Agenda

Ordinary Meeting of Council
Tuesday, 23 October 2018

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

Commencing at 6.00pm

Council:

Cr David Bell (Mayor)
Cr Libby Coker
Cr Martin Duke
Cr Clive Goldsworthy
Cr Rose Hodge
Cr Carol McGregor
Cr Brian McKiterick (Leave of Absence)
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 23 OCTOBER 2018 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 25 September 2018 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 with the conflict of interest must leave the room and notify the Chairperson that he or she is doing so.

PRESENTATIONS:

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1. PETITIONS & JOINT LETTERS

1.1 Petition Requesting a Pedestrian Crossing Including Installation of Lights at the 'Top Shops', Aireys Inlet

Author's Title:	Executive Assistant	**General Manager:**	Anne Howard
Department:	Governance & Infrastructure	**File No:**	F18/44
Division:	Governance & Infrastructure	**Trim No:**	IC18/1675

Appendix:

1. Redacted Petition - Pedestrian Crossing at the Top Shops at Aireys Inlet (D18/128543)

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 petition requesting that Council install a pedestrian crossing including installation of lights at the 'top shops' in Aireys Inlet.

The petition consists of 177 signatures.

Recommendation
That Council, in accordance with its Local Law No. 2 – Meeting Procedure:

1. Receives and notes the petition requesting a pedestrian crossing including the installation of lights at the "top" shops, Aireys Inlet.
2. Refers the petition to the General Manager Governance and Infrastructure for consideration
3. Requires a report on the petition be presented to the 27 November 2018 Ordinary Council Meeting.

1.1 Petition Requesting a Pedestrian Crossing Including Installation of Lights at the 'Top Shops', Aireys Inlet

APPENDIX 1 REDACTED PETITION - PEDESTRIAN CROSSING AT THE TOP SHOPS AT AIREYS INLET

VicRoads and Surf Coast Shire Council

Departments with responsibility for the Great Ocean Road

SURF COAST SHIRE
FILE: .....
FOLIO: .....
27 SEP 2018
OFFICER: .....
FILE COPY ☐ DUPLICATE COPY ☐

11 June 2018

Dear Sir / Madam:

Petition for a pedestrian crossing at the "Top" shops at Aireys Inlet.

As a background to this petition, the situation is that there is a need for pedestrians to cross the Great Ocean Road for 3 main reasons.

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3. People from the west side wanting to go to the General Store or any of the 3 food stores which are Truffles, Mr. T or the Aireys Bakery also need to cross.

The Great Ocean Road has a large amount of traffic on it every day and at summer holidays in particular it can be bumper to bumper so that it is quite hazardous to cross.

We ask that a set of pedestrian lights be installed as has already been done at Anglesea. As a cost saving solar power could be used as with the school crossing speed restriction signs. The lights we would request be positioned to the north side of the Medical Centre driveway, and with a small adjustment to the parking bays at the front of the shops no parking spaces would be lost.

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27 SEP 2018

VicRoads and Surf Coast Shire Council

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Departments with responsibiiity for the Great Ocean Road

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VicRoads and Surf Coast Shire Council

Departments with responsibility for the Great Ocean Road

+ drinking fountain
+ TOILET AT TOP SHOPS

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2. If Patients attending the Aireys Inlet Medical Centre have a prescription to be filled they need to cross to get to the Aireys Inlet Pharmacy. Aireys Inlet has a large number of retirees and as seniors they have slowed a little and as many of them walk with the aid of a stick they do not move quickly so it becomes especially hazardous.
3. People from the west side wanting to go to the General Store or any of the 3 food stores which are Truffles, Mr. T or the Aireys Bakery also need to cross.

The Great Ocean Road has a large amount of traffic on it every day and at summer holidays in particular it can be bumper to bumper so that it is quite hazardous to cross.

We ask that a set of pedestrian lights be installed as has already been done at Anglesea. As a cost saving solar power could be used as with the school crossing speed restriction signs. The lights we would request be positioned to the north side of the Medical Centre driveway, and with a small adjustment to the parking bays at the front of the shops no parking spaces would be lost.

NAME	ADDRESS	SIGNATURE
[redacted]		

18

VicRoads and Surf Coast Shire Council

Departments with responsibility for the Great Ocean Road

11 June 2018

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(19)

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30

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NAME	ADDRESS	SIGNATURE
[redacted]		
[redacted]		

(2)

VicRoads and Surf Coast Shire Council

Departments with responsibility for the Great Ocean Road

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GOOD IDEA...

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NAME	ADDRESS	SIGNATURE
[redacted]		

2. RESPONSIBLE & PLANNING AUTHORITIES

Nil

3. OFFICE OF THE CEO

3.1 Rural Councils Transformation Program

Author's Title:	Chief Executive Officer	**CEO:**	Keith Baillie
Department:	Office of the CEO	**File No:**	F18/1409
Division:	Office of the CEO	**Trim No:**	IC18/1641

Appendix:

1. Rural Councils Transformation Program - Program Summary (D18/125311)
2. Rural Councils Transformation Program - FAQs (D18/125313)

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 endorsement of Council's participation in an Expression of Interest to the Victorian Government's Rural Councils Transformation Program.

Summary
The Victorian Government has launched a strategic local government reform initiative, the Rural Councils Transformation Program (RCTP). Funding of $20million for RCTP was included in the 2018-19 State Budget.

The RCTP incentivises collaboration among councils to jointly undertake large-scale transformative projects. The program aims to improve financial sustainability by seeking economies of scale and efficiency, including through regional service delivery or joint procurement. No matching funding is required for this program.

RCTP applicants must submit an Expression of Interest (EOI) by 15 November 2018. Local Government Victoria (LGV) has advised they expect a small number of EOI's to be selected to proceed to the next stage, the preparation of a Business Case. The program will fund and provide specialist consultants to assist in developing the Business Case, due to be submitted by 31 March 2019. An announcement as to which projects are to receive implementation funding is expected by 19 May 2019.

The five councils within the G21 Region (Colac Otway, Geelong, Golden Plains, Queenscliff, and Surf Coast) have been working on preparing a joint EOI to this program. LGV requires participating council CEO's to sign a Memorandum of Understanding (MOU) as part of the EOI, expressing commitment to participate in the program. A formal council resolution is required as part of the Business Case submission.

Council has improvement initiatives underway that seek financial benefits to assist with the challenge of maintaining services and infrastructure, and providing facilities for a growing community. This challenge has been contributed to by the impacts of rate capping, under the Fair Go Rates system. The RCTP provides an important opportunity to pursue substantive benefits needed to underpin Council's financial sustainability.

Recommendation
That Council endorses its participation in an application to the Victorian Government's Rural Councils Transformation Program, noting the following:

1. This is a joint application of the five local government authorities within the G21 region.
2. The program aims to improve the efficiency and financial sustainability of rural and regional councils.
3. The application will propose increased collaboration amongst councils, including the potential for a shared operational delivery model.
4. Each council would retain autonomy for setting its strategy, service levels and policies in relation to the included services.
5. The application requires each Council's Chief Executive Officer to sign a Memorandum of Understanding affirming the Council's willingness to participate.

3.1 Rural Councils Transformation Program

Report

Background
Financial sustainability of rural councils is a well canvassed concern within the local government sector, given their restricted ability to affordably deliver and invest in services and infrastructure, in part due to their dispersed population and larger geographic areas. This challenge has been exacerbated by the introduction of the Fair-Go Rates system that sees rate capping limiting a council's revenue raising capability.

While Surf Coast Shire Council is formally classified as a Large Rural Council, it has a greater population density than many rural councils. Surf Coast is also challenged by the need to provide infrastructure needed by communities experiencing high growth.

To assist with these challenges Council has established initiatives to seek further efficiency and financial benefits, including the Business Improvement Program and Digital Transformation Program, and providing an annual allocation for Business Case projects.

Councils have collaborated on targeted initiatives over time, supported by a number of State Government programs. The RCTP differs from existing programs in that it will invest in the implementation of transformation at a greater scale than has previously been funded. Officers recommend the RCTP also provides a clear signal from LGV as to its vision for the creation of scale economies for councils without having to undergo the challenges of council amalgamation

Discussion
The RCTP funding guidelines advise:

The RCTP aims to fund large scale proposals that will implement transformation of existing council functions such as direct service delivery, corporate services, procurement or asset management. Activities that will generally be considered for funding under the RCTP to implement such transformation include but are not limited to:

- *Establishment of governance arrangements;*
- *Digital transformation or system development;*
- *IT hardware and software – both new and upgrades;*
- *Staffing – management and administration;*
- *Related consultancy advice – legal and finance;*
- *Buildings (leased only) and fixtures and fittings – leased and owned; and*
- *Vehicles and equipment (phones, computers, office supplies).*

It is planned for the EOI to propose a shared delivery model across the five G21 councils for a small number of services and functions selected from the areas of customer-facing, back-office and strategy. The governance structure and approaches would also be established that allows further services to be included over time as appropriate.

The RCTP allows the inclusion of other government entities with the councils submitting an application. It is acknowledged there are regional agencies that may add value to this initiative, however at this time it is recommended to proceed with only the councils as this is a challenging undertaking. Collaboration with regional agencies can be considered in the future once this initiative progresses.

The Victorian Government allocated $20million to the RCTP in the 2018-19 budget. LGV advises that it anticipates this funding will be allocated to 3 or 4 successful applications from groups of councils, rather than being broadly distributed across the 48 rural and regional councils. LGV also are clear applications that are transformational in nature will be more favourably regarded.

Financial Implications
The RCTP does not require applicants to provide matching funds. Council would however need to allocate staff to support the preparation of the EOI and if successful the Business Case. Implementation would require a project to be formed and resourced, however this would be in the context of a supportive business case and grant funding.

3.1 Rural Councils Transformation Program

Central to Council's response to the Fair Go Rates system is the pursuit of financial benefits from improvement initiatives. This has been formalised within Council's Long Term Financial Plan (LTFP) as a specified amount of financial benefits to be realised annually. While these improvement initiatives have been successful to date, Council's financial capacity remains constrained and further benefits will become increasingly difficult to achieve.

The RCTP provides an opportunity to progress the future local government delivery model and a step-change in Council's financial outlook. This is important to providing Council the capacity to meet community service and infrastructure expectations into the future.

Council Plan

Theme 5 High Performing Council
Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives
Strategy 5.1.2 Develop and implement an organisational capability and capacity program

Theme 5 High Performing Council
Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives
Strategy 5.1.3 Develop innovative funding partnerships with community, business and government

Theme 5 High Performing Council
Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives
Strategy 5.1.4 Build on relationships with agencies and key stakeholders for the benefit of the community

Policy/Legal Implications

An important principle is that each Council would retain autonomy for the determination of strategy, service levels and policy as it impacts its own community.

While the governance structure delivering and overseeing these arrangements is yet to be determined, it is envisaged that service delivery undertaken jointly would be managed through formal service agreements with each council.

Officer Direct or Indirect Interest

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

Risk Assessment

The Victorian Government has recently included as an eligibility requirement to the *Fixing Country Roads Program*, that councils must have also submitted an EOI to the RCTP. Officers believe this affirms the Victorian Government's commitment to this reform and the expectation that councils should participate. Further, it shows that should Council choose to not submit an EOI then Council may be ineligible for other funding programs.

Social Considerations

The RCTP recognises the need to consider local employment as part of developing proposals.

Community Engagement

An important principle is that each community would continue to receive services and the service level determined as appropriate by its respective council. The RCTP addresses the delivery model for these services and may impact the mechanism through which the service is provided. While there has been no community engagement to date, the need for this must be considered as specific proposals are developed.

Environmental Implications

None identified.

Communication

Council has not undertaken any external communication on this initiative. High level information has been provided to council staff by each council's CEO.

3.1 Rural Councils Transformation Program

Options

Option 1 – Endorse Council's participation

This option is recommended as the RCTP is an important initiative by LGV that seeks to progress significant transformation in the local government sector. Council's LTFP outlines the importance of realising further financial benefits so its current level of service and project funding can be retained and community needs met in the future. Moreover, it is recommended that ratepayers have a reasonable expectation that councils collaborate with other parties to drive efficiency and improved outcomes.

Option 2 – Do not endorse Council's participation

This option is not recommended by officers as Council would not be participating in an important sector initiative that seeks to transform the future of local government. Requests have been made for some time to LGV seeking its support in assisting councils to address financial pressures and the RCTP responds to those requests. Further, Council's LFTP outlines the importance of realising further financial benefits and the RCTP provides a step-change opportunity for this to be progressed.

Conclusion

Officers recommend the RCTP represents an important initiative for the future of local government. There have been attempts over time to seek efficiencies amongst councils, with some successful outcomes achieved. However financial sustainability for the local government sector requires greater scale economies and financial benefits than has been achieved to date. The RCTP provides a framework that encourages councils to join together on this goal.

3.1 Rural Councils Transformation Program

APPENDIX 1 RURAL COUNCILS TRANSFORMATION PROGRAM - PROGRAM SUMMARY

Rural Councils Transformation Program

Program Summary

What is the Rural Councils Transformation Program?

The $20 million Rural Council Transformation Program (RCTP) funded in the 2018-19 State Budget aims to support large scale proposals by rural and regional councils to transform existing council functions. This will help improve the financial sustainability of councils which would not otherwise be able to invest in these large-scale transformations.

The RCTP is designed to seed fund transformative projects requiring approximately $2 million to $5 million in funding and comprising three or more rural or regional councils.

Potential funded projects could include shared engineering and building services, corporatising fleet management, asset management for multiple rural councils, and / or combining the back office corporate functions of finance, human resources, IT, procurement and payroll.

Activities to be considered for funding under the RCTP include but are not limited to:

- Establishment of governance arrangements
- Digital transformation, harmonisation or system development
- IT hardware and software – both new and upgrades
- Staffing – management and administration
- Related consultancy advice – legal and finance
- Buildings (leased only) and fixtures and furniture – leased and owned
- Vehicles and office equipment.

Program Timelines

Applications by council groups will be subject to assessment against the Program criteria and councils will be offered additional support within the RCTP to develop a project business case.

Key milestones:

1. RCTP Expressions of Interest period commences on 14 August 2018 with the release of Program guidelines and accompanying information by the Minister for Local Government.
2. Regional information sessions for rural and regional councils across Victoria (see communication and engagement below).
3. Expressions of Interest proposals for RCTP funding close on 15 November 2018. Applications must include a commitment from the applicant councils' CEOs in the form of a Memorandum of Understanding.
4. Final applications, including a detailed business case close on 31 March 2019. Council resolutions of commitment from each participating council must accompany the application.
5. Assessment of applications from April-May 2019.
6. Final project funding allocation decisions and announcements in May 2019.

Communication & Engagement

The transformative requirements of RCTP proposals, coupled with a single year budget allocation in 2018/19, require supporting communication and engagement.

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Rural Councils Transformation Program

Local Government Victoria (LGV) has information sessions in rural and regional locations for councils and interested stakeholders in August 2018 at the following locations:

LOCATION	DATE
• Benalla	22 August 2018
• Bendigo	22 August 2018
• Swan Hill	23 August 2018
• Horsham	23 August 2018
• Warrnambool	24 August 2018
• Geelong	31 August 2018

LGV staff can also assist rural and regional councils in the scoping of potential projects and the development of proposals.

How does RCTP build on existing programs?

The Victorian Government has provided support to rural and regional councils to develop shared services for almost a decade. These efforts have focussed on developing the evidence base and local government confidence to move forward. Current programs such as the Collaborative Councils – Sustainability Fund Partnership and the Finance and Accounting Support Team have funded business cases and feasibility studies for rural and regional council shared services. Other efforts have focussed on joint procurement of goods and services.

There are limited examples of shared services currently in place. Many of these examples are small scale, specific to a particular service and involve small numbers of staff. The local government sector has experienced challenges in the past with initiating shared services at a larger and transformative scale without Victorian government support.

In 2017-18, the Victorian Government invested in research and consultation to identify the main obstacles and paths to improved financial sustainability for rural and regional local governments. KPMG were engaged to undertake this project, which proposed a suite of reforms and investments encompassing operational transformation, stronger local governance and a state-local government alliance to support sustainable service delivery. This project resulted in a State budget allocation of $20 million in 2018-19 for the Rural Councils Transformation Program.

Contacts and Further Information

Further information regarding the program is located at

https://www.localgovernment.vic.gov.au/grants/rural-and-regional-councils-sustainability-reform

To discuss the program please contact:

Gerry Smith
Director, Sector Innovation, Performance and Resilience
DELWP
Email: gerry.smith@delwp.vic.gov.au
Phone: 03 9948 8505

Leighton Vivian
A/Senior Manager, Innovation and Performance
DELWP
Email: leighton.vivian@delwp.vic.gov.au
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Andrew Hagland
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3.1 Rural Councils Transformation Program

APPENDIX 2 RURAL COUNCILS TRANSFORMATION PROGRAM - FAQS

Rural Councils Transformation Program

FAQ Sheet

What is the Rural Councils Transformation Program (RCTP)?

The RCTP is a program to incentivise and support rural and regional councils to implement large-scale, transformative projects on a regional level, such as joined-up service delivery, corporate services, procurement and asset management.

The RCTP is designed to improve the financial sustainability of councils, by providing them with initial financial assistance to invest in these transformations.

The Victorian Government is committing $20 million in the 2018-19 financial year towards the Rural Councils Transformation Program.

Why is the Rural Councils Transformation Program needed?

Rural councils often have a restricted ability to affordably invest and deliver services and infrastructure, in part due to their dispersed populations and larger geographic areas they need to service.

Compared to metropolitan councils, rural councils tend to face greater barriers to sustainability: meaning they are less likely to have the capacity to meet the agreed service and infrastructure needs of their community and absorb foreseeable changes and unexpected shocks into the future.

This can lead to poorer outcomes for the community, with measures of health and wellbeing in many rural communities being recorded at lower levels than those of their metropolitan counterparts.

It can also result in a reduction in service levels, declining breadth and scope of available services, and deterioration in infrastructure performance.

Regional service delivery models can help to achieve greater service benefits for rural and regional communities, through increased collaboration across councils and the delivery of greater efficiencies.

How can the RCTP benefit councils and communities?

The RCTP aims to:

- improve the financial sustainability of rural and regional councils by achieving economies of scale including through regional service delivery or collaborative procurement;
- promote more efficient and improved service delivery through collaboration and innovation;
- facilitate benefits for rural and regional communities, with priority given to those for rural communities; and
- demonstrate potential efficiencies to be gained through regional service delivery.

What types of activities will be considered for funding?

The RCTP aims to fund regional scale proposals that will implement transformation of existing council functions such as direct service delivery, corporate services, procurement or asset management.

Who will be eligible to apply for this program?

Councils, as defined by the *Local Government Act 1989*, from rural and regional Victoria are eligible to submit an application under this fund.

Rural and regional Victoria is defined as the 48 local government areas set out in Schedule 1 of the *Regional Infrastructure Development Fund Act 1999*.

Rural Councils Transformation Program

How do councils apply for the program?

To request funding under the RCTP, applicants will need to submit an Expression of Interest (EOI), which will be assessed and considered for approval to progress to a full application that includes development of a business case. Both the EOI and the full application will be submitted via Grants Online. Details are contained in the RCTP Funding Guidelines.

What commitment is required for an EOI to proceed to a full application?

Applications will only be considered where there is an arrangement governed by a Memorandum of Understanding (MOU) or similar between three or more eligible councils. The arrangement is expected to include a majority of rural councils, and may also include regional councils. The inclusion of relevant public-sector agencies in the arrangement will be considered on a case by case basis.

What commitment is required for a full application to be assessed for funding?

Parties to the MOU must pass and submit relevant council resolutions to implement a successful business case. Successful applicants will be invited to enter a funding agreement with the Department of Environment, Land, Water and Planning.

Is this program paving the way for future council amalgamations?

No. This program is not a step toward council amalgamations. It is intended to support the sustainability of rural and regional councils by helping address issues associated with revenue raising constraints, absence of economies of scale and human resource limitations.

It is essential that rural councils retain their autonomy and local decision-making ability, while being able to deliver high quality, efficient services to their community.

Does this mean councils will start cutting jobs if they share services?

It is possible that through combined services, councils may propose to reduce positions in some areas, and increase investment in other areas leading to new recruitment.

