



SURF COAST SHIRE COUNCIL

# Service Profile 2024

# Acknowledgement of Country

Surf Coast Shire Council Acknowledges the Wadawurrung People, and the Gulidjan and Gadubanud Peoples of the Eastern Maar nation as the Traditional Owners of the land we now call Surf Coast Shire.

We pay our respects to their Elders past and present, and all other Aboriginal and Torres Strait Islander People who are part of our Surf Coast Shire community.



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# Council services

**Council services are designed to meet our community's diverse and changing needs. They include all of the activities undertaken by our employees and our volunteers, whether it's the maintenance of roads, collection of waste, providing information to visitors, assessing planning applications, engaging with our stakeholders, or any of our support services. It is what we do to ensure the Surf Coast community and environment thrives.**

The Surf Coast Service Profile is a comprehensive explanation of all the services council is responsible for delivering to the municipal community. It enables the community to understand why the services are provided and how they relate to the councils' obligations to meet the legislative requirements under the *Local Government Act (Vic) 2020* and various other legislative obligations.



# The community vision and council plan

Council delivers its range of services with specific reference to the Community Vision, which was developed by the Surf Coast Community in 2020. For each term of a sitting Council, the Council creates a 4-year Council Plan to identify themes consistent with the Community Vision to guide decision making. The Themes identify actions that will be delivered to the community during the Council term.

The themes and associated strategies in the Surf Coast Shire's Council Plan 2021-2025 are:

## Theme 1: First Nations Reconciliation

Reconciliation with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community through respectful engagement, acknowledgement, and collaboration

**Strategy 1:** Work with Traditional Owners and other Aboriginal and Torres Strait Islander People in our community to achieve reconciliation

**Strategy 2:** Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge

## Theme 2: Healthy Connected Communities

To foster a thriving, connected, healthy community

**Strategy 3:** Facilitate the provision of social infrastructure and open space to enable healthy lifestyles

**Strategy 4:** Improve access to local services and programs that support people to be healthy and well

**Strategy 5:** Make it easier for people to move around our towns and in nature without relying on cars

**Strategy 6:** Enable communities to strengthen their social connections and participate in community life

## Theme 3: Environmental Leadership

Protect our environment and help our community to thrive through environmental leadership

**Strategy 7:** Protect significant habitats, landscapes and biodiversity

**Strategy 8:** Reduce greenhouse gas emissions to limit the impacts of climate change

**Strategy 9:** Divert more material from the waste stream

**Strategy 10:** Adapt to a changing climate

## Theme 4: Sustainable Growth

Growth is not at the expense of environmental values or the unique heritage and character of our townships

**Strategy 11:** Protect heritage and township character

**Strategy 12:** Improve access to affordable residential accommodation

**Strategy 13:** Support tourism and events that encourage people to stay longer and appreciate and care for this place

## Theme 5: Robust and Diverse Economy

Our economy is sustainable and supports a diversity of local enterprises and people

**Strategy 14:** Enable people to run successful local businesses that grow and create jobs in our changing economy

**Strategy 15:** Foster businesses that reflect local character and values including ethical, social and sustainable principles

## Theme 6: Arts and Creativity

Acknowledge the value of arts and creativity and nurture their growth

**Strategy 16:** Foster an environment where people with clever and creative ideas can make a difference in their communities

**Strategy 17:** Increase support for creative industries and arts

## Theme 7: Accountable and Viable Council

Council has financial capacity to deliver services now and into the future and decision making is informed by community views.

**Strategy 18:** Establish a sustainable financial position

**Strategy 19:** Improve council's credibility as a trusted decision maker through meaningful engagement

# How does council choose which services to deliver?

There are a number of reasons why the council delivers the services it does. In some instances, the council is mandated to deliver specific services through legislation, such as the Local Government Act (Vic) 2020 and the Planning and Environment Act (Vic) 1987. Other service examples include road maintenance, waste management and compliance services activities like occupational health and safety or financial management.

Legislation also imposes obligations on council to deliver certain objectives or outcomes. In these instances, whilst council is not mandated to deliver a particular service, it has an obligation to deliver a range of services to its community to deliver the legislated outcomes. For instance, the Local Government Act (Vic) 2020 requires councils to promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks. To do this, council adopts a number of strategies, aligned with its Council Plan, which are delivered through services to its community.

In limited situations, the council also delivers services for a fee to its community where other providers can deliver the same service. Our kindergartens and childcare services are examples where there are private providers who are able to deliver the same type of service for a fee to the community. Council also has a role to play to provide services to meet the needs of the community when there are no other providers available in the municipality. The table below explains the service rationale within our service profile.

Rationale of service	Description	Example of service activity
Statutory (mandated)	Council must provide the service to its community as part of its statutory obligations under the Local Government Act(s) and any other legislation e.g. <i>Road Management Act 2004</i> , <i>Planning and Environment Act 1987</i> and the <i>Financial Management Act 1994</i> .	Rates, roads, waste management, animal management, infringements and reviews, compliance and corporate support services.
Statutory Principles	Under the <i>Local Government Act 2020</i> Council must in the performance of its role give effect to the overarching governance principles, the service planning principles, the community engagement principles, the public transparency principles and the financial management principles.	Tourism information centres, community grants, economic development, sports and recreation facilities.
Open market	Council may provide a service to meet an identified community need where other organisations are in the market to provide the same service.	Kindergartens and childcare.

# Our service profile

Council's service profile is represented as three levels - there are 18 core services, 59 service activities and 284 service functions identified. The 18 core services are:

## Core service groups:

- Arts and Creative Economy
- Asset Management
- Children and Families
- Climate Change
- Community Engagement
- Community Health and Wellbeing
- Community Participation
- Community Safety
- Compliance and Corporate Support
- Early Years (kindergartens and occasional care)
- Economic Development
- Engineering Services
- Environment
- Integrated Planning
- Operations - Civil (Roads Drainage), Open Space (Parks and Trees), Facilities (Buildings) maintenance
- Planning and Compliance
- Tourism
- Waste Management and Resource Recovery

The three levels of a service are:

**A Service** comprises a distinct set of activities and functions, designed to meet the needs of our customers, stakeholders, or community. A service aims to deliver a specific outcome, fulfills regulatory requirements, and address public needs.

