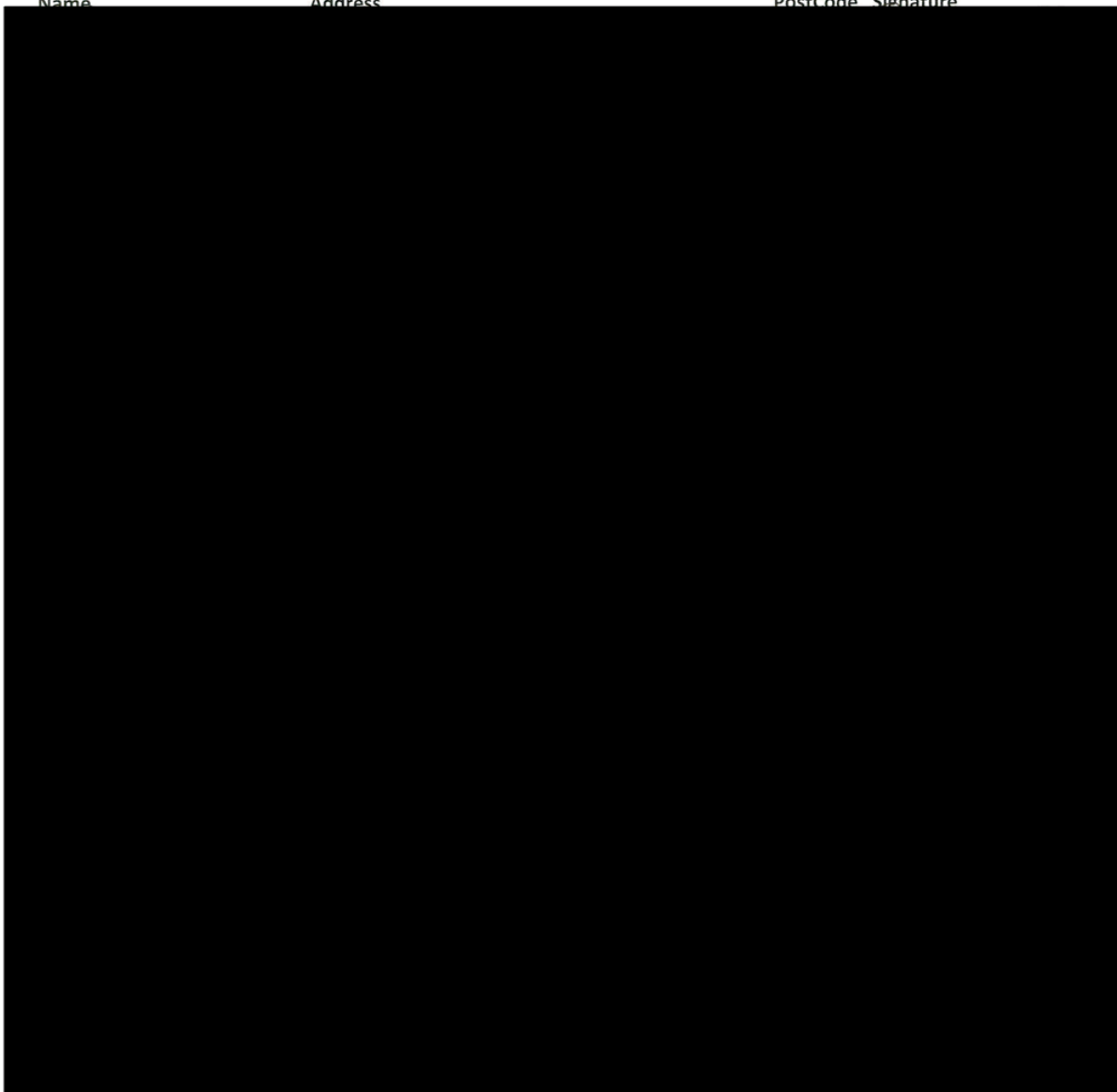
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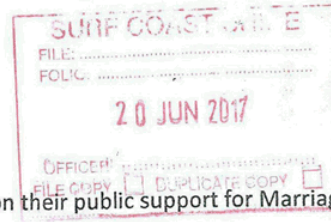
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Name Address PostCode Signature



Petition to the Councillors at the SurfCoast Shire

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13th June,



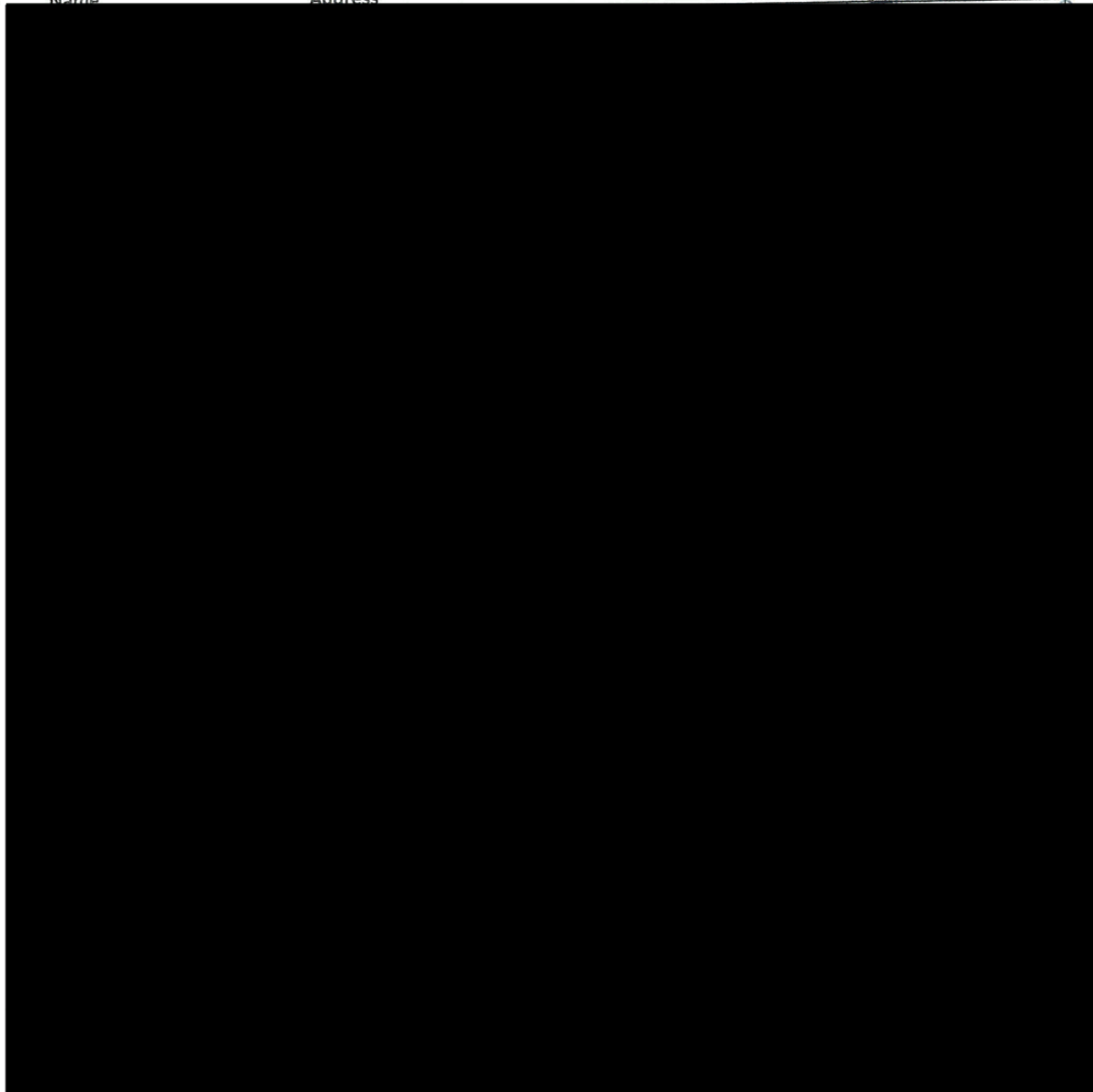
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Name Address PostCode Signature



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Name	Address	PostCode	Signature
			

Petition to the Councillors at the SurfCoast Shire

to be presented at the Council meeting on the ~~23rd May, 2017~~

29th June

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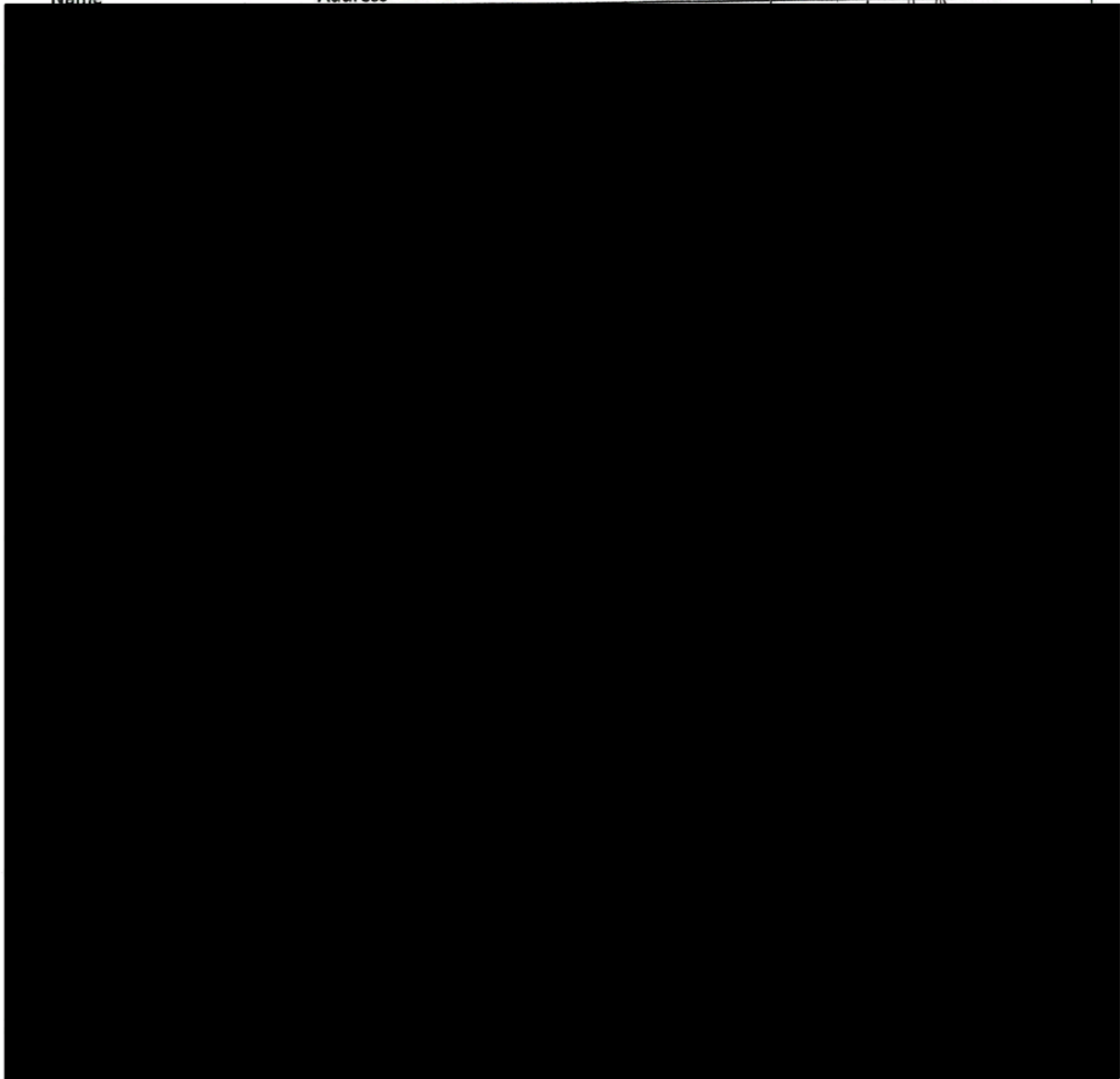
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Name

Address

PostCode Signature



2017 local Gov Community Satisfaction Survey

27,907 Surveys
completed.

How important should

'lobbying on behalf of the community'

be as a responsibility for Council?