Sharing services means reconfiguring staffing and resources, not simply cutting costs. Retaining high quality staff and skills can be another benefit of collaboration, along with attracting new skills.

The RCTP offers a range of support to councils beyond staffing. This support includes digital transformation or system development, IT hardware and software, and related consultancy advice (such as legal and finance).

These types of support can help councils to achieve greater service benefits for rural and regional communities, through increased collaboration and the delivery of greater efficiencies.

Were councils involved or consulted in the development of this program?

Councils were extensively consulted in 2017-18 as part of the Rural and Regional Councils Sustainability Reform Program. This Program identified the key challenges to financial sustainability and developed options for councils, and the Victorian Government.

This work directly contributed to the development of the RCTP.

How will it work in terms of community consultation? Will communities be notified of council applications?

Councils are not required to consult with communities as part of the application process, however individual councils may choose to conduct community consultation as part of their process if they deem it necessary.

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4. GOVERNANCE & INFRASTRUCTURE

4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2018

Author's Title:	Coordinator Management Accounting	**General Manager:**	Anne Howard
Department:	Finance	**File No:**	F18/850
Division:	Governance & Infrastructure	**Trim No:**	IC18/1702
Appendix:			

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 present the project budget adjustments and cash reserve transfers for Council approval.

Summary
The project budget adjustments relating to October 2018 are included in this report. All figures in this report are exclusive of GST.

Recommendation
That Council:
1. Approve the Project Budget Adjustments outlined in Tables 1 and 3 in this report.
2. Approve the following net change to cash reserves resulting from the project budget adjustments listed in this report:

Funding Sources	**Transfers From/ (to) Reserve**
Accumulated Unallocated Cash Reserve	12,521
Adopted Strategy Implementation Reserve	3,500
Asset Renewal Reserve	70,000
Waste Reserve	41,750
Grand Total	**127,771**

4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2018

Report

Background
Council allocates funding to projects through its annual budget or specific resolution.

From time to time, situations arise whereby initial budgets need to be reconsidered to achieve their planned objectives and project scope. It is important that Council's decisions to adjust project budgets are open and transparent to the community. Therefore any changes to project budgets or cash reserves are reported in a manner that demonstrates the diligence and transparency of the organisation's financial management principles.

Closure of projects is another important process for maintaining a well-managed program and involves financial review, asset management and project review activities. Projects reported for closure have been through Council's project review and closure process.

Discussion
The following budget transfers, detailed in Table 1, are newly initiated projects.

Table 1 – Newly Initiated Projects

Project Name	Funding Source	Basis for Variation	Project Allocation $
Winchelsea Common Fencing & Improvements	Grant Funded	Department of Environment, Land, Water and Planning grant funding confirmed. Works to be guided by agreed masterplan.	20,000

The following budget transfers, detailed in Table 2, are required where it has been identified that projects require adjustments to their approved budgets to allow achievement of project scope and objectives; or there is a request to adjust scope of project.

Table 2 – Project Budgets Requiring Adjustment

Project Name	Funding Source	Basis for Variation	Project Allocation $
9676: Stribling Reserve Stadium Ventilation	Project Account	Three projects have been delivered concurrently at Stribling Reserve and it is identified that project management demand is not reflective of budget distribution. This transfer supports a re-balancing of the budget across the three projects with $10,000 from Stribling Reserve Stadium Ventilation Proposal (W9747) transferred to Stribling Reserve Sports Lighting Upgrade (W9518) of $7,000 and to Stribling Reserve Electronic Scoreboard (W8002) $3,000.	(10,000)
9754: Swing Installation Project: Anglesea, Torquay and Winchelsea kindergartens.	Contribution Funded	Contributions from committees towards project.	14,130

4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2018

Project Name	Funding Source	Basis for Variation	Project Allocation $
8789: Free from Violence Program	Grant Funded	Department of Environment, Land, Water and Planning grant funding confirmation.	53,000
8789: Free from Violence Program	Adopted Strategy Implementation Reserve	Council allocation of $3,500 following successful grant funding application (as per May 2018 resolution to apply for grant).	3,500
8761: Food Organics Waste Trial	Waste Reserve	Detailed implementation planning has identified that caddy assembly/delivery, liners and communications (particularly to non-resident owners) were not adequately scoped and estimated during the initial project development and additional funds are needed to ensure project success.	62,500
9717: Problem Material Facility	Project Account	Scope to be incorporated into the delivery of the Anglesea Transfer Station eWaste project (W29216) as agreed by Council when supporting grant applications.	(155,000)
9708: The Esplanade Rehabilitation - Bell Street to Gilbert Street	Asset Renewal Reserve	Detailed pavement investigation has identified a number of additional failures within the pavement requiring remediation. Also, an area of ongoing failures within the job requires a higher level of investigation and rectification works than originally allowed for.	70,000
9552 Lorne School Traffic Management Project	Project Account	Combining scope of Road Safety Improvement at School Sites (9640) with Lorne School Traffic Management Project (9552).	25,000
8470: Rural Hinterland Strategy	Accumulated Unallocated Cash Reserve	Additional funds required to investigate clause 13 in the Surf Coast Planning Scheme regarding bushfire requirements; complete additional amendments to strategy document and project management costs.	10,000

The following budget transfers detailed in Table 3 represent projects that have been successfully completed and are presented to Council for acknowledgement. Where unexpended funds remain they are returned to the source of funding as per Council's business practices. If the source of funds is the Accumulated Unallocated Reserve, the funds are returned to the Project Savings Account during the year and at the end of the year the balance of the Project Savings Account will be returned to the Accumulated Unallocated Reserve.

4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2018

Table 3 – Projects to be Closed

Project Name	Funding Source	Basis for Variation	Project Allocation $
9026: Realign Anglesea Transfer Station Entrance	Waste Reserve	Project complete. Return funding to source.	(4,650)
9521: Anglesea Landfill - Road Construction	Waste Reserve	Project complete. Return funding to source.	(16,100)
8758 - Positive Ageing Service Review	Accumulated Unallocated Cash Reserve	The July Council meeting marked the completion of the Positive Ageing service review. The implementation phase has commenced as part of normal operations. Project to be closed.	168
8732 - Records Management Program - BC 17/18	Accumulated Unallocated Cash Reserve	Wrap up of the document destruction phase of project. Final costs reflect hours required for archiving activities. While higher than anticipated the future benefits have exceeded what was expected. Ongoing activity will continue as part of normal operations. Project closed.	2,353

Table 4 – Accumulated Unallocated Cash Reserve Movement

Accumulated Unallocated Cash Reserve	2018-19 $'000	2019-20 $'000	2020-21 $'000	2021-22 $'000
Opening Balance	5,018	856	501	40
Budgeted Annual Surplus/(Deficit)	159	(449)	(462)	(500)
Allocations through Adopted Budget	(566)	-	-	-
Transfer for Digital Transformation	(2,500)	(730)	-	-
Transfer for Recreation and Open Space	-	825	-	-
Net Allocations During Year	(1,244)	-	-	-
October Net Allocations Proposed	(13)	-	-	-
Closing Balance *	**856**	**501**	**40**	**(460)**

* Note includes budgeted annual surplus/(deficit) as per Adopted Budget 2018-19.

4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2018

Accumulated Unallocated Cash Reserve	**2018-19 $'000**
Net Allocations During Year	
July 2018 - Anglesea Bike Path	(6)
July 2018 - Cairns Military Remembrance Winchelsea	(30)
July 2018 - Torquay Town Centre Project Grant Submission	(20)
July 2018 - Torquay Town Centre Project	(1,000)
August 2018 - Djila Tjarri Skate Bowl Leak Investigation	(80)
August 2018 - Stribling Reserve Stair Renewal	(7)
August 2018 - Surf Coast Soccer Club Pavilion Project - Community Project	(30)
August 2018 - Winchelsea Entrance Sculptures	(127)
September 2018 - Natural Disaster Financial Assistance - Emergency Response	115
September 2018 - Natural Disaster Financial Assistance - Asset Restoration	(28)
September 2018 - Winchelsea Flagpole Lighting	(5)
September 2018 - Community Project Development Program Investigations	(18)
September 2018 - Rural Hinterland Strategy	(8)
Net Allocations (From)/To	**(1,244)**
October Net Allocations Proposed	
Positive Ageing Service Review	()
Records Management Program - BC 17/18	(2)
Rural Hinterland Strategy	(10)
October Net Allocations Proposed (From)/To	**(13)**

Financial Implications
The proposed Project Budget Adjustments and Cash Reserve Transfers are outlined in this Report. Through this report all financial implications of the project budget adjustments and cash reserve transfers are clearly and transparently presented to Council and the community.

Council Plan
Theme 5 High Performing Council
Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives
Strategy 5.1.1 Establish long-term financial principles and incorporate into the long-term financial plan

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.

4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2018

Options

Option 1 – Not approve transfers as recommended

This option is not recommended because transfers are necessary to allow ongoing delivery and closure of projects, and have been through a series of governance checks.

Option 2 – Adopt officer recommendation

This option is recommended by officers as the project budgets and cash reserve transfers supports implementations of Council's strategies.

Environmental Implications

Not applicable.

Communication

Not applicable.

Conclusion

It is recommended that Council approve the Project Budget Adjustments and Cash Reserve Transfers for October 2018 and ratify the project budget adjustments relating to the finalisation of accounts for the prior year.

4.2 Quarterly Finance Report - September 2018

Author's Title:	Coordinator Management Accounting	**General Manager:**	Anne Howard
Department:	Finance	**File No:**	F18/850
Division:	Governance & Infrastructure	**Trim No:**	IC18/1704
Appendix:			

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 the September 2018 Quarterly Finance Report.

Summary
The September 2018 Quarterly Finance report includes the Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Changes in Equity and Statement of Capital Works.

Recommendation
That Council note the quarterly financial report for September 2018.

4.2 Quarterly Finance Report - September 2018

Report

Background
Council reports quarterly on its financial results in accordance with section 138 of the Local Government Act.

Discussion
Quarterly financial statements included with the attached report include:

- Comprehensive Income Statement:
    - Comparison of Council's actual versus budget income and revenue for the period 1 July 2018 to 30 September 2018.
- Balance Sheet:
    - Comparison of Council's actual assets and liabilities versus budget as at 30 September 2018.
- Statement of Cash Flows:
    - Statement of cash flows related to Council's actual operations and activities, and reconciliation to Council's total cash holdings versus budget for the period 1 July 2018 to 30 September 2018.
- Statement of Changes in Equity:
    - Council's actual equity position versus budget as at 30 September 2018.
- Statement of Capital Works:
    - Statement of Council's capital works expenditure versus budget for period 1 July 2018 to 30 September 2018.

Council's year to date net surplus is $40.5 million, which is $1.6 million ahead of the year to date budget. This is mainly due to earlier processing of granted assets; timing of raising invoices and increased activity in planning and subdivisions.

4.2 Quarterly Finance Report - September 2018

COMPREHENSIVE INCOME STATEMENT

For the quarter ended 30 September 2018

	Notes	YTD Actuals $'000	YTD Budget $'000	Annual Budget $'000	Variances Actual v YTD Budget $'000	%	Variances Actual v Annual Budget $'000	%
Income								
Rates and charges	1	51,837	51,649	51,910	188	0%	(73)	0%
Statutory fees and fines	2	605	361	1,872	244	68%	(1,268)	68%
User charges	3	1,740	1,453	6,598	287	20%	(4,858)	74%
Grants - Operating		1,672	1,646	5,780	26	2%	(4,108)	71%
Grants - Capital		196	138	252	59	43%	(56)	22%
Contributions - monetary		898	908	3,647	(9)	1%	(2,748)	75%
Contributions - non-monetary assets		429	-	12,265	429	0%	(11,836)	97%
Other Income		301	226	903	75	33%	(602)	67%
Total Income		**57,678**	**56,379**	**83,226**	**1,299**	**2%**	**(25,548)**	**31%**
Expenses								
Employee costs	4	6,801	7,077	30,997	277	4%	24,196	78%
Materials and services	5	6,643	6,236	25,426	(406)	7%	18,783	74%
Bad and doubtful debts		20	17	77	(3)	20%	56	73%
Depreciation		3,177	3,374	13,495	196	6%	10,318	76%
Borrowing costs		263	280	1,155	17	6%	892	77%
Net loss on disposal of property infrastructure, plant and equipment		(27)	110	923	136	124%	949	103%
Other Expenses		322	362	1,319	40	11%	997	76%
Total expenses		**17,199**	**17,456**	**73,391**	**257**	**1%**	**56,191**	**77%**
Surplus/(deficit) for the year		**40,479**	**38,922**	**9,835**	**1,556**	**4%**	**30,644**	**312%**
Other Comprehensive Income								
Items that will not be reclassified to surplus or deficit in future periods								
Net asset revaluation increment		-	-	4,608	-	0%	(4,608)	100%
Total Comprehensive Result		**40,479**	**38,922**	**14,443**	**1,556**	**4%**	**26,035**	**180%**

1. Rates and Charges - supplementary rates higher than budget
2. Statutory Fees and Charges - planning, subdivision and local law activity greater than expected.
3. User Charges - mainly timing raising of invoices; also increased tipping volumes.
4. Employee costs - variance mainly due to vacancies and timing of delivery of programs.
5. Materials and Services, variance mainly relates to timing of delivery of programs and expensed capital works.

4.2 Quarterly Finance Report - September 2018

BALANCE SHEET
As at 30 September 2018

	Notes	YTD Actuals $'000	YTD Budget $'000	Annual Budget $'000	Variances Actual v YTD Budget $'000	%	Variances Actual v Annual Budget $'000	%
Assets								
Current assets								
Cash and cash equivalents	1	18,174	23,480	25,059	(5,307)	23%	(6,886)	27%
Trade and other receivables		44,262	43,012	3,602	1,251	3%	40,660	1129%
Other financial assets	1	27,000	15,000	15,000	12,000	80%	12,000	80%
Inventories		252	284	289	(31)	11%	(37)	13%
Non-current assets classified as held for sale		883	-	-	883	0%	883	0%
Other assets		303	310	651	(7)	2%	(348)	53%
Total current assets		**90,874**	**82,085**	**44,601**	**8,788**	**11%**	**46,273**	**104%**
Non-current assets								
Trade and other receivables		83	79	79	4	5%	4	5%
Other financial assets	1	-	1,000	1,000	(1,000)	100%	(1,000)	100%
Property, infrastructure plant & equipment	2	759,340	537,323	557,976	222,017	41%	201,363	36%
Investments in associates and joint ventures		457	457	457	()	0%	()	0%
Total non-current assets		**759,879**	**538,858**	**559,512**	**221,021**	**41%**	**200,367**	**36%**
Total assets		**850,753**	**620,944**	**604,113**	**229,809**	**37%**	**246,640**	**41%**
Liabilities								
Current liabilities								
Trade and other payables		1,244	1,400	6,738	156	11%	5,494	82%
Trust funds and deposits	3	3,823	3,218	2,298	(605)	19%	(1,526)	66%
Provisions		5,762	5,553	5,543	(209)	4%	(219)	4%
Interest bearing liabilities	4	742	722	1,303	(20)	3%	562	43%
Other Liabilities		229	100	155	(129)	129%	(73)	47%
Total current liabilities		**11,801**	**10,993**	**16,038**	**(807)**	**7%**	**4,237**	**26%**
Non-current liabilities								
Provisions	5	10,895	11,241	11,247	346	3%	352	3%
Interest bearing liabilities	4	16,285	16,310	18,908	25	0%	2,623	14%
Total non-current liabilities		**27,180**	**27,551**	**30,155**	**371**	**1%**	**2,975**	**10%**
Total liabilities		**38,981**	**38,545**	**46,193**	**(436)**	**1%**	**7,212**	**16%**
Net assets		**811,772**	**582,399**	**557,920**	**229,373**	**39%**	**(253,852)**	**45%**
Equity								
Accumulated surplus		477,153	261,015	233,249	216,138	83%	243,904	105%
Asset revaluation reserve		314,612	297,022	286,951	17,589	6%	27,661	10%
Other reserves		20,008	24,362	37,720	(4,354)	18%	(17,712)	47%
Total equity		**811,772**	**582,399**	**557,920**	**229,373**	**39%**	**253,852**	**45%**

1. Total cash and investment variance is $5.1m, mix of short and medium term investments weighted differently. $4.4m relates to opening balance.

2. Property, infrastructure plant & equipment opening balance higher than budget $mainly due to revaluation and recognition of previously unrecognised assets.

3. Trust funds and deposits opening balance higher than budget.

4. Interest bearing liabilities budget current and non-current budget split corrected.

5. Provision variance is mainly due to a lower actual opening balance compared to forecast.

4.2 Quarterly Finance Report - September 2018

STATEMENT OF CASH FLOWS

For the quarter ended 30 September 2018

	Notes	YTD Actuals $'000	YTD Budget $'000	Annual Budget $'000	Variances Actual v YTD Budget $'000	%	Variances Actual v Annual Budget $'000	%
Cash flow from operating activities								
Rates and charges	1	10,584	11,563	51,910	(979)	8%	(41,326)	80%
Grants - operating		1,868	1,704	5,977	164	10%	(4,109)	69%
Grants - capital	2	1,397	138	252	1,259	916%	1,145	455%
Contributions		898	908	3,647	(9)	1%	(2,748)	75%
Interest received		360	226	903	134	59%	(543)	60%
Statutory fees and fines		605	361	1,872	244	68%	(1,268)	68%
User charges		1,974	1,826	6,757	148	8%	(4,783)	71%
Net GST refund/payment		1,496	1,821	3,814	(325)	18%	(2,318)	61%
Trust funds received/(refunded)		957	966	45	(9)	1%	912	2024%
Employee costs		(6,577)	(7,062)	(30,934)	484	7%	24,356	79%
Materials and Services		(12,278)	(13,209)	(31,014)	932	7%	18,736	60%
Net cash provided from operating activities		**1,284**	**(760)**	**13,229**	**2,044**	**269%**	**(11,946)**	**90%**
Cash Flows from investing activities								
Proceeds from sale of property, plant & equipment		31	-	439	31	0%	(408)	93%
Payments for property, plant, equipment & infrastructure assets		(2,430)	(1,630)	(16,784)	(801)	49%	14,353	86%
Cash Flows from investing activities	3	18,020	-	-	18,020	0%	18,020	0%
Net cash used in investing activities		**15,620**	**(1,630)**	**(16,345)**	**17,250**	**1058%**	31,965	**196%**
Cash flows from financing activities								
Finance costs		(263)	(280)	(1,155)	17	6%	892	77%
Proceeds from interest bearing loans and borrowings		-	-	3,900	-	0%	(3,900)	100%
Repayment of interest bearing loans and borrowings		(235)	(230)	(951)	(5)	**2%**	715	**75%**
Net cash provided from financing activities		**(498)**	**(510)**	**1,795**	**12**	**2%**	**(2,293)**	**128%**
Net increase/(decrease) in cash & cash equivalents held		**16,406**	**(2,900)**	**(1,321)**	**19,306**	**666%**	**17,727**	**1342%**
Cash & cash equivalents at the beginning of the period		1,768	26,380	26,380	(24,612)	93%	(24,612)	93%
Cash & cash equivalents at the end of the period		**18,174**	**23,480**	**25,059**	**(5,307)**	**23%**	**(6,886)**	**27%**
Investments (current and non-current financial assets)		27,000	16,000	16,000	11,000	69%	11,000	69%
						0%		0%
Total cash & investments at the end of the period		**45,174**	**39,480**	**41,059**	**5,693**	**14%**	**4,114**	**10%**

1. Rates & Charges timing, due first day in October.
2. Grants Capital receipt of black spot funding relating to prior year.
3. Cash flow from investing activities is a movement of cash between financial assets and cash and cash equivalents.