**A Service Activity** refers to a specific category or component of a broader service that focuses on a particular set of related functions or operations. Each activity area contributes to the overall delivery of the service.

**A Service Function** refers to a specific core process or program area that is followed or designed to deliver an output of a Service Activity.

A combined summary list of the core services and service activities is provided at Appendix 1. - Service List and Service Activities.

## ARTS AND CREATIVE ECONOMY

<b>RESPONSIBLE PORTFOLIO</b>	<b>Placemaking and Environment</b>	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Arts and Creative Economy service provides a varied program of arts and cultural activities, grant programs and arts facilities for the benefit of community well-being, connection, participation, professional development and pride, alongside professional and sector development. The service also delivers the nationally significant Australian National Surfing Museum (Torquay) and Great Ocean Road Heritage Centre (Lorne). It aims to increase recognition across the Surf Coast region of the contribution made by the arts and creative industries to our places' prosperity and communicate surfing stories of national significance.</p> <p>As a nationally recognised regional creative hotspot with many emerging and niche creative businesses, arts and creative industry provides professional development opportunities in marketing and promotions, program development, and grant-writing to support our many creatives and our council objectives.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory Principles
	<b>THEME ALIGNMENT</b>	Arts and Creativity
	<b>COUNCIL PLAN STRATEGIES</b>	<p>Strategy 16: Foster an environment where people with clever and creative ideas can make a difference in their communities</p> <p>Strategy 17: Increase support for creative industries and arts</p>
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Arts and creative economy administration</b></p> <ul style="list-style-type: none"> <li>• Strategy and policy development</li> <li>• Promotion of the arts and creative sector</li> <li>• Newsletters</li> </ul> <p><b>Australian National Surfing Museum (ANSM)</b></p> <ul style="list-style-type: none"> <li>• Exhibitions</li> <li>• Maintaining an accredited Australian National Surfing Museum</li> <li>• Care, preservation and access to nationally significant collections</li> <li>• ANSM Visitation</li> <li>• Marketing, including website and social media platforms</li> </ul> <p><b>Arts</b></p> <ul style="list-style-type: none"> <li>• Grant programs</li> <li>• Annual Arts Trail</li> <li>• Facility management (Anglesea Arts Space, Multi-Arts Centre)</li> <li>• Community liaison and support – arts related</li> <li>• Website and social media platforms and marketing</li> <li>• Artist workshops and professional development opportunities</li> </ul> <p><b>Heritage</b></p> <ul style="list-style-type: none"> <li>• Heritage committee support</li> <li>• Great Ocean Road Heritage Centre (Lorne)</li> </ul>	

## ASSET MANAGEMENT

<b>RESPONSIBLE PORTFOLIO</b>	Placemaking and Environment	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Asset Management Service provides overarching planning for, and management of, council's existing asset base, including the delivery of Council's renewal program. Council has a substantial asset base including but not limited to 360 Buildings, 1,129 km of sealed and unsealed roads, 44 bridges and major culverts, 253 km of pathways, 350 km of stormwater pipes, 12,698 stormwater pits and 112 SWUD assets, 8062 recreation, leisure and open space assets.</p> <p>It also includes the management of council's heavy plant, light fleet and small plant fleets. Council's fleet includes 83 items of heavy plant, 78 light fleet vehicles and 131 items of small plant.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated)
	<b>THEME ALIGNMENT</b>	Accountable and Viable Council
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 18: Establish a sustainable financial position
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>• Oversight and management of council's asset portfolio (Asset Register and Condition)</li> <li>• Asset renewal (replacement) planning and delivery</li> <li>• Strategic asset modeling</li> <li>• Strategic Asset Plan</li> <li>• Dust suppression program</li> </ul> <p><b>Fleet Management</b></p> <ul style="list-style-type: none"> <li>• Heavy plant fleet management</li> <li>• Light fleet management</li> <li>• Small plant management</li> <li>• Procurement, disposal, and fleet utilisation</li> </ul>	



## CHILDREN AND FAMILIES

<b>RESPONSIBLE PORTFOLIO</b>	Community Life	
<b>DESCRIPTION AND PURPOSE</b>	The Children and Families service provides for the health and wellbeing of families with children from birth to preschool age. The service consists of Maternal and Child Health (MCH) services, including the Universal and Enhanced MCH programs, and sleep/settling support program. These services are funded through a Memorandum of Understanding between Surf Coast Shire Council, Municipal Association of Victoria and the Victorian State Government. Other services include parent education, playgroups, and community strengthening activities.	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory Principles
	<b>THEME ALIGNMENT</b>	Healthy Connected Communities
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 4: Improve access to local services and programs that support people to be healthy and well Strategy 6: Enable communities to strengthen their social connections and participate in community life
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Universal Maternal Child Health</b></p> <ul style="list-style-type: none"> <li>• Universal Maternal and Child Health Services</li> <li>• First Time Parent Groups</li> <li>• Parent Education Program</li> <li>• Sleep and settling/in home parenting support</li> <li>• Playgroups</li> </ul> <p><b>Enhanced Maternal Child Health</b></p> <ul style="list-style-type: none"> <li>• Enhanced Maternal and Child Health Services (in home/outreach)</li> <li>• Advocacy for local and appropriate health, wellbeing and support services</li> <li>• Enhanced Maternal and Child Health Program: In-Home visiting program consisting of additional support, education and referral services for families experiencing vulnerability</li> </ul>	