23% extremely important

39% Very important

27% fairly important

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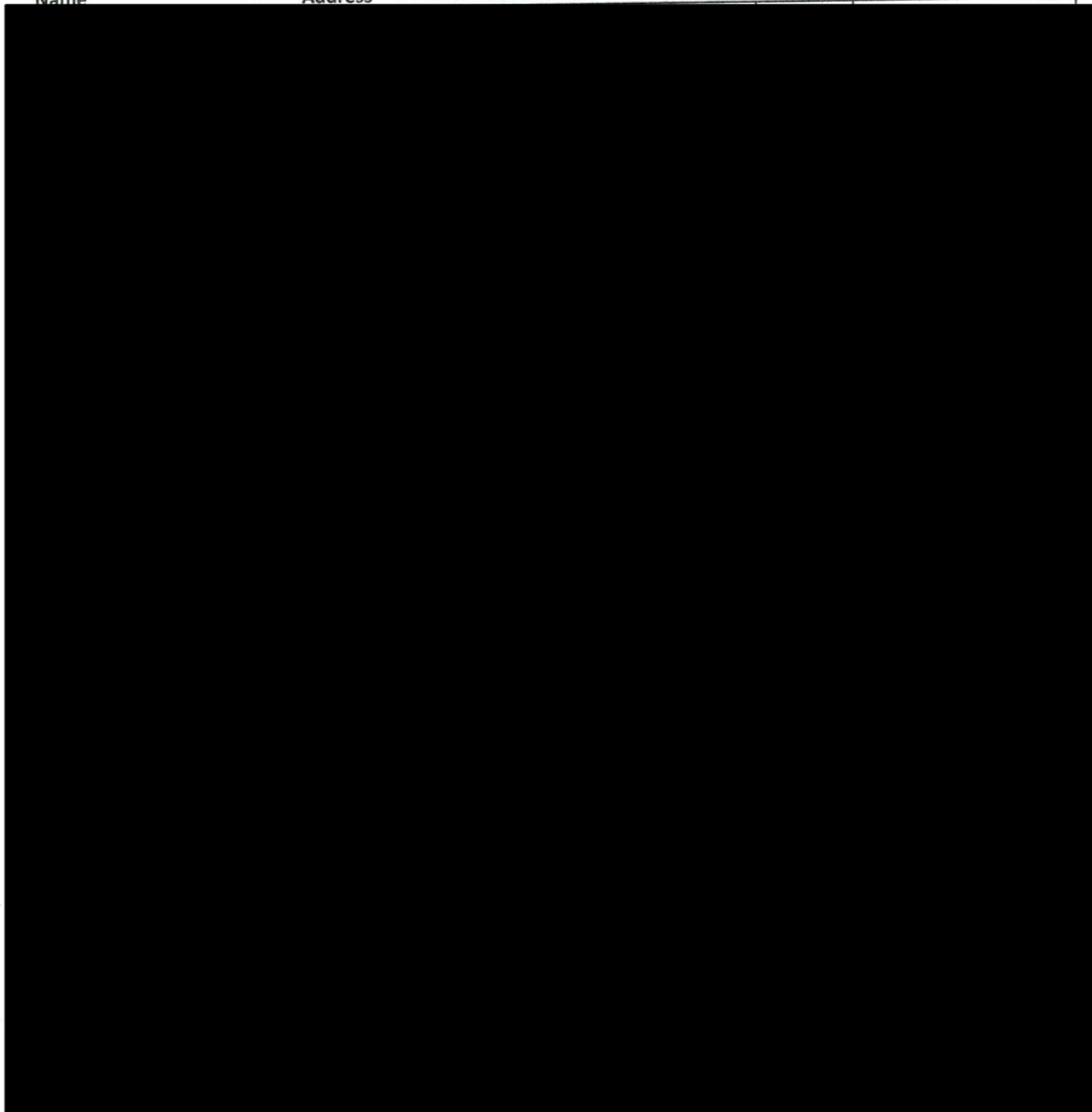
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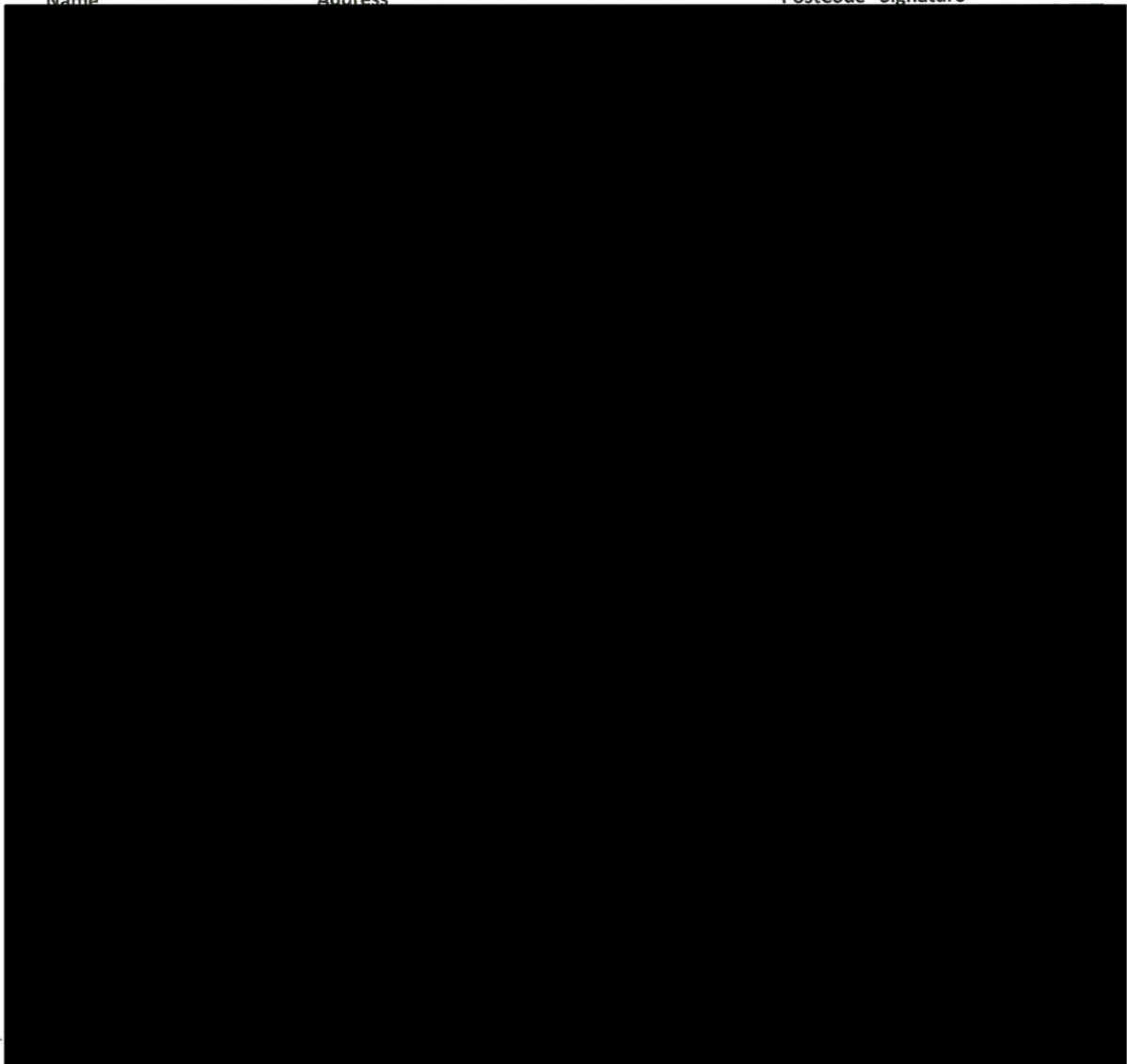
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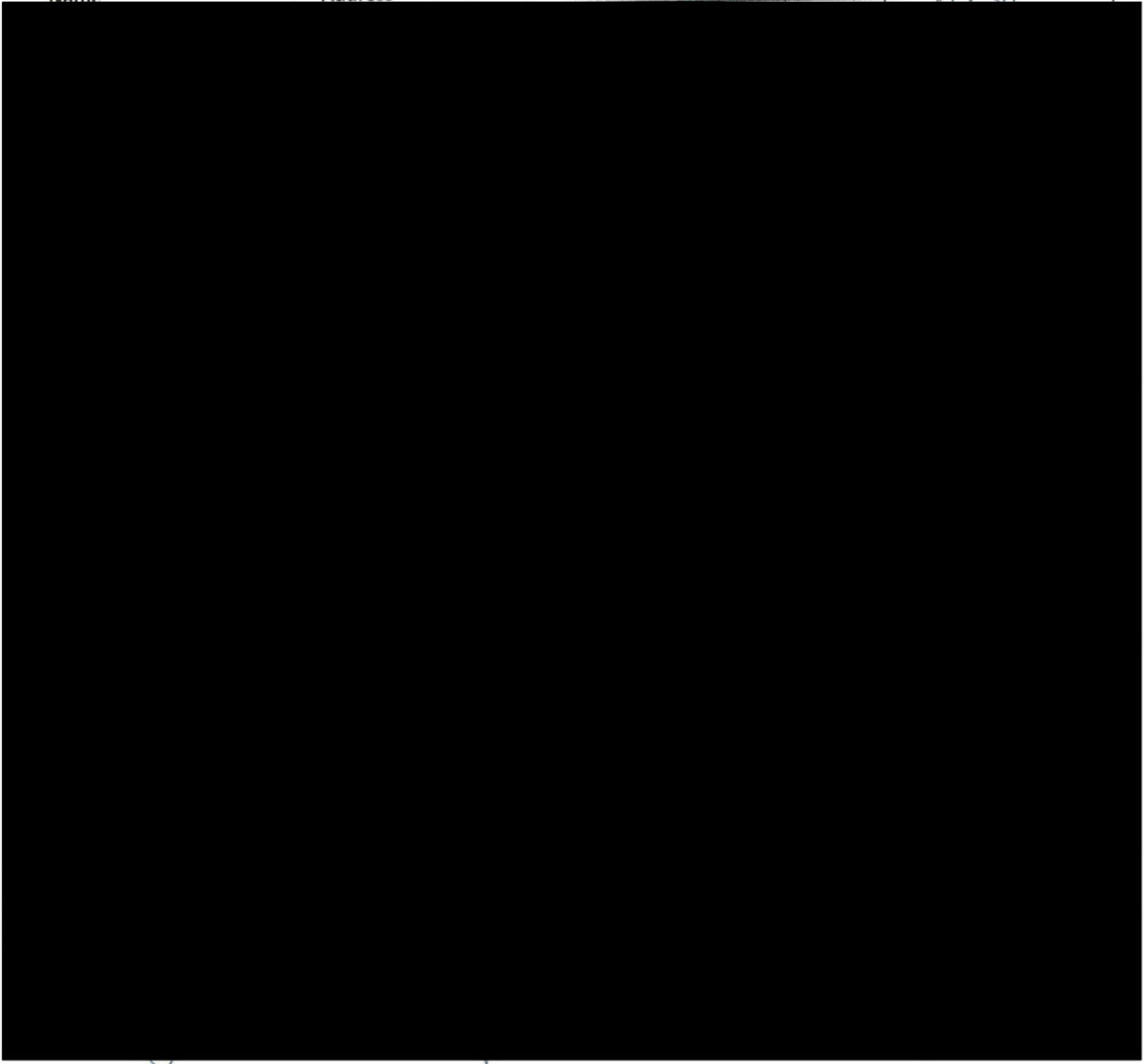
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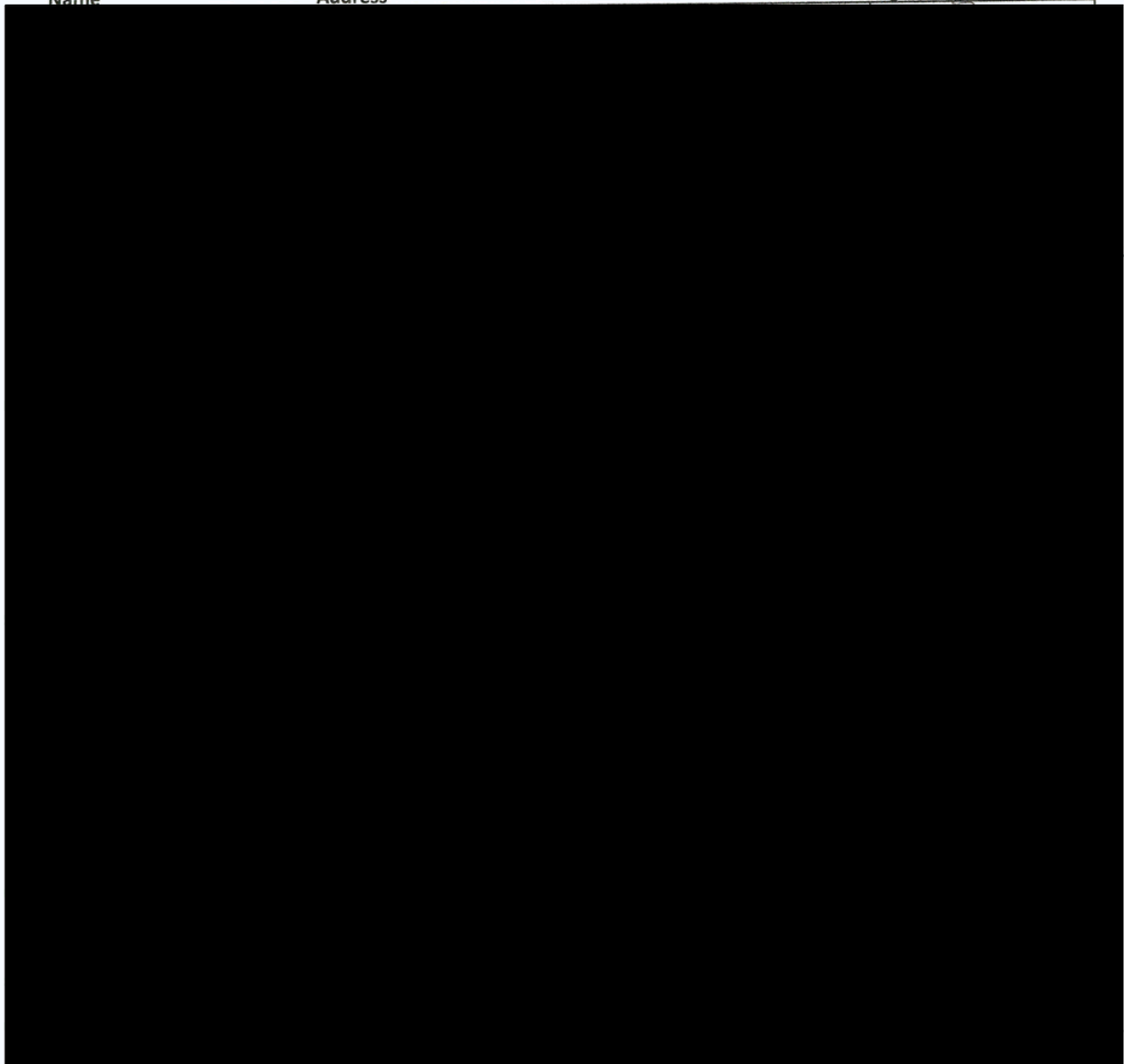
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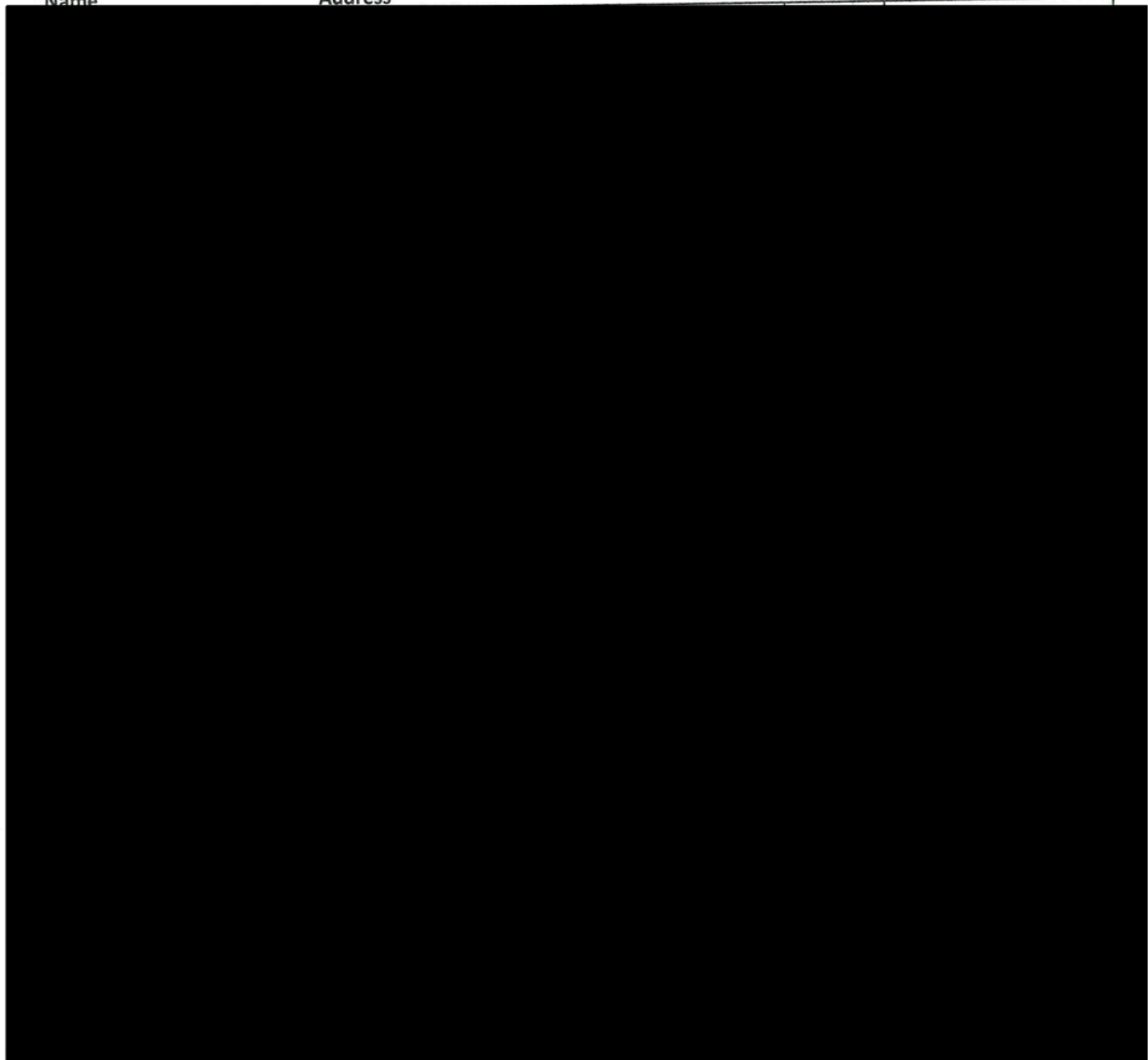
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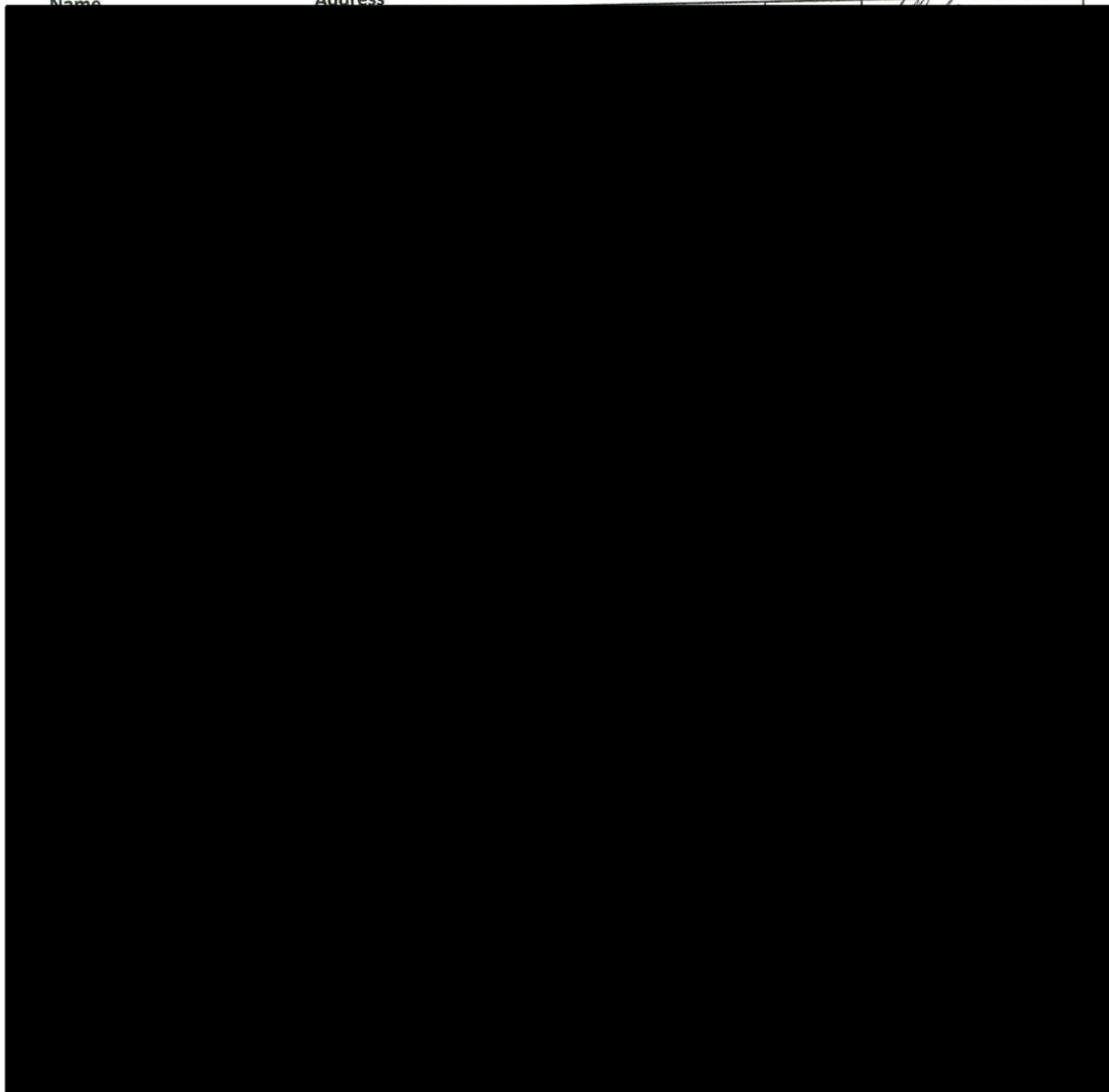
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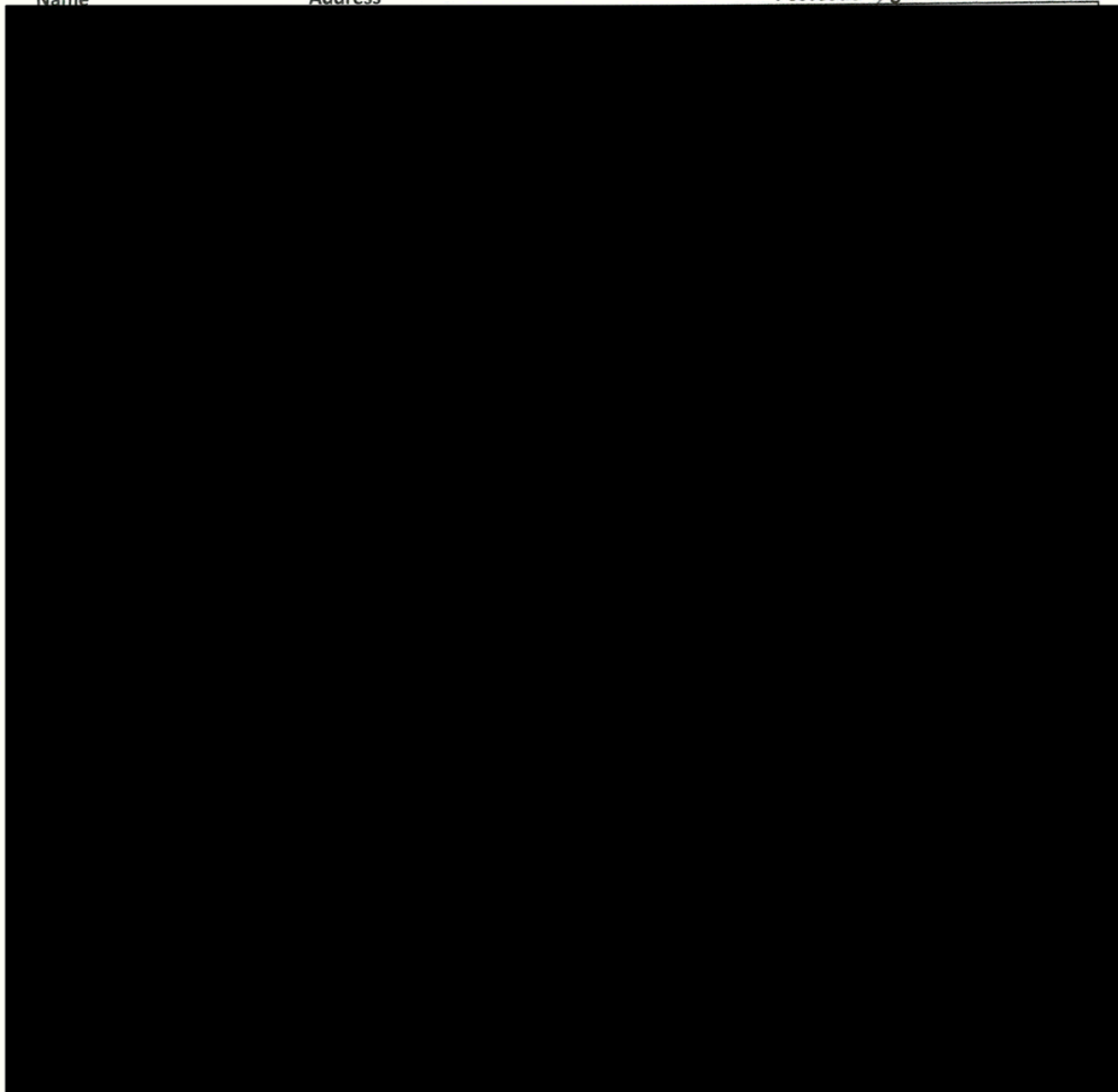
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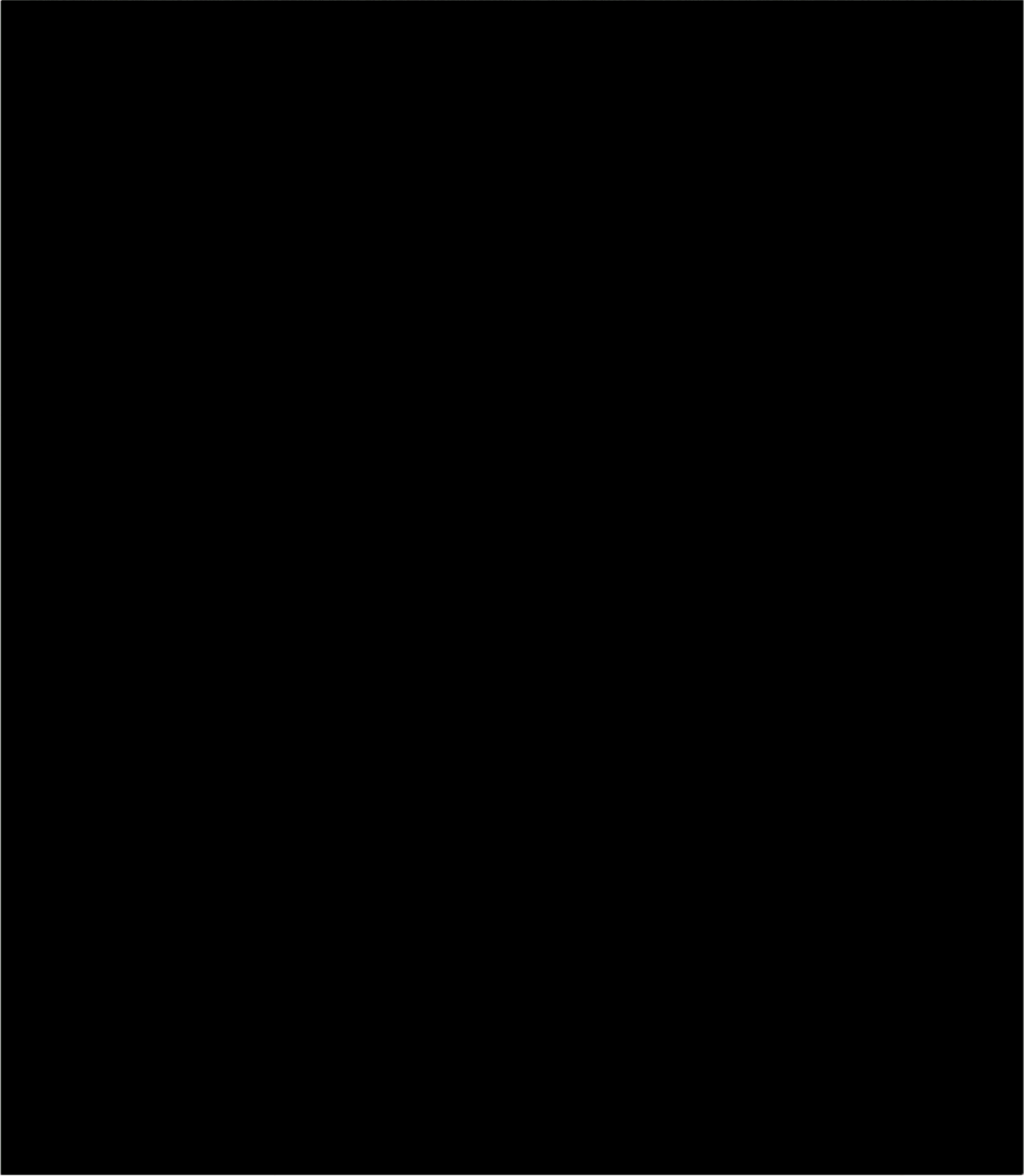
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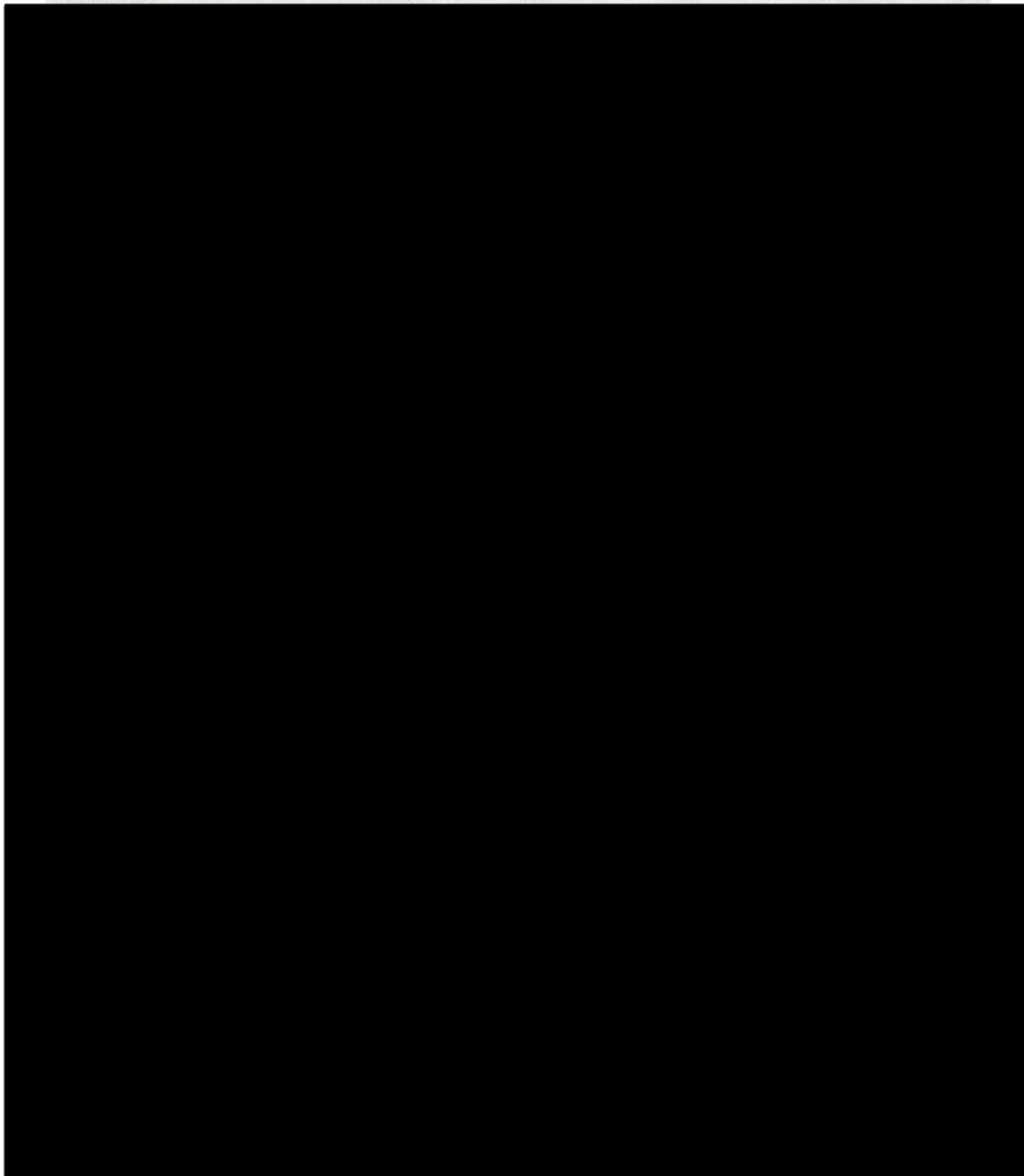
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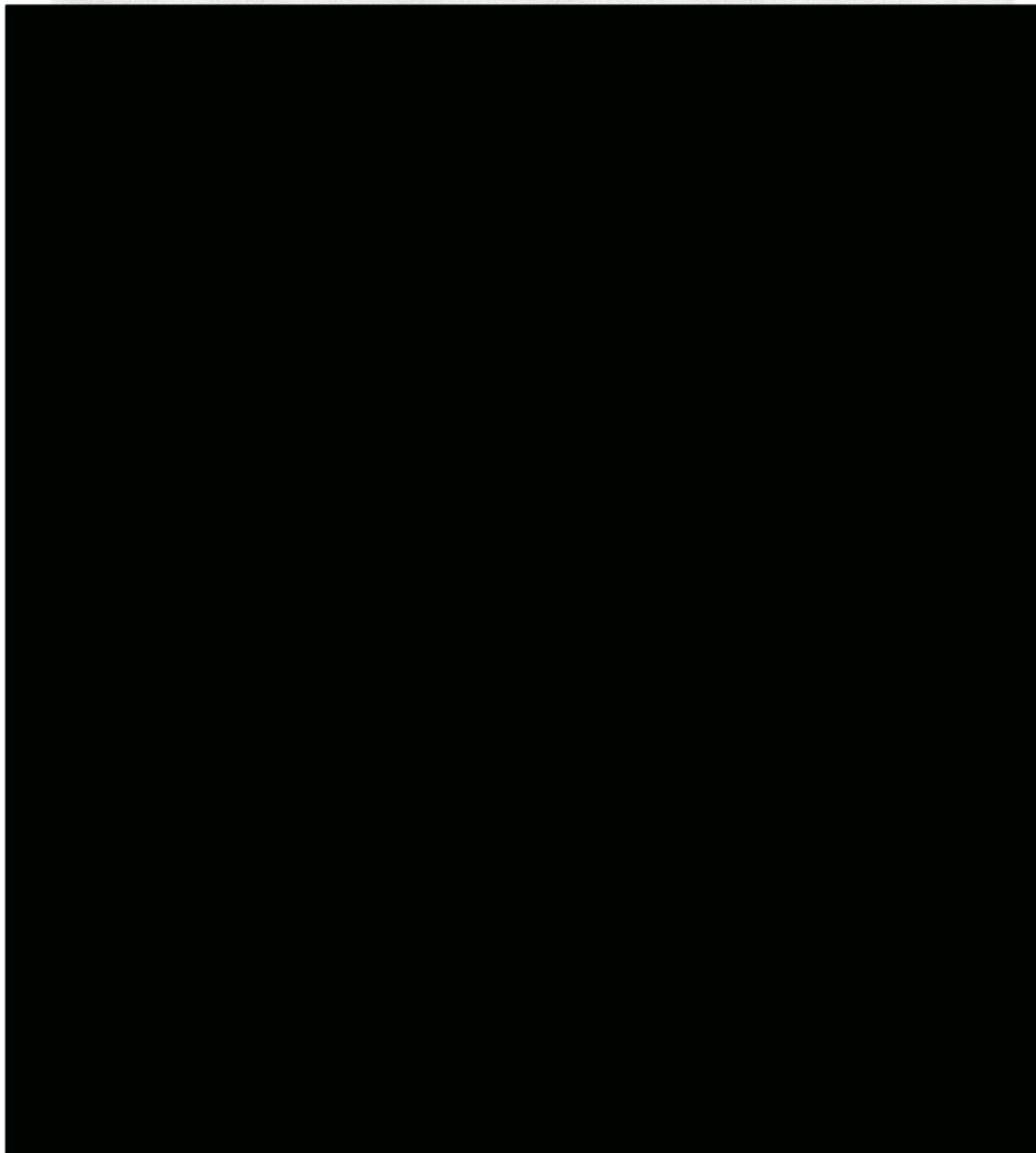
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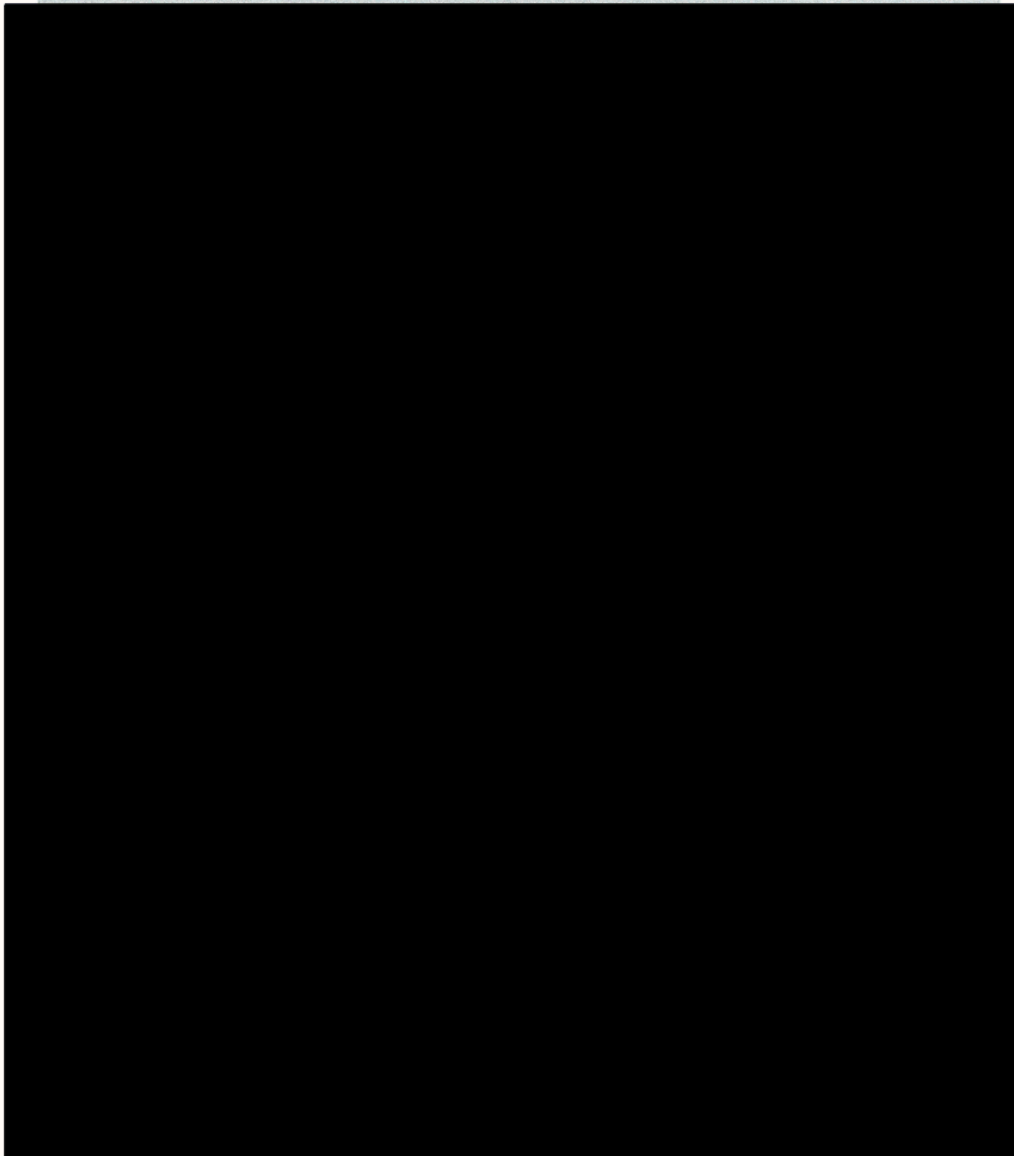
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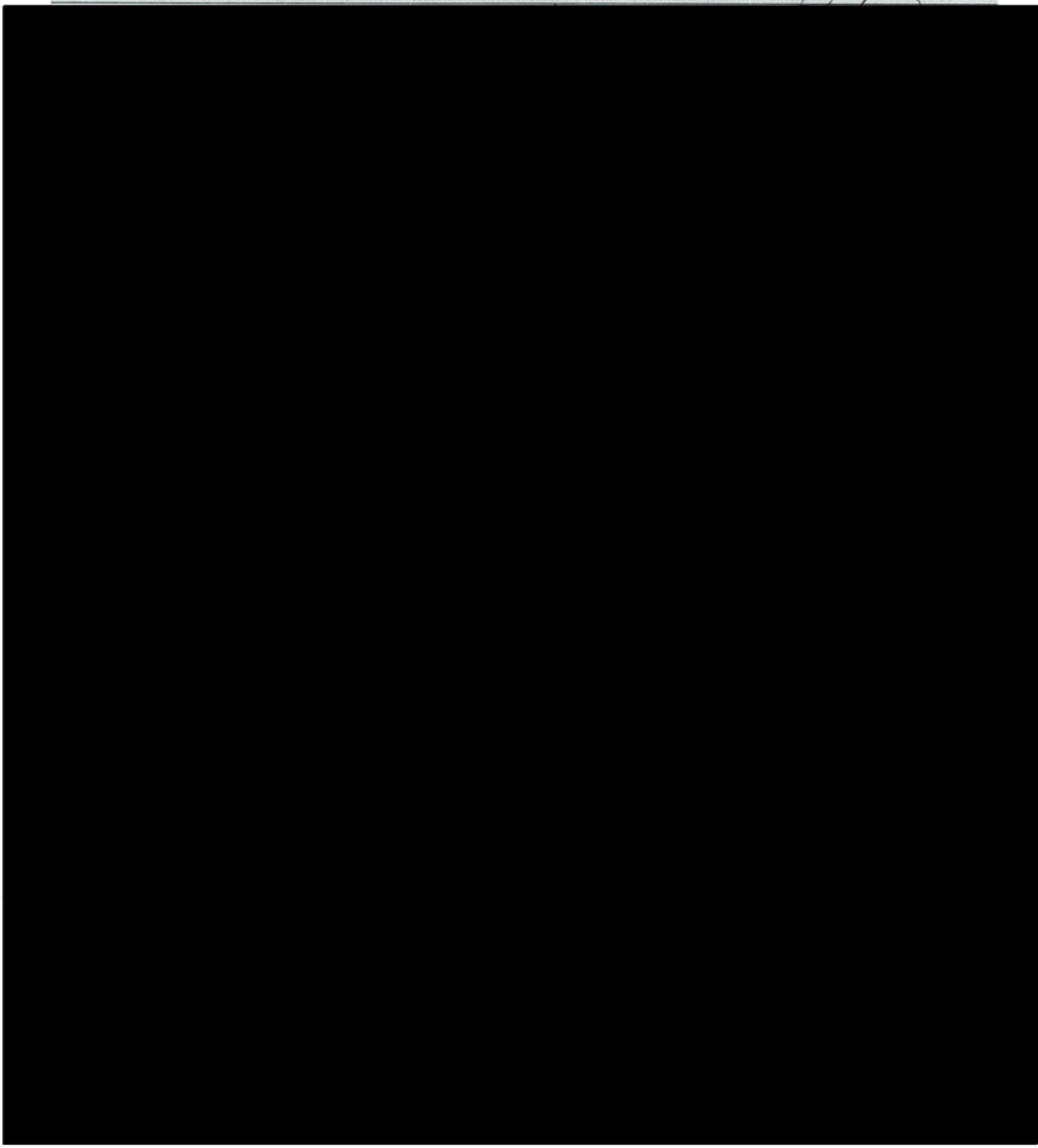
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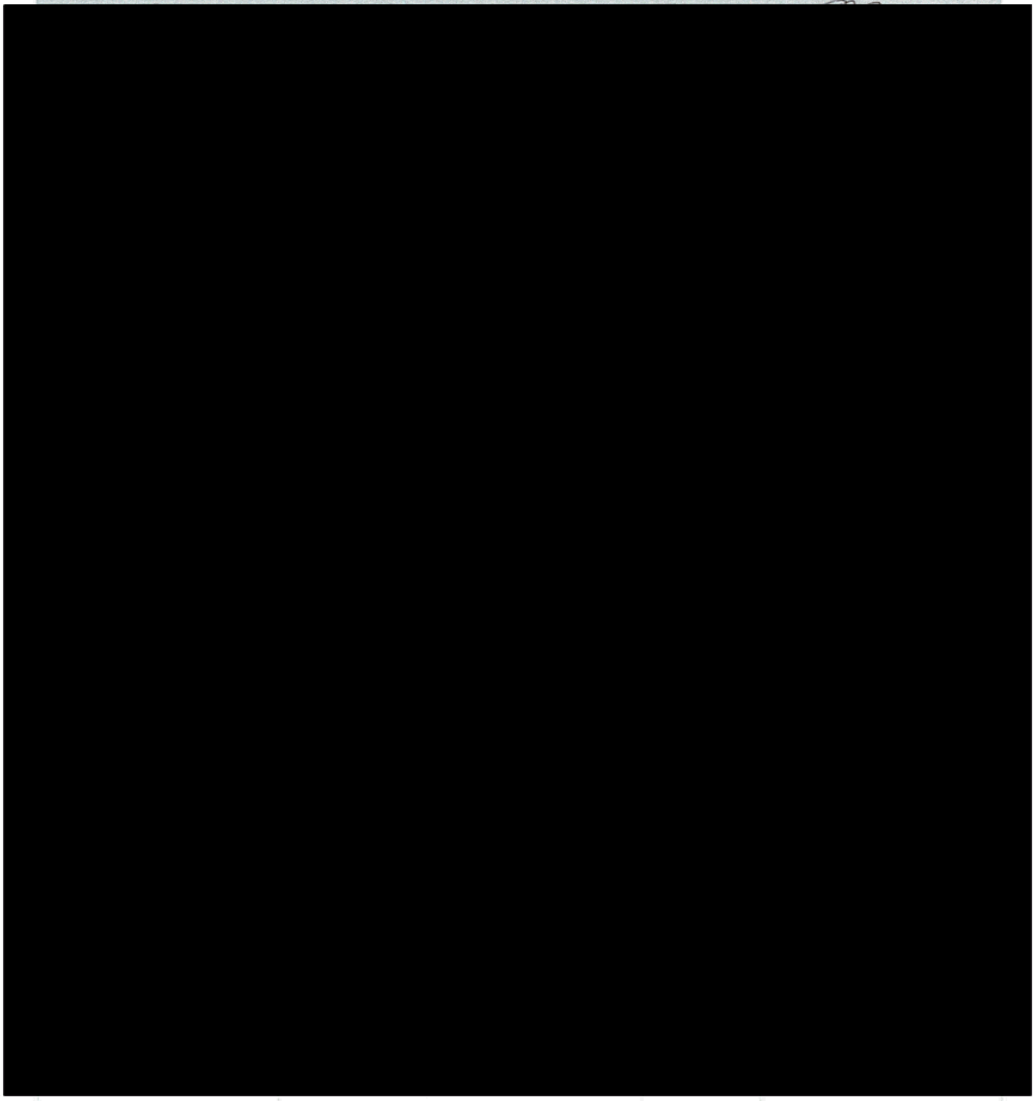
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We fully support the resolution passed by Council on 26th April, 2017.