4.2 Quarterly Finance Report - September 2018

STATEMENT OF CHANGES IN EQUITY
As at 30 September 2018

	YTD Actuals $'000	YTD Budget $'000	Annual Budget $'000	Variances Actual v YTD Budget $'000	%	Variances Actual v Annual Budget $'000	%
Equity Opening Balance	771,293	543,477	543,477	227,817	42%	227,817	42%
Surplus for the Year	40,479	38,922	9,835	1,556	4%	30,644	312%
Net Asset Revaluation	-	-	4,608	-	0%	(4,608)	100%
Total Equity	**811,772**	**582,399**	**557,920**	**229,373**	**39%**	**253,852**	**45%**

STATEMENT OF CAPITAL WORKS
As at 30 September 2018

	Notes	YTD Actuals $'000	YTD Budget $'000	Annual Budget $'000	Variances Actual v YTD Budget $'000	%	Variances Actual v Annual Budget $'000	%
Property								
Land		148		1	(148)	221900%	(147)	0%
Buildings		228	157	1,846	(72)	46%	1,618	88%
Total Property		**376**	**157**	**1,847**	**(220)**	**140%**	**1,471**	**80%**
Plant and Equipment								
Plant, Machinery and Equipment		324	104	1,867	(220)	211%	1,543	83%
Fixtures, Fitting and Furniture		4	103	205	98	96%	201	98%
Computers and Telecommunications		157	36	580	(121)	335%	423	73%
Total Plant and Equipment		**485**	**243**	**2,652**	**(242)**	**100%**	**2,167**	**82%**
Infrastructure								
Bridges		4	102	980	98	96%	976	100%
Drainage and Sewerage		4	17	228	13	77%	224	98%
Footpaths and Cycleways		60	89	1,627	29	32%	1,567	96%
Parks, Open Space and Streetscapes		156	45	801	(110)	244%	645	81%
Recreation, Leisure and Community Facilities		274	334	2,604	61	18%	2,331	89%
Roads		1,071	643	6,044	(429)	67%	4,973	82%
Offstree Car Parks		-	-	-	-	0%	-	0%
Expensed Capital Works		991	248	3,582	(743)	299%	2,591	72%
Landfill Provision Works		-	4	55	4	100%	55	100%
Total Infrastructure		**2,560**	**1,482**	**15,922**	**(1,078)**	**73%**	**13,361**	**84%**
Total Capital Works		**3,421**	**1,882**	**20,421**	**(1,540)**	**82%**	**17,000**	**83%**
Represented by:								
New		518	217	2,122	(301)	139%	1,604	76%
Renewal		1,591	681	7,999	(910)	134%	6,408	80%
Expansion		9	1	17	(8)	665%	8	49%
Upgrade		313	730	6,646	417	57%	6,333	95%
Expensed Capital Works		991	248	3,582	(743)	299%	2,591	72%
Landfill Provision Works		-	4	55	4	100%	55	100%
Total Capital Works		**3,421**	**1,882**	**20,421**	**(1,540)**	**82%**	**17,000**	**83%**

Generally all project spend variations are only timing and spending of carry forward of unspent budgeted funds.

Financial Implications
Financial implications of variances to the adopted budget at the end of September do not fully determine the financial position at year end. The end of December figures will inform a rigorous financial year forecast to be undertaken during January.

4.2 Quarterly Finance Report - September 2018

Council Plan

Theme 5 High Performing Council
Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives
Strategy 5.1.1 Establish long-term financial principles and incorporate into the long-term financial plan

Policy/Legal Implications

Section 138(1) of the Local Government Act states that:
'At least every 3 months, the Chief Executive Officer must ensure that a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure is presented to the Council at a Council meeting which is open to the public.'

The Quarterly Finance Report fulfils this requirement.

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

Council remains in a sound financial position.

4.3 Quarterly Report Councillors Expenses 1 July 2018 to 30 September 2018

Author's Title:	Coordinator Governance & Corporate Planning	**General Manager:**	Anne Howard
Department:	Governance & Risk	**File No:**	F11/786
Division:	Governance & Infrastructure	**Trim No:**	IC18/1023

Appendix:

1. Councillor Expenses Payment Summary - 1 July to 30 September 2018 (D18/125429)

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 present Councillor allowances and expenses paid during the period from 1 July 2018 to 30 September 2018.

Summary
In order to ensure the highest levels of transparency and accountability, Council has resolved to make Councillor allowances and expenses available to the public through a quarterly statement reported at Ordinary Council meetings which is also published on Council's website.

Accordingly a report covering Councillor allowances and expenses for the period from 1 July 2018 to 30 September 2018 is attached.

It should be noted that some payments e.g. travel costs are included at the time they are paid out rather than when incurred, therefore figures quoted may include expenses from outside this reporting period. End of year receipting is still currently in progress and the figures in this report may therefore vary to those appearing in Council's final annual report.

Recommendation
That Council:

1. Notes the attached summary of Councillor allowances and expenses for the period 1 July 2018 to 30 September 2018 (Appendix 1).
2. Publishes the summary on Council's website.

4.3 Quarterly Report Councillors Expenses 1 July 2018 to 30 September 2018

Report

Background
The Local Government Act 1989 provides that the Mayor and Councillors are paid an allowance and provided with appropriate tools and support to enable them to properly undertake their statutory obligations.

The provision of efficient communications equipment, reimbursement of official travel and telephone expenses and, if applicable, child care expenses is generally provided by municipalities across the state in order to assist Councillors to maximise their responsibilities.

The Local Government Act 1989 requires that Councils must adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. Council has therefore adopted the Councillors Entitlements (Facilities & Expenses) Policy which sets out the level of resources and support that are provided to Councillors to enable them to effectively discharge their official duties.

The policy also sets out the procedures that apply in circumstances where Councillors require reimbursement of expenses incurred, and those circumstances where prior approval is required.
A copy of the policy is available on Council's website.

Discussion
The attached report outlines Councillor allowances and expenses that have been paid during the period from 1 July 2018 to 30 September 2018 in the following categories:

- Councillor Allowances includes statutory allowances for the Mayor and Councillors
- Parking Costs includes reimbursement of parking fees whilst on official business
- Travel Expenses includes public transport costs and reimbursement to Councillors for kilometres travelled in their private vehicles associated with Council related travel
- Motor Vehicle includes costs associated with use of the mayoral vehicle
- Mobile Phone includes the costs associated with official Councillor mobile phone usage
- Internet includes cost of official internet provision and usage.

Any contributions that are paid by Councillors towards phone and internet usage are also included in the report.

Council resolved to report allowances and expenses on a quarterly basis and to post on Council's website to increase transparency and accountability. This is in addition to other reporting requirements such as the requirement to report in Council's annual report.

It should be noted that some payments e.g. travel costs are included at the time they are paid rather than when incurred, therefore figures quoted may include expenses from outside the reporting period. End of year receipting is still currently in progress and the figures in this report may therefore vary to those appearing in Council's final annual report.

Financial Implications
Councillor allowances and expenses are covered within Council's operational budget.

Council Plan

Theme	5 High Performing Council
Objective	5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed
Strategy	Nil

4.3 Quarterly Report Councillors Expenses 1 July 2018 to 30 September 2018

Policy/Legal Implications
The Local Government (Planning and Reporting) Regulations 2014 require Councils to disclose in the Annual Report the details of allowances and expenses for each Councillor, divided into certain defined categories. Council is exceeding this requirement by making quarterly disclosures at the Ordinary meeting and posting these on the website.

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
The quarterly reports would be published on Council's website in addition to being included on the Ordinary Council meeting agenda.

Options
Option 1 – Reject proposed recommendations
This option is not recommended by officers as it is contrary to Council's earlier resolution.

Option 2 – Adopt proposed recommendations
This option is recommended by officers as it is consistent with Council's resolution.

Conclusion
Quarterly reporting of Councillor allowances and expenses provides an opportunity for transparency and openness in relation to these costs.

4.3 Quarterly Report Councillors Expenses 1 July 2018 to 30 September 2018

APPENDIX 1 COUNCILLOR EXPENSES PAYMENT SUMMARY - 1 JULY TO 30 SEPTEMBER 2018

Surf Coast Shire Councillor Payment Summary Between 1 July to 30 September 2018										
		Expenses Reimbursed				Items Provided			Contributions	
Councillor	Allowances ($)	Parking ($)	Phone ($)	Travel ($)	Company Director Education & Membership ($)	Motor Vehicle ($)	Mobile Phone ($)	Internet ($)	By Councillors ($)	Total ($)
Cr Brian McKiterick	5,737	-	-	-	-	-	63	26	-	**5,826**
Cr Carol McGregor	5,737	-	-	1,607	-	-	63	26	-	**7,432**
Cr Clive Goldsworthy	5,737	-	-	-	-	-	86	26	-	**5,849**
Cr David Bell *	17,751	-	-	-	-	2,311	118	26	-	**20,207**
Cr Heather Wellington	5,737	-	-	-	-	-	63	26	-	**5,826**
Cr Libby Coker	5,737	-	-	-	-	-	63	26	-	**5,826**
Cr Margot Smith	5,737	-	-	-	-	-	63	26	-	**5,826**
Cr Martin Duke	5,737	-	-	-	-	-	63	26	-	**5,826**
Cr Rose Hodge	5,737	-	-	-	-	-	63	26	(120)	**5,706**
Total	**63,645**	**-**	**-**	**1,607**	**-**	**2,311**	**643**	**237**	**(120)**	**68,323**

Notes:
* Cr David Bell (Mayor period: 08/11/2017 - Present).
Allowance figures include superannuation.
Mobile phone and internet expenditure includes supplier invoices received for July and August.
Figures exclude GST.

4.4 Quarterly Report - Road Management Activities - July to September 2018

Author's Title:	Manager Engineering Services	**General Manager:**	Anne Howard
Department:	Engineering Services	**File No:**	F16/1623
Division:	Governance & Infrastructure	**Trim No:**	IC18/1650

Appendix:

Nil

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 provide Council and the community with an overview of key road management activities carried out during the period July to September 2018. The purpose is to provide information on road management metrics and outcomes rather than seek direction or decision from Council at this time.

Summary

The report provides Council and community with information for this period relating to:

- Compliance with the Road Management Plan
- Overview of maintenance activities
- Overview of key capital works activities
- Road safety program implementation.

The report also provides some information on planned works for the current quarter.

The information contained in this report supports a conclusion that Council is performing well against the service levels in the Road Management Plan, albeit not achieving 100% compliance at this time.

Key performance metrics against the Road Management Plan include:

- 94% of reactive inspections (arising from customer contact) were completed within target timeframes
- 100% of programmed inspections (scheduled by Council) were completed within target timeframes
- 99.5% of completed tasks to repair defects were completed within target timeframes
- 95% of open tasks to repair defects are still within target timeframes.

The information also outlines a range of activities underway across the network with some key observations that include:

- Almost half of customer contact relates to the unsealed road network
- 99.3% of completed tasks to repair defects that sit outside of the RMP(were completed within the timeframes set in the Service Level Agreement
- Annual maintenance activities are progressing and an action plan has been developed to use the additional unsealed road funding in areas to improve customer service and improved quality of work
- The 2018-19 Resheet and Reseal Programs are underway and will deliver works across most of the municipality this financial year
- The 2018-19 Road Safety Program is underway with works including both infrastructure and driver education activities.

Recommendation

That Council notes:

1. The performance against the timeframes set in the Road Management Plan; and
2. That a range of other road management activities are underway across the municipality.

4.4 Quarterly Report - Road Management Activities - July to September 2018

Report

Background
Council is responsible for approximately 1,062 kms of the local road network, comprising both sealed and unsealed roads in urban and rural areas. Council is continuing to work on an integrated management system for road-related activities, as outlined in Figure 1 below.

Figure 1 – Integrated Road Management System Overview

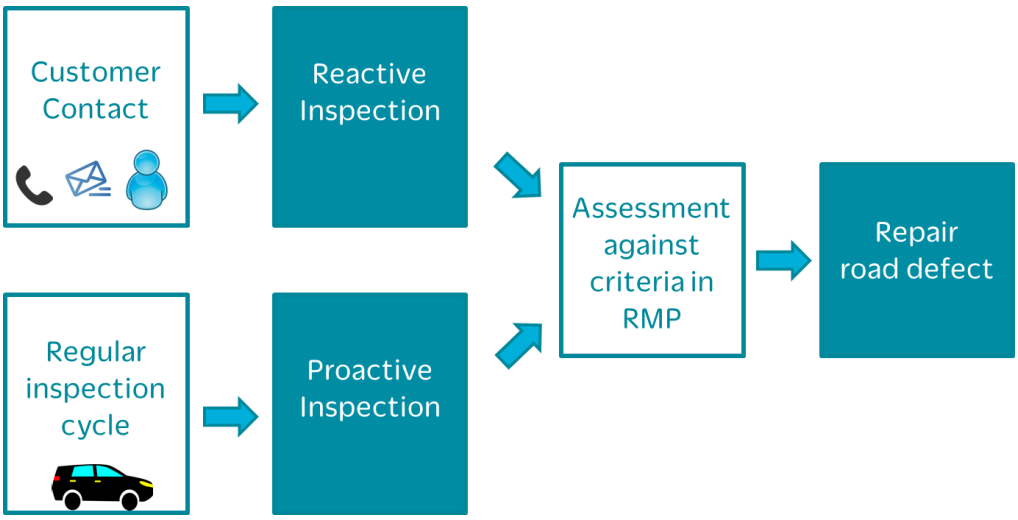
This quarterly activity report has been prepared to provide information about a range of road-related activities with a focus on outcomes and achievements against key objectives where they have been set.

Discussion
The report has been broken down into a number of sections to assist with the presentation of the information.

1. Road Management Plan Overview
Council's primary obligations, powers and functions as a road authority are founded in the Road Management Act 2004 The Road Management Plan (RMP) is an important document through which Council demonstrates how it will meet its duty of care to road users, in particular the service levels relating to the inspection, repair and maintenance of roads and footpaths.

Council responds to issues raised by customers through reactive inspections. Council also has a program of proactive inspections across the network based on a risk management approach. If the inspections identify defects or hazards that exceed the intervention levels set through the RMP, the defect is scheduled for repair. The process for inspections and repairs is shown in Figure 2 below.

Figure 2 – Inspection and Repair of Roads - Process Overview



4.4 Quarterly Report - Road Management Activities - July to September 2018

The RMP sets out the service levels relating to timeframes and intervention levels for most road-related defects. The following datasets (figures 3, 5 and 6) present performance against the three activities outlined in the process diagram above.

Customer requests are registered as CRM's for tracking and performance measurement. Performance against the service levels set in the RMP for these inspections is shown in Figure 3 below.

Figure 3 – Compliance of Proactive Inspections with the RMP Service Levels

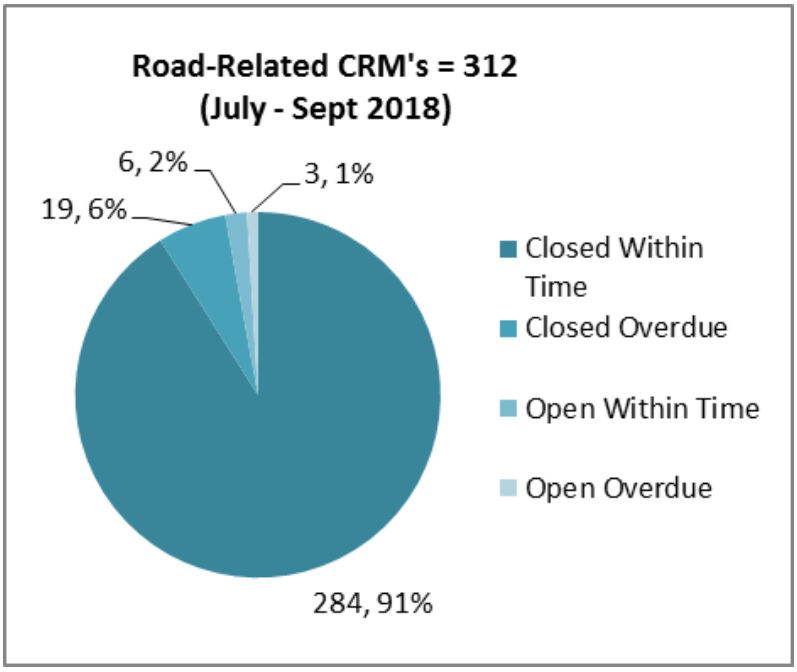
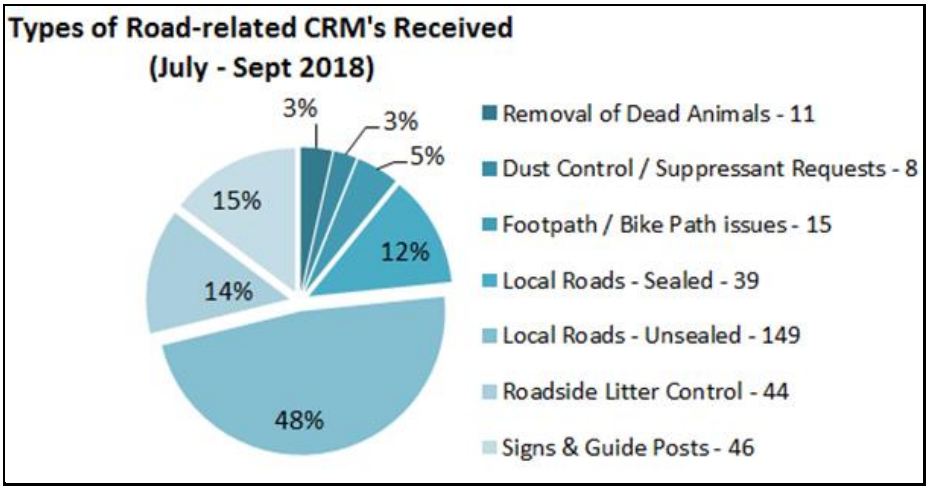


Figure 3 indicates that of the 303 inspections arising from customer requests, 284 (ie. 94%) were completed within the target timeframes.

Nine reactive inspection tasks are still to be completed of which three were already overdue at the end of the period.

Figure 4 provides information about the type of issue raised by customers during the period.

Figure 4 – Types of issues raised by customers in the period



Almost half of the customer requests relate to unsealed roads.

4.4 Quarterly Report - Road Management Activities - July to September 2018

Council undertakes routine road inspections on a schedule set through the RMP. These inspections are grouped into three geographic areas of the municipality. Some roads may be inspected more than once in the period, while others may be inspected on a cycle that is outside of this period. The length of roads inspected is detailed in the Table 1.

Table 1 – Compliance of Proactive Inspections with the RMP Service Levels

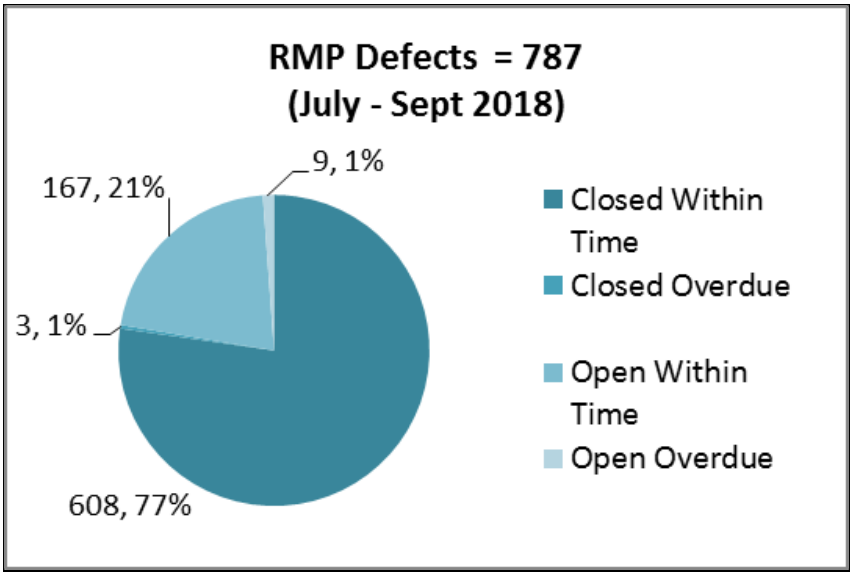
Zone	July - Sept			
	Inspections	Length(km)	Inspections within time	Inspections overdue
Road - Torquay	744	334	744	0
Road - Lorne	118	71	118	0
Road - Winchelsea	713	606	713	0
Footpath - Torquay	228	25	228	0
Footpath - Lorne	53	6	53	0
Footpath - Winchelsea	29	3	29	0

All programmed inspections were completed within the timeframes set in the RMP.