## CLIMATE CHANGE

<b>RESPONSIBLE PORTFOLIO</b>	<b>Placemaking and Environment</b>	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Climate Change service develops and delivers on council's climate change mitigation and adaptation commitments, supporting both council and community action.</p> <p>The service embeds the consideration of climate change across council services, strategies, policies, processes and promotes climate action across the municipality ensuring compliance with the <i>Local Government Act 2020</i>, which requires councils to respond to climate change.</p> <p>A wide range of strategies, policies and initiatives related to climate change, sustainability and environmentally sustainable design are delivered, in collaboration with internal teams, the community and other regional partners.</p> <p>The service provides climate mitigation and adaptation expertise to council and to community groups, local businesses, agencies, and members of the public.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory Principles
	<b>THEME ALIGNMENT</b>	Environmental Leadership
	<b>COUNCIL PLAN STRATEGIES</b>	<p>Strategy 8: Reduce greenhouse gas emissions to limit the impacts of climate change</p> <p>Strategy 10: Adapt to a changing climate</p>
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Climate emergency response</b></p> <ul style="list-style-type: none"> <li>• Coordinating Council's climate response</li> <li>• Strategy and policy development</li> <li>• Lead delivery of Council's Climate Emergency Response Plan 2021-2031 and development of subsequent action plans</li> <li>• Facilitating Council's Environmental Management System</li> <li>• Collaboration with key regional partners</li> </ul> <p><b>Climate mitigation</b></p> <ul style="list-style-type: none"> <li>• Initiatives to reduce council's greenhouse gas emissions e.g. renewable energy, electrification, energy efficiency</li> <li>• Environmentally Sustainable Design (ESD) in Council buildings and facilities</li> <li>• ESD in developments and planning within the Surf Coast</li> <li>• Climate Active Carbon Neutral Standard accounting and certification</li> </ul> <p><b>Climate resilience and adaptation</b></p> <ul style="list-style-type: none"> <li>• Climate risk assessment and coordinate climate adaptation planning</li> <li>• Build capacity and facilitate climate resilience within council operations</li> </ul> <p><b>Community mobilisation</b></p> <ul style="list-style-type: none"> <li>• Facilitate community climate action and mobilisation</li> <li>• Programs and services to support community action to reduce emissions and adapt to climate impacts across the municipality.</li> </ul>	

## COMMUNITY ENGAGEMENT

<b>RESPONSIBLE PORTFOLIO</b>	Community Life	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Community Engagement service is responsible for coordinating council communications, including communications strategy, media, publications and digital communication, as well as community engagement. The service also provides support to the Mayor and Councillors including speech writing and media liaison.</p> <p>This service includes customer service. This service is responsible for coordinating council's customer services and access, including attending to customer phone, digital and face-to-face enquiries.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated), Statutory Principles
	<b>THEME ALIGNMENT</b>	Accountable and Viable Council
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 19: Improve council's credibility as a trusted decision maker through meaningful engagement
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Council communications to the Surf Coast community</li> <li>• Media management</li> <li>• Councillor and Executive Support</li> <li>• Creative design</li> <li>• Internal communications</li> </ul> <p><b>Community Engagement</b></p> <ul style="list-style-type: none"> <li>• Community engagement and consultation</li> </ul> <p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• Customer Call Centre (Annually receiving 14,000 calls)</li> <li>• Customer Counter (Annually receiving 1300 enquiries)</li> <li>• Customer Request Management (annually assigning and tracking 34,266 requests for service)</li> </ul>	



## COMMUNITY HEALTH AND WELLBEING

<b>RESPONSIBLE PORTFOLIO</b>	Community Life	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Community Health and Wellbeing Service aims to support communities to be resilient and empowered through creating inclusive communities, where everyone can participate and contribute. It is responsible for implementing many Council Plan strategies under the pillar of Community Wellbeing, addressing issues such as preventing violence against women, gender equity, community safety, community development, healthy eating and physical activity, communities of place and interest, and minimise the harm caused by the use of alcohol, tobacco and other drugs.</p> <p>The service aims to support people across their life span in achieving their full potential via youth development programs, aged capacity building programs, attracting local support services to the region, and supporting people to navigate disability and inclusive services relevant to their needs.</p> <p>Surf Coast Shire spans 3 Traditional Countries – Wadawurrung Country, and the Guiljdan and Gadubanud Country. These groups are represented by two Registered Aboriginal Parties – Wadawurrung Traditional Owners Aboriginal Corporation and Eastern Maar Aboriginal Corporation. Council is committed to building strong relationships with Traditional Owners, respecting their culture and supporting their strategic goals. Our ultimate goal is to achieve reconciliation.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated), Statutory Principles
	<b>THEME ALIGNMENT</b>	First Nations Reconciliation Healthy Connected Communities
	<p><b>COUNCIL PLAN STRATEGIES</b></p> <p>Strategy 1: Work with Traditional Owners and other Aboriginal and Torres Strait Islander People in our community to achieve reconciliation</p> <p>Strategy 2: Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge</p> <p>Strategy 3: Facilitate the provision of social infrastructure and open space to enable healthy lifestyles</p> <p>Strategy 4: Improve access to local services and programs that support people to be healthy and well</p> <p>Strategy 6: Enable communities to strengthen their social connections and participate in community life</p>	

## COMMUNITY HEALTH AND WELLBEING (CONT)

### SERVICE ACTIVITIES & FUNCTIONS

#### **Aged, Youth and Access**

- Youth funded programs - Youth funded programs (state funded), Good Times Great Breaks, annual Youth Fest event
- Design and delivery of the FReeZA and Engage! program of events and youth drop in centres
- Networking of youth related organisations and services to ensure the local needs are understood and addressed
- Networking of disability and inclusive related organisations and services to ensure the local needs are understood and considered
- Advocacy for local and accessible services/supports for the community
- Delivery and development of the Positive Aging Festival (Victorian Seniors Festival)
- Delivery of capacity building programs for older people including Senior Citizens clubs, U3A, Men's Shed and Community Connect
- All-Abilities Advisory Committee
- Positive Aging Advisory Committee