That the Surf Coast Shire:

Flies the Rainbow Flag continuously from May 17th (IDAHOT DAY) until formal acceptance of marriage equality by the Federal Government.

Name	Address	Postcode	Signature
			

Petition to the Councillors at the SurfCoast Shire

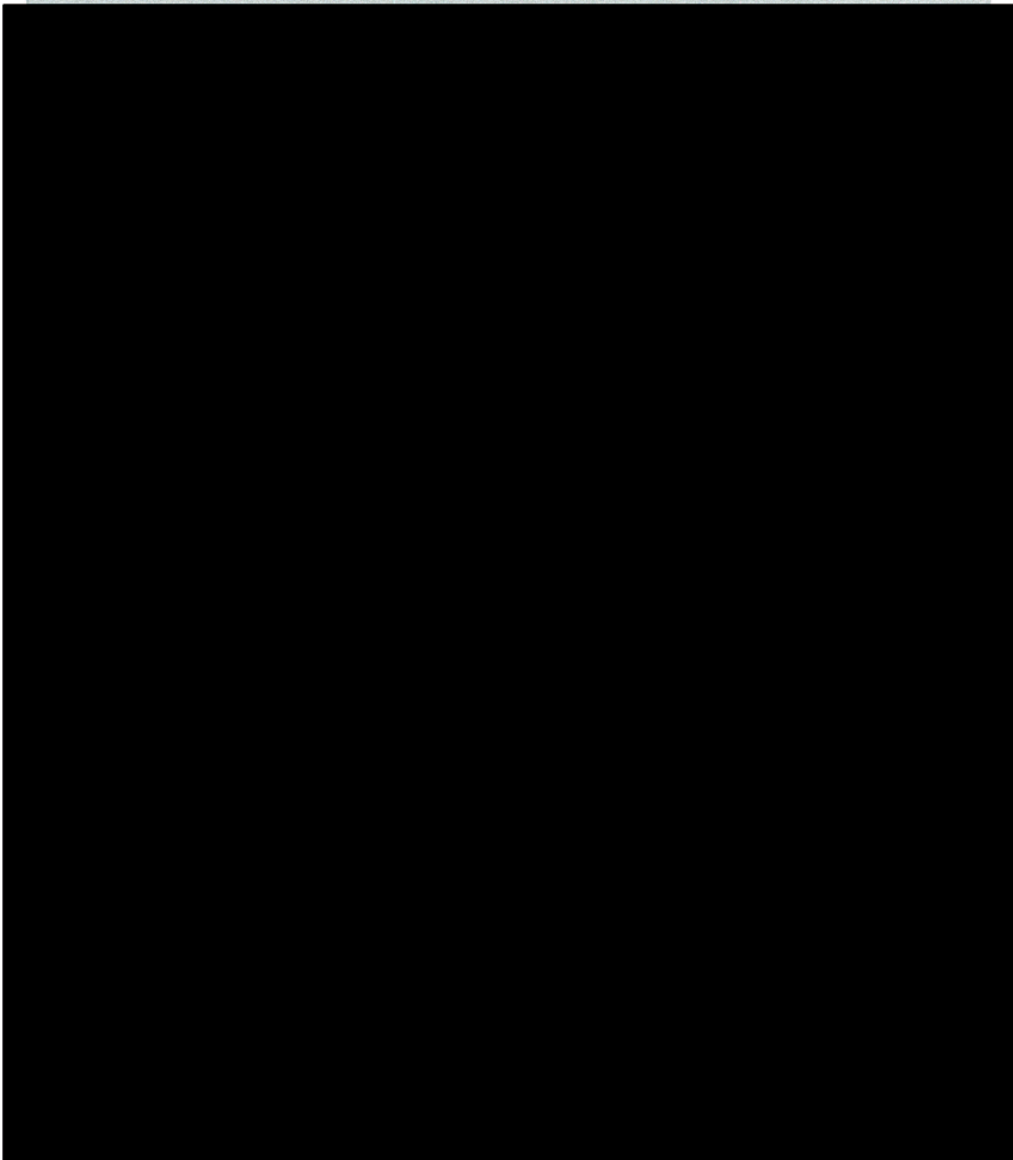
to be presented at the Council meeting on the 23rd of June, 2017

We the undersigned congratulate the SurfCoast Shire Councillors on their public support for Marriage Equality.

We fully support the resolution passed by Council on 26th April, 2017.

That the Surf Coast Shire:

Flies the Rainbow Flag continuously from May 17th (IDAHOT DAY) until formal acceptance of marriage equality by the Federal Government.