Council has established different timeframes for the repair of different types of defects, eg. pot holes and missing signs have different timeframes. The target timeframes apply consistently regardless of whether the defect is identified through a reactive inspection (ie. initiated by customer) or proactive inspection (ie. through Council's routine inspections).

Figure 5 details compliance with the timeframes for repair of defects as set in the RMP.

Figure 5 – Compliance of Repair of Defects with the RMP Service Levels



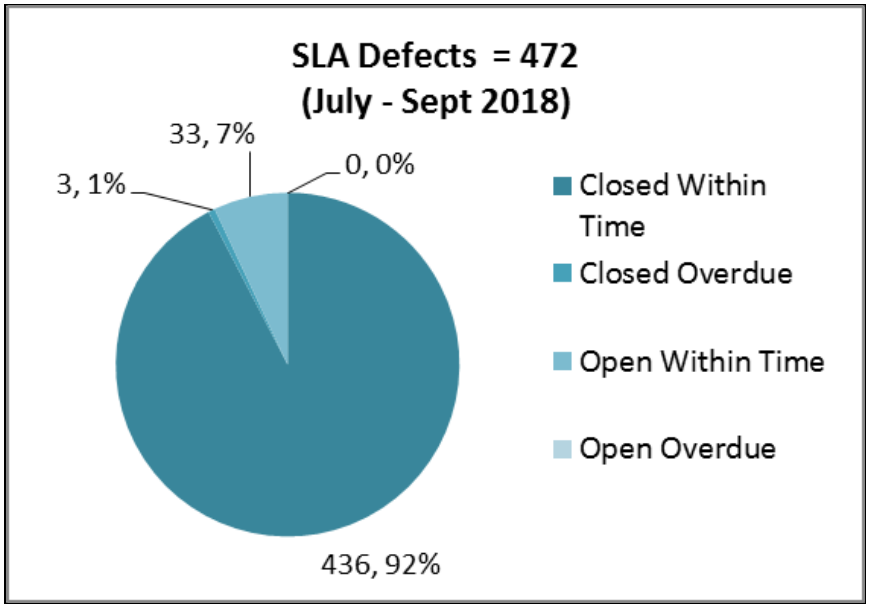
Of the 611 defects repaired in the period, 608 of these were completed within the target timeframes in the RMP, representing 99.5% of completed tasks.

Of the 176 defects identified and programmed but still to be repaired at the end of the period, 167 of the tasks are still within the target timeframes, ,representing 95%.

4.4 Quarterly Report - Road Management Activities - July to September 2018

While the majority of safety–related defects are detailed in the RMP, there are a number of activities that are delivered through a separate Service Level Agreement (SLA). Compliance against these timeframes are presented in Figure 6 below.

Figure 6 – Compliance of Repair of Defects with the SLA Service Levels



Of the 439 tasks that relate to the SLA rather than the RMP, 436 were completed within the target timeframes in the RMP, representing 99.3% of completed tasks.

2. Maintenance Activities

Council undertakes a range of routine maintenance activities each year, with an overview of key activities highlighted below:

a. Dust Suppression Program

Data is currently being collected to determine the program for 2018-19 with a planned commencement in December before the summer period when dust becomes an increased concern.

b. Line Marking

The line marking program has commence with 10% of the program now complete.

c. Unsealed Road Grading Program

Council has continued its grading program in accordance with its inspection program. Proactive pavement shaping and drain cleaning has been carried out on a number of roads.

d. Unsealed Roads Action Plan

Council increased its budget allocation by $150k this financial year, primarily to respond to a decline in community satisfaction in the Winchelsea Ward with Council's management of unsealed roads.

An action plan has been developed in response to the issues raised over the preceding 6-12 months and the additional resources will be focussed on improving customer liaison, increased checking on the quality of work completed and improving maintenance outcomes through additional compaction equipment.

4.4 Quarterly Report - Road Management Activities - July to September 2018

3. Capital Works Activities

a. Unsealed Roads Resheet Program

Council undertakes cyclic reviews of the overarching condition of all of its assets including sealed and unsealed roads. These inspections are focussed on structural integrity of the road assets rather than the day-to-day condition. The asset condition assessments may identify where an asset can no longer support intended service without excessive maintenance costs. These roads become asset renewal candidates with unsealed roads being resheeted through importing, placing and compacting new rock material.

The roads identified for the 2018-19 resheet program are listed in Table 2. Preparation has commenced on a number of these projects which includes drain cleaning, vegetation management and formation shaping.

Table 2 - Resheet Program 2018-19

Road	Section
Lorne Avenue	Roadknight Street To John Street
Blackgate Road	Ghazeepore Rd To Anglesea Road
Gum Flats Road	Bald Hills Road To Otway Forest Park
Bambra-Boonah Road	From Ch 8000m To Ch 8870m
Prices Road	End of Seal at Noels Road to Wormbete Station Road
Erskine Falls Road	290m past Erskine Falls Access Road to 245m past No.985
Willowite Road	Rail Crossing To Mt Duneed Road
Benwerrin-Mt Sabine Road	Erskine Falls Road for 1000 metres
Benwerrin-Mt Sabine Road	1000m either side of Delaney Road
Kildean Road	Floodway To Ingleby Road
Otway Street	Access road to car park on Riverbank
Gosney Street	Princes Highway To Mousley Road
Pearse Road	From No 36 to McConachy Road
Mawson Avenue	Noble Street To Nr Holmwood Ave
Romaro Street	Smithers Street To Dorman Street
Sincocks Road	Deans Marsh/Lorne Road To End
Grove Road	Unnamed Road Reserve To Erskine Falls Road
Barreet Lane	Deans Marsh Lorne to Pennyroyal Station Road
Broadbent Road	200 metres
Francis Lane	Francis Street To End
Myrtle Lane	Access laneway to Lialeeta Road
Broadbent Road	Last 150m of road

b. Reseal Program

Road seals also undergo asset condition assessments to identify asset renewal candidates. The roads included in Table 3 are identified in the 2018-19 program. Preparation has commenced on a number of projects with patching, regulation of pavements, shoulder maintenance, drain clearing and vegetation management.

Table 3 – Reseal Program 2018-19

Road	Section
Buckley Road South	Princes Hwy to Atkins Road
Blackgate Road	Minya Road to Horseshoe Bend Road
Smith Street	Albert Street To Armytage Street
Summerhills Avenue	Hazel Street To Nr Skyline Court
Alpha Terrace	Minapre Street To Howard Street
Boundary Road	Intersection seal at Gilbert Street
Hesse Street	Armytage Street To Princes Hwy
Menczer Lane	Stuart Ave To Princes
Fernald Avenue	Mawson St To Murray Street
Grays Road	Flaxbournes Road to Forest Road
Horseshoe Bend Road	Blackgate Road to South Beach Road
Point Addis Road	Change of Seal To Car Park Entrance

4.4 Quarterly Report - Road Management Activities - July to September 2018

c. New Works and Network upgrades

Work has commenced on the Horseshoe Bend pavement rehabilitation and shoulder sealing project. This project is anticipated to be completed prior to Christmas in readiness for the construction of the Surf Coast Highway/South Beach Roundabout project in early 2019.

Design work is almost complete on the Gnarwarre Road project, with proposed works to include culvert sleeving and extension and embankment stabilisation. It is anticipated that this project will be tendered in the second quarter of this financial year.

4. Road Safety Program

Council has developed a Road Safety Strategy with key partners to guide safety-related activities over a four year period. An overview of activities is provided below:

a. Capital Improvements

- Council has installed edge lines on Forest, Coalmine and Horseshoe Bend Roads.
- Designs have been completed for The Esplanade and Bell Street pedestrian and traffic improvements.

b. Program Development

- Road Safety Auditor engaged to high accident site – Vickery's Gundry's Road
- Blackspot funding applications developed to target funding for key accident locations – Ghazepore Road and Gum Flats Road
- Road Safety Audit undertaken at Torquay Coast Primary school and Deans Marsh Primary School
- Co-ordination with Vic Roads and Parks Victoria on motorcycle messaging on key trailhead access point
- Blackspot funding application developed for Gum Flats Road to target motorcycle crashes.

c. Education and Awareness

Council has recognised that its role in road safety extends beyond the provision and maintenance if infrastructure. Education is an important element in assisting road users to be safe. Council has a mobile speed detection trailer to advise drivers of their speed.

The speed trailer has been deployed to the following locations during this period to provide road safety messaging.

Table 4 – Speed Trailer locations during period

Area	Location
Buckley	Buckley Road South
Torquay	Beach Road
Torquay	Inshore Drive
Aireys Inlet	Bambra Road
Torquay	Centreside Drive
Moriac	Cape Otway Road (east and west of town centre)
Anglesea	Noble Street (Kangaroo warning)
Paraparap	Layard Road (Kangaroo warning)
Aireys Inlet	Bambra Road

The speed education campaign for various high speed roads will continue to be implemented over the remainder of year. The current location is the Sands Estate with St Georges Way, Sands Boulevard and Pacific Drive the key focus.

4.4 Quarterly Report - Road Management Activities - July to September 2018

To strengthen the education process a speed education flier developed and deployment of speed trailer to be followed by Police enforcement.
Other education activities planned and underway include:

- Centreline Installation on key corridors aimed at reducing speed through requiring vehicles to stay within their lane
- The Driving in Rural Roads brochure has been prepared for circulation to visitor information centres, focusing on educating drivers about unsealed rural roads
- A Wiser Driver Course was delivered at Anglesea Community House
- Variable Message Board funded by Vic Roads continues to be deployed at high risk locations with messaging around safer cycling, safer motorcycling, fatigue and tourist targeted messaging.

Financial Implications
There is no financial implication with the recommendation contained in this report.

Council Plan

Theme	3 Balancing Growth
Objective	3.2 Ensure infrastructure is in place to support existing communities and provide for growth
Strategy	3.2.4 Ensure appropriate funding mechanisms are in place to support future growth including developer contributions
Theme	3 Balancing Growth
Objective	3.4 Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire
Strategy	3.4.4 Explore the impact of increased traffic on the road network including inland transport routes
Theme	5 High Performing Council
Objective	5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed
Strategy	5.2.3 Use technology to make Council decision-making more accessible

Policy/Legal Implications
The report provides information about Council's performance against the Road Management Plan. There are no other policy or legislative implications identified.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
The report has no risk implications.

Social Considerations
The report has no social implications

Community Engagement
Management of the road network includes a variety of activities, many of which are not visible across the whole community. Council will seek opportunities to provide the community with an increased understanding of the broad range of activities that are undertaken, and this report provides some information about this.

Environmental Implications
The report has no environmental implications

Communication
The report is a public document that can be accessed through Council's website and may be promoted through media and social media. Officers will also draw the report to the attention of Moriac Community Network group and other community-based groups that have demonstrated an ongoing interest in road management matters.

4.4 Quarterly Report - Road Management Activities - July to September 2018

Options

Option 1 – Endorse the officer's recommendation

This option is recommended by officers because it is consistent with the purpose of the report, which is to provide information on road management metrics and outcomes rather than seek direction or decision from Council at this time.

Option 2 – Not endorse the officer's recommendation

This option is not recommended by officers because alternative decisions may not relate to the purpose of the report and therefore may not have required information available at this time.

Conclusion

The information contained in this report supports a conclusion that Council is performing well against the service levels in the Road Management Plan, albeit not achieving 100% compliance at this time.

The information also demonstrates that Council has a range of activities underway across the network that relate to both infrastructure management and driver education.

Key performance metrics against the Road Management Plan include:

- 94% of reactive inspections (arising from customer contact) were completed within the timeframes set in the Road Management Plan (refer to Figure 3)
- 100% of programmed inspections (scheduled by Council) were completed within the timeframes set in the Road Management Plan (refer to Table 1)
- 99.5% of completed tasks to repair defects were completed within the timeframes set in the Road Management Plan (refer to Figure 5)
- 95% of open tasks to repair defects are still within the timeframes set in the Road Management Plan (refer to Figure 5).

Other observations include:

- Almost half of customer contact relates to the unsealed road network
- 99.3% of completed tasks to repair defects that sit outside of the RMP(were completed within the timeframes set in the Service Level Agreement (refer to Figure 6)
- Annual maintenance activities are progressing and an action plan has been developed to use the additional unsealed road funding in areas to improve customer service and improved quality of work
- The 2018-19 Resheet and Reseal Programs are underway and will deliver works across most of the Shire this financial year
- The 2018-19 Road Safety Program is underway with works including both infrastructure and driver education activities.

4.5 Audit and Risk Committee Annual Report 2017-2018

Author's Title:	Manager Governance & Risk	**General Manager:**	Anne Howard
Department:	Governance & Risk	**File No:**	F18/145
Division:	Governance & Infrastructure	**Trim No:**	IC18/1364

Appendix:

1. Audit and Risk Committee Chair's Annual Report 2017-18 (D18/73185)

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 the Audit and Risk Committee Annual Report for 2017-2018.

Summary
The Audit and Risk Committee Charter requires the Audit and Risk Committee to prepare and present an Annual Report to Council.

The Audit and Risk Committee endorsed the 2017-2018 Audit and Risk Committee Annual Report at their meeting on 6 September 2018. The final version of the report is now being provided to Council for noting.

Recommendation
That Council receives and notes the 2017-2018 Audit and Risk Committee Annual Report.

4.5 Audit and Risk Committee Annual Report 2017-2018

Report

Background
The Audit and Risk Committee is an advisory committee of Council with the responsibility to:

- Promote and monitor an ethical culture throughout the Council
- Monitor the implementation of a sound system of risk oversight and management
- Ensure Council maintains a reliable system of internal control
- Monitor and review internal and external reporting.

The Audit and Risk Committee Charter requires the Audit and Risk Committee prepares and presents an Annual Report outlining its activities for the year to Council.

Discussion
The Chair of the Audit and Risk Committee, Mr Brian Keane, has prepared the Audit and Risk Committee Annual Report for 2017-2018 which was endorsed by the Committee at its meeting on 6 September 2018. The Committee now provides the report to Council for noting.

A copy of the Committee's Annual Report for 2017-2018 is attached at Appendix 1.

Financial Implications
Not Applicable.

Council Plan

Theme	5 High Performing Council
Objective	5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed
Strategy	Nil

Policy/Legal Implications
Section 139 of the Local Government Act 1989, provides that Council must establish an audit committee. The Audit Committee's Charter and Work Plan mandate that an annual report outlining Committee activities is to be provided to Council.

Officer Direct or Indirect Interest
No officer involved in the compilation of this report has a conflict of interest.

Risk Assessment
Not applicable.

Social Considerations
Not applicable.

Community Engagement
Not applicable.

Environmental Implications
Not applicable.

Communication
Not applicable.

Conclusion
The Audit and Risk Committee endorsed its 2017-2018 Annual Report at the meeting on 6 September 2018. It is therefore recommended that Council receives and notes the 2017-2018 Audit and Risk Committee Annual Report and the work of the Committee during that time.

4.5 Audit and Risk Committee Annual Report 2017-2018

APPENDIX 1 AUDIT AND RISK COMMITTEE CHAIR'S ANNUAL REPORT 2017-18

4.5 Audit and Risk Committee Annual Report 2017-2018

Audit and Risk Committee Annual Report

2017-2018

4.5 Audit and Risk Committee Annual Report 2017-2018

Overview

Surf Coast Shire Audit and Risk Committee was established in 1999. The Committee reports to Council and provides appropriate advice and recommendations relevant to its Charter in order to facilitate Council decision making.

Membership includes four independent representatives, one of whom is Chair, and two Councillors. The Committee meets at least four times a year and the minutes of meetings are tabled at Council. Under the Local Government Amendment (Improved Governance) Act 2015 the Chair has direct access to the Mayor and Councillors should the need arise.

External Audit is undertaken by Victorian Auditor-General's Office (VAGO) and provides an audit opinion on the financial and performance statements of Surf Coast Council. The Internal Audit function has been outsourced with Grant Thornton's three-year contract expiring on 31 March 2018 and Oakton Services Pty Ltd were awarded a three-year contract in March 2018, with an option to extend for a further two years.

A number of internal audits have been undertaken this year with considerable effort spent on considering an appropriate approach to risk management.

The Committee assessed its own performance in September 2017 and overall is considered to be operating in an effective manner.

Authority

The functions of the Surf Coast Audit and Risk Committee are established under Section 139 of the Local Government Act 1989. These are set out in the Committee's Charter. The Charter is reviewed annually; the last update was approved by Council at its meeting on 12 December.

Membership

Membership for the 2017/18 year was as follows:

Name	Type	2017/18		Full Term Expiry Date
		FY 18 Commence Date	FY18 Finish Date	
Brian Keane	Independent (Chair)	1 July 2017	30 June 2018	1 February 2020
Melissa Field	Independent	1 July 2017	30 June 2018	1 February 2020
John Gavens	Independent	1 July 2017	30 June 2018	26 January 2019
Debra Russell	Independent	1 July 2017	30 June 2018	26 January 2019
Margot Smith	Councillor	1 July 2017	27 November 2017	27 November 2017
Clive Goldsworthy	Councillor	1 July 2017	30 June 2018	November 2018
Carol McGregor	Councillor	28 November 2017	30 June 2018	November 2018

Councillor David Bell (Mayor) is entitled to attend as he sees fit.

4.5 Audit and Risk Committee Annual Report 2017-2018

Meetings and attendance

Four meetings were held during the year, and member attendance was as follows:

Name	7 September 2017	21 November 2017	20 February 2018	15 May 2018
Brian Keane	Present	Present	Present	Present
Melissa Field	Present	Present	Present	Present
John Gavens	Present	Present	Present	Present
Debra Russell	Present	Present	Present	Present
Clive Goldsworthy	Present	Present	Present	Present
Margot Smith	Present – via teleconference	Present	N/A	N/A
Carol McGregor	N/A	N/A	Present	Present

The CEO, General Manager Governance & Infrastructure, Manager Governance & Risk, Manager Finance, Council's Internal Auditor and VAGO representatives are regular attendees at the meetings.

Work Plan

A Work Plan has been developed to align with the Committee's Charter. The Plan is reviewed annually to ensure it remains relevant. A copy of the 2018/19 Plan is attached at Appendix A. In addition, the Executive team includes additional items of interest during the year to keep the Committee briefed on emerging issues or changes. There have been ongoing discussions on the approach for managing risk, through risk identification to risk mitigation.

Key areas

Key areas considered by the Committee over the course of this year include compliance and controls, risk management (including the framework in which to measure and track mitigation), policy reviews and financial, management and performance reporting. A full list of agenda items is attached at Appendix B, and areas of specific interest are included below.

External Audit

VAGO is the government appointed external auditor to review the financial and performance statements of Surf Coast and provides an opinion that the accounts are presented fairly and are in accordance with the applicable Australian Accounting Standards and the financial reporting requirements of the Local Government Act 1989. VAGO met with the Committee on three occasions namely; to comment on the status of the financial statements and performance reporting at the September meeting; to address the management letter at the November meeting and to outline the audit strategy for 2017/18 audit at the February meeting. Subsequent to the May meeting, VAGO published an interim

4.5 Audit and Risk Committee Annual Report 2017-2018

management letter for the year ending 30 June 2018. All items from the prior year have been satisfactorily addressed by Management.

There appears to be no cause for concern in regard to recording and reporting of Surf Coast's financial statements for 30 June 2018.

Internal Audit

Grant Thornton was Surf Coast Shire's appointed Internal Auditor until March 2018. With the enhanced risk management framework in place, an internal audit plan for 2017/18 was developed.

Oakton Services Pty Ltd was awarded a contract for the subsequent 3 years, with an option to extend for a further 2 years. The Audit & Risk Committee Chair and one other independent member were involved in the public tender evaluation process. A three-year strategic audit plan will now be developed in conjunction with the Committee and management.

Internal controls

Management has continued to provide the Committee with draft scope and reference documents for upcoming audits for review and feedback. This approach has, and will into the future, ensured there is a broad agreed approach in each internal audit project under review.

To demonstrate Council's commitment to fraud and corruption control, a report outlining Council's fraud and corruption control strategies and programs was presented and noted at the September meeting.

Audit and Risk related policy reviews

A number of audit and risk related policy reviews were tabled for discussion and noting during the year including Sale or Exchange of Council Land, Protected Disclosures, Digital & Social Media, Procurement and Investment.