#### **Gender Equity**

- Gender and Equity Impact Assessments

#### **First Nations Reconciliation**

- Strategy and policy development
- Implementation of the Reconciliation Action Plans
- Organisational support to embed respectful engagement with First Nations people in project design, development and delivery.
- Increase knowledge and capacity for cultural heritage protection
- Support First Nations events and capacity building activities for the wider community
- Employee training
- Cultural heritage

#### **Municipal Public Health and Wellbeing Plan**

- Strategy and policy development (Public Health and Wellbeing Act 2008 Statutory obligation)
- Healthy Eating Active Living Program
- Mental Health and Wellbeing Program
- Prevention of harm from Drugs and Alcohol Program
- Prevention of Violence Against Women Program
- Management of Climate Change impacts on Health Program



## COMMUNITY PARTICIPATION

<b>RESPONSIBLE PORTFOLIO</b>	Community Life	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Community Participation service provides support for community led project development and delivery, community facilities planning, development, usage, lease/ license management and maintenance, including contract management for council's major leisure facilities (stadiums and pool). This service also supports council's Community Asset Committees, community capacity building through volunteering, community development activities and grants.</p> <p>The service also supports our community to live a healthy and active lifestyle by providing high quality facilities and programming at Wurdi Baierr Stadium and the Winchelsea Health Club. Council also contributes funding to the management and provision of the regional library service.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandatory), Statutory Principles
	<b>THEME ALIGNMENT</b>	Healthy Connected Communities
	<b>COUNCIL PLAN STRATEGIES</b>	<p>Strategy 3: Facilitate the provision of social infrastructure and open space to enable healthy lifestyles</p> <p>Strategy 4: Improve access to local services and programs that support people to be healthy and well</p> <p>Strategy 6: Enable communities to strengthen their social connections and participate in community life</p>
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Community Facilities, Projects and Partnerships</b></p> <ul style="list-style-type: none"> <li>• Bookings for council managed facilities.</li> <li>• Placed-based community lead projects (including the Community Initiatives Assessment Panel)</li> <li>• Council managed community facilities (Including 5 buses, 10 sporting reserves 10 Community Halls</li> <li>• Liaison with Committee of Management Sports Clubs (38)</li> <li>• Liaison with Committee of Management Community Groups (25)</li> <li>• Management of Community Asset Committees (6)</li> <li>• Community Project Delivery</li> </ul> <p><b>Community Development</b></p> <ul style="list-style-type: none"> <li>• Community Grants Program</li> <li>• Council Volunteering Program</li> <li>• Volunteering Support Program</li> <li>• Community Training Programs</li> <li>• Community Planning Program</li> <li>• Community Leadership Program</li> <li>• Support Community houses and men's shed</li> </ul>	

## COMMUNITY PARTICIPATION (CONT.)

### SERVICE ACTIVITIES & FUNCTIONS (CONT.)

#### Stadium Management Recreation Development

- Management and operation of Wurdi Baierr Stadium (175,000pa patrons, Community run Sport and recreation programs)
- Winchelsea Health Club (Gym and fitness program)
- Winchelsea Pool (seasonal)

#### Geelong Regional Library Service

- Contribute funds and support as part of regional corporation to:
- Regional Library service
- Mobile service



## COMMUNITY SAFETY

<b>RESPONSIBLE PORTFOLIO</b>	Community Life	
<b>DESCRIPTION AND PURPOSE</b>	Community safety brings together council service activities where Council intervention is required to keep our community safe. This service responds to statutory roles and responsibilities given to local government through legislation. It encompasses building safety, public environmental health, ranger services including domestic animal management and local law response, school crossing supervision and emergency management planning and recovery service.	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated), Statutory Principles
	<b>THEME ALIGNMENT</b>	Healthy Connected Communities
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 4: Improve access to local services and programs that support people to be healthy and well Strategy 6: Enable communities to strengthen their social connections and participate in community life
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Building</b></p> <ul style="list-style-type: none"> <li>• Building Compliance and Emergency Response / Investigations / Building orders</li> <li>• Building Permit Register</li> <li>• Community Infrastructure Levy collection</li> <li>• Customer enquiries and building information</li> <li>• Essential Safety Measure Inspections</li> <li>• Place of Public Entertainment Applications</li> <li>• Pool Safety Barrier Registration &amp; Certification</li> <li>• Property Information Report Applications</li> <li>• Report &amp; Consent Applications</li> </ul> <p><b>Emergency Management</b></p> <ul style="list-style-type: none"> <li>• Fire Prevention Notices (250 per year)</li> <li>• Strategic Fuel Management</li> <li>• Host Municipal Emergency Management Planning &amp; Risk Assessments for committees</li> <li>• Conduct community resilience sessions (300-600 participants annually)</li> <li>• Preparedness and delivery of Emergency Relief and Recovery Activities: (110 staff trained)</li> <li>• Preparedness and delivery of Organisational and Agency Response Support: annually and as required</li> <li>• Preparation and implementation of the Emergency Management Plan</li> <li>• <i>Emergency Management Planning Committee (See Emergency Management Act 1986, Emergency Management Act 2013, Emergency Management Act 2018 and Country Fire Authority Act 1958)</i> Legislation also confers responsibility for fire prevention and emergency management practices</li> </ul>	

## COMMUNITY SAFETY (CONT.)

### SERVICE ACTIVITIES & FUNCTIONS (CONT.)

#### Environmental Health

- Food Safety inspections (494 per year)
- Public Health and Wellbeing inspections (34 per year)
- septic tank permits issued 65 per year
- food premises and public health complaints investigated (151 per year)
- School aged children vaccines administered (1,146 per year)
- community immunisation sessions (74 per year)
- mosquito monitoring program trapped (6,000 per year; 9 sites)
- mosquito treatments (205 per year; 24 sites)