Name	Address	Postcode	Signature
			

Petition to the Councillors at the SurfCoast Shire

to be presented at the Council meeting on the 23rd of June, 2017

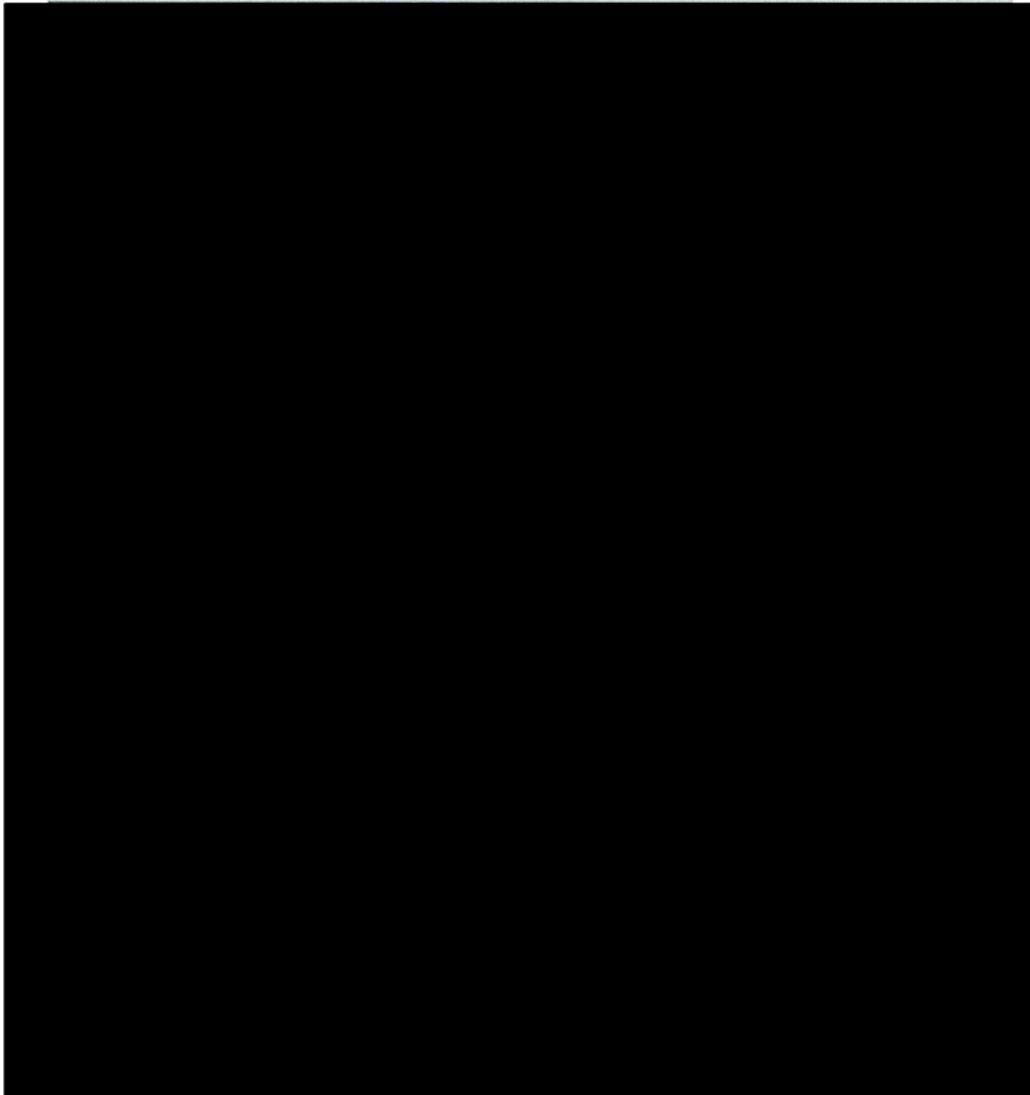
We the undersigned congratulate the SurfCoast Shire Councillors on their public support for Marriage Equality.

We fully support the resolution passed by Council on 26th April, 2017.

That the Surf Coast Shire:

Flies the Rainbow Flag continuously from May 17th (IDAHOT DAY) until formal acceptance of marriage equality by the Federal Government.

Name	Address	Postcode	Signature
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Petition to the Councillors at the SurfCoast Shire

to be presented at the Council meeting on the 23rd of June, 2017

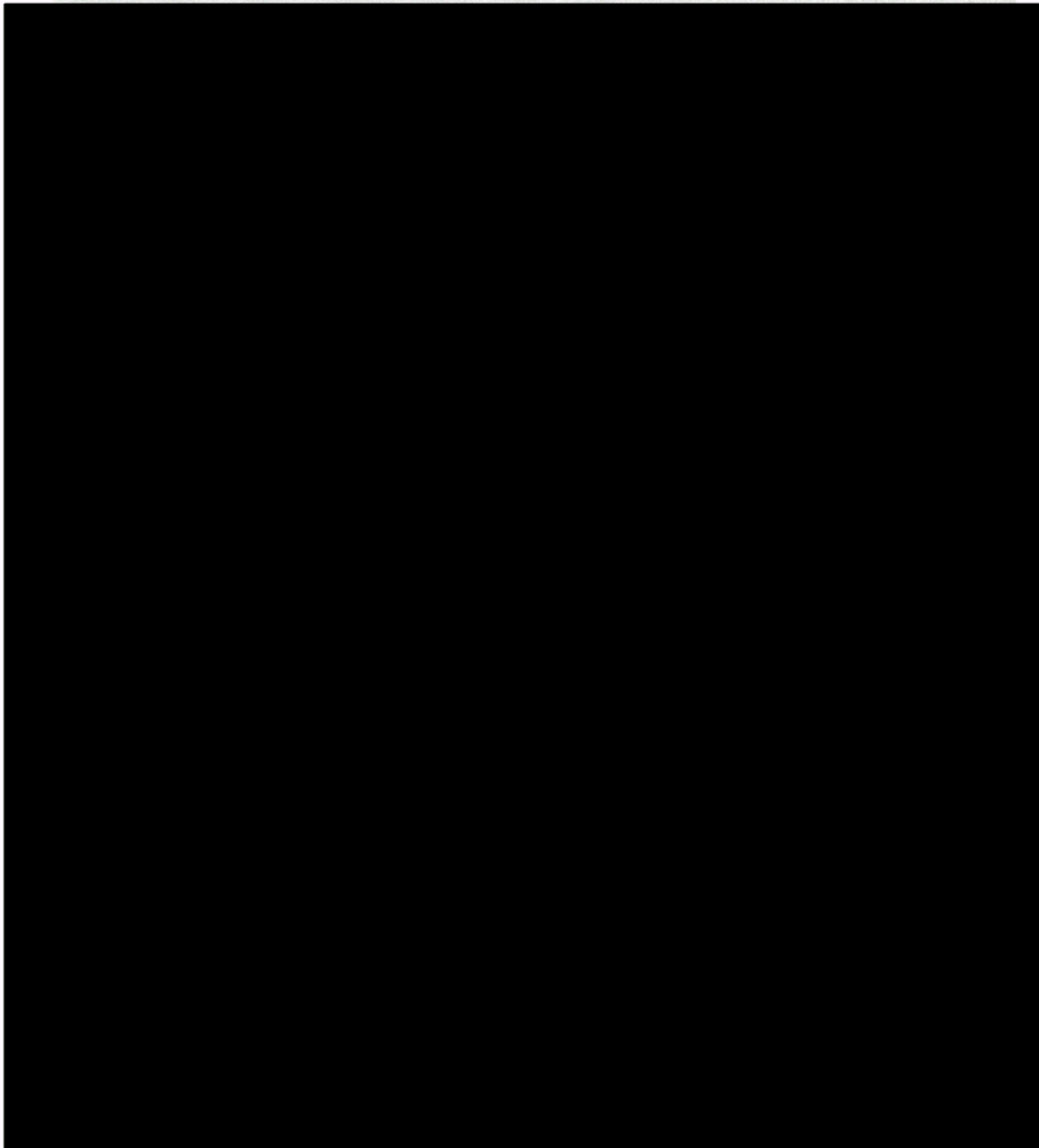
We the undersigned congratulate the SurfCoast Shire Councillors on their public support for Marriage Equality.

We fully support the resolution passed by Council on 26th April, 2017.

That the Surf Coast Shire:

Flies the Rainbow Flag continuously from May 17th (IDAHOT DAY) until formal acceptance of marriage equality by the Federal Government.

Name	Address	Postcode	Signature
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Petition to the Councillors at the SurfCoast Shire

to be presented at the Council meeting on the 23rd ~~May~~, 2017
June

We the undersigned congratulate the SurfCoast Shire Councillors on their public support for Marriage Equality.
We believe that this is a human rights issue.

We fully support the resolution passed by Council on 26th April, 2017.

That the Surf Coast Shire:

Flies the Rainbow Flag continuously from May 17th (IDAHOT DAY) until formal acceptance of marriage equality by the Federal Government.

Name	Address	PostCode	Signature
			

Petition to the Councillors at the SurfCoast Shire

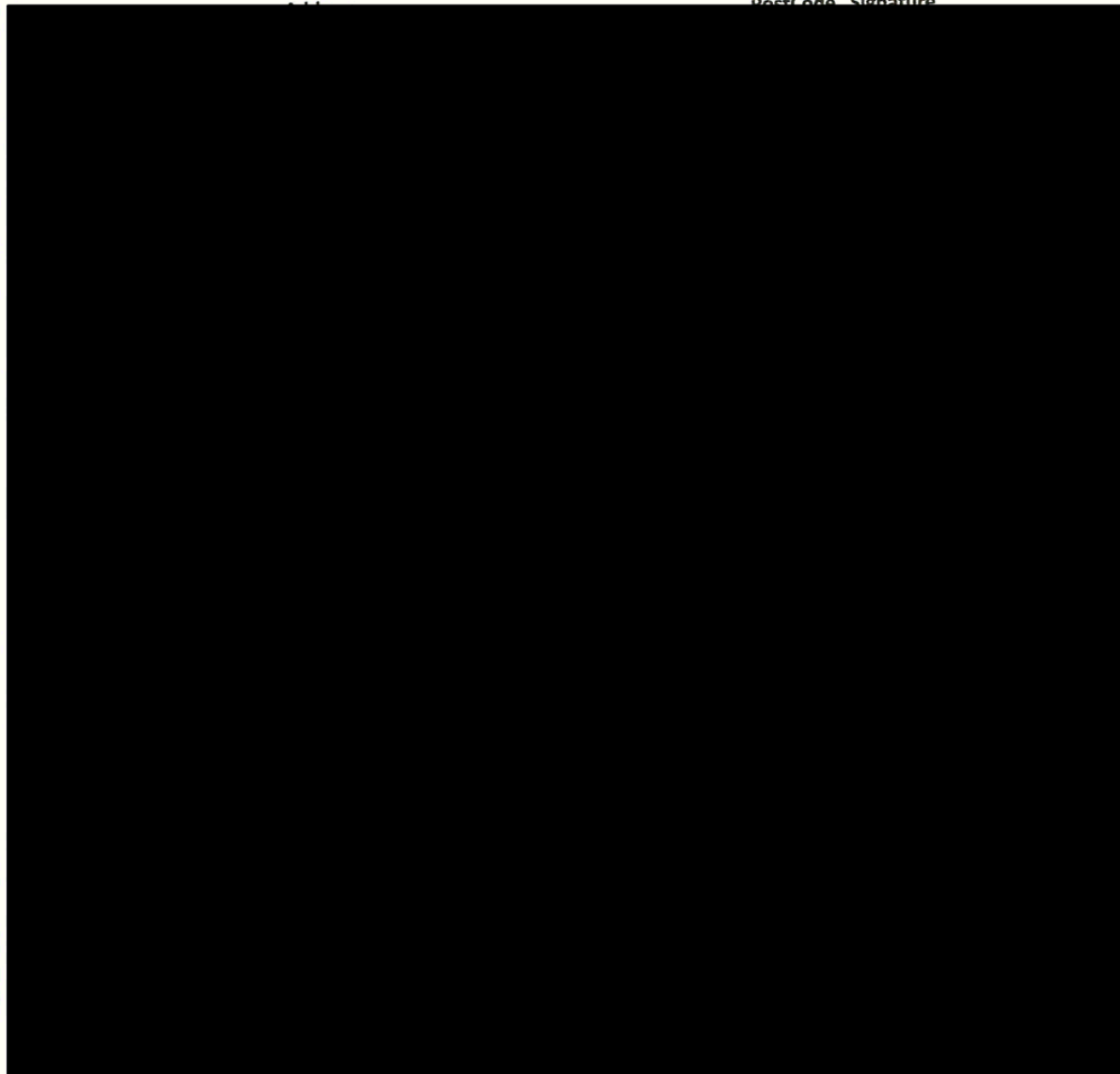
to be presented at the Council meeting on the 23rd ~~May~~, 2017
June

We the undersigned congratulate the SurfCoast Shire Councillors on their public support for Marriage Equality.
We believe that this is a human rights issue.

We fully support the resolution passed by Council on 26th April, 2017.

That the Surf Coast Shire:

Flies the Rainbow Flag continuously from May 17th (IDAHOT DAY) until formal acceptance of marriage equality by the Federal Government.



7.2 Petitions Received - Regarding Flying the Rainbow Flag for Marriage Equality

**APPENDIX 2 PETITION 2 - PETITION FROM GEELONG FOR MARRIAGE EQUALITY - IDAHOT
RAINBOW FLAG - REDACTED**

The Mayor and Councillors
Surf Coast Shire
1 Merrijig Dr,
Torquay VIC 3228



Dear Mr Mayor and Councillors

We respectfully request that the Rainbow Flag, which was erected on May 17 for IDAHOBIT Day, remain flying until Marriage Equality is recognized in Australia, as voted for by a majority, at the Council Meeting of April 26 2017.

We call upon you to honour that motion from said meeting. We see this as a continuance of the motion to Support Marriage Equality as passed by Council in 2014.

This online petition of 33 pages with 1,303 signatures was organized by Geelong for Marriage Equality in order to show The Surf Coast Council that people from all walks of life and from all over the Surf Coast, Australia and the World are watching the actions of the Council.

We implore you to take notice of what the general population want and maintain your stance on Marriage Equality by continuing to fly the flag, until such time as it (Marriage Equality) is a reality for all Australians.

Thank you for the opportunity to present this petition.

Yours faithfully,

A large black rectangular redaction box covering the signature and name of the sender.

14-33



1,303 Australians Say Keep The Rainbow Flying High!

The petition text:

In late April the Surf Coast Council in Victoria passed a motion to fly the rainbow flag until Australia achieved marriage equality.

Only a week after it was raised some councillors are working to tear it down.

LGBTI ally and champion, Councillor Rose Hodge, tabled the original motion to fly the flag and said "lately we've been talking about Australian values and while there was a conversation on the radio that you've got to have a meat pie at the footy or sledge at cricket, but you know what, I thought 'where do I want to see my Australian values?'"

"We did a lot of work on the council plan ... and the first (value) we've got is community well-being. I think this motion really covers a section of our community in the minority that we can move forward."

Geelong for Marriage Equality spokesperson, Sharyn Faulkner, said "the Surf Coast initiative has inspired councils across the country to become visible champions for marriage equality. It has shown local LGBTI citizens that their inclusion and wellbeing is important to our community. This is something Surf Coast should be very proud of, not stepping away from."

Imagine what message tearing down the flag will give to the LGBTI community in Surf Coast.

Sign this petition and send a message to Mayor Brian McKitterick that he should consider the important message this will send locals and visitors to the Surf Coast.

Keep the flag flying high!