Risk Management

Following last financial year's considerable efforts to revitalise the risk register and identify the key strategic risks, this information has been reported in a streamlined format to each Audit and Risk Committee meeting (Appendix C).

Further enhancements during this reporting period include assurance mapping of risks and assessment of the effectiveness of controls which have assisted Council in concentrating its risk management efforts more efficiently.

Risk owners have provided presentations in relation to key risks such as tree/road management and child safety.

Financial Reporting

The annual financial statements for 2016/17 were thoroughly reviewed with Management and the external auditors at the September 2017 meeting. There were no material matters raised and the accounts were recommended to Council. Quarterly financial reports were

4.5 Audit and Risk Committee Annual Report 2017-2018

tabled at Committee meetings and there were no material concerns during the course of the year.

Compliance

The Committee offered advice regarding the analysis and presentation of compliance reporting and a framework has been introduced that will benefit Council into the future when considering the status of its compliance obligations.

An updated compliance report was presented to the May 2018 meeting for comment and feedback. This update provided the Committee with an insight into Council's internal control framework in relation to key legislation, policies and procedures. The report was noted as a useful tool and will be further enhanced, at the Committee's suggestion, to include cyber protection, security controls and organisation culture.

The Committee has also conducted local government environmental scans to remain informed of sector wide risks, compliance and emerging issues. These have particularly focused on lessons learned from governance failures at other Councils, fraud and corruption.

The Committee received regular updates on the impact of legislative change including Child Safety and the Local Government Bill 2018.

Reporting

Management provided the Committee with an insight into the business improvement program that seeks to improve financial performance. This is considered a valuable insight as Council seeks to build sustainable savings. The Committee has also considered opportunities to leverage from other Councils where there is evidence of better practice.

Reports relating to Work Health & Safety, Council's digital transformation framework and the progress of Council's planned projects were also provided.

Acknowledgements

Audit Committee Members

I would like to acknowledge the professionalism and participation of all the members of the Audit & Risk Committee. The level of discussion on matters brought before the Committee has been of a very high standard, which I believe has resulted in tangible benefits to the community, the Council and Council officers. The Committee has also greatly benefited from the contributions of the Councillor Committee members who bring significant local knowledge and local community experience.

Organisation

I wish to record my appreciation of the work undertaken by Council staff in supporting the work of the Committee through the leadership of Keith Baillie, Chief Executive Officer.

I would also like to record my appreciation of the support provided to the Audit Committee by Anne Howard, General Manager Governance and Infrastructure, John Brockway, Manager Finance, and Wendy Hope, Manager Governance & Risk, as all have made a significant contribution to assist the Audit Committee in discharging its duties in accordance with the Charter.

Brian Keane - Chair, Audit and Risk Committee

4.5 Audit and Risk Committee Annual Report 2017-2018

Appendix A

Work Plan 2018/19

Draft Surf Coast Shire Audit Committee
Work Plan 2018 - 2019

No.	Work Plan Item	#75	#76	#77	#78
	Audit Committee Meeting Date	**Sep-18**	**Nov-18**	**Feb-19**	**May-19**
9.1	**External Audit (sections 132 & 133) - (VAGO)**				
9.1.1	Note the external auditors proposed audit scope and approach, including any reliance on internal auditor activity				√
9.1.2	To discuss matters arising from the external audit with the external auditor.	√			
9.1.3	Report on the VAGO Financial Sustainability Indicators.			√	
9.1.4	To make comment on management's response to the external auditor's report.	√			
9.1.5	Review the performance of the external auditors.	√			
9.1.6	To monitor the implementation by management of the external auditor's recommendations which are adopted by the Council	√	√	√	√
9.1.7	Meet at least twice annually with the external auditor.	√		√	
9.1.8	Audit Committee members-only session with VAGO.	√			
9.2	**Internal Audit (section 139) - (Internal Auditors)**				
9.2.1	To make recommendations to the Council on the appointment of the internal auditor. (Due for contract extension April 2021 - discuss November 2020)				
9.2.2	To review and recommend to Council on Strategic /Annual Internal Audit Plan having regard to Council's Budget and objectives.				√
9.2.3	To consider internal audit reviews as completed and recommend actions that result in improved performance in these areas to Council	√	√	√	√
9.2.4	As part of the Committee's annual assessment of performance, determine the level of satisfaction with the internal audit function		√		
9.2.5	Report on the Business Improvement Program by providing the Internal Audit Plan and Status Update	√	√	√	√
9.2.6	Audit Committee members-only session with Internal Auditors.	√	√	√	√
9.3	**Internal Control - Audit & Risk Committee (ARC)**				
9.3.1	Understand the scope of internal and external auditor's review of internal controls over financial reporting and obtain reports on significant findings and recommendations, together with management's responses.	√	√	√	√
9.3.2	Consider with the auditors any acts of fraud, any illegal undertakings and any deficiencies or breaches of security	√	√	√	√
9.4	**Accounting and Investment Policies**				
9.4.1	To consider recent developments in accounting principles or reporting practices that may affect Council	√	√	√	√
9.4.2	To annually review the Council's accounting principles, policies and practices as outlined in the annual financial statements.	√			
9.4.3	To annually review the Council's investment policy				√
9.4.4	To review Council's Fixed Asset Policy				√
9.5	**Risk Management**				
9.5.1	To monitor Council's risk management system	√	√	√	√
9.5.2	To work with management to ensure significant risks are adequately managed	√	√	√	√
9.5.3	To ensure that Council receives timely reporting of existing and emerging risks and the planned treatment of those risks by management	√	√	√	√
9.5.4	Monitor processes and practices of the Council to ensure effective business continuity	√	√	√	√
9.5.5	To annually review the Council's risk policies and the Enterprise Risk Management Report format.		√		
9.6	**Financial Reporting**				
9.6.1	Gain an understanding of current areas of greatest financial risk and how they are managed	√	√	√	√
9.6.2	Review significant accounting and reporting issues, and understand their impact on financial reports	√	√	√	√
9.6.3	Review complex and unusual financial transactions and highly judgemental areas, and understand their effect on the financial statements	√	√	√	√
9.6.4	Oversee the periodic reporting process implemented by management and review financial statements before release	√	√	√	√
9.6.5	To review the annual financial statements prior to their approval by the Council	√			
9.7	**Compliance**				
9.7.1	Review effectiveness of systems for monitoring compliance with laws, regulations, internal policies and industry standards, and the results of management investigation and follow up of instances of non - compliance				√

4.5 Audit and Risk Committee Annual Report 2017-2018

Draft Surf Coast Shire Audit Committee
Work Plan 2018 - 2019

No.	Work Plan Item	#75	#76	#77	#78
	Audit Committee Meeting Date	**Sep-18**	**Nov-18**	**Feb-19**	**May-19**
9.7.2	Obtain regular updates from management about compliance matters that have a material impact on the financial statements, strategies, operations and reputation	√	√	√	√
9.7.3	To consider recent developments and updates in the various Acts that have an impact on compliance matters that may affect Council.	√	√	√	√
9.7.4	Policies for ARC comment before presentation to EMT/Council				
	Social Media Policy (January 2020)				
	SCS 019 Procurement			√	
	SCS 002 Councillor Code of Conduct (November 2020)				
	SCS 005 Strategic Asset Management	√			
	SCS 021 Risk Management	√			
	SCS 025 Capital Works Community Engagement			√	
	SCS 013 Sale of Council Land (March 2020)				
	SCS 014 Occupational Health and Safety				√
	MPP 001 Asset Accounting				√
	MPP 009 Business Continuity				√
	MPP 040 Protected Disclosures (Feb 2021)				
	MPP 043 Freedom of Information (July 2020)				
	MPP 005 Privacy and Data Protection (July 2020)				
	SCS 001 Councillor Entitlements (required under LG Act reforms)			√	
	SCS 009 Infrastructure Special Rates and Charges Scheme - in development	√			
	SCS 018 Gifts, Benefits and Hospitality	√			
9.7.5	To annually report on (1) Gifts & Hospitality Register (2) Councillor entitlements and (3) Councillor education and other reimbursement expenses				√
9.8	**Fraud**				
9.8.1	Review management's fraud prevention strategies and programs including numbers trained in fraud awareness.	√		√	
9.8.2	Ensure that fraud reporting obligations have been met	√	√	√	√
9.8.3	To review the Council's fraud and corruption control policies and plan:				
a.	MPP 015 Fraud Control Policy (May 2018)	√			
b.	Fraud and Corruption Control Plan (Feb 2018)			√	
9.8.4	Review reporting and outcomes from the Fraud & Corruption Control Plan (FCCP)	√		√	
9.9	**Reporting**				
9.9.1	Audit and Risk Committee (ARC) Chair to brief Council on ARC activities	√	√	√	√
9.9.2	Report regularly to Council about the Committee's activities, issues, and related recommendations through circulation of minutes after each meeting.	√	√	√	√
9.9.3	Consider the findings and recommendations of relevant Performance Audits undertaken by the Victorian Auditor General, Ombudsman Victoria and IBAC and ensure Council implements relevant recommendations	√	√	√	√
9.9.4	To annually report on Local Government Performance Reporting Framework (LGPRF) results	√			
9.9.5	Report on yearly activities to Council via a Committee Annual Report.	√			
9.9.6	Report on progress of Digital Transformation Strategy.	√	√	√	√
9.10	**Other**				
9.10.1	Perform other activities related to the Charter as requested by Council	√	√	√	√
9.10.2	Review and assess the adequacy of the Audit & Risk Committee Charter annually		√		
9.10.3	Evaluate the Audit & Risk Committee's performance annually and include evaluation in the annual report to Council (including Management evaluation).	√			
9.10.4	Establish an annual work plan that ensures proper coverage of matters laid out in the Audit and Risk Committee Charter.				√

4.5 Audit and Risk Committee Annual Report 2017-2018

Appendix B

Agenda Topics 2017/18

September 2017	February 2018
• Outstanding Issues & Actions Report • Chief Executive Officer's Update • Business Improvement Program - Status Report • Digital Transformation Update • Workplace Health & Safety Report - Quarter 4 2016 - 2017 • Enterprise Risk Management Report • Internal Auditor Status Report (Grant Thornton) • External Auditor Update (Victorian Auditor General's Office) • Strategic Internal Audit Plan 2018 - 2020 • Oversight Agencies Performance Audit Report May - August 2017 • Monthly Finance Report - July 2017 • Annual Financial Statements 2016 - 2017 • Performance Statement 2016 - 2017 • Adoption of Council Plan (incorporating the Health and Wellbeing Plan and Strategic Resource Plan) 2017 - 2021 • Fraud & Corruption Strategies • Audit & Risk Committee Annual Report 2016 - 2017 • Self-Assessment of Audit & Risk Committee Performance • Next Meeting & Proposed Agenda Outline	• Outstanding Issues & Actions Report • Chief Executive Officer's Update • Business Improvement Program - Status Update • Quarterly Program Status Report • Digital Transformation Update • Workplace Health & Safety Report • Enterprise Risk Management Report • Fraud & Corruption Strategies • Internal Auditor Status Report (Grant Thornton) • External Auditor Update (Victorian Auditor General's Office) • Oversight Agencies Performance Audit Report • Quarterly Finance Report - December 2017 • Update on Local Government Bill 2018 Exposure Draft • Digital & Social Media Policy • Procurement Policy • Recycling Industry Update • Internal Audit Tender • Next Meeting & Proposed Agenda Outline
November 2017	**May 2018**
• Outstanding Issues & Actions Report • Chief Executive Officer's Update • Business Improvement Program - Status Update • Digital Transformation Update • Workplace Health & Safety Report • Enterprise Risk Management Report • Internal Auditor Status Report (Grant Thornton) • External Auditor Update (Victorian Auditor General's Office) • Oversight Agencies Performance Audit Report May - August 2017 • Quarterly Finance Report - September 2017 • Sale or Exchange of Council Land Policy SCS-013 • Tree Risk Management Plan • Results of the 2017 Committee Self-Assessment Survey • Review of Audit & Risk Committee Charter • Audit & Risk Committee Membership • Tender for Provision of Internal Audit Services • 2018 Meeting Dates & Proposed Agenda Outline Next Meeting	• Outstanding Issues & Actions Report • Chief Executive Officer's Update • Business Improvement Program Status Report • Quarterly Program Status Report • Digital Transformation Update • Child Safe Standards Obligations • Enterprise Risk Management Report • Workplace Health & Safety Report • Internal Auditor Status Report (Outgoing Auditor Grant Thornton) • Appointment of Internal Auditor • Internal Auditor Status Report (Incoming Auditor) • External Auditor Update (Victorian Auditor General's Office) • Oversight Agencies Performance Audit Report • Quarterly Finance Report • 2017/18 Model Accounts • Investment Policy Review • Compliance with Legislation, Policy & Procedures • Gifts & Hospitality Register & Councillor Entitlements, Education and Other Expenses Report • Road Management Plan - Compliance Report • Committee Work Plan 2018-2019 • Next Meeting & Proposed Agenda Outline

4.5 Audit and Risk Committee Annual Report 2017-2018

Appendix C

Strategic Risks - Summary

Strategic Risk Register

Item No.	Risk No.	Risk Owner	Risk	Inherent Risk Rating	Current Risk Rating	Residual risk Rating
1	140	Manager Aged & Family	Failure to protect a child from risk of sexual abuse or report information about child sexual abuse.	25 Extreme/ Almost Certain	16 Critical / Likely	12 Critical / Possible
2	23	Strategic Asset Manager	The long term financial plan fails to prioritize responsible management of the existing asset base above development of new assets.	25 Extreme/ Almost Certain	12 Major / Likely	4 Minor / Unlikely
3	56	General Manager Culture & Community	Service needs of the community now and into the future are not met.	25 Extreme/ Almost Certain	9 Major/ Possible	6 Major/ Unlikely
4	30	Manager Facilities & Open Space Operations	Damage caused by the failure of trees to assets or people.	20 Extreme / Likely	15 Extreme/ Possible	10 Extreme/ Unlikely
5	106	Manager Environment & Community Safety	A pandemic event impacts on the health and wellbeing of the community.	20 Extreme / Likely	12 Major / Likely	12 Major / Likely
6	135	Manager Engineering Services	Inability to manage the EPA requirements regarding operation, closure and remediation of the existing landfill site at Anglesea.	16 Critical/ Likely	6 Minor/ Possible	6 Minor/ Possible
7	92	Manager Environment & Community Safety	Failure to adequately manage and protect biodiversity on land Council owns or manages in accordance with legal requirements and community expectations.	16 Critical/ Likely	6 Minor / Possible	6 Minor / Possible
8	36	Manager Environment & Community Safety	Extreme weather event - bushfire, flood, wind storm - which significantly damages infrastructure.	15 Extreme/ Possible	15 Extreme/ Possible	15 Extreme/ Possible
9	94	Manager Environment & Community Safety	Preparation by Council and coastal communities is not adequate for increased storm surges and sea level rise.	15 Extreme/ Possible	12 Critical / Possible	9 Major/ Possible
10	53	Manager Recreation & Open Space Planning	Culturally significant Aboriginal heritage areas may not have been identified prior to development.	15 Extreme/ Possible	6 Minor / Possible	4 Minor / Unlikely
11	21	Manager Finance	Inability to deliver on priorities due to reduction in revenue.	16 Critical/ Likely	6 Major/ Unlikely	6 Major/ Unlikely
12	68	Manager Finance	Inadequate funds available for payment of future liabilities.	16 Critical/ Likely	6 Minor / Possible	6 Minor / Possible

4.5 Audit and Risk Committee Annual Report 2017-2018

Item No.	Risk No.	Risk Owner	Risk	Inherent Risk Rating	Current Risk Rating	Residual risk Rating
13	133	Manager Finance	Inability to deliver a cash (EBITDA) surplus to fund requirements.	16 Critical/ Likely	6 Major/ Unlikely	6 Major/ Unlikely
14	67	Manager People & Culture	Fatality, injury or significant fine to the organisation or an individual in not maintaining a safe work place so far as reasonable practicable.	12 Major / Likely	9 Major/ Possible	9 Major/ Possible
15	141	General Manager Culture & Community	Inadequate and ineffective management of the organisational change program.	12 Major / Likely	6 Minor / Possible	6 Minor / Possible
16	134	Manager Program Management Office	Failure to deliver major projects on time, on budget and to scope – *this risk is under review.*	12 Major / Likely	6 Major/ Unlikely	4 Minor / Unlikely
17	71	Manager Finance	Council resources are insufficient to meet population growth demands.	12 Major / Likely	6 Major / Unlikely	2 Minor/ Rare
18	111	Manager Economic Development & Tourism	Economic downturn impacting key shire employers.	9 Major/ Possible	6 Minor / Possible	6 Minor / Possible
19	22	Manager Governance & Risk	Failure to comply with legal obligations.	9 Major/ Possible	6 Minor / Possible	4 Minor / Unlikely
20	69	Manager Finance	Loss of Council investments and interest revenue.	8 Minor/ Likely	2 Minor/ Rare	2 Minor/ Rare
21	55	Manager Information Management	Insufficient utilization of technology to support productivity and service requirements.	6 Major/ Unlikely	4 Minor / Unlikely	4 Minor / Unlikely

4.6 Surf Coast Shire Annual Report 2017-18

Author's Title:	Coordinator Governance & Corporate Planning	**General Manager:**	Anne Howard
Department:	Governance & Risk	**File No:**	F17/969
Division:	Governance & Infrastructure	**Trim No:**	IC18/1114

Appendix:

1. Surf Coast Shire Annual Report 2017-18 (D18/77434)

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 present the Surf Coast Shire Annual Report 2017-18 to Council.

Summary
The Surf Coast Shire Annual Report 2017-18 (the report) has been prepared in accordance with the *Local Government Act 1989* (the Act) and the *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

This report details the significant achievements of Council during 2017– 18 in delivering on the Council Plan 2017 – 2021, as adopted in June 2017, together with the challenges and the key directions for 2018-19.

Section 133 of the Act requires Council to submit a copy of the annual report to the Minister for Local Government within 3 months of the end of each financial year. A copy of the report was forwarded to the Minister electronically on 27 September 2018.

Recommendation
That Council receives and notes the Surf Coast Shire Annual Report 2017-18.

4.6 Surf Coast Shire Annual Report 2017-18

Report

Background
Each year Council prepares an Annual Report that details Council's achievements and results from the previous financial year, as required by Section 131 of the Local Government Act 1989 (the Act).

The report is Council's statutory document for providing transparency and accountability to the community on Council's performance in delivering on the Budget and the Council Plan.

Discussion
The Surf Coast Shire Annual Report 2017-18 (the report) has been prepared in accordance with the Local Government Act 1989 (the Act) and the Local Government (Planning and Reporting) Regulations 2014 (the Regulations) as detailed below:-

1. Section 131 of the Local Government Act 1989 (the Act) specifies that the report must contain the following in respect of the financial year reported on:-
    a) a report of operations of the Council;
    b) an audited performance statement;
    c) audited financial statements;
    d) a copy of the auditor's report on the performance statement, prepared under section 132;
    e) a copy of the auditor's report on the financial statements under Part 3 of the Audit Act 1994;
    f) any other matter required by the regulations.

2. Section 133 of the Act requires that
    1) A Council must submit the annual report to the Minister—
        a) within 3 months after the end of the financial year reported on; or
        b) within any longer period permitted by the Minister in a particular case.
    2) After the annual report has been submitted to the Minister, the Council must give public notice that the annual report has been prepared and can be inspected at the Council office and on the Council's Internet website.
    3) The Council must ensure that a copy of the annual report is available for inspection by the public at—
        a) the Council office and any district offices; and
        b) any other place required by the regulations.

3. Section 134 of the Act requires that
    1) A Council must consider the annual report at a meeting of the Council.
    2) The meeting—
        a) must be held as soon as practicable but within the time required by the regulations, after the Council has sent the annual report to the Minister;
        b) must be advertised at least 14 days before the meeting is held in a public notice that states—
            (i) that the annual report will be discussed at the meeting; and
            (ii) the place from which copies of the annual report can be obtained before the meeting;
        c) must be kept open to the public while the annual report is discussed.

4. Part 4 of the Local Government (Planning and Reporting) Regulations 2014 specifies what needs to be included in the Report of Operations.

Financial Implications
Preparation of the Annual Report has been funded within the 2018-19 Budget.