#### Ranger Services

- Domestic animal management
- Livestock management
- Street trading
- Parking and skip bin management
- Provide designated after-hours calls attendance
- Manage council's dog and livestock pound
- Investigation/Prosecution matters as required

#### School Crossing Supervision

- School Crossing site management
- Training and risk management
- Workforce scheduling



## COMPLIANCE AND CORPORATE SUPPORT

<b>RESPONSIBLE PORTFOLIO</b>	<b>Strategy and Effectiveness</b>	
<b>DESCRIPTION AND PURPOSE</b>	The Compliance and Support service supports the council to meet its legislative obligations, as well as providing services to the community in relation to rates and payments. The service provides support for strategic planning, continuous improvement, governance, compliance, workforce, finance and program delivery, as well as executive support.	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated), Statutory Principles
	<b>THEME ALIGNMENT</b>	Accountable and Viable Council Sustainable Growth
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 18: Establish a sustainable financial position
<b>CORE SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Executive Services</b></p> <ul style="list-style-type: none"> <li>• Chief Executive Officer responsibilities, duties and functions</li> <li>• Mayor and CouncilLors support</li> <li>• External relationships and advocacy</li> <li>• Grant seeking</li> <li>• Civic duties</li> </ul> <p><b>Financial Services</b></p> <ul style="list-style-type: none"> <li>• Management accounting</li> <li>• Financial accounting</li> <li>• Payroll</li> <li>• Revenue management</li> <li>• Long term financial planning</li> </ul> <p><b>Integrity and Governance</b></p> <ul style="list-style-type: none"> <li>• Council business program</li> <li>• Compliance and risk management (including Audit and risk Committee)</li> <li>• Freedom of Information and Privacy</li> </ul> <p><b>People and Culture</b></p> <ul style="list-style-type: none"> <li>• Strategic workforce planning</li> <li>• Industrial relations</li> <li>• Workplace health, safety and wellbeing</li> <li>• Diversity equity and inclusion</li> </ul> <p><b>Program Delivery</b></p> <ul style="list-style-type: none"> <li>• Project Management</li> <li>• Program delivery</li> <li>• Council plan and corporate reporting</li> </ul> <p><b>Strategic Planning</b></p> <ul style="list-style-type: none"> <li>• Council and corporate planning</li> <li>• Continuous improvement/business improvement</li> <li>• Performance reporting</li> </ul> <p><b>Technology and Information</b></p> <ul style="list-style-type: none"> <li>• Records management</li> <li>• Digital Innovation</li> <li>• Information cyber-security</li> <li>• Geospatial mapping</li> <li>• IT support</li> </ul>	

## EARLY YEARS (kindergartens, occasional care)

<b>RESPONSIBLE PORTFOLIO</b>	Community Life	
<b>DESCRIPTION AND PURPOSE</b>	This Early Years service aims to support families and children to achieve their full potential. This is achieved through the provision of family-oriented support services including kindergartens and occasional care programs. The unit also supports community led toy libraries and the provision of access to facilities and services.	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory Principles, Open Market
	<b>THEME ALIGNMENT</b>	Healthy Connected Communities
	<b>COUNCIL PLAN STRATEGIES</b>	<p>Strategy 3: Facilitate the provision of social infrastructure and open space to enable healthy lifestyles</p> <p>Strategy 4: Improve access to local services and programs that support people to be healthy and well</p> <p>Strategy 6: Enable communities to strengthen their social connections and participate in community life</p>
<b>CORE SERVICE ACTIVITIES</b>	<p><b>Kindergartens</b></p> <ul style="list-style-type: none"> <li>• Manage and operation of 6 community kindergartens (best start and best life reforms, 3- and 4-year-old kindergarten programs and facilities)</li> <li>• Childhood education support (through play)</li> </ul> <p><b>Occasional care</b></p> <ul style="list-style-type: none"> <li>• Occasional Care –children aged between 6 months – 5 years</li> <li>• Integrated Community Hubs - for Occasional Care, Maternal Child and Health Services, Playgroups, and spaces for allied health professionals and external hirers.</li> </ul>	



## ECONOMIC DEVELOPMENT

<b>RESPONSIBLE PORTFOLIO</b>	Placemaking and Environment	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Economic Development service provides support for businesses to start up, adapt and thrive, particularly niche and emerging industries with a focus on innovation and those which share a strong value set based around social, ethical, corporate and environmental responsibility. The service delivers projects and services that develop skills, and create job opportunities locally.</p> <p>The service also seeks to connect businesses, share knowledge, support business growth and provide up to date information and data to assist in business sustainability.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory Principles
	<b>THEME ALIGNMENT</b>	Robust and Diverse Economy
	<b>COUNCIL PLAN STRATEGIES</b>	<p>Strategy 14: Enable people to run successful local businesses that grow and create jobs in our changing economy</p> <p>Strategy 15: Foster businesses that reflect local character and values including ethical, social and sustainable principles</p>
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Economic development and placemaking</b></p> <ul style="list-style-type: none"> <li>• Strategy and policy development</li> <li>• Commercial Activity Centre Committee (CACC)</li> <li>• Projects that strengthen business sustainability and create jobs</li> </ul> <p><b>Investment attraction and business support</b></p> <ul style="list-style-type: none"> <li>• Trader and business group liaison</li> <li>• Business workshops and support programs</li> <li>• Business concierge support</li> <li>• Business attraction and retention services</li> </ul> <p><b>Data analysis</b></p> <ul style="list-style-type: none"> <li>• Provision of economic statistics and trends</li> <li>• Economic modeling (Remplan, Localis, Com Bank IQ)</li> </ul> <p><b>Business communications</b></p> <ul style="list-style-type: none"> <li>• Social media platforms</li> <li>• News letters</li> </ul>	