1-33

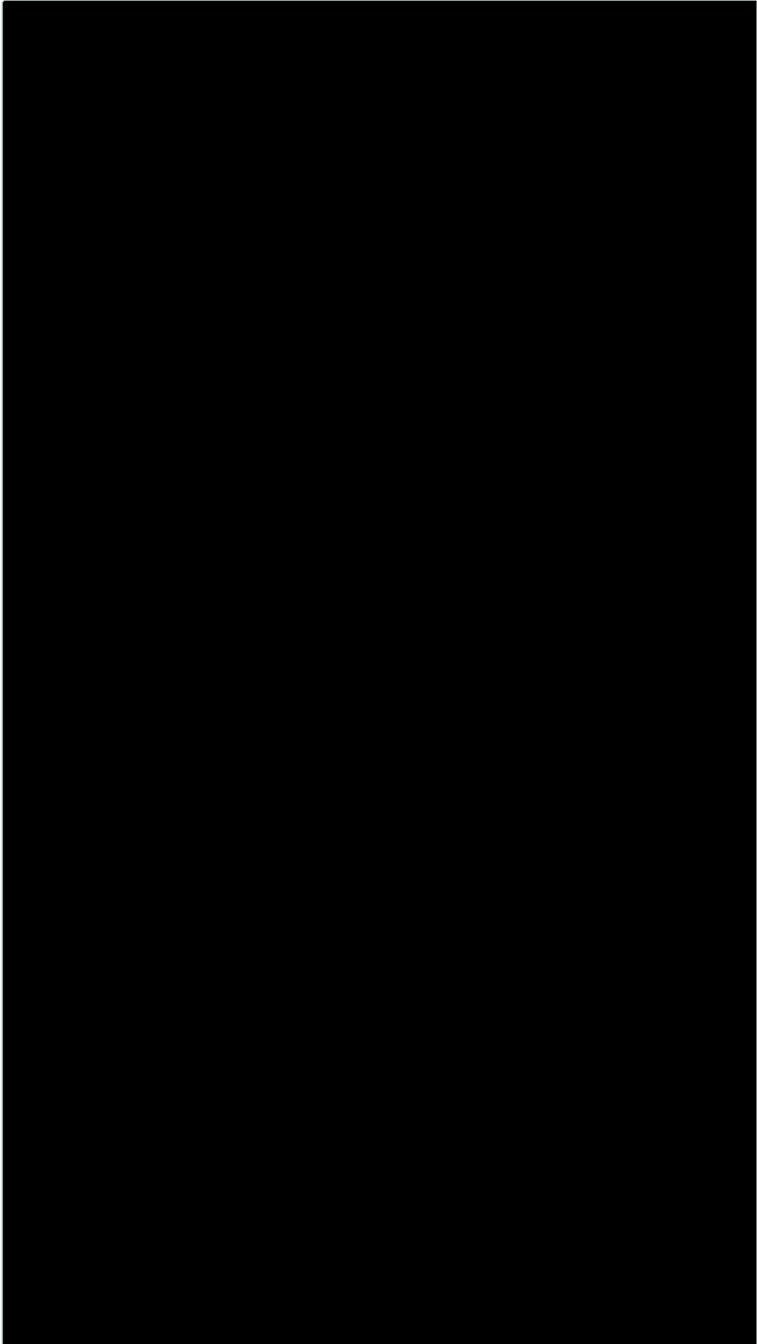
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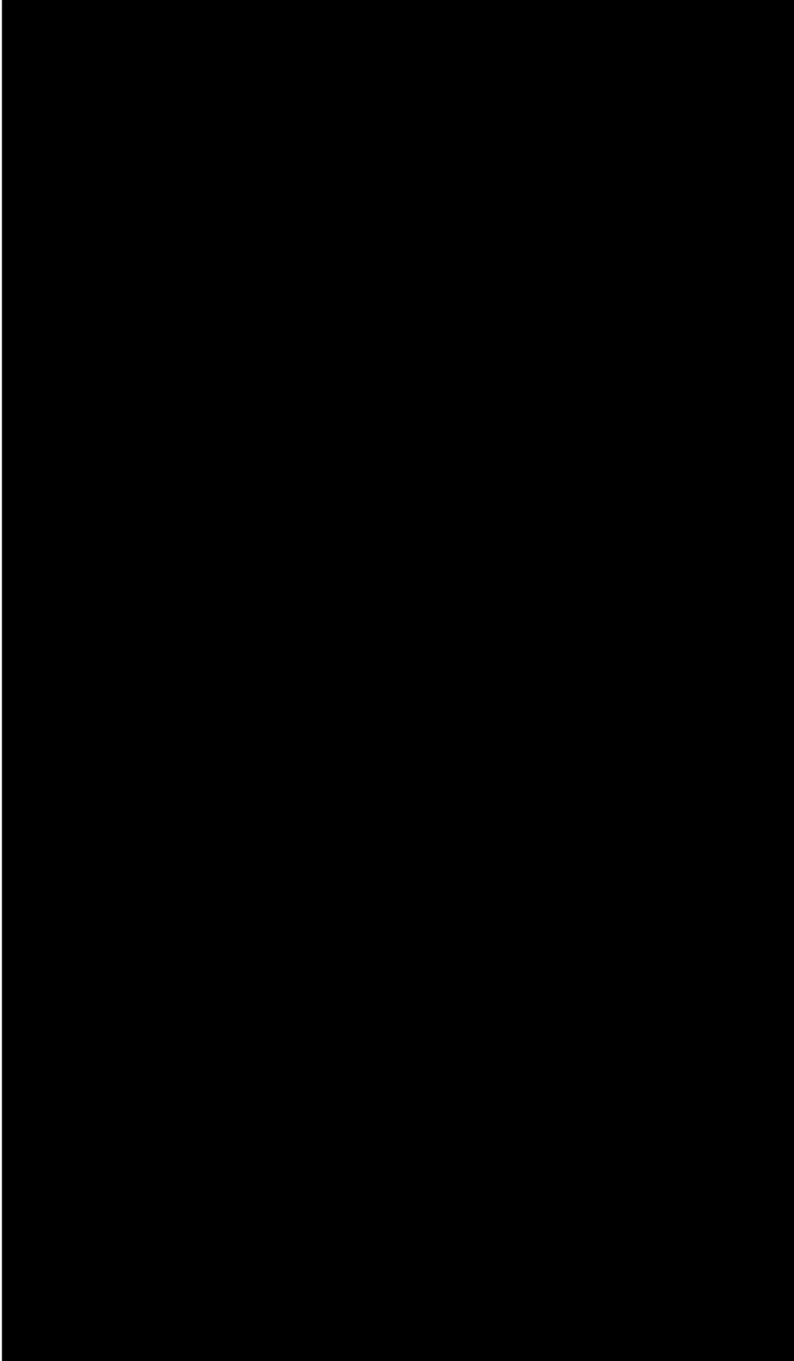
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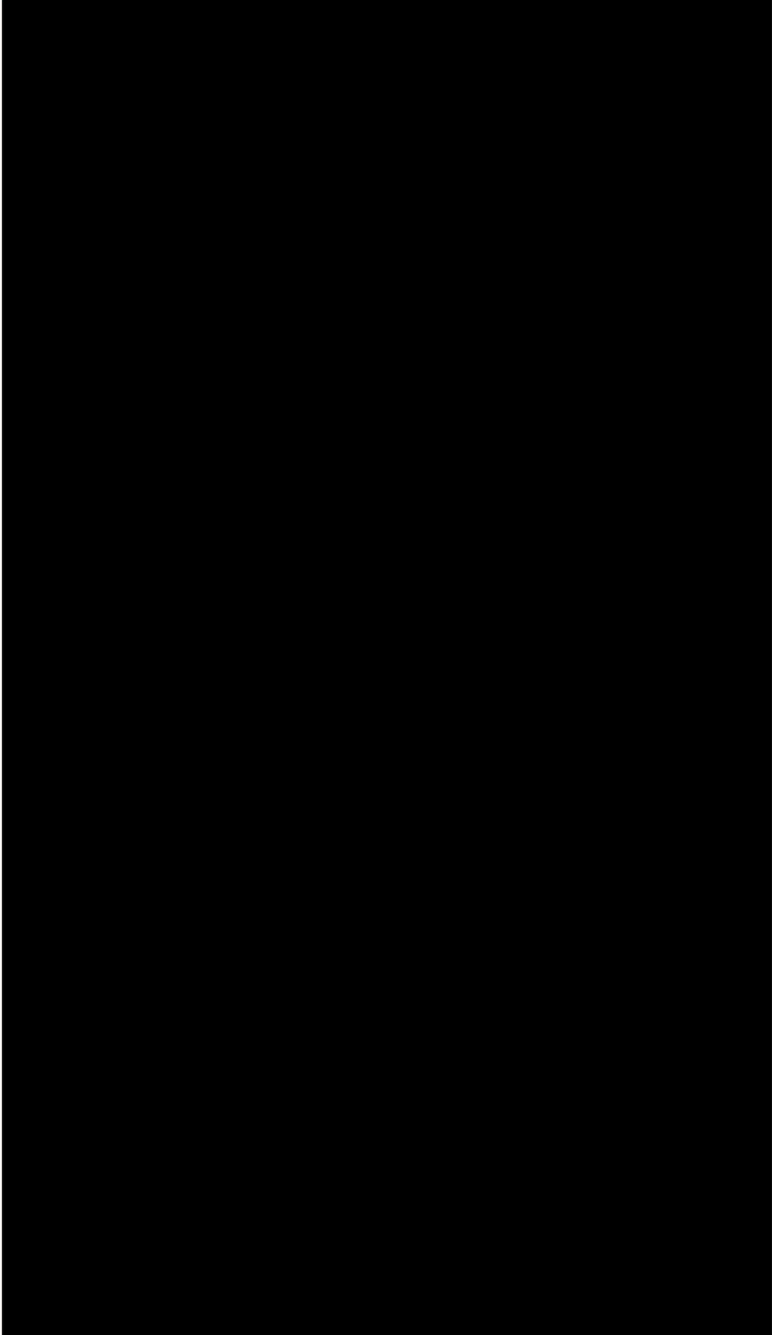
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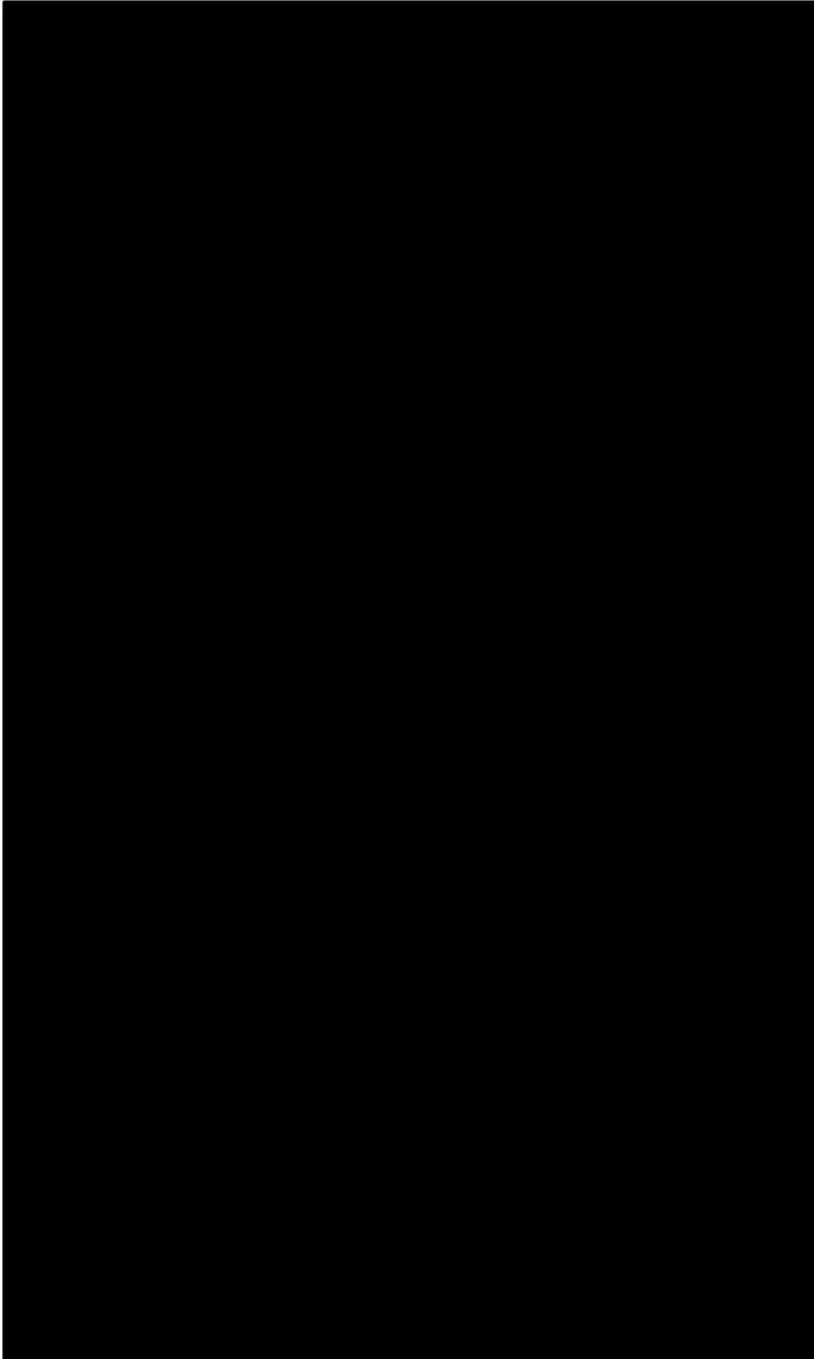
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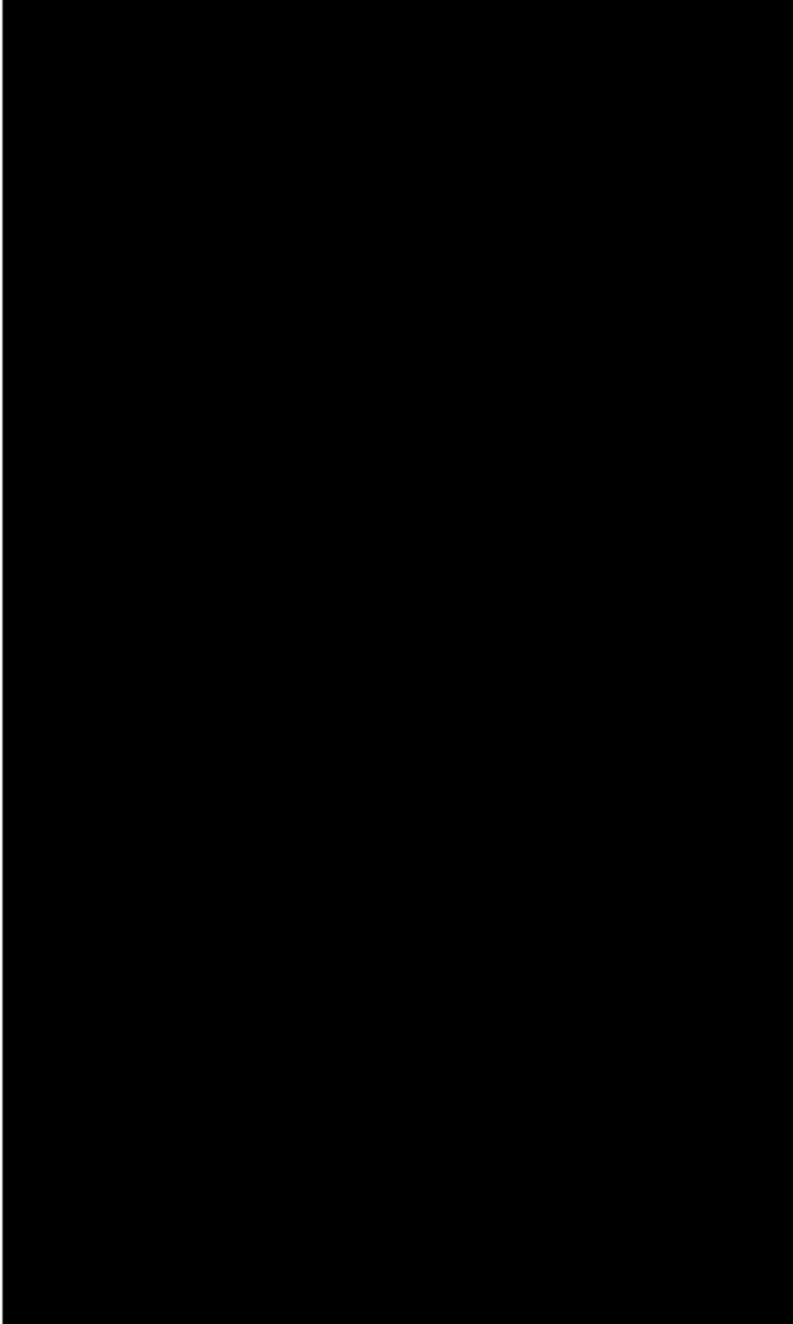
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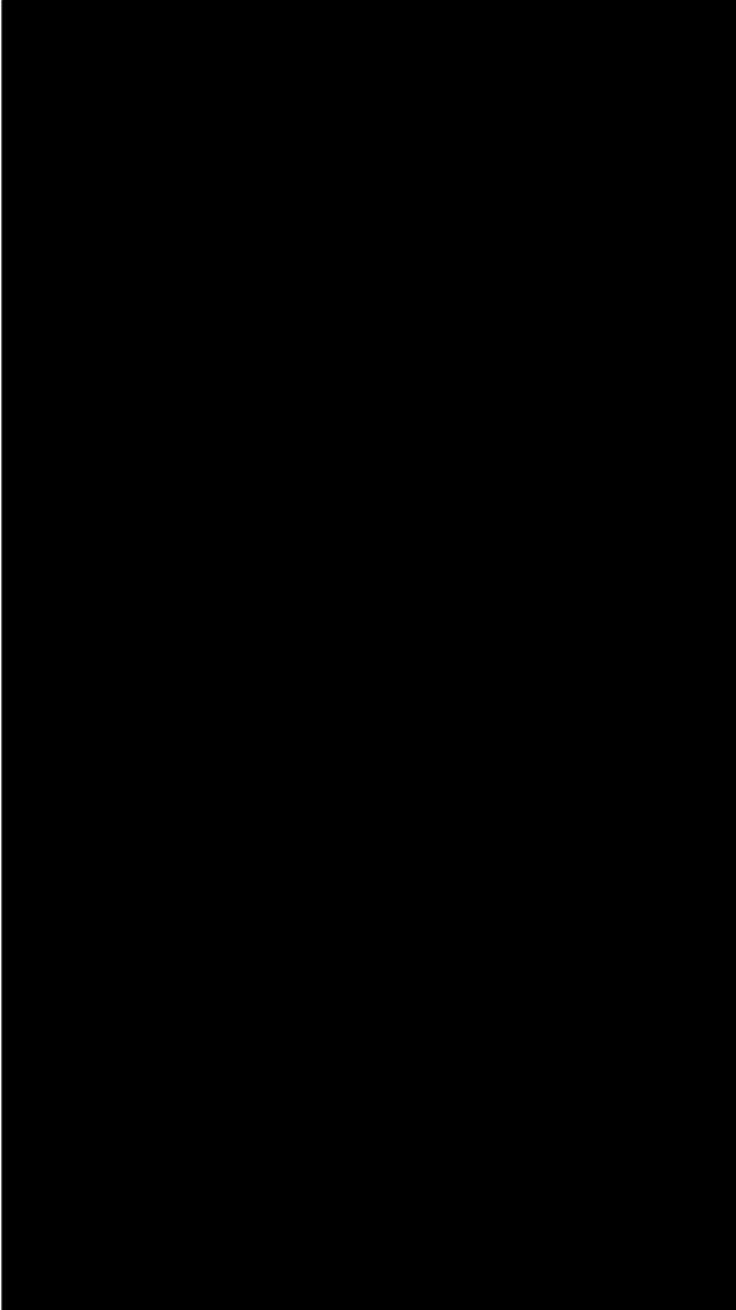
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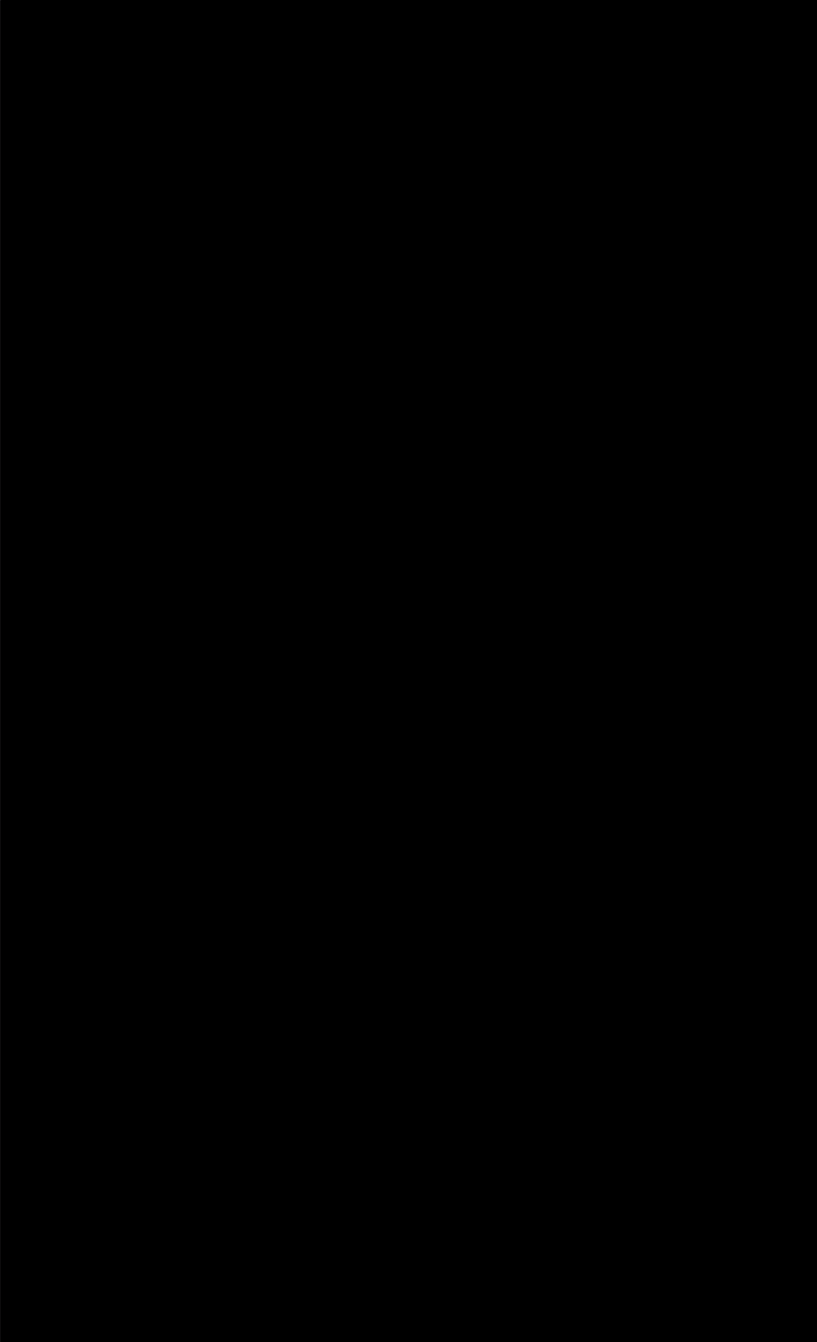
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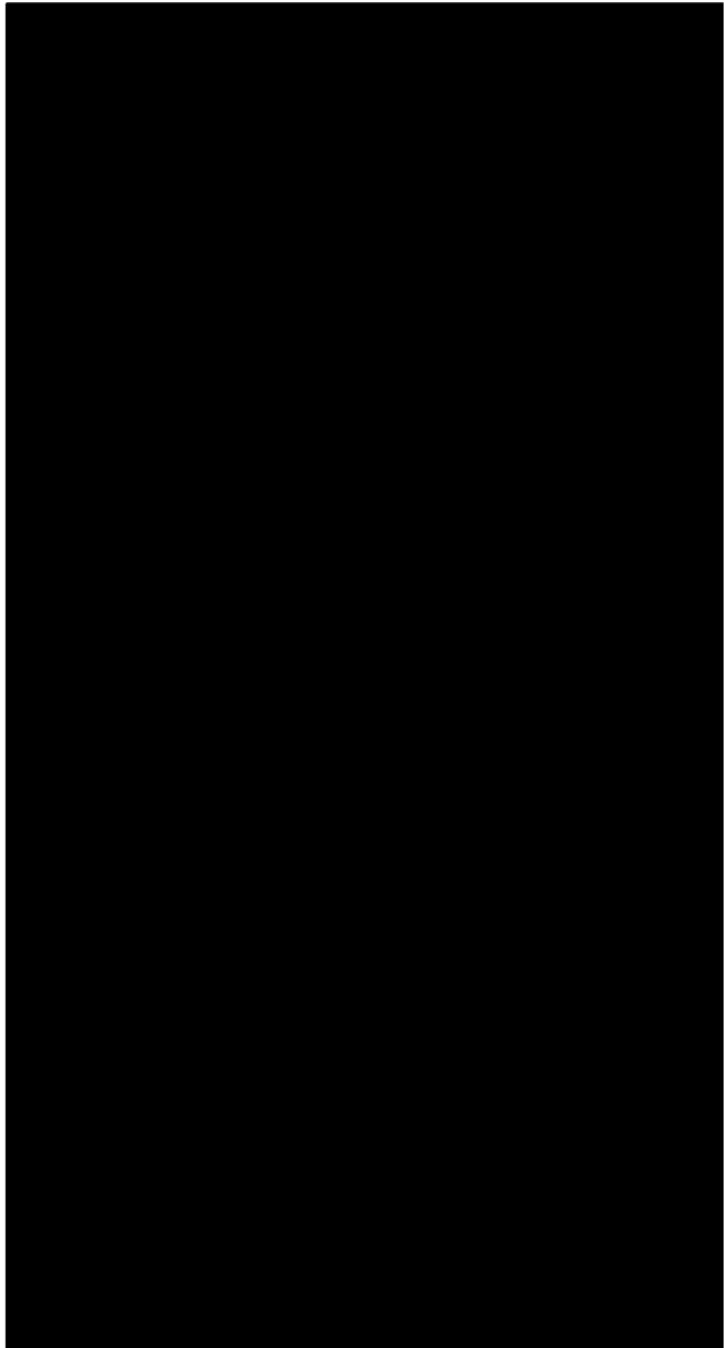
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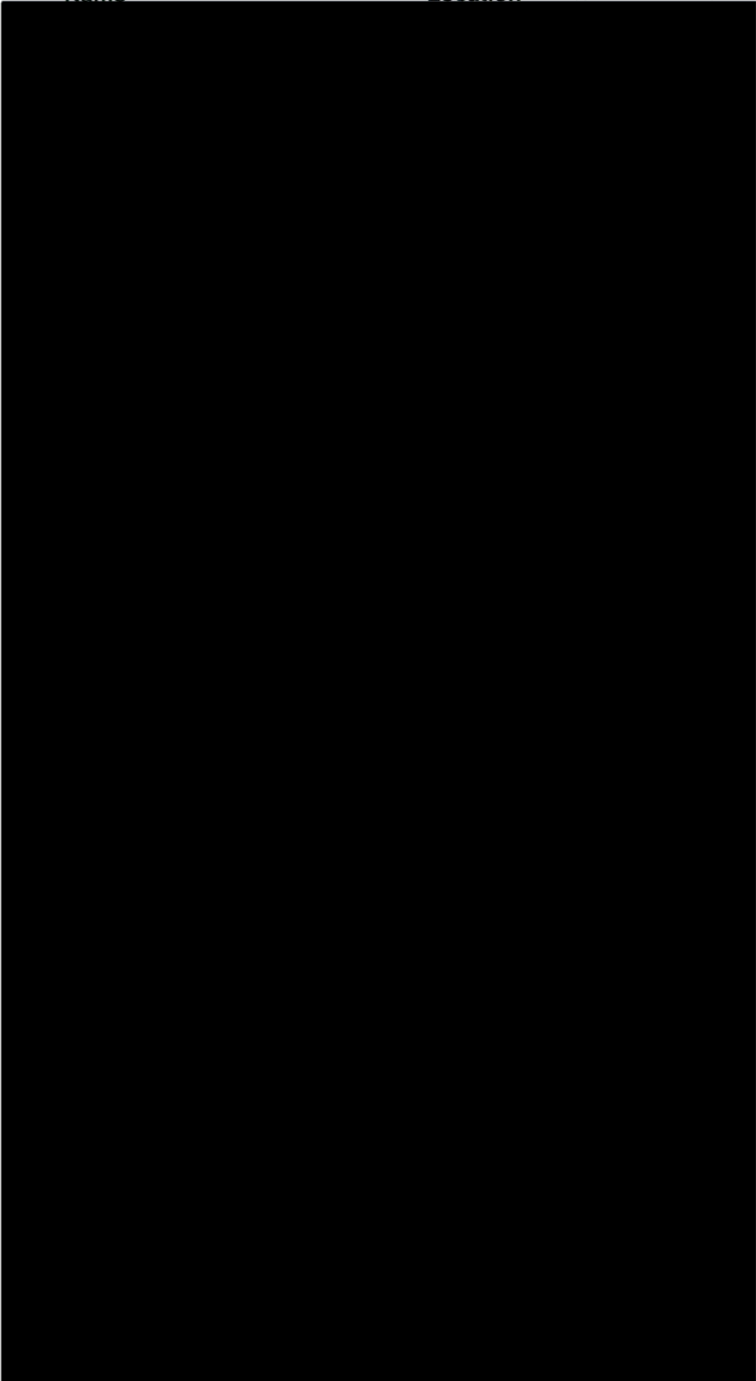
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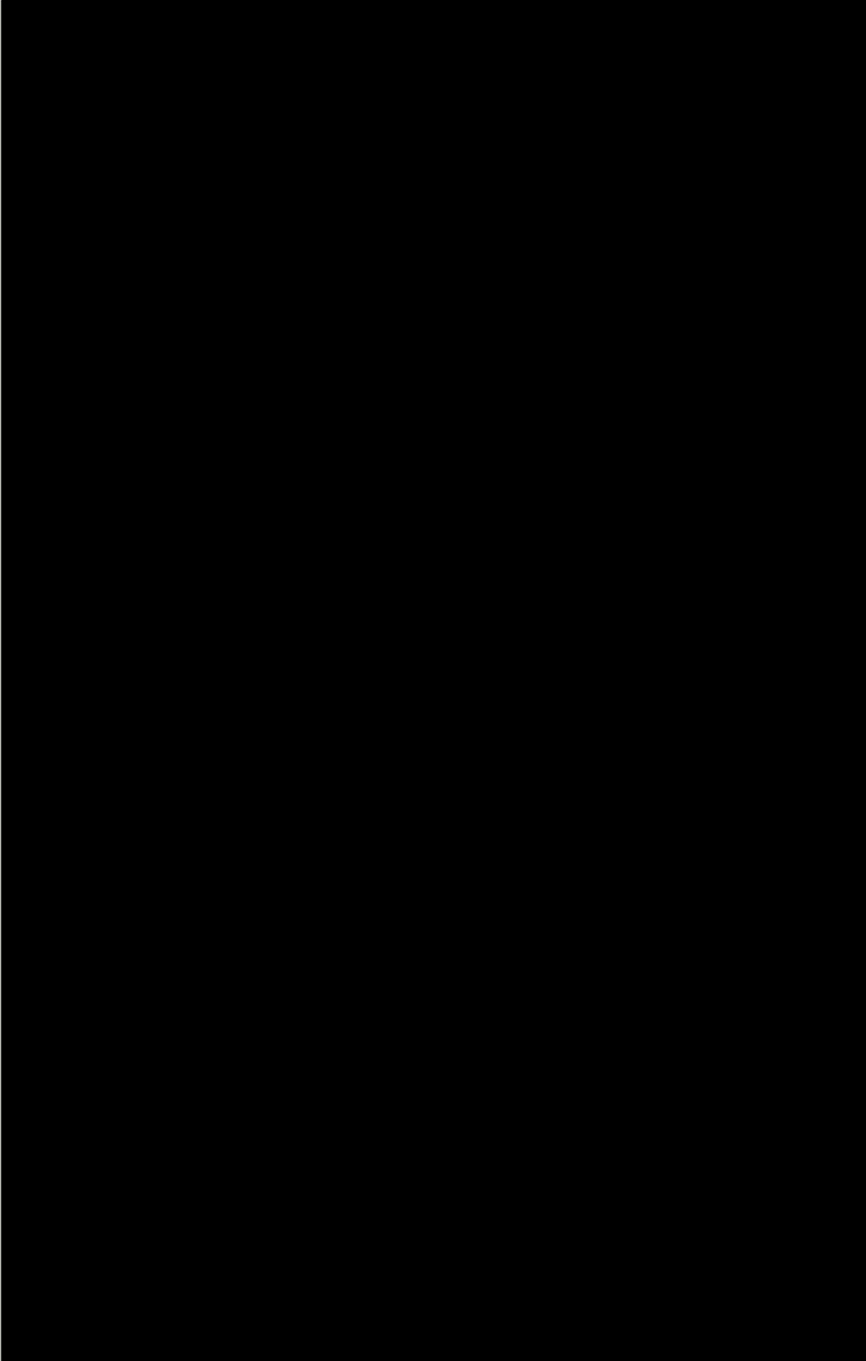