Council Plan

Theme	5 High Performing Council
Objective	5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed
Strategy	Nil

4.6 Surf Coast Shire Annual Report 2017-18

Policy/Legal Implications
The Annual Report 2017-18 was prepared in accordance with Section 131 of the Local Government Act 1989 (the Act) and the Local Government (Planning and Reporting) Regulations 2014 (the Regulations). It is a requirement that the report is provided to the Minister by 30 September each year.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
There is a reputational risk for Council if it does not comply with its statutory obligations.

Social Considerations
The Annual Report provides details of Council activities from the previous financial year, including projects and services that enhance community wellbeing and improve the social fabric of the Shire.

Community Engagement
Section 133 of the Act requires Council to make copies of the Annual Report available for inspection by members of the public. Advertisements will be placed in local media advising that the 2017-18 Annual Report is available for inspection at the following locations:

- The Council Offices, 1 Merrijig Drive, Torquay
- Aireys Inlet, Anglesea, Lorne & Winchelsea Post Offices
- Lorne Visitor Centre
- Deans Marsh & Moriac General Stores
- Torquay & Mobile Libraries
- Community houses at Anglesea, Deans Marsh, Lorne and Winchelsea.

The report as presented will be available on Council's website www.surfcoast.vic.gov.au from 19 October 2018. It is proposed that the web interface will be available to readers following the Council meeting on 23 October 2018.

Environmental Implications
The Annual Report is a public document and will be available on Councils website to view or download. Hardcopy reports will only be printed for public exhibition purposes. This approach is in keeping with Council's commitment to Environmental Leadership principles.

Communication
Appropriate public notices have been issued advising of the Council meeting at which the 2017-18 Annual Report will be considered pursuant to Section 134 of the Act, as well as advising the general public where copies of the Annual Report can be viewed.

Options
<u>Option 1 – Council defer the noting of the Annual Report to a Council Meeting scheduled after 23 October 2018</u>
This option is not recommended by officers as it is non-compliant with the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

<u>Option 2 – Council note the Annual Report, subject to changes, at the Ordinary Council Meeting scheduled for 23 October 2018</u>
This option is not recommended by officers, other than for minor changes or typographical corrections, as there is limited time for changes to be reviewed and incorporated in time to enable Council to meet its obligations under the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

<u>Option 3 – Council note the Annual Report as prepared at the Ordinary Council Meeting scheduled for 23 October 2018</u>
This option is recommended by officers as the document has been prepared with significant input and review and noting at this meeting will meet Council's obligations under the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Conclusion
The Surf Coast Shire Council Annual Report 2017-18 is presented to Council for noting.

4.6 Surf Coast Shire Annual Report 2017-18

APPENDIX 1 SURF COAST SHIRE ANNUAL REPORT 2017-18

4.6 Surf Coast Shire Annual Report 2017-18

4.6 Surf Coast Shire Annual Report 2017-18

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4.6 Surf Coast Shire Annual Report 2017-18

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4.6 Surf Coast Shire Annual Report 2017-18

INTRODUCTION

About this Annual Report

Council is committed to transparent reporting and accountability to the community.

The Surf Coast Shire Council Annual Report 2017-18 is the primary means of advising the Surf Coast Shire Council community about Council's operations and performance during the financial year.

The report seeks to describe the breadth of our services and operations, our governance and management processes, and the responsibilities fulfilled by our councillors, Executive Management Team and employees.

Our aim is to provide our residents, ratepayers, state and federal governments, and other key stakeholders with an open, accurate account of our performance during 2017-18.

An online version of this report is available at www.surfcoast.vic.gov.au.

4.6 Surf Coast Shire Annual Report 2017-18

Mayor's message

On behalf of fellow councillors, I am pleased to present Surf Coast Shire Council's 2017-18 Annual Report.

Our shire is an interesting mix of landscapes and outlooks, from the limestone cliffs of the coast to the basalt plains of the inland areas.

The rapid development of Torquay, the contained towns of the Great Ocean Road, the Otway Ranges hamlets and the growth node of Winchelsea all provide a rich tapestry of needs and wants and desires that Council must serve.

It is a delicate balancing act to provide the services that each individual and community needs.

Over the past year we have finalised the draft Hinterland Futures Strategy, a document that will guide development across the shire for the next 10 or more years. This will provide direction for decision making – not just by Council but for farming, business and tourism industries and most importantly the various communities of people who call the shire home.

One of the best pieces of news we had this year was the Regional Australia Institute's naming of the Surf Coast as one of Australia's top four regional creative hot spots. It was fitting recognition of the talented and creative people who call the Surf Coast home.

We also host a number of events of international standing – the World Surf League Rip Curl Pro Bells Beach, the Cadel Evans Great Ocean Road Race and the Lorne Pier to Pub ocean swim, to name a few.

There are also a number of exciting projects in the pipeline that will, over the next few years, carry the name of the shire to new audiences here in Australia and internationally.

While these might bring new challenges for our communities, I believe we are capable of rising to the challenges of change, and together we will thrive.

Council has maintained a strong voice in the G21 region on behalf of our communities during the past year, and looks forward to continuing to advocate for and meet the municipality's growing needs.

Cr David Bell
Mayor

4.6 Surf Coast Shire Annual Report 2017-18

CEO's message

Council's performance during the past year has demonstrated our commitment to Our Purpose: to help our community and environment to thrive.

An excellent financial result has been achieved while providing strong service and project delivery. We have also continued a clear focus on our business improvement program and far-reaching reforms.

During the past year Council identified more than $557,000 of recurrent savings through our business improvement program, up on $450,000 the previous year. We are also focused on the timely implementation of funded capital works and operational projects, with a significant delivery of more than $22 million in projects.

Council is making strong progress on a range of long term reforms, including implementation of the digital transformation strategy, improving the customer experience when interacting with Council, and a continued priority on enhancing the planning service. We look forward to further achievements in these areas over the year ahead.

Highlights for the year included the opening of the $6.7 million Kurrambee Myaring Community Centre (KMCC), with the support of the Victorian Government, in Torquay's municipal precinct. KMCC represents a substantial investment in meeting the needs of a rapidly growing community and achieves high environmental design standards.

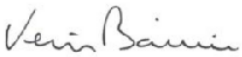
Council also released the draft Hinterland Futures Strategy for community feedback. This is a very important strategy for our municipality and we are excited by the possibilities and long-term vision the strategy explores for our rural areas.

Council has also affirmed the importance of better understanding the performance of the unsealed road network, particularly in rural areas. An action plan is being developed to progress a number of initiatives for this important service.

With national reform on the way in the aged and disability services sector, we look forward to our completed positive ageing review resulting in a supportive action plan for our community during these changing times.

Thank you to councillors and staff for having helped make 2017-18 a year of significant achievement.

We look forward to the challenges and successes of the year ahead, with our community and environment at the heart of what we do.



Keith Baillie
Chief Executive Officer

4.6 Surf Coast Shire Annual Report 2017-18

Snapshot of 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 and neighbouring Jan Juc's population increased by 3,244 people (23.7%) from 2011 to 2016. This represents an average annual population change of 4.35% per year over the period. Torquay and 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.

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 31,227 in 2017 (latest official Estimated Resident Population). By the end of 2019 the shire's population is forecast to grow to 32,651(estimated).

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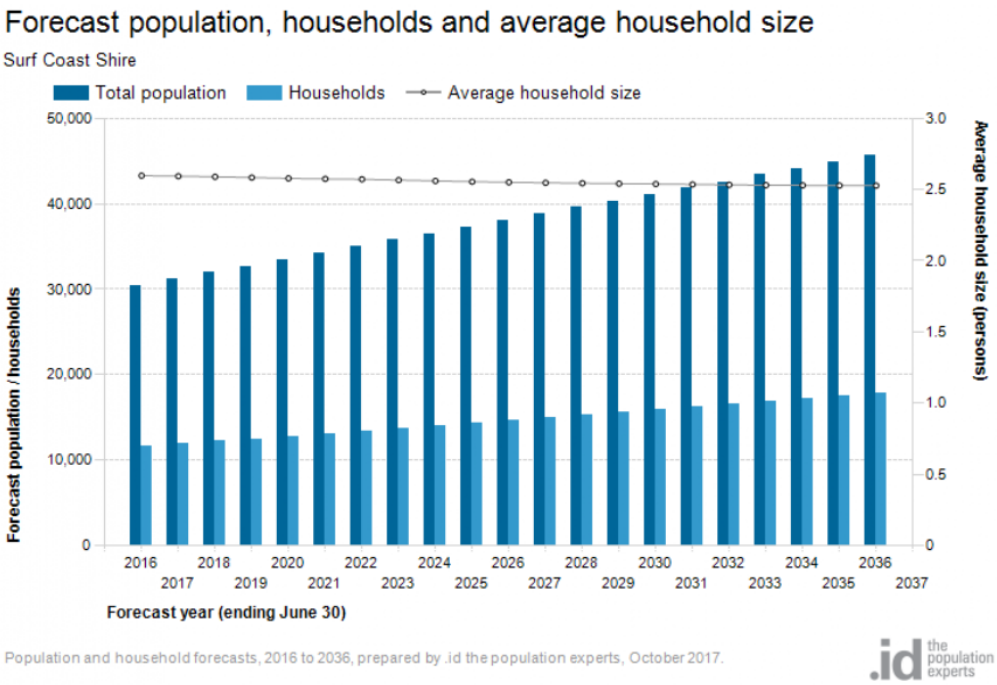

The shire's population is forecast to grow to nearly 45,717 by 2036 (forecast .id). The forecast average annual growth rate through to 2031 is the fifth highest in regional Victoria (Department of Planning and Community Development 2014, *Victoria in Future*).

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

Economy

The Surf Coast townships and the rural hinterland support over 3,200 businesses which drive an economy shown to be worth almost $1.25 billion annually.

The economy is unique, dominated by surfing, tourism, construction and retail sectors. Traditional and emerging sectors of agriculture and health complement to create a distinctly different economy to that of Geelong and surrounding regions.

Over a five year period, the Gross Regional Product of the Surf Coast Shire grew by an average of 6.74%. This is higher than the average growth for the G21 region, Victoria and Australia.

The total employment estimate for the Surf Coast is 9,293 jobs. Regional leaders in terms of jobs and output are:

- Accommodation and food services – 16.0% of all jobs, 9.4% output
- Construction – 14.5% of jobs, 22.9% of total output
- Rental, hiring and real estate services is one of our highest performing sectors, but accounts for very few jobs – 1.9% jobs, 13.6% output
- Retail is one of the largest employers but ranked seventh in output – 12.2% jobs, 5.0% output
- Agriculture represents the fifth largest sector in terms of output, and the seventh largest employer – 5.9% jobs, 6.6% output.

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In 2017, the total number of actively trading Surf Coast businesses increased by 494. There were 1012 new businesses and 518 that ceased to be active. The largest growth sector was in professional, scientific and technical services, with an increase of 16%.

Visitation and part time populations

The Surf Coast's proximity to Melbourne, sandy beaches, varied national parks, diverse recreational opportunities, major events and beautiful natural environment make it a tourism drawcard of regional Victoria.

During 2017, the Surf Coast Shire attracted over 2.1 million visitors, generating over $430 million in tourism expenditure. It is estimated that over $42 million in wages and salaries is attributed to tourism in the shire each year. While domestic day trippers are the most common type of visitor (53%), domestic overnight visitors contribute the highest spend (71%). International overnight visitor numbers have increased by 15% since 2016 with a total of 50,300. In 2018, it is expected that China will become our largest international market.

The Surf Coast Shire was home to over 200 events, festivals and markets in 2017, attracting over 240,000 attendees, and seen by a global audience of over 40 million.

In addition to the growing permanent population, part time and visitor populations are significant in the Surf Coast. 47% of properties in the Surf Coast Shire are owned by people residing outside the shire, with 26% of holiday home owners intending to move permanently to the shire in the future. During peak visitation periods, the population of the Surf Coast Shire is estimated to nearly triple, from its usual population of 29,402 to over 86,000.

Age structure

The Surf Coast Shire has a younger age profile in 2016 compared to the Geelong Region. In 2016, 20.6% of our population was in the younger age groups (0 to 17) and 17.5% was aged 60 years or older, compared with 18.6% and 18.5% respectively for the Geelong Region (Australian Bureau of Statistics, *Census of Population and Housing*). Between 2016 and 2026, the age structure forecasts for the Surf Coast Shire indicate a 15.1% increase in population under working age and a 57.6% increase in population of retirement age.

Births

New births are also contributing to Council's increasing population. In 2017 there were around 330 births in the Surf Coast Shire (Australian Bureau of Statistics, *Registered Births*). Between 2017 and 2026 it is projected that there will be a further 4,091 births (forecast .id).

Dwellings and households

The total number of dwellings in the Surf Coast Shire increased by 1,594 between 2011 and 2016 (Australian Bureau of Statistics, *Census of Population and Housing*). It is anticipated that residential development will grow by an additional 379 dwellings each year until 2036 (forecast .id).

In 2016, 33.7% of all households in the Surf Coast Shire were couples with children, 28.8%, were couples without children, 7.6% were one parent families, 0.7% were other families, 2.7% were group households, 19.8% were lone persons, 4% were other not classified households and 2.6% were visitor-only households. (Australian Bureau of Statistics, *Census of Population*).

Over $2.25 billion of building and construction activity has taken place in the 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 the Surf Coast Shire. Construction activity in Torquay/Jan Juc alone is greater than 50% of Victoria's regional cities.

Education

In the Surf Coast Shire, 50% of people aged over 15 years had completed Year 12 schooling (or equivalent) as of 2011 (compared to 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*).

4.6 Surf Coast Shire Annual Report 2017-18

Employment

The Surf Coast Shire is strongly influenced by the impact of tourism and surfing. Total employment in the municipality is estimated at just over 9,000 jobs with major employers including Rip Curl, Quiksilver, Barwon Health and the 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 continued at a steady pace with the completion of the Kurrambee 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 the resulting demand placed on Council-provided community infrastructure.

Winchelsea has been identified as an important future growth zone for the shire, and as such Council supported growth in the area with over $2.0m of project investment in 2017-18. Projects included 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 in 2018-19 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
- Surf Coast Multi-purpose Indoor Stadium design and construction
- Yuurrok third soccer pitch and lighting
- Winchelsea town centre upgrade works
- Elimatta Reserve lighting upgrade
- continuation of Council's digital transformation program.

The budget also recognises that an increasing population continues to place pressure on Council's asset maintenance services, including buildings, recreation reserves, pathways, and drainage.

4.6 Surf Coast Shire Annual Report 2017-18

Councillors

The Council was elected to provide leadership for the good governance of the municipal district and the local community. On 22 October 2016 the Surf Coast Shire Council community elected this Council for a four year term.

The municipality is divided into four wards and ensures that communities have local representation in Council.

The nine councillors are the elected representatives of all residents and ratepayers across the shire. They have a responsibility for setting the strategic direction for the municipality, developing policy, identifying service standards and monitoring performance across the organisation. The councillors are listed below.

Anglesea Ward

Cr Margot Smith
Elected: 2012, 2016
Mayor: 2014-15
P. 5261 0852 M. 0400 271 574

msmith@surfcoast.vic.gov.au

Cr Libby Coker
Elected: 2008, 2012, 2016
Mayor: 2009-10, 2012-13
P. 5261 0855 M. 0427 337 558

lcoker@surfcoast.vic.gov.au

Torquay Ward

Cr David Bell – Mayor
Elected: 2012, 2016
Mayor: 2017-18
P. 5261 0859 M. 0409 626 614

dbell@surfcoast.vic.gov.au

Cr Martin Duke
Elected: 2016
P. 5261 0856 M. 0409 806 073

mduke@surfcoast.vic.gov.au

Cr Rose Hodge
Elected: 2004, 2008, 2012, 2016
Mayor: 2006-07, 2013-14, 2015-16
P. 5261 0857 M. 0407 552 025

rhodge@surfcoast.vic.gov.au

Cr Brian McKiterick
Elected: 2008, 2012, 2016
Mayor: 2011-12, 2016-17
P. 5261 0851 M. 0428 570 094

bmckiterick@surfcoast.vic.gov.au

Lorne Ward

Cr Clive Goldsworthy
Elected: 2012, 2016
P. 5261 0854 M. 0400 756 854

cgoldsworthy@surfcoast.vic.gov.au

Winchelsea Ward

Cr Carol McGregor
Elected: 2015, 2016
P. 5261 0858 M. 0400 169 741

cmcgregor@surfcoast.vic.gov.au

Cr Heather Wellington
Elected: 2012, 2016
P. 5261 0853 M. 0417 542 967

hwellington@surfcoast.vic.gov.au

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THE YEAR IN REVIEW

Highlights, challenges and the year ahead

See the *Our Performance* section for more performance related information.

Theme: Community wellbeing

Create an inclusive community where everyone can participate and contribute

Highlights:

- funded 38 community projects via the Small Grants Program
- commenced planning for National Aged Care reform
- celebrated the opening of Kurrambee Myaring Community Centre
- delivered the annual Casuarina program to enhance employment prospects of young people
- celebrated International Day for People with Disability with 1,300 students in six towns
- recognised the achievements of young people through the annual Surf Coast Youth Awards
- received $200,000 grant to construct Changing Places facilities in Anglesea and Winchelsea

Challenges:

- complexity and uncertainty regarding national reforms to aged care and disability services

The year ahead:

- develop early years and youth development strategies
- implement a response to the national aged care and disability reforms
- update Council arts, culture and heritage strategy
- investigate the feasibility of an arts centre in Torquay
- design and construct Changing Places facilities in Anglesea and Winchelsea
- investigate community safety issues and develop local community responses
- achieve national standards in volunteering
- provide educational workshops or forums to local sporting clubs
- increase participation of girls and women in physical activity
- develop an Anglesea network trails concept plan.

Theme: Environmental leadership

Preserve and enhance the natural environment

Highlights:

- adopted Local Food Program
- installed LED Streetlights
- installed solar PV panels on Council Offices - Microgrid stage 1
- completed daylighting of Jan Juc Creek
- protected Bells Beach Hinterland
- beautified Winchelsea Common
- continued Plastic Wise program
- continued rabbit program.

Challenges:

- waste diversion for landfill
- dog Poo - Poo muster
- encouragement to the community to use renewables
- urban heat and trees for shade
- protection of our green breaks
- Anglesea river restoration with Victorian Government
- Anglesea Futures Land Use Plan implementation
- management of the ramifications of the Victorian Building Authority's combustible cladding audit.

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The year ahead:

- update the Bells Beach Coastal Management Plan (CMP)
- deliver Microgrid stage 2
- implement street tree program
- execute township beautification program
- implement Winchelsea integrated water management plan
- implement Moriac domestic wastewater management plan
- trial food and organics recycling
- develop Waste Strategy

Theme: Balancing growth

Provide for growth whilst ensuring the intrinsic values and character of the shire are retained

Highlights:

- developed stronger planning controls for Bells Beach Hinterland
- opened Kurrambee Myaring Community Centre
- replaced three bridges over Stony Creek following floods
- redeveloped Anglesea Bowls Club
- completed Winchelsea Beautification project - stage one
- adopted the Torquay Town Centre Growth Strategy
- awarded several grants including $5 million for the Surf Coast multi-purpose indoor stadium

Challenges:

- Council investigation of long term future of Anglesea Bike Park
- Council adoption of Spring Creek Precinct Structure Plan
- review of Torquay/Jan Juc Developer Contribution plan
- strengthen town boundary discussion paper highlights
- determine paths forward to protecting our environment and green belts

The year ahead:

- continuing the roll out of the LED Street light replacement program
- Surf Coast Multi-purpose Indoor Stadium design and begin construction
- Yuurrok third soccer pitch construction Torquay Settlement Strategy to be commenced
- second stage of strengthening town boundary investigation work
- Torquay/Jan Juc Social Infrastructure Study development
- drivers for growth - impact on Torquay
- Spring Creek Netball Pavilion construction
- Stribling Reserve lighting upgrade and electronic scoreboard
- Anderson Roadknight Reserve Masterplan implementation

Theme: Vibrant economy

Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors

Highlights:

- recorded highest visitation rates to the Australian National Surfing Museum
- developed draft Hinterland Futures Strategy for public consultation
- completed the first stage of the Winchelsea Town Centre Beautification project
- completed Torquay Town Centre Urban Design Project framework
- launched Agribusiness Network
- actively participated in taskforce focussed on Governance of the Great Ocean Road and development of a Strategic Framework Plan

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- facilitated over 200 events including the RipCurl Pro, Cadel Evans Great Ocean Road Race, Amy's Gran Fondo, Falls Festival, Pier to Pub, Aireys Open Mic etc.
- increased budgets for roads.