## ENGINEERING SERVICES

<b>RESPONSIBLE PORTFOLIO</b>	<b>Placemaking and Environment</b>	
<b>DESCRIPTION AND PURPOSE</b>	<p>Managing and planning for Council's Civil Infrastructure including the road network, pathway network, and stormwater networks. This is inclusive of developing plans for road safety, pathways, stormwater management and management of Council's road reserves.</p> <p>Council has two approved Work Authorities for sand and gravel extraction in Gherang. The crown lease over the reserved land is held by Council. The quarries are operated by an independent contractor managed under a contract administered by Council.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated), Statutory Principles , Open Market
	<b>THEME ALIGNMENT</b>	Sustainable Growth, Accountable and Viable Healthy Connected Community
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 5: Make it easier for people to move around our towns and in nature without relying on cars Strategy 18: Establish a sustainable financial position
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Road Strategy</b></p> <ul style="list-style-type: none"> <li>• Road safety investigations</li> <li>• Statutory planning referrals</li> <li>• Transport planning (Road Safety Strategy, Safer Cycling Strategy)</li> <li>• Special charge Schemes (Roads and pathways)</li> <li>• Traffic Management Plan reviews</li> <li>• Development Contribution Scheme</li> <li>• Building over easements</li> <li>• Grant applications for road upgrade works</li> <li>• Project sponsor and technical support for civil projects</li> </ul> <p><b>Stormwater Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Stormwater investigations</li> <li>• Stormwater / Drainage network planning</li> <li>• Legal Point of Discharge approvals</li> <li>• Project sponsor and technical support for drainage and stormwater projects</li> </ul> <p><b>Engineering and Design</b></p> <ul style="list-style-type: none"> <li>• Civil design services</li> <li>• Service authority installations</li> <li>• Supervision of Civil Works (Subdivisions, contractors working for Council, Council inhouse construction)</li> <li>• Permits issuing and inspections (Asset Protection, Works Within Road Reserve, Build over Easements, Driveways)</li> </ul> <p><b>Council Gravel Quarries</b></p> <ul style="list-style-type: none"> <li>• Management of the Gherang Quarries</li> </ul>	

## ENVIRONMENT

<b>RESPONSIBLE PORTFOLIO</b>	<b>Placemaking and Environment</b>	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Environment service delivers on council's environmental protection and management commitments.</p> <p>The service also ensures compliance 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.</p> <p>A number of strategies, policies and initiatives related to environmental management are delivered, in collaboration with internal teams, the community and other regional partners.</p> <p>This service also provides specialist advice internally to council and externally to community groups, local businesses, agencies, and members of the public.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated), Statutory Principles
	<b>THEME ALIGNMENT</b>	Environmental Leadership
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 7: Protect significant habitats, landscapes and biodiversity
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Strategic environmental management</b></p> <ul style="list-style-type: none"> <li>• Strategy and policy development</li> <li>• Land management planning</li> <li>• Collaboration across local partners to achieve regional biodiversity outcomes</li> <li>• Supports Wadawurrung and Eastern Maar land management, including actions to explore cultural burning and land co-management opportunities</li> </ul> <p><b>Environmental protection</b></p> <ul style="list-style-type: none"> <li>• Advice and approvals for vegetation removal on public and private land</li> <li>• Offsets for vegetation removal on public land</li> <li>• Pest animal and plant management</li> <li>• Project design advice – native species, threatened species, integrated water management, pollution management</li> <li>• Environmental management planning e.g. Construction Environmental Management Plans</li> </ul> <p><b>Environmental enhancement</b></p> <ul style="list-style-type: none"> <li>• Roadside reserves management</li> <li>• Natural reserves management</li> <li>• Biodiversity planting and biolink connections</li> <li>• Supports community action through natural environment grant program and partnerships.</li> </ul>	

## INTEGRATED PLANNING

<b>RESPONSIBLE PORTFOLIO</b>	<b>Placemaking and Environment</b>	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Integrated planning service provides strategic planning advice and project delivery for land use planning, housing, social infrastructure and open space. A key part of the service is working with key stakeholders to take a strategic and integrated approach to plan for places that people will love.</p> <p>This service includes strategic land use planning which establishes the policy and frameworks for the use of land across the Shire to ensure orderly development into future.</p> <p>The service also includes social infrastructure and open space planning to ensure that local communities remain and become vibrant and connected. By working collaboratively across all levels of government, funding is secured for existing and future recreation and social infrastructure facilities, green spaces, and social and affordable housing.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated), Statutory Principles
	<b>THEME ALIGNMENT</b>	Sustainable Growth Health Connected Communities
	<b>COUNCIL PLAN STRATEGIES</b>	<p>Strategy 3: Facilitate the provision of social infrastructure and open space to enable healthy lifestyles</p> <p>Strategy 7: Protect significant habitats, landscapes and biodiversity</p> <p>Strategy 10: Adapt to a changing climate</p> <p>Strategy 11: Protect heritage and township character</p> <p>Strategy 12: Improve access to affordable residential accommodation</p>
<b>CORE SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Social Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Social infrastructure planning</li> <li>• Open space planning</li> <li>• Social and affordable housing planning (Affordable Accommodation Action Plan)</li> <li>• Social infrastructure Statutory obligations (land management and open space referrals (statutory planning))</li> <li>• Open space developer contributions and Public Open space reserve fund management</li> <li>• Project delivery – Operational projects</li> <li>• Grant seeking</li> </ul> <p><b>Strategic Land Use Planning</b></p> <ul style="list-style-type: none"> <li>• Strategic land use planning including urban growth planning and place making plans (Development plans)</li> <li>• Planning Authority responsibilities under the Planning and Environment Act 1997 Planning scheme amendments – Council and private</li> <li>• Planning Scheme Review (4 yearly)</li> <li>• Project delivery – Operational projects</li> <li>• Advocacy and resource attraction</li> </ul>	