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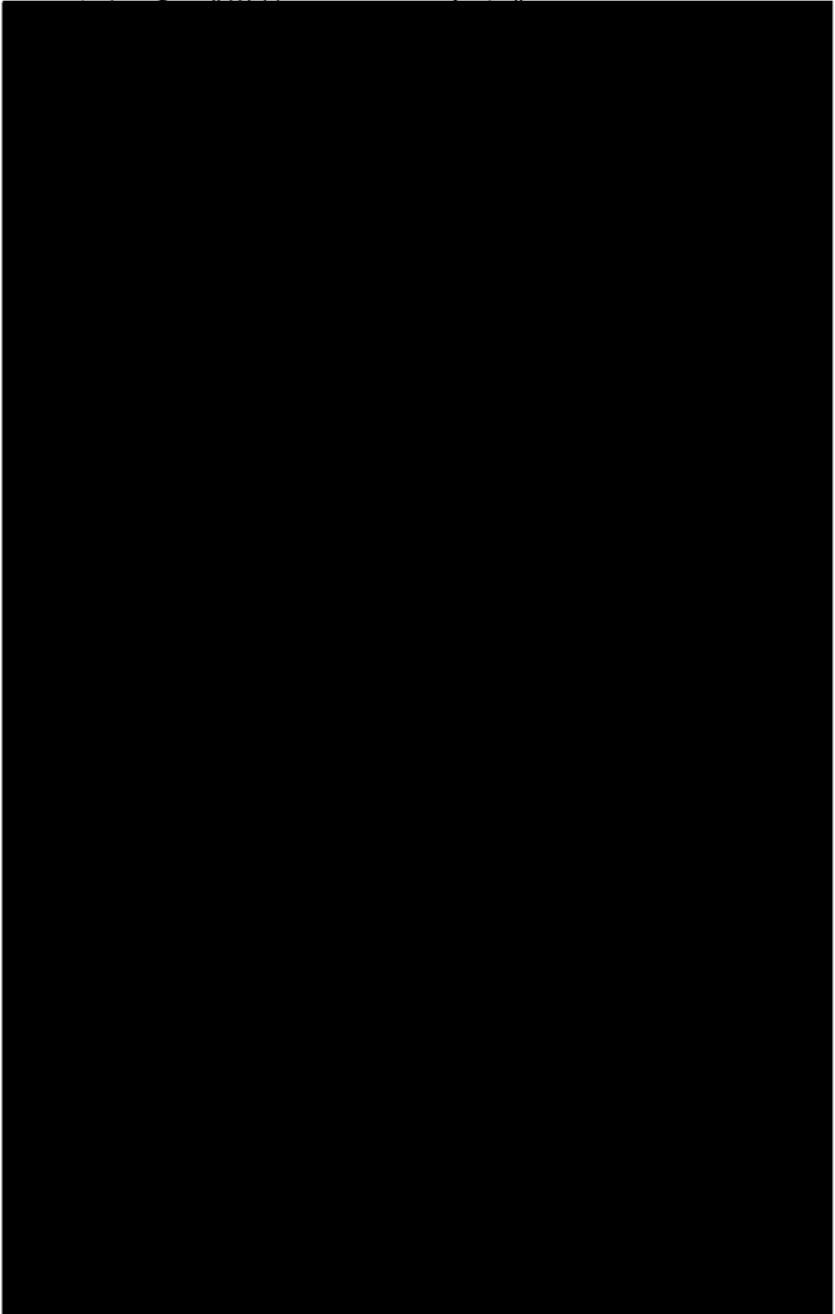
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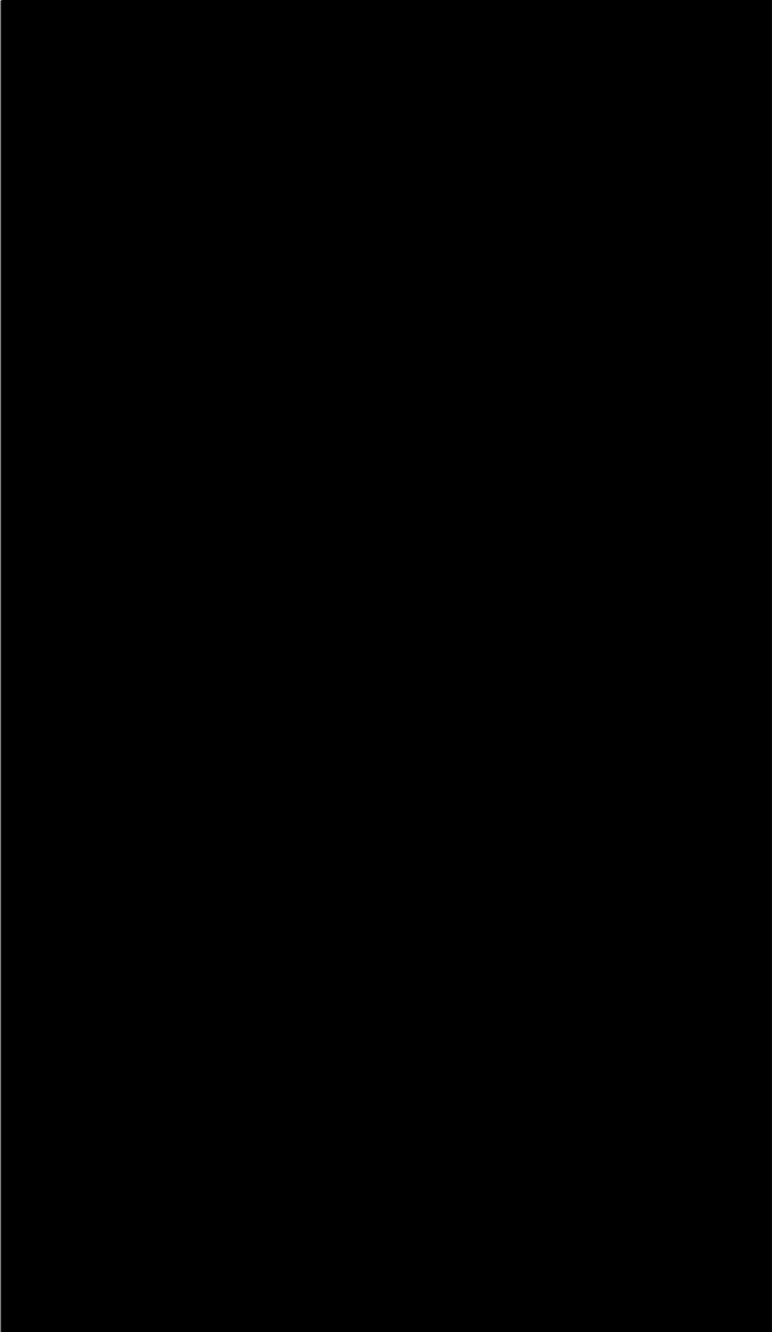
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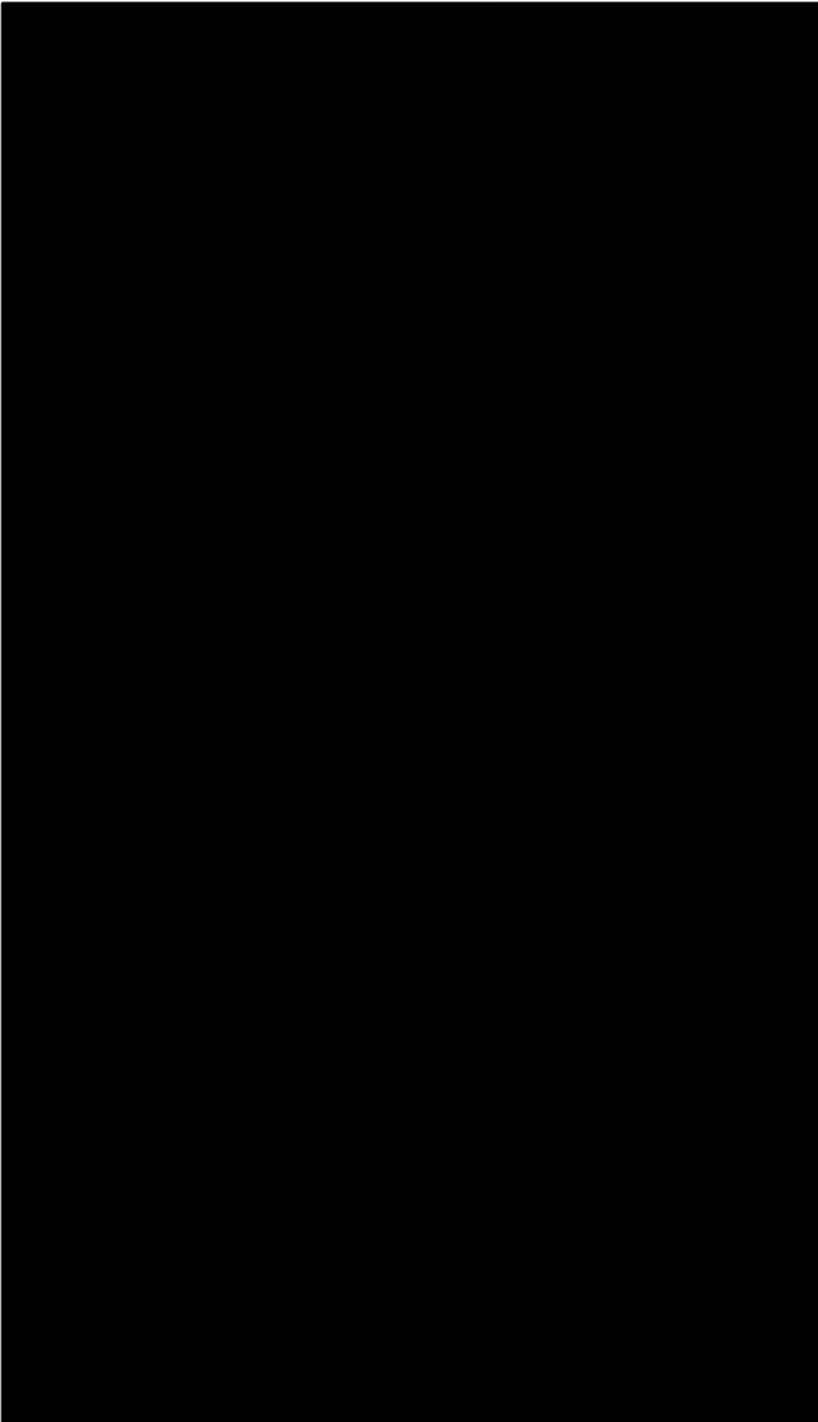
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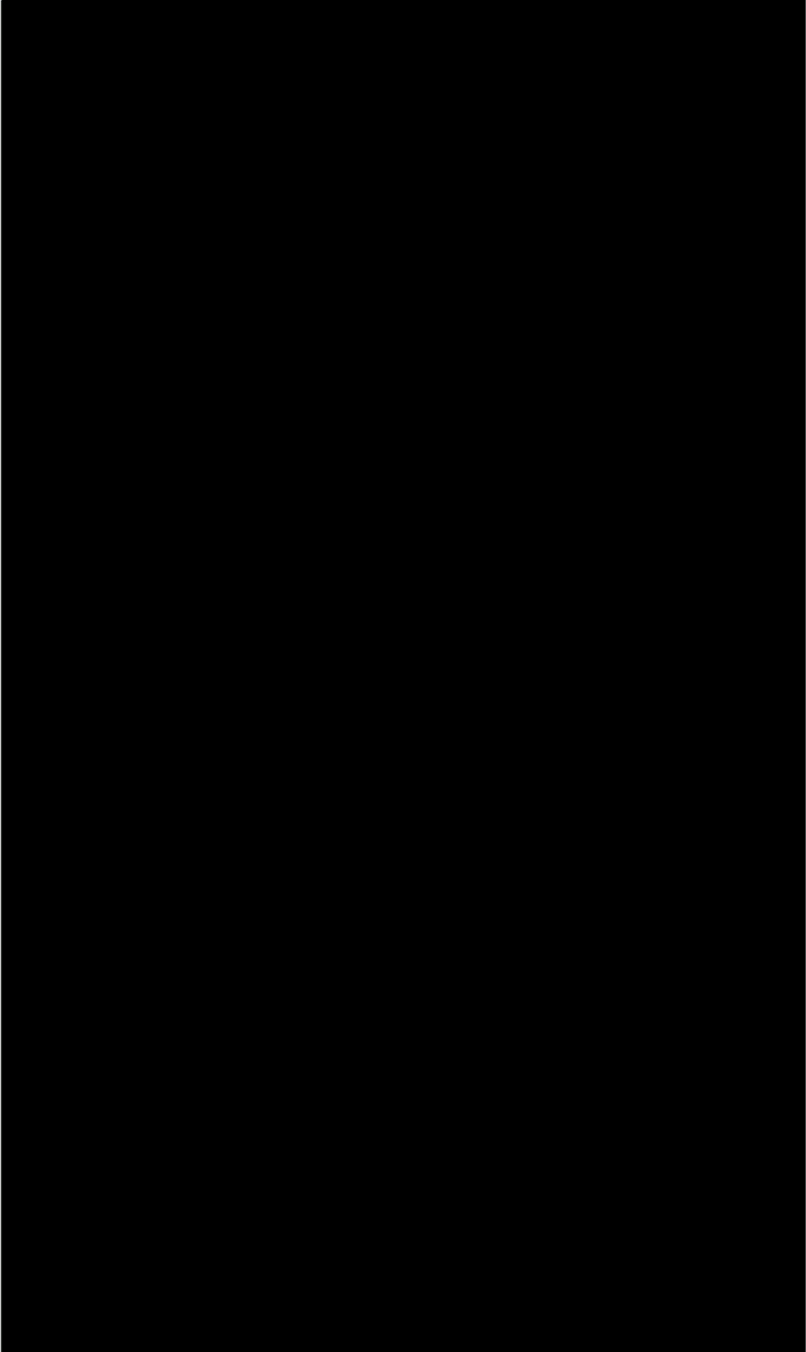
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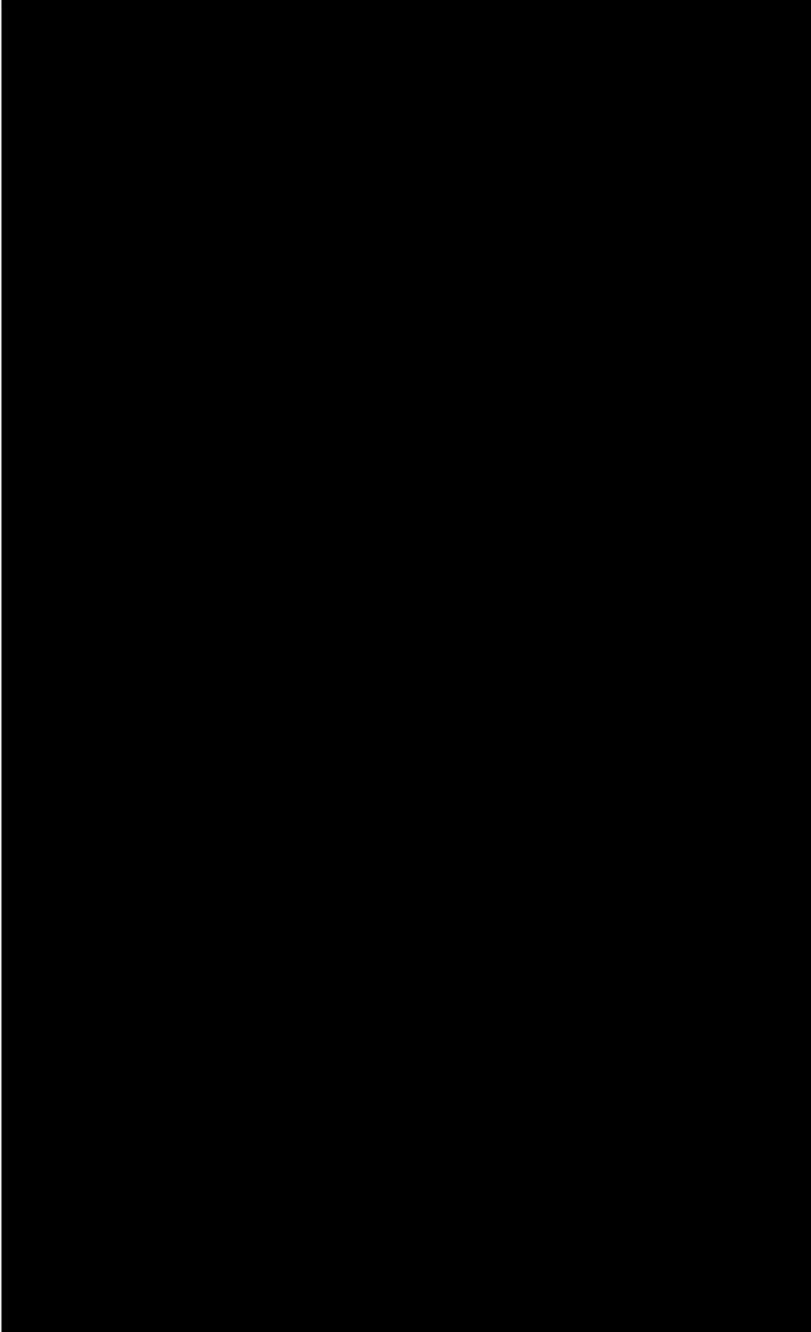
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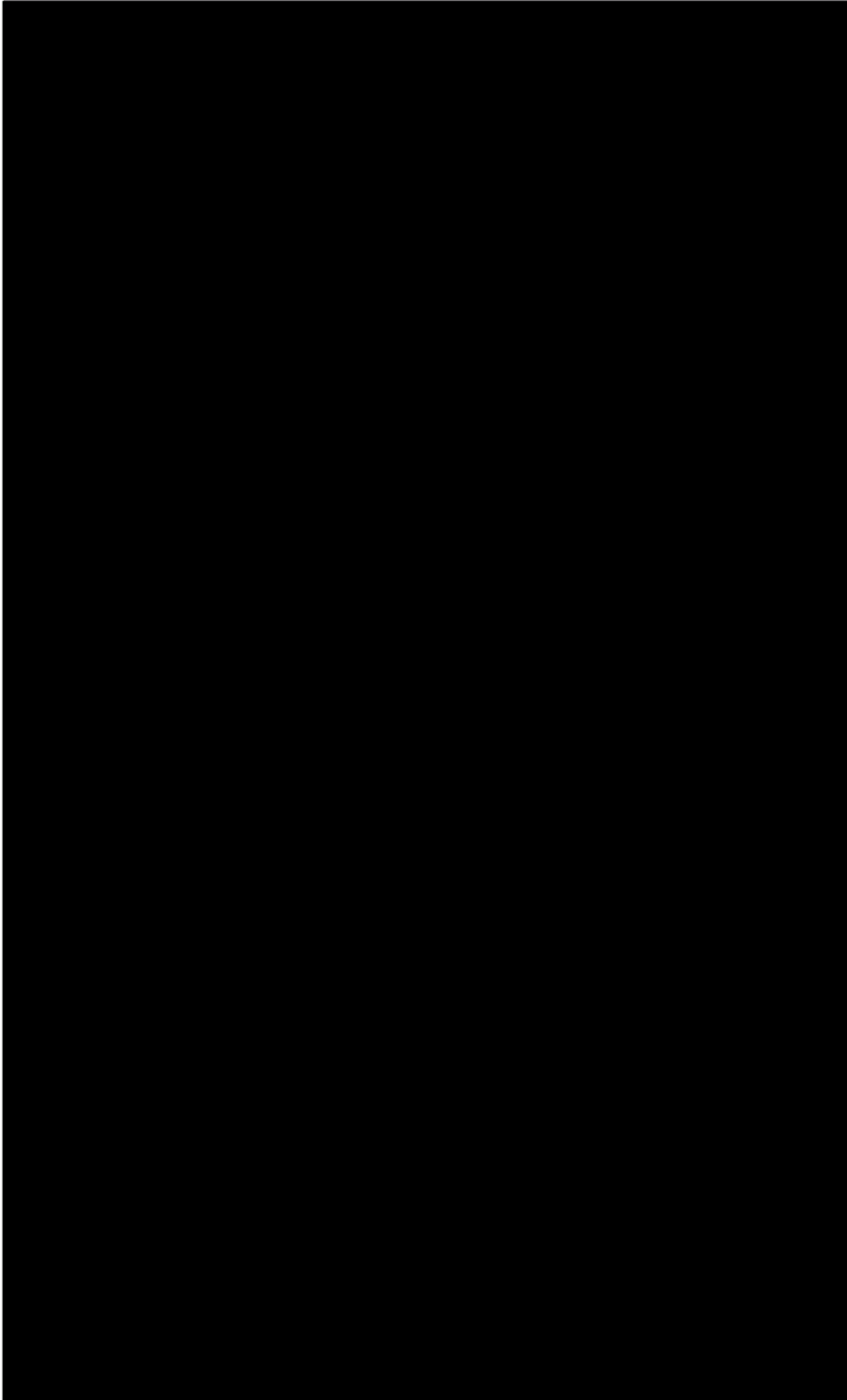
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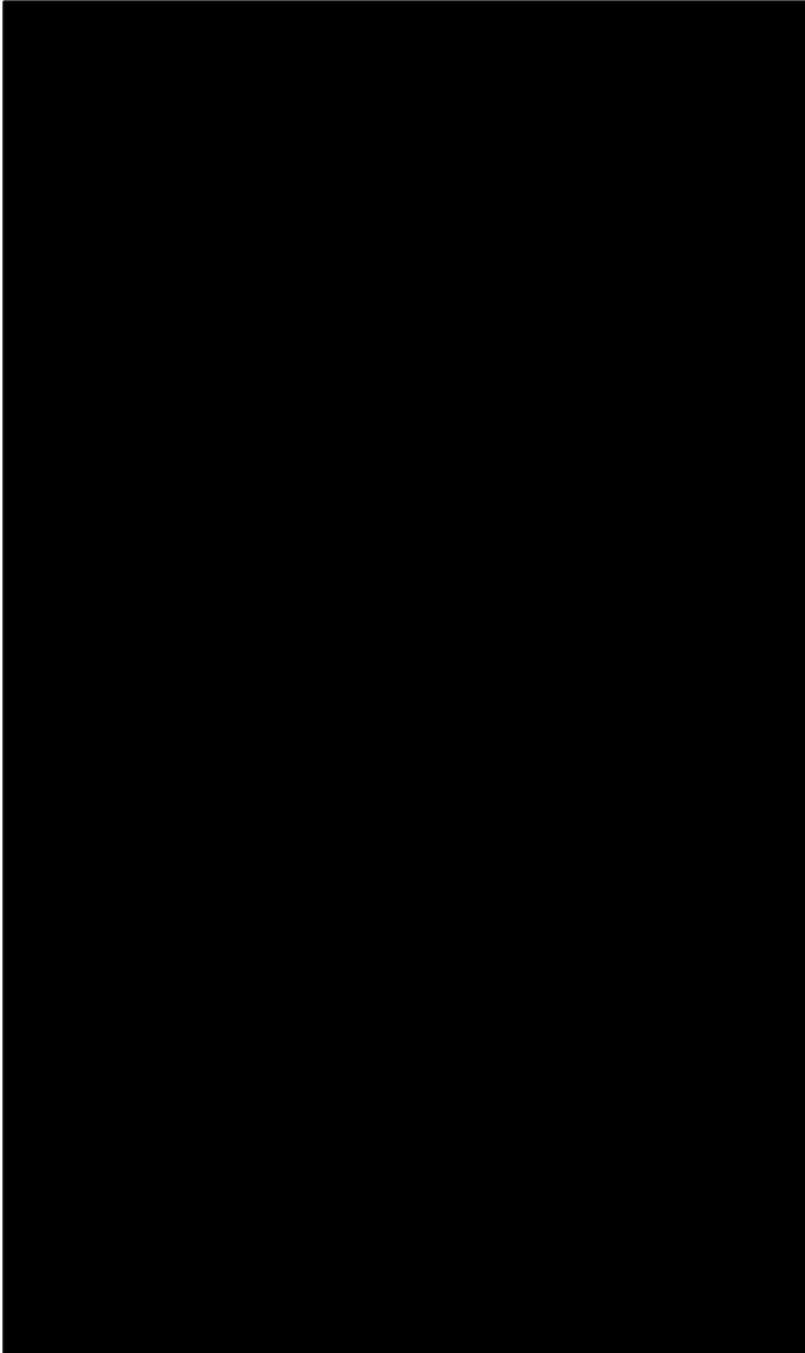
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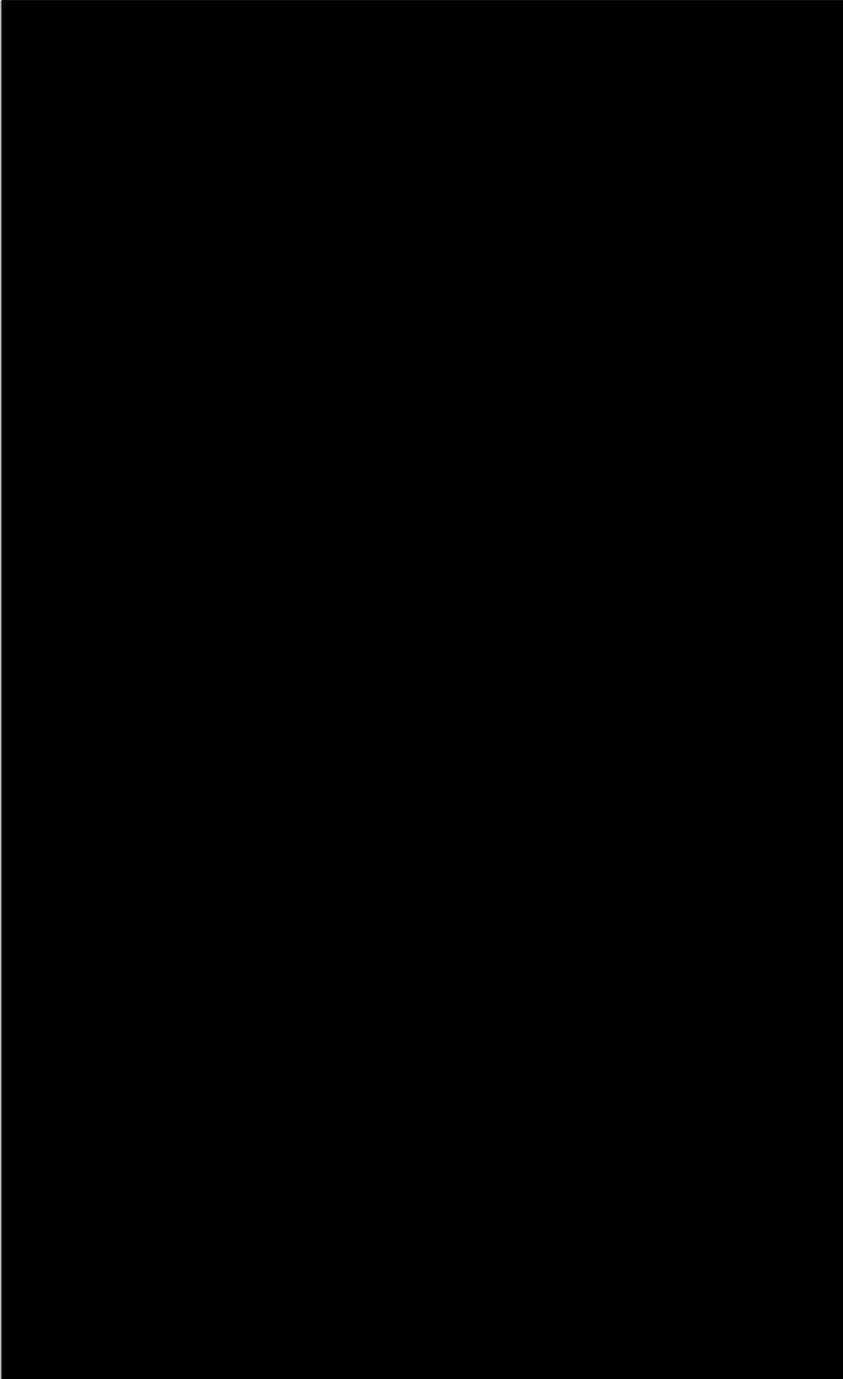
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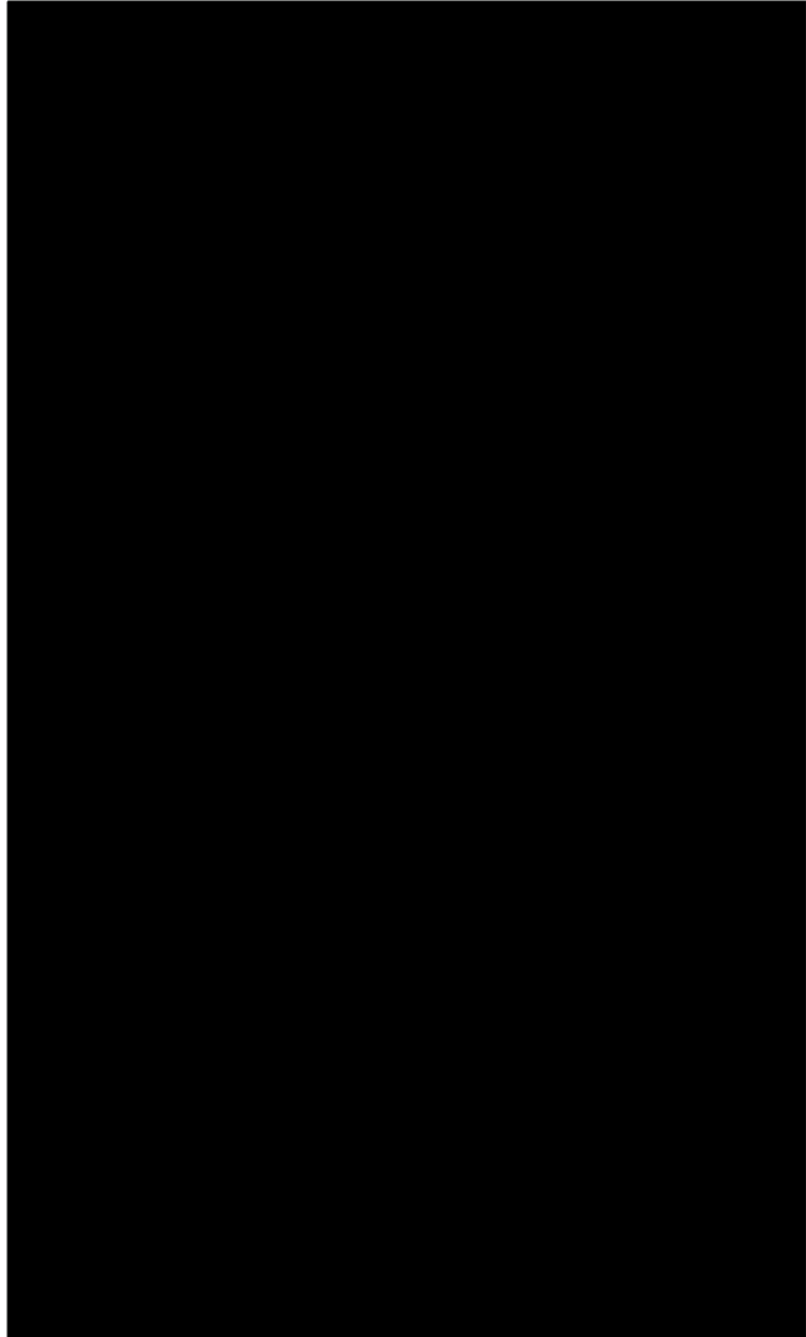