Challenges:
- creating a clear direction for the Surf Coast economy
- facilitating job growth and retaining key sectors
- managing the calendar of events
- enhancing community awareness of our economy
- growing our tourism product
- supporting our agricultural industry

The year ahead:
- complete an Economic Development Strategy
- secure new events to boost visitation
- implement new strategies including Hinterland Futures Strategy and G21 Sustainable Agriculture Strategy
- work in partnership with the Great Ocean Road Coast Committee in enhance visitor brand
- continue to provide excellent services via our visitor centres
- develop a plan for an improve trail network on the coast

Theme: High performing Council

Deliver valued services to the community

Highlights:
- delivered record level of capital and operational projects
- received an Australian Institute of Project Management Achievement Award for project management approach
- delivered favourable annual cash surplus due to strong financial management
- aligned the culture of the organisation to our purpose and direction through our approach
- continued with a strong focus on leadership and the capabilities of our people
- successfully completed the 2017-18 business improvement program
- introduced Child Safe Standards, Reportable Conduct Scheme and Working with Children's Checks across the organisation
- developed a new website to improve community access to Council
- obtained re-certification of OHS International accreditation
- adopted Domestic Animal Management Plan following extensive community engagement

Challenges:
- long term financial sustainability due to rate capping
- maintaining service levels with a growing population
- improving completion rates for customer requests

The year ahead:
- Local Government Act reforms
- implement online planning and application process
- implement state and federal election advocacy campaigns

4.6 Surf Coast Shire Annual Report 2017-18

Financial overview

Summary

Surf Coast Shire Council remains in a sound financial position. This is evidenced by:

- cash and investments of $48.6m (up from $38.8m last year)
- $98.7m in revenue ($85.4m last year)
- $17.3m in borrowings ($17.9m last year)
- Income Statement surplus of $27.9m (up from $17.0m in 2016-17)
- Accumulated Unallocated Cash Balance of $5.0m (in line with last year).

How it works

The Council Plan 2017-2021 outlines Council's strategy and commitment to achieve its vision of "an engaged, innovative, and sustainable community".

To ensure we achieve this, the revenue raised via rates and charges, grants and contributions is invested in funding the provision of community services and new assets and the maintenance of existing assets. Such investment typically includes services such as:

- kindergartens and early year education programs
- libraries and school crossings
- community health programs and initiatives
- community education and social planning
- community emergency management
- maintenance of public open space and community assets
- waste management and recycling
- road maintenance
- environmental projects, including Council's Environmental Leadership program
- economic development
- planning and development
- local law enforcement.

Project delivery generally spans constructing new community assets and renewing existing ones, and coordinating various environmental and community initiatives, including community events.

Financial sustainability and challenges

As a government institution, Council has a responsibility to use ratepayer funds in a responsible and accountable manner. Council's financial principals underpin these responsibilities, and are:

- transparency
- sustainability
- a strong financial framework.

Council faces a number of challenges to its financial sustainability, and prepares a 10 year financial plan to ensure these challenges are recognised. Current challenges include:

- heavy reliance on rate revenue and government grants as our main sources of income, and limited access to other revenue sources
- increasing costs related to maintaining assets
- the costs of providing new assets in growth areas
- increased costs in delivering services in a population that is growing
- competing community priorities
- the state government's cap on rate revenue increases.

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Council continues to invest in initiatives to mitigate these challenges, including our Business Improvement Program, Project Management Office, and Digital Transformation Program.

Operating performance

Council's operations delivered a net surplus of $27.9m, $13.9m higher than budget. This was mainly due to:

- Higher non-cash granted assets ($5.8m) received in relation to completed subdivision works.
- Higher capital grants ($4.1m), mostly relating to new roads projects.
- The early receipt of grants ($2.1m) from the Commonwealth Government, which relate to the 2018-19 financial year.

The net surplus is generated to fund non-operating activities, including the provision of new infrastructure and the renewal of existing community assets. The net surplus also includes funds tied to specific purposes, such as our waste and recycling programs.

Table 1: Key Results for 2017-18

($'000)	Budget	Actual	$ Variance	% Variance
Revenue	82,639	92,696	16,057	19%
Expenditure	68,688	70,832	(2,144)	-3%
Net Surplus	13,951	27,864	13,913	100%
Recurrent EBITDA Result	15,307	19,396	4,090	27%
Cash and Investments	37,208	48,558	11,350	31%
Borrowings	17,262	17,262	-	-
Net Assets	493,754	771,299	277,454	56%
Rates and Charges revenue	49,353	49,778	425	<1%
Capital Expenditure	16,624	18,141	1,517	9%
Accumulated unallocated Cash	3,762	5,018	1,256	33%

Council remains heavily dependent on rates as its major revenue source. In 2017-18, rates still accounted for over 50% of total income, and although this number was lower than the previous year (56% in 2016-17), this number was artificially reduced by once-off factors, such as the payment of large capital grants and the early payment of Commonwealth grants in 2017-18. If non-cash items and non-recurrent grants are removed from the equation, rates and charges account for 66% of adjusted revenue. This measure has improved from 70% in 2016-17.

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Figure 1: How we spent $100 of Rates Revenue in 2017-18

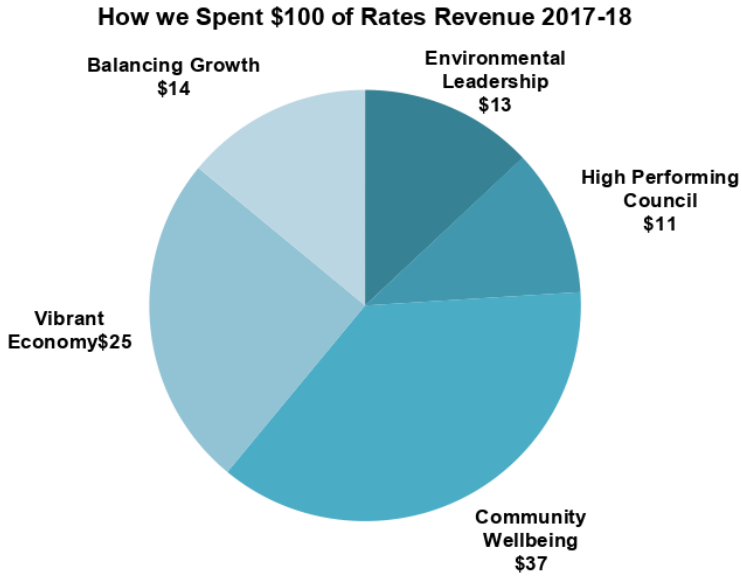

Figure 1 above shows the split of Council expenditure on Council Plan themes. Compared to budget, Council spent:

- $6 per $100 more on Community Wellbeing, mainly due to additional expenditure on community projects, including the Anglesea Bowls Club upgrade ($1.0m)
- $3 per $100 more on Vibrant Economy, mainly due to additional expenditure on road upgrade projects.

Capital Expenditure Summary

Expenditure for significant projects delivered in 2017-18 included:

- Kurrambee Myaring Community Centre ($3.4m)
- Cape Otway Road widening stage 5 ($1.6m)
- Anglesea Bowling Club upgrade ($1.0m)
- Darian Road reconstruction ($0.5m)
- Forrest Road rehabilitation ($0.3m)
- Grenville Oval Road and Car Park ($0.1m)
- Asset Renewal Program ($4.7m).

Table 2: Capital Spend by Expenditure Type 2017-18

Capital Spend Type	Budget ($'000)	Actual ($'000)
New assets	6,224	6,162
Renewal of existing assets	5,751	4,742
Expansion of existing assets	-	72
Upgrade of existing assets	6,166	5,648
Total	**18,141**	**16,624**

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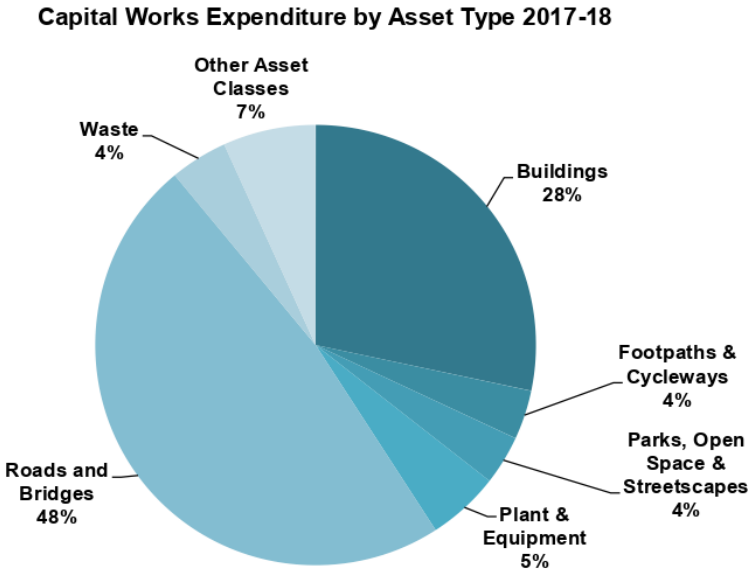
Figure 2: Capital Spend by Expenditure Type 2017-18



Projects to be completed

Significant incomplete capital projects as at 30 June 2017 are listed below by ward. Unspent project funds have been carried forward to the 2018-19 financial year to maintain the unspent component of each project budget.

Table 3: Significant unspent project funds carried forward to 2018-19

Ward	Project (Funds)
Anglesea Ward	• Anglesea Landfill works ($1.8m) • Anglesea Cricket pavilion ($0.3m) • Coogoorah playground renewal ($0.2m)
Lorne Ward	• Stribling Reserve lighting ($0.4m) • Stribling Reserve stadium ventilation ($0.2m) • Stribling Reserve change room design ($0.1m)
Torquay Ward	• Regional Bike Route – Horseshoe Bend Road ($1.2m) • Spring Creek Netball pavilion ($0.8m) • Surf Coast Multi-purpose Indoor Stadium ($0.5m)
Winchelsea Ward	• Forest and Grays Roads upgrade ($2.1m) • Winchelsea Netball pavilion ($0.7m) • Hesse St renewal ($0.4m)

Working Capital

Working capital (current assets/current liabilities) at the end of the financial year was $38.2m or 357%, which is ahead of our budgeted position of 341%. Working capital is an indicator of an organisation's ability to meet its financial commitments over the coming 12 months.

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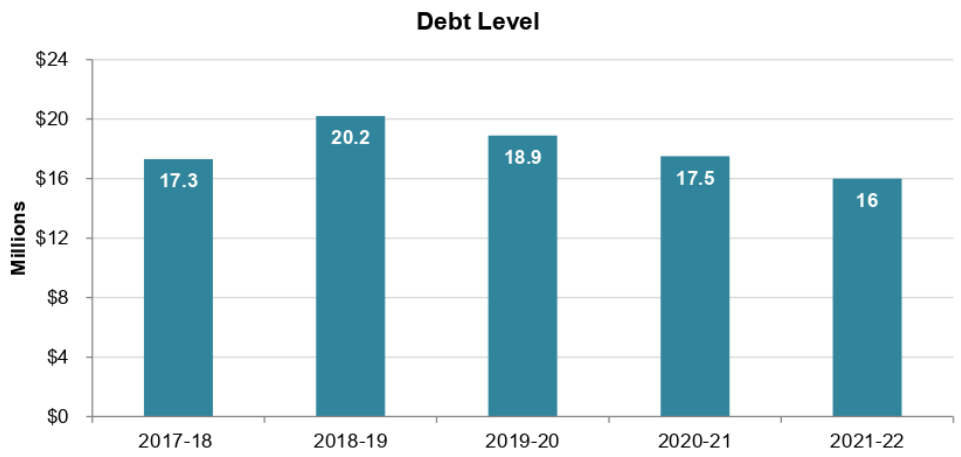
Borrowings

Borrowings increased in 2017-18 by $3.0m, as new debt was accessed to fund the delivery of the Kurambee Myaring Community Centre. Council continues to maintain a responsible debt level relative to its rate revenue base.

Council's debt strategy is outlined in the 2018-19 annual budget. It focuses on responsible use of debt levels and compliance with the sound financial management principles outlined in the *Local Government Act 1989*.

New borrowings of $3.9m have been budgeted in the 2018-19 financial year to fund the construction of the Surf Coast Multipurpose Stadium.

Figure 3: Debt management plan 2017-18 to 2021-22



Cash Position

Figure 4: Cash position as at 30 June 18

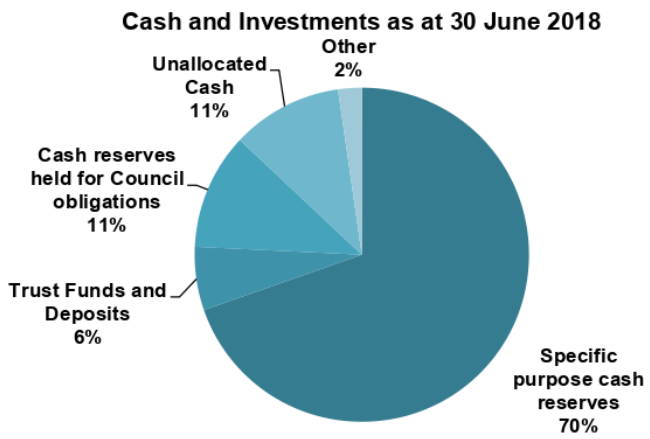


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Table 4: Cash position compared to budget

	Budget ($'000)	Actual ($'000)
Cash flows from operating activities	13,211	20,328
Cash flows from investing activities	(17,212)	(22,268)
Cash flows from financing activities	1,294	1,295
Net increase/(decrease in cash held)	**(2,706)**	**(645)**
Cash and Investments at start of year	23,914	38,794
Net movement for the year	(2,706)	7,995
Cash and investments at end of year	21,208	46,789

Council's cash and investment balance of $46.8m does not represent discretionary cash. In fact, only $5.0m is available as unallocated cash. The remainder is held for either statutory or contractual reasons, or has been allocated by Council for specific purposes.

Our allocated reserves cater for items such as:

- Anglesea Landfill, including capital works and site rehabilitation and aftercare to comply with EPA standards after the landfill has reached capacity
- unspent funding for projects that are yet to be completed
- replacement programs for our plant and equipment assets.

What's in store for next year?

The 2018-19 budget outlines Council's priorities for the next financial year, and is guided by Council's purpose, *to help the shire's community and environment to thrive*.

Council has allocated capital funding of $24.3m to 74 new projects in 2018-19, including $10m for the Surf Coast Multi-purpose Indoor Stadium in Torquay, which will be jointly funded by Council, developer contributions, and state and federal governments. Other projects include significant upgrades to sporting and community infrastructure, and continued investment to make our road network safer and more reliable.

We will also be spending over $2.6m on non-capital projects in 2018-19, including the continued delivery of our Environmental Leadership program, LED streetlight upgrades, stage two of the Lorne Structure Plan, and a trial program for diverting food and garden organic waste from landfills.

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Description of operations

Surf Coast Shire Council is responsible for more than 100 services, from family and children's services, traffic regulation, open space, youth facilities, waste management and community building; to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget.

This broad range of community services and infrastructure for residents support the wellbeing and prosperity of our community.

Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 and the associated budget and are reported upon in this document.

The delivery of services, facilities, support and advocacy to achieve the themes in Council's Council Plan is measured by a set of service performance indicators and measures.

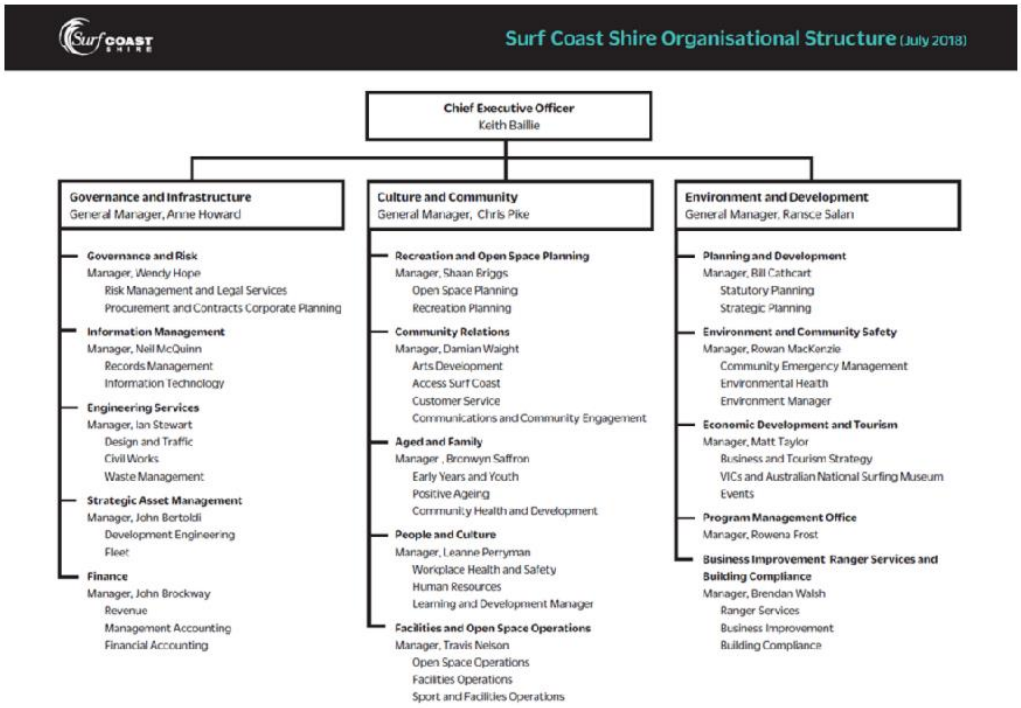
Refer to the section on Our Performance for more information about Council services.

4.6 Surf Coast Shire Annual Report 2017-18

OUR ORGANISATION

Organisational structure

A chart setting out the organisational structure of the Council is shown below.



4.6 Surf Coast Shire Annual Report 2017-18

Executive Management Team

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day to day management of operations in accordance with the strategic directions of the Council Plan. The CEO and three general managers form the Executive Management Team (EMT) and lead the organisation. Details of the CEO and the senior officers reporting directly to the CEO are set out below.

Keith Baillie

Chief Executive Officer

Bachelor of Economics, Master of Business Administration (Local Government), Fellow Australian Institute of Company Directors, Fellow CPA Australia, Fellow Local Government Professionals

Keith commenced in January 2015 after eight years as CEO with the Shire of Campaspe. Previous roles include Executive Manager Corporate Services at John Sands Australia and various management roles in information technology and project management within the private sector. Keith came to local government via a wide range of community volunteering roles.

Anne Howard

General Manager Governance and Infrastructure

Bachelor of Engineering (Civil), Master of Infrastructure Engineering, Master Business Administration

Anne started with the Surf Coast Shire in March 2016. This followed 14 years with the Shire of Campaspe where Anne's diverse responsibilities included economic development and tourism, corporate and community planning, strategic planning, asset management and the program management office. Prior to moving to local government Anne's private industry experience includes environmental consulting, project management and delivery of environmental health infrastructure in remote aboriginal communities.

Chris Pike

General Manager Culture and Community

Bachelor of Town Planning, Postgraduate Diploma in Town Planning, Postgraduate Diploma in Business Administration

Chris was appointed in October 2013. His diverse career spans community sector roles in the United Kingdom and state and local government roles in Australia. Chris previously worked with the City of Port Phillip in various management roles, across community services, economic development and corporate planning functions.

Ransce Salan

General Manager Environment and Development

Bachelor of Applied Science (Environmental Health), Graduate Diploma of Management, Master of Business Administration with majors in Local Government and Marketing, Postgraduate studies in Urban Living, Architecture and Urban Design, member of PIA (Planning Institute of Australia) and has been a Certified Practicing Planner, Building Surveyor and Environmental Health Officer throughout his career.