## OPERATIONS (ROADS, OPEN SPACE AND FACILITIES MAINTENANCE)

<b>RESPONSIBLE PORTFOLIO</b>	Community Life	
<b>DESCRIPTION AND PURPOSE</b>	<p>Operations includes maintenance of Council civil, open space, vegetation and built facilities. Civil Operations includes the construction / renewal, maintenance, and day-to-day operation of council's sealed and unsealed road network in compliance with the approved Road Management Plan and service level agreements. Maintenance of drains and footpaths and other civil infrastructure. This service is provided by council employees and external contracting services to assist with the completion of works.</p> <p>The Open Space Operations service maintains and develops Council's parks and reserves, sporting reserves, playgrounds and commercial streetscapes. It includes responding to the obligations in the Tree Risk Management Plan, as well as vegetation obligations under the Road Management Plan.</p> <p>This service also delivers the annual fire prevention grass slashing and fuel reduction programs, as well as electrical line clearance program in Old Torquay.</p> <p>The Facilities Operations (Building Maintenance) service maintains over 300 Council buildings, facilities and associated infrastructure including indoor sports facilities, kindergartens, community buildings, public toilets, public halls, works depots, the civic offices). Maintenance include cleaning, safety inspections for compliance with regulatory requirements for public buildings.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated) Statutory Principles
	<b>THEME ALIGNMENT</b>	Healthy Connected Communities
	<b>COUNCIL PLAN STRATEGIES</b>	<p>Strategy 3: Facilitate the provision of social infrastructure and open space to enable healthy lifestyles</p> <p>Strategy 5: Make it easier for people to move around our towns and in nature without relying on cars</p>

## OPERATIONS (CONT)

### SERVICE ACTIVITIES & FUNCTIONS

#### **Civil Construction**

- Construction / renewal of sealed roads
- Construction / renewal of unsealed roads
- Construction / renewal of street signs, drainage networks, footpaths and other civil infrastructure

#### **Civil Maintenance**

- Planned and reactive maintenance of 610 kms of Sealed roads
- Planned and reactive maintenance of 477 kms unsealed roads
- Planned and reactive maintenance of street signs, drainage networks, 1,468 m2 footpaths and other civil infrastructure
- Road management plan implementation

#### **Open space maintenance**

- Planned and reactive maintenance of 13 sporting reserves
- Planned and reactive playground maintenance
- Planned and reactive maintenance of parks and reserves
- Planned and reactive maintenance of commercial streetscapes
- Tree Planting (parks and streetscapes)

#### **Vegetation maintenance**

- Tree Risk Management Plan implementation
- Annual fire prevention grass slashing program
- Winter fuel reduction program
- Electrical line clearance program (old Torquay)
- Proactive tree inspections in compliance with Road Management Plan

#### **Building maintenance**

- Planned and reactive maintenance of council buildings, facilities and infrastructure
- Cleaning of council Facilities and public toilets
- Compliance with Essential Safety Measures (ESMs) for council managed buildings



## PLANNING AND COMPLIANCE

<b>RESPONSIBLE PORTFOLIO</b>	Placemaking and Environment	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Planning and Compliance service is responsible for administering and enforcing the Surf Coast Planning Scheme. This includes assessment of planning permit applications for use and developments within the Shire, providing advice to the community and representation of the council at the Victorian Civil and Administrative Tribunal (VCAT) where necessary.</p> <p>This service includes investigation of matters which may breach the Planning Scheme or planning permits, and works with the community to achieve voluntary compliance, or if necessary, takes enforcement action through VCAT or the Magistrates Court.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated)
	<b>THEME ALIGNMENT</b>	Sustainable Growth
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 11: Protect heritage and township character
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Statutory Planning</b></p> <ul style="list-style-type: none"> <li>• Planning Application Assessments (2023-24: 522)</li> <li>• Certificate of Compliance (included in written advice)</li> <li>• Demolition Consents (2023-24: 106)</li> <li>• Subdivision Certification (2023-24: 50) and Statements of Compliance (2023-24: 62)</li> <li>• Land use planning agreements (Section 173 Agreements) (2023-24: 22)</li> <li>• Victorian Civil and Administrative Appeals Tribunal (VCAT) (Planning) Hearings / Reviews (2023-24: 20)</li> </ul> <p><b>Planning Information and Advice</b></p> <ul style="list-style-type: none"> <li>• Pre-application service (2023-24: 99)</li> <li>• Written planning advice (2023-24: 165)</li> <li>• Business Concierge service</li> <li>• Affordable Housing Concierge</li> </ul> <p><b>Tiny House Approvals</b></p> <ul style="list-style-type: none"> <li>• Tiny House local law permit approvals (2023-24: 4)</li> <li>• Tiny House guidance for locations and siting (2023-24: 53)</li> </ul> <p><b>Planning Investigations</b></p> <ul style="list-style-type: none"> <li>• Investigations (2023-24: 151 received)</li> <li>• Proactive Compliance Audits (new process, expected annual amount to be 45)</li> <li>• Planning compliance information and advice</li> <li>• Formal enforcement proceedings through issuing of Planning Infringement Notices</li> <li>• VCAT and the Magistrates Court applications for Enforcement Orders (2023-24: 12)</li> </ul>	

## TOURISM

<b>RESPONSIBLE PORTFOLIO</b>	<b>Placemaking and Environment</b>	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Tourism service includes prioritising tourism outcomes that deliver increased length of stay and authentic experiences over mass visitation, destination marketing and event facilitation. It also supports events that help create a sense of place, inspiration, fun, pride, vibrancy and community connectedness in our townships. The curation and promotion of a calendar of events that balances the needs of community, showcases the Surf Coast and maximises the benefits to the broader region is a key focus.</p> <p>The Tourism service supports four visitor centres and works closely with Great Ocean Road Regional Tourism on marketing campaigns and visitor servicing.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory Principles
	<b>THEME ALIGNMENT</b>	Sustainable Growth
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 13: Support tourism and events that encourage people to stay longer and appreciate and care for this place
<b>SERVICE ACTIVITIES &amp; FUNCTIONS</b>	<p><b>Tourism administration</b></p> <ul style="list-style-type: none"> <li>• Strategy and policy development</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>• Event attraction</li> <li>• Event facilitation</li> <li>• Event marketing</li> <li>• Calendar management</li> <li>• Event Grants Program</li> </ul> <p><b>Visitor Information Centers</b></p> <ul style="list-style-type: none"> <li>• Visitor information services (Torquay, Anglesea, Winchelsea, Lorne).</li> <li>• Retail Sales</li> </ul> <p><b>Tourism Marketing</b></p> <ul style="list-style-type: none"> <li>• Destination marketing initiatives</li> <li>• Great Ocean Road Regional tourism funding</li> <li>• Web site and social media platforms</li> <li>• Projects which strengthen the tourism sector</li> </ul>	