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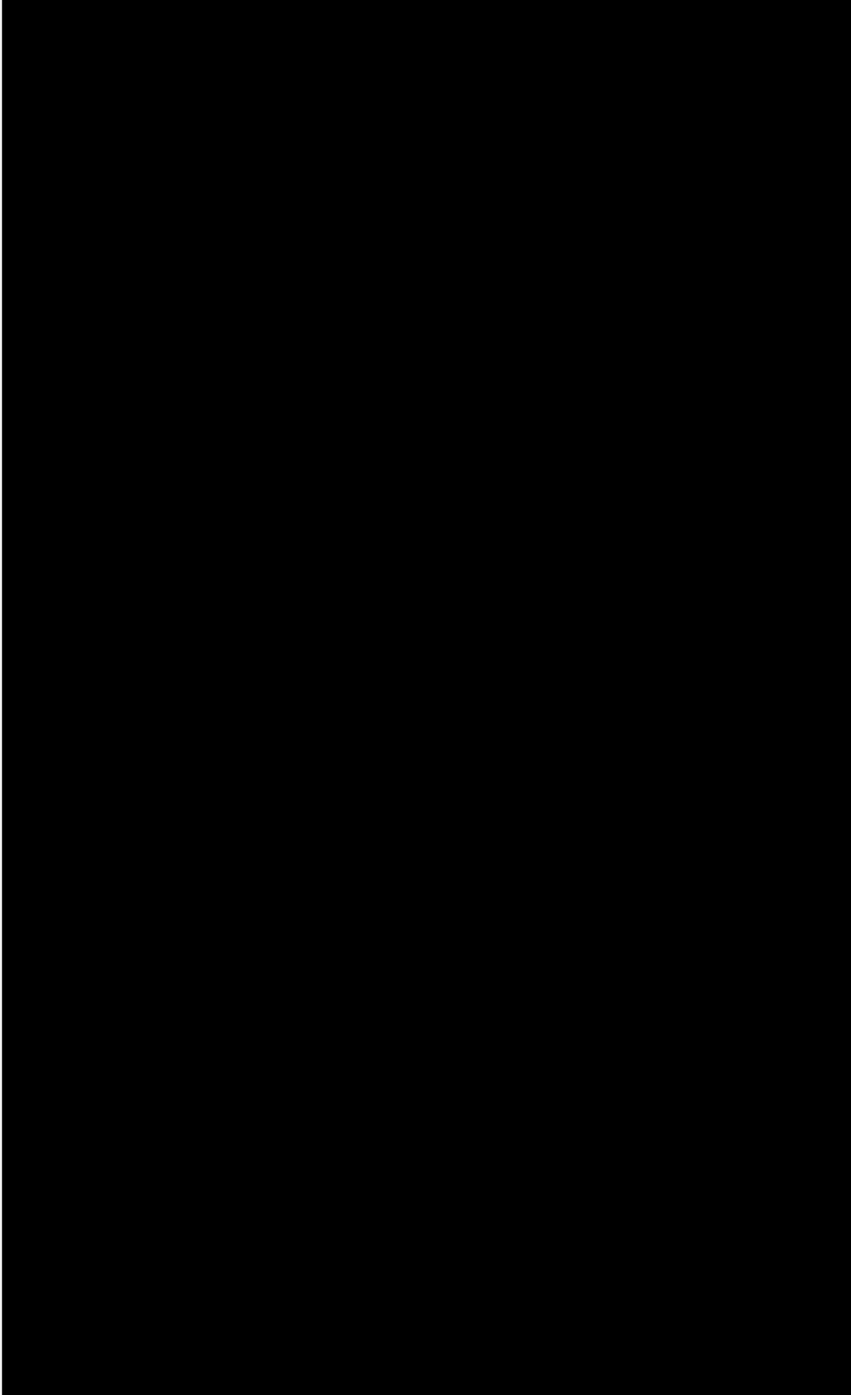
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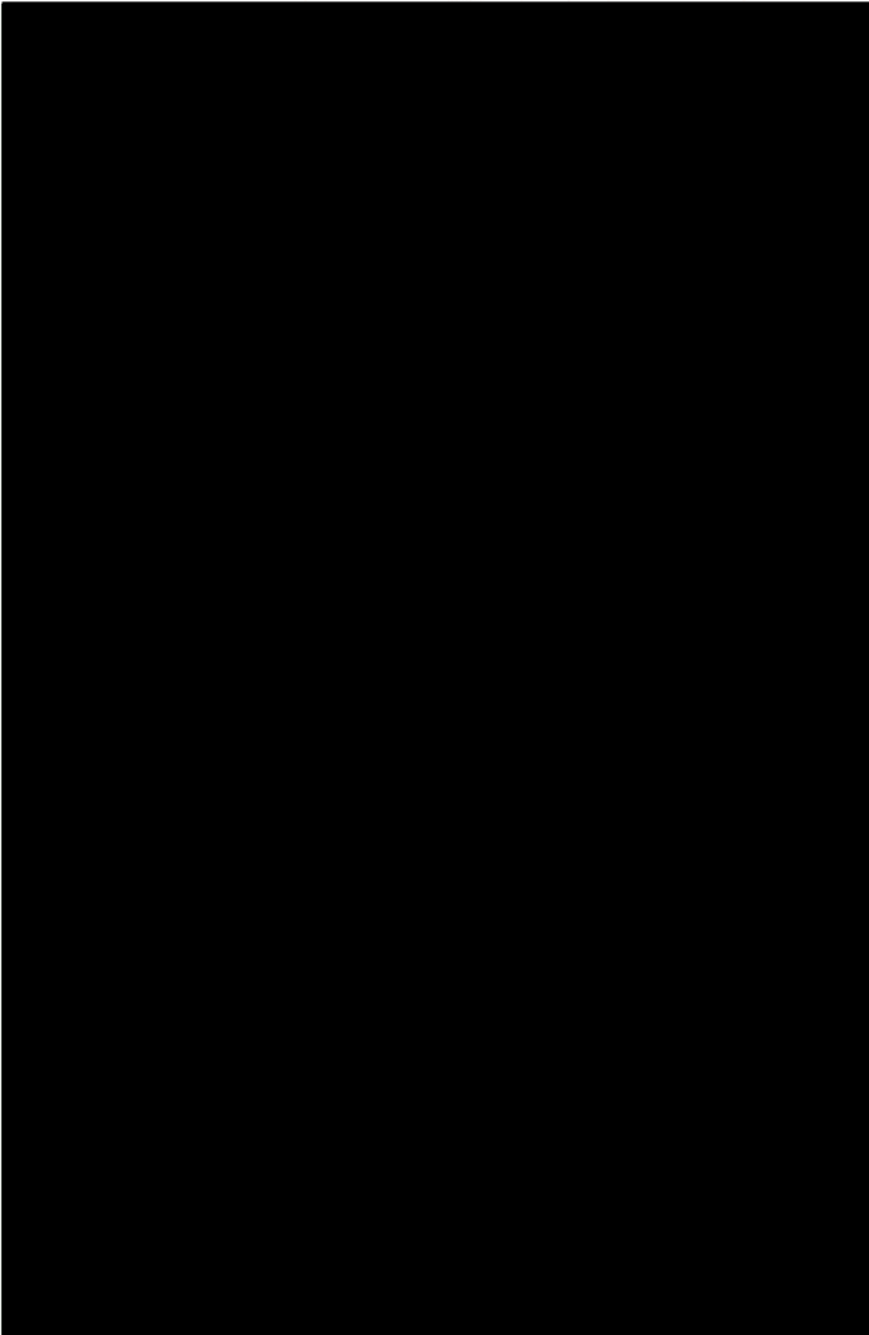
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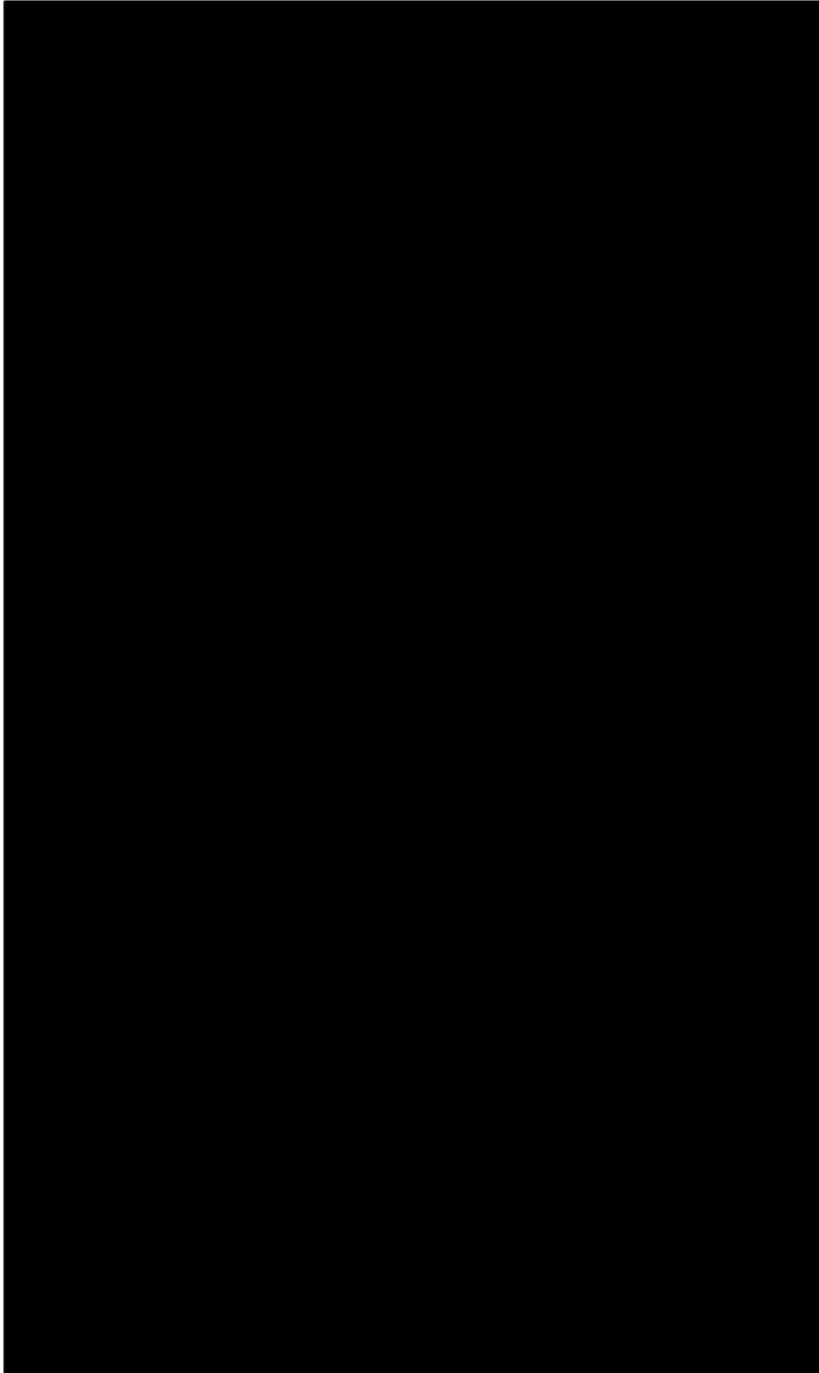
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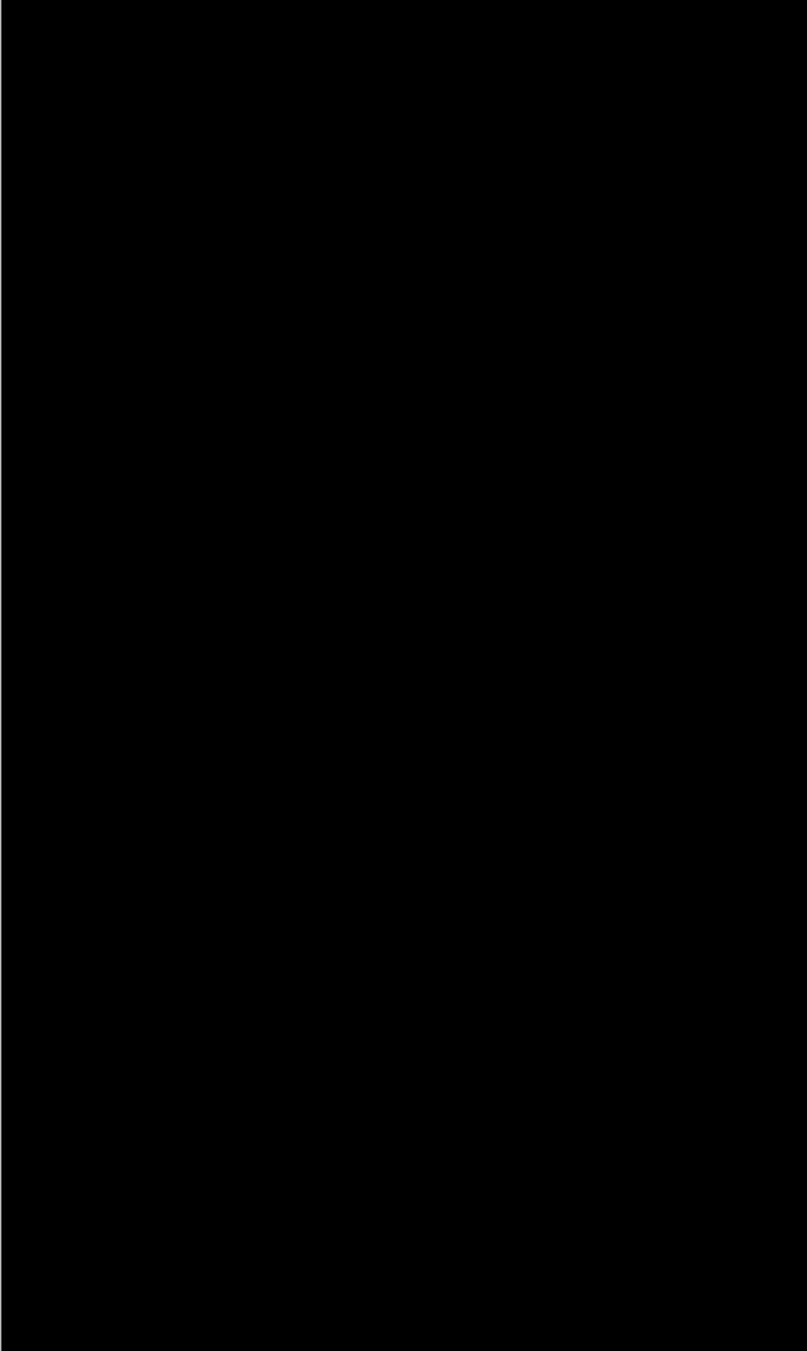
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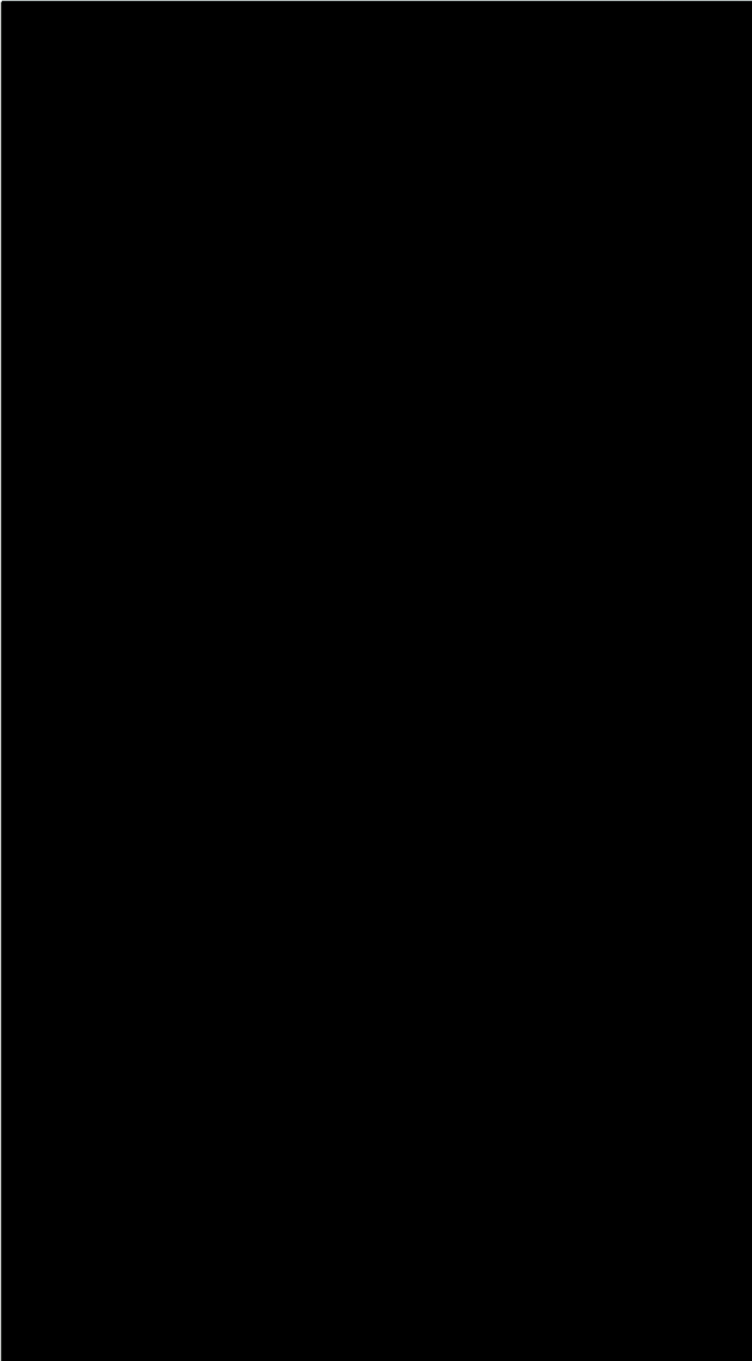
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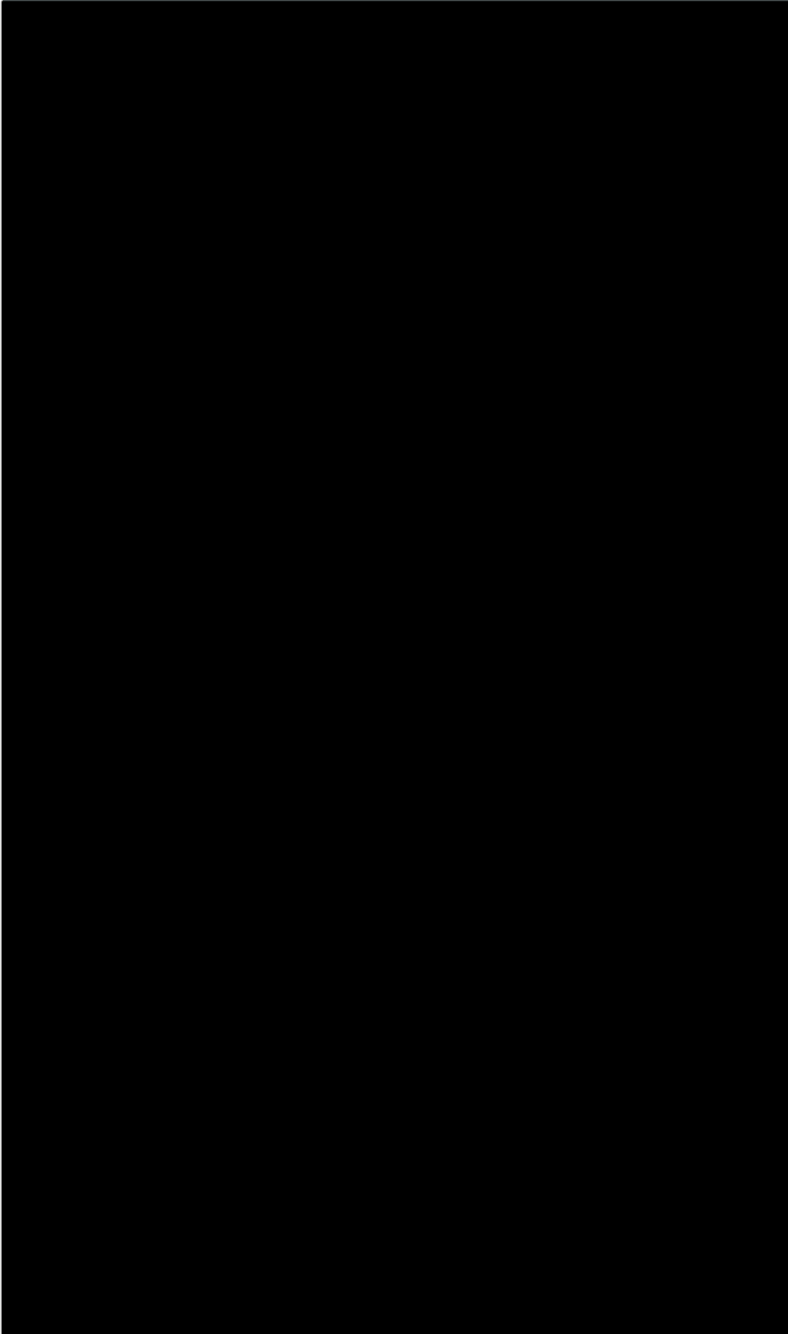
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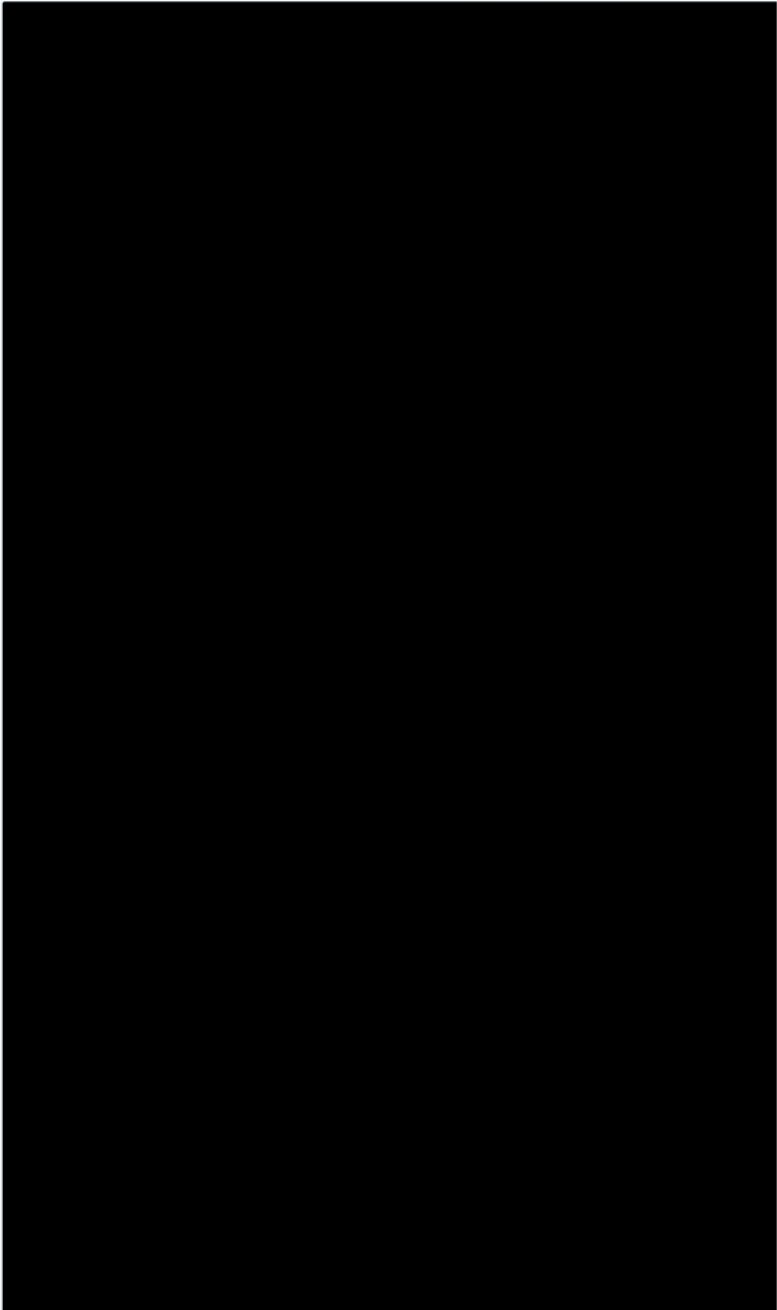
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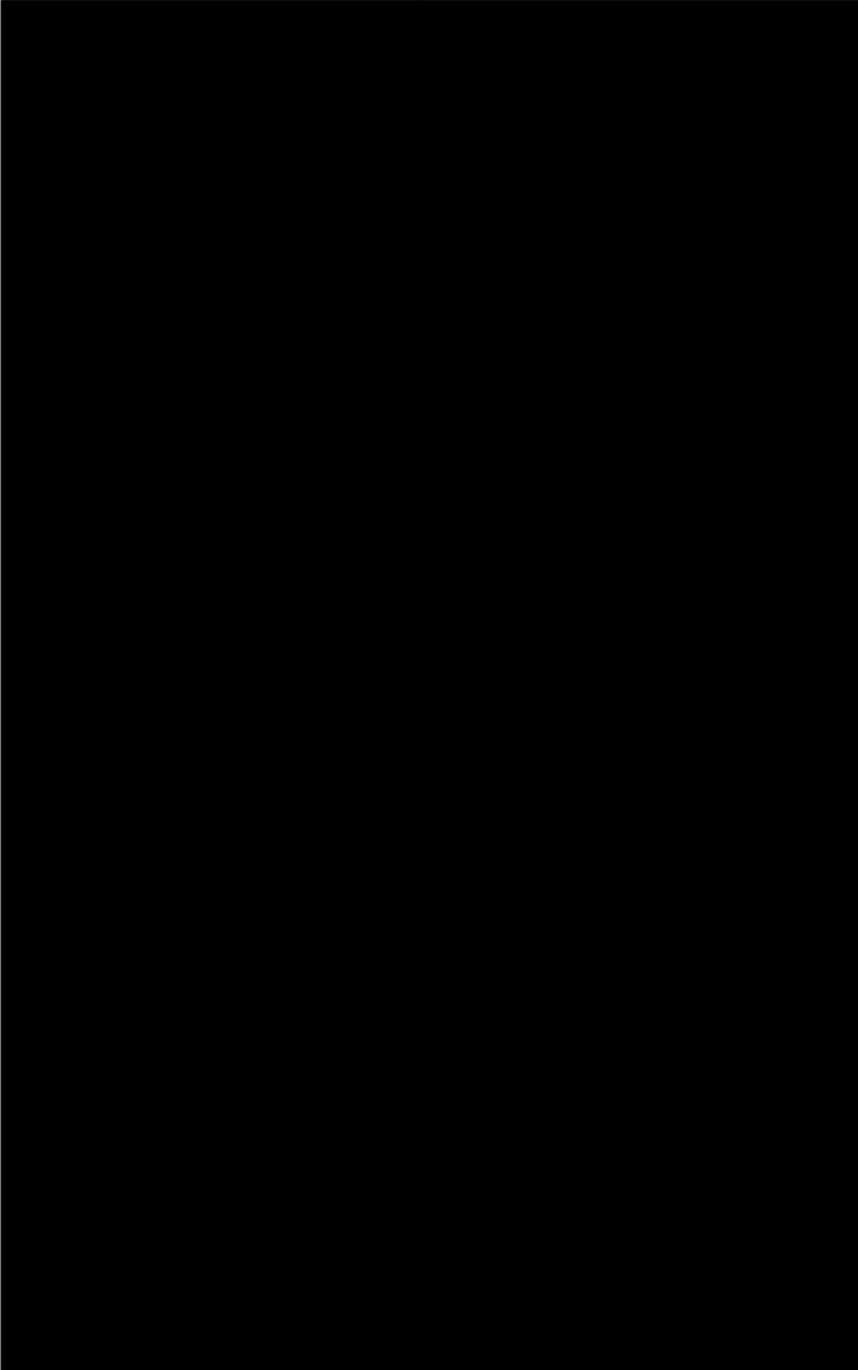
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7.2 Petitions Received - Regarding Flying the Rainbow Flag for Marriage Equality

APPENDIX 3 PETITION 3 – NO TO RAINBOW FLAG - REDACTED



19/06/17



Dear Surf Coast Shire Council,

Could you please table our attached petition at a meeting of the council?

Thank you,



PETITION TO THE SURF COAST SHIRE

No to rainbow flag

We the undersigned ratepayers of the Surf Coast Shire request that the Shire Councillors re-consider the decision to fly a rainbow flag outside the Shire Offices for the following reasons:

- *There has been no consultation on this decision with the ratepayers of the Surf Coast Shire.*
- *The issue of same sex marriage is outside the responsibility, and not a core function, of the Surf Coast Shire.*
- *It is inappropriate for the flag to fly outside the Surf Coast Shire Offices when it is promoting a campaign against the Federal Government.*

Name	Address	Signature

8. CLOSED SECTION

Recommendation

That Council pursuant to section 89(2)(h) other matters and section 89(2)(d) contractual matters of the Local Government Act 1989, close the meeting to members of the public to resolve on matters pertaining to the following items:

- 8.1 Assemblies of Councillors
- 8.2 Kerbside Garden Organics Reveal and Processing - Contract 17/011
- 8.3 Provision of Traffic Management Services - Contract T17-012
- 8.4 Winchelsea Independent Living Units

Recommendation

That:

1. The resolutions and reports pertaining to Confidential items 8.1, 8.2 and 8.3 remain Confidential.
2. The resolution pertaining to Confidential item 8.4 be made public and the report remain Confidential.
3. Council open the meeting to the public at pm.

Close: There being no further items of business the meeting closed at pm.