## WASTE MANAGEMENT AND RESOURCE RECOVERY

<b>RESPONSIBLE PORTFOLIO</b>	Environment and Sustainability	
<b>DESCRIPTION AND PURPOSE</b>	<p>The Waste Management and Resource Recovery service delivers on Council's waste and resource recovery commitments, including delivery of the Circular Economy Action Plan 2024-27. Priorities include avoiding waste, increasing resource recovery, maximising reuse, innovation and collaboration, systems change and advocacy.</p> <p>This service includes kerbside bin collections, landfill and resource recovery centre operations, litter and illegal dumping management, waste education and engagement and circular economy transition advice and support. It provides waste and circular economy expertise to council and to community groups, local businesses, agencies, and members of the public and collaborates with other council's and regional partners. Council's kerbside collection services around 21,025 properties (19,119 urban and 1,906 rural), with up to 2.4 million bin lifts per year.</p> <p>This service ensures compliance with Victorian Government's Circular Economy (Waste Reduction and Recycling) Act 2021, which requires the delivery of a four-bin kerbside service. It also ensures compliance with the Environment Protections Act 2017, enabling the community to adequately manage their waste and hence reduce the risk of harm to the environment and people.</p>	
<b>COUNCIL PLAN</b>	<b>RATIONALE OF SERVICES</b>	Statutory (mandated), Statutory Principles
	<b>THEME ALIGNMENT</b>	Environmental Leadership
	<b>COUNCIL PLAN STRATEGIES</b>	Strategy 9: Divert more material from the waste stream



## WASTE MANAGEMENT AND RESOURCE RECOVERY (CONT)

### SERVICE ACTIVITIES & FUNCTIONS

#### Waste management strategic planning

- Strategy and policy development
- Facilitate circular economy transition including increasing use of recycled content in council projects and supporting community initiatives
- Collaboration with regional partners

#### Waste service delivery

- Contract management
- Deliver kerbside four-bin collection for waste, commingled recycling, glass recycling and food organics and garden organics (FOGO), involving 1.5million total bin collections each year
- Collection, transportation and processing of household waste and resources through kerbside collections (16,904 tonnes) with approximately 71% of material recovered.
- Manage public place bins and collection
- Provide waste vouchers to support community to dispose of hard waste items

#### Waste facility management

- Operation of landfill, resource recovery centre and resale shed in Anglesea
- Operation of resource recovery centres in Lorne and Winchelsea
- Operation of waste drop off sites in Torquay, Anglesea and Lorne
- Waste received and processed at resource recovery centres (29,277 m3 - 87% at the Anglesea Resource Recovery Centre).

#### Education and engagement

- Litter and illegal dumping education and enforcement
- Waste education, engagement and community programs
- Supporting circular economy initiatives and transition – council and community



# Appendix – 1. Service List and Service Activities

## **ARTS AND CREATIVE ECONOMY**

Arts and creative economy administration  
Australian National Surfing Museum (ANSM)  
Arts  
Heritage

## **ASSET MANAGEMENT**

Asset Management  
Fleet Management

## **CHILDREN AND FAMILIES**

Universal Maternal Child Health  
Enhanced Maternal Child Health

## **CLIMATE CHANGE**

Climate emergency response  
Climate emergency response  
Climate mitigation  
Climate resilience and adaptation  
Community mobilisation  
Communications

## **COMMUNITY ENGAGEMENT**

Communications  
Community Engagement  
Customer Experience

## **COMMUNITY, HEALTH AND WELBEING**

Aged, Youth and Access  
Gender Equity  
First Nations Reconciliation  
First Nations Reconciliation  
Municipal Public Health and Welbeing Plan

## **COMMUNITY PARTICIPATION**

Community Facilities, Projects and Partnerships  
Community Development  
Stadium Management Recreation Development  
Geelong Regional Library Service  
Building

## **COMMUNITY SAFETY**

Emergency Management  
Environmental Health  
Ranger Services  
School Crossing Supervision

## **COMPLIANCE AND CORPORATE SUPPORT**

Executive Services  
Financial Services  
Integrity and Governance  
People and Culture  
Program Delivery  
Strategic Planning  
Technology and Information

## **EARLY YEARS (kindergartens, occasional care)**

Kindergartens  
Occasional care

## **ECONOMIC DEVELOPMENT**

Economic development and placemaking  
Investment attraction and business support  
Data analysis  
Business communications

## **ENGINEERING SERVICES**

Road Strategy  
Stormwater Infrastructure  
Engineering and Design  
Council Gravel Quarries

## **ENVIRONMENT**

Strategic environmental management  
Environmental protection  
Environmental enhancement

## **INTEGRATED PLANNING**

Social Infrastructure  
Strategic Land Use Planning

**OPERATIONS (Civil, Open Space and Facilities maintenance)**

Civil Construction  
Open space maintenance  
Building maintenance

**PLANNING AND COMPLIANCE**

Statutory Planning  
Planning Information and Advice  
Tiny House Approvals  
Planning Investigations

**TOURISM**

Tourism administration  
Events  
Visitor Information Centres  
Tourism Marketing

**WASTE MANAGEMENT AND RESOURCE RECOVERY**

Waste management strategic planning  
Waste service delivery  
Waste facility management  
Education and engagement