Ransce joined Surf Coast Shire Council in May 2017. He previously worked with Nillumbik Shire Council as General Manager Environment and Planning, and with Devonport City Council in Tasmania as Director of Planning and Environment. Other local government roles include Group Manager Development and Natural Resources at Eurobodalla Shire in New South Wales, Divisional Manager of Sustainable Development at Eurobodalla and Manager Sustainability at Kogarah Council in Sydney.

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Council staff

The total number of full-time equivalent (FTE) employees increased 3.2 per cent during 2017-18, with Figure 5 showing how our FTE numbers have increased over the past eight years. This growth reflects the formation of a new Digital Transformation team and strengthening our capacity to deliver Council's capital and operational program according to our program management framework.

Figure 5: Total number of FTE employees 2011-2018

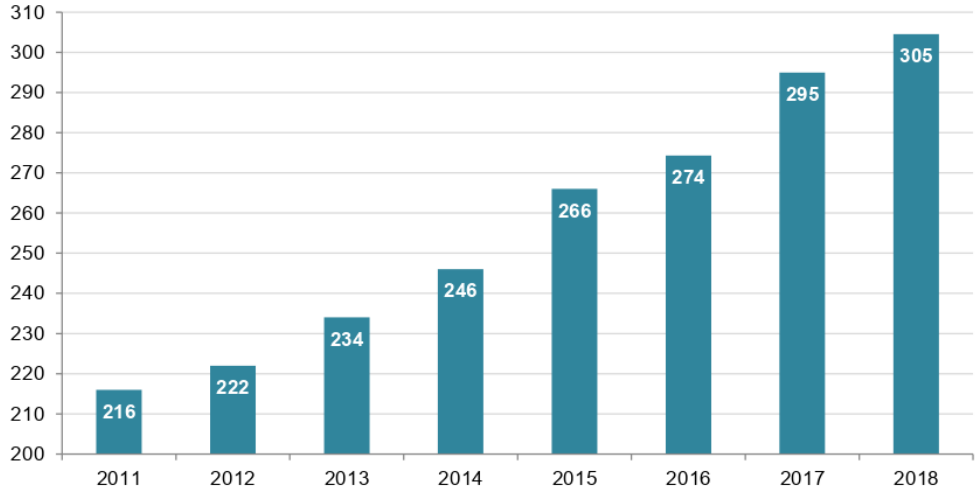

Table 5: FTE numbers by employment type and gender 2015-2018

Structure	2015-16	2016-17	2017-18
Permanent full time female	65.00	65.00	65.00
Permanent full time male	119.00	123.00	134.00
Permanent part time female	77.00*	93.24*	88.32*
Permanent part time male	13.31*	13.71*	17.21*
Total	**274.31**	**294.95**	**304.53**
Casual - male	15**	14.00**	9.00**
Casual - female	85**	57**	56**

Part-time hours equated to FTE.

*****Headcount – not counted towards FTE.***

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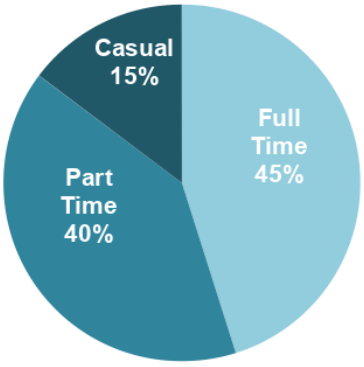
In terms of workforce composition, we employ a high proportion of part-time and casual employees (Figure 6).

Figure 6: Percentage of employees by employment type 2017-18



Although women make up 61 per cent of our total workforce, Figure 7 shows 67 per cent of full-time roles filled by men, while women fill 83 per cent of part-time and 86 per cent of casual roles. Through our Workplace Diversity Commitment we aim to provide a supportive and flexible working environment for women and to encourage women to pursue careers within the local government sector. As part of our diversity commitment we have established a gender equity plan across all levels and areas of our organisation that is reviewed and updated twice yearly. Other initiatives include our networking groups, keep in touch programs for employees accessing parental leave and tailored opportunities for further development to accommodate caring and family responsibilities.

Figure 7: Headcount number of employees by employment type and gender 2017-18

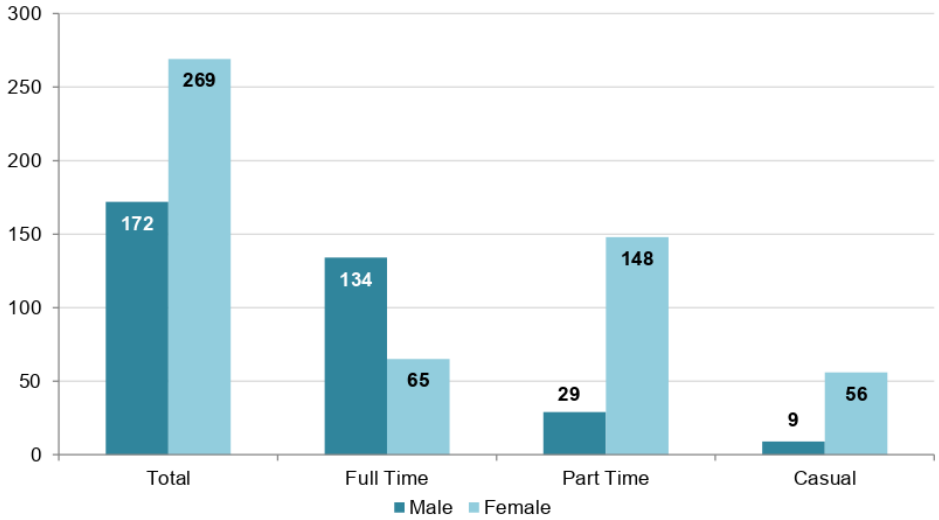


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Figure 8: FTE employees by division 2017-18

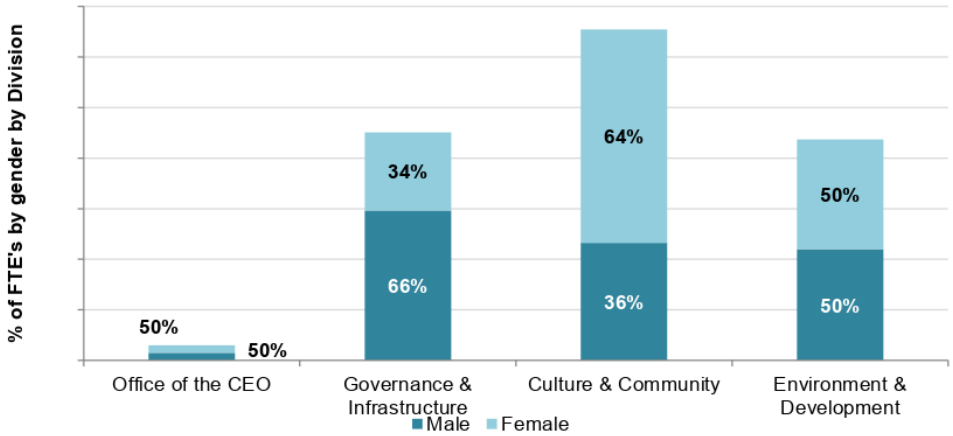


Table 6: Divisional breakdown of FTE employees by employment type and gender 2017-18

Gender	Office of the CEO	Governance and Infrastructure	Community and Culture	Environment and Development	Total
Permanent full-time male	3.00	56.00	37.00	38.00	134.00
Permanent full-time female	3.00	16.00	22.00	24.00	65.00
Permanent part-time male	0	3.32	8.92	4.97	17.21
Permanent part-time female	0	14.17	55.89	18.27	88.32
Casual male	0	0	0.59	0.99	1.58
Casual female	0	0.69	6.50	1.18	8.37
Total Including casual staff	**6.00**	**90.18**	**130.90**	**87.41**	**314.49**

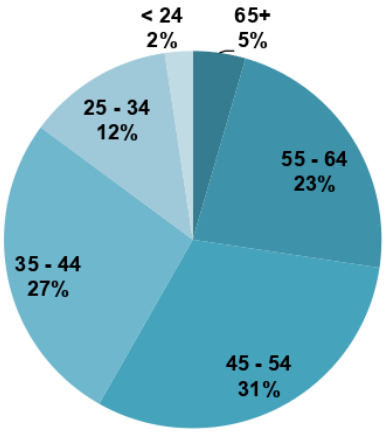
Table 7: Employment bands of FTE by employment type and gender 2017-18

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Permanent full time - female	0.00	0.00	1.00	15.00	10.00	17.00	10.00	6.00	6.00	65.00
Permanent full time - male	0.00	1.00	33.00	6.00	19.00	26.00	30.00	4.00	15.00	134.00
Permanent part time - female	2.13	9.68	3.08	19.43	11.17	13.68	4.86	0.00	24.30	88.32
Permanent part time - male	1.11	3.54	3.31	2.55	2.00	3.08	0.63	0.00	0.99	17.21
Casual - female	1.99	1.45	1.98	1.91	0.47	0.00	0.00	0.00	0.58	8.37
Casual - male	0.02	0.21	0.38	0.00	0.96	0.00	0.00	0.00	0.01	1.58
Total	**5.25**	**15.88**	**42.74**	**44.90**	**43.60**	**59.76**	**45.49**	**10.00**	**46.87**	**314.49**

4.6 Surf Coast Shire Annual Report 2017-18

Fifty-nine per cent of our current workforce falls into the age category of 45 years and over (Figure 9), presenting several challenges in terms of workforce planning, career development and succession planning. These are being addressed as part of several strategic workforce planning initiatives.

Figure 9: Employees by age group 2017-18



Recruitment trends

We processed 81 recruitments in 2017-18, with 30 per cent filled by internal candidates. This indicates ongoing success in succession planning, while developing our people and maintaining a commitment to build the future capability of the organisation with a balanced intake of internal and external talent.

Our 2017-18 voluntary employee turnover rate was 9.1%. In 2017-18 31 employees left employment with Council representing a 2.15% increase on last year. Analysis indicates that these roles are not concentrated in any single areas of Council and exit interviews have not identified any specific issues. There are some new large employers in the region which appear to have contributed to employee movement but this is not a major driver of the change.

In all, we received 1,245 applications for vacancies. On average 16 applications were received per role. This is slightly lower than last years' average of 18. This slight decrease is attributed to an increased number of internally only advertised positions in the previous financial year.

An overview of recruitment trends for the past eight years is included in Table 8.

Table 8: Recruitment trends 2010-18

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Recruitment processes	N/A	55	70	65	64	70	91	81
Applications received	N/A	906	1,360	1,633	1,201	1,083	1,654	1,245
Employees turnover rate	8.7%	9.3%	11.6%	13.0%	8.6%	6.3%	7.0%	9.1%

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Workplace culture

Our People and Culture Strategy Roadmap is focused on helping our people and organisation to thrive, and in turn, support the Organisation Purpose and Direction for our people to help our community and environment to thrive. This is enabled by Our Approach – a series of behavioural commitments that expand on Council's previous set of values.

Throughout 2017-18, we continued to embed Our Purpose, Direction and Approach through alignment with human resources policies and practices and throughout a broad range of learning and development programs.

We continued to explore new and contemporary ways of working to enable our Purpose and Direction and integrated the use of technology as an enabler of greater flexibility. As an outcome of Council's 2016 Enterprise Agreement, flexible working hours were successfully introduced across all areas of Council operations.

Employee engagement

As an outcome of the 2016 Employee Engagement Survey, we pursued a focus on leadership throughout 2017-18, both the experience of our leaders and the experience that staff have with their leaders. We piloted a real-time employee engagement tool which enables teams to take ownership of and act on local engagement challenges.

Workplace diversity

Our proactive duty to ensure compliance with equal opportunity and other workplace-related legislation and to eliminate all forms of discrimination continues to be demonstrated through the implementation of our Workplace Diversity Commitment.

Our Workplace Diversity Commitment is internally focussed, yet builds on the commitment made to our community through Council's *Accessible and Inclusive Surf Coast Shire Strategic Plan (2014-2024)* to build healthy, well-connected communities where everyone can participate.

Gender equity remains a focus of our commitment and a number of programs were facilitated to support and encourage Council's female employees to realise their potential. These programs included:

- 6 week program – Women's Financial Health
- Women's Health week – "Let's Talk'"
- "NOW" and #Metoo campaigns
- Quarterly networking opportunities for Mums@Work
- Mother's Day morning tea
- Ms Universal – story of survival
- Beating procrastination
- Women in Local Government.

We partnered with JobAccess to ensure recruitment practices and policies were accessible and equitable for people with a disability. This partnership included delivery of diversity training to our Human Resources and Senior Leadership team. We established relationships with disability employment services to extend the reach of our recruitment advertising to people with disability.

Our annual IDAHOT Day (International Day Against Homophobia, Biphobia and Transphobia) event once again highlighted our community's sexual and gender diversity.

Child Safe Organisation

Council is required to comply with the Child Safe Standards and Reportable Conduct Scheme that have been introduced as part of the Victorian Government's response to the Betrayal of Trust Inquiry. The Child Safe Standards are compulsory minimum standards under the Child Wellbeing and Safety Act 2005 that apply to organisations that provide services to children, such as ours.

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The standards were introduced to drive cultural change in organisations so that protecting children from abuse is embedded in the everyday thinking and practice of leaders, staff and volunteers.

Council has taken a leadership position on this legislation by:

- requiring all employees, contractors and volunteers to gain a Working With Children Check (WWCC)
- requiring all employees and volunteers to complete either an online or face to face training module on the Child Safe Standards and the Reportable Conduct Scheme
- creating and leading as part of the Barwon Region Networking Group a program to support small businesses and community groups to find out more about becoming a child safe organisation.

Consultative Committee outcomes

Our employee Consultative Committee provides a forum for discussion between management, employee and union representatives.

During 2017-18, the committee met quarterly to discuss and work towards resolving various issues. Key outcomes included:

- monitoring employee levels by reviewing and discussing regular reports on recruitment activity, recent departures, new starters, and the use of casual labour
- reviewing proposed changes to employee-related policies and providing feedback
- receiving updates on the actions and outcomes emerging from recent employee surveys, including the Employee Engagement Survey.

Further study supported

We encourage employees to participate in accredited further education programs, which enhance their respective roles and future career opportunities, while offering added value to the organisation.

During 2017-18, our professional development program supported employees who made applications for higher education studies. This included financial assistance towards study costs and, in some cases, granting an extended career break to focus on further study and granting study leave to attend lectures and exams.

Employee achievements recognised

Recognising and celebrating our employees' achievements is vital to our workplace culture. In 2017-18, we presented 57 Recognition of Service Awards across all divisions as shown in Table 9. This is the highest number of employees to be recognised to date.

Table 9: Employee Recognition of Service Awards 2017-18

Length of Service (years)						
Division	**5**	**10**	**15**	**20**	**25**	**30+**
Culture and Community	19	9	-	1	1	-
Environment and Development	7	2	2	2	-	-
Governance and Infrastructure	6	2	2	3	1	-
Office of the CEO	-	-	-	-	-	-

Learning and development

During 2017-18, our Learning and Development team delivered a program of strategic and effective development to build capability based on the principals of experiential learning. We focussed on developing the skills and capabilities to help staff be their best. Evidence of this capability development was:

- 28% of all staff directly participated in opportunities for higher duties, secondments or promotion
- 32% of all appointments were to internal candidates.

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As part of our focus on capability in 2017-18, we delivered a number of different programs through online, face to face and experiential learning mediums as shown in Table 10. There were over 3,500 training places offered across these programs.

Table 10: Overview of training activities 2017-18

Course	Description
Asbestos Licence	Targeted employees who may work with asbestos
Business Continuity	Targeted employees
Change Management	Targeted employees who are impacted by change
CFA Mountain Safety	Targeted employees who are involved in emergency management
Child Safe Policy	All employees who may be involved in working with children
Clinical Supervisor	Targeted employees
Code of Conduct	New employees
Community Engagement	Targeted employees
Corporate Induction	6½ hour sessions for new employees – held monthly
Customer Service	Targeted employees
Communication skills	Frontline employees
Communication skills - internal protocols	All employees
Compliance (online)	Targeted employees
Construction Standards	Targeted employees
Customer Service – Managing your own wellbeing	Frontline employees
Customer Service – Responding to at-risk behaviours	Frontline employees
Developing Leaders Program	Targeted employees in frontline leadership roles
Digital and Social Media	All employees
Disability Awareness	Managers and Human Resources employees
Emergency Management – Relief Centre (various levels)	All employees who may be involved in activating the emergency management relief centre
Emerging Leadership Program	Nominated employee
Emotional Intelligence	Targeted employees
Facilitation and Innovation	Targeted employees
Firearms Safety	Targeted employees
First Aid (CPR, Level I, Level II, Level II refresher)	Yearly updates for relevant employees
Fraud, Corruption and Privacy	All employees
Fundamental Supervisory Training Program (performance management, recruitment, workplace culture, health and safety, mental health first aid, finance fundamentals)	Six-unit program for those who supervise employees

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Course	Description
HALT – Mental Health Awareness	Targeted employees
HSR Training (initial and refresher)	Targeted employees
Individual professional development	All employees who participated in external professional development activities
LSI – Life Styles Inventory for Managers	Senior Leaders
Leadership - the Leadership experience	People leaders
Manual Handling	Targeted employees
Mediation training	Targeted employees
Mental Health	Targeted employees
Productivity and Time Management	All employees who may be involved in purchasing
Risk Management	Targeted employees
Record Management	Targeted employees
The Resilience Project	All employees (Optional)
Project Management	Management team
Snake Awareness	All employees who work outside
Trapeze System training	Targeted employees within planning functions
Understanding Local Government (MAV)	New and other targeted employees

In addition, many individuals participated in informal training and development opportunities relevant to their particular positions.

Program delivery has:

- utilised our Learning Management System (LMS) iLearn to develop and deliver a suite of online compliance training programs relating to various organisational policies and legislative changes, including workplace health and safety, motor vehicle use, Code of Conduct, digital and social media, equal opportunity and workplace behaviours.
- provided opportunities for all employees to participate in an education and awareness program about child safety, as part of our leadership position to become Child Safe Organisation.
- delivered a successful Community Facilitation and Engagement program to a broad range of employees, to assist in community consultation.
- upskilled our frontline employees to provide service to those people who may be experiencing mental health issues.
- supported Workplace Health and Safety priorities particularly relating to mental health. All staff and volunteers were invited to attend a presentation of The Resilience Project to provide techniques and suggestions in building personal resilience and reducing stress.

Leadership development

Our leadership journey has included quarterly people leader forums with people from all levels of leadership coming together to explore various elements of engagement and develop actions and interventions. Senior management have participated in a 360 degree feedback process with ongoing coaching to provide insight and enhance their leadership styles. Frontline and emerging leaders have participated in highly experiential development programs. These programs included:

- 'Leader as Coach Mk II' coaching program , which resulted in a total of 15 of our leaders being trained as Master Coaches and, subsequently, involved an over 50 employees from a variety of roles in group

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coaching. The coaching sessions were delivered over six months and were aimed at enabling people to realise their potential by focusing on how to eliminate or work with barriers.

- an Emerging Leaders Program which focuses on self-leadership skills including strengths, productivity and communication skills. 13 participants from across a variety of roles are participating in this program to prepare them for future leadership opportunities.
- a highly experiential Developing Leaders Program targeting frontline leaders. This is the second such program which builds on the success of the 2016-17 program. This round has 10 participants engaged in an interactive program that encompassing the facets of leading self, leading others and leading the organisation.
- emotional intelligence and character strengths awareness. With the objective of creating awareness and strengthening resilience these programs have included a self-assessment followed by one-on-one debrief and coaching. Group workshops have been facilitated on common topics such as 'Empathy' or 'Self-Awareness'.
- a series of fundamental supervisory training modules within our bi-annual Leading@SurfCoast program, which provides employees in leadership roles with an understanding of our management policies, procedures and practices in relation to employment.

The team also coordinated the delivery of training as shown in Table 10, representing 1,362 employee training places, in the areas of:

- leadership (eg supervisory skills, leading people, developing leaders, leadership styles)
- corporate (eg induction, general organisational information, fundamental skills including facilitation, customer service, mental health, productivity)
- compliance (eg general safety, manual handling, SunSmart, code red, code of conduct, workplace health and safety)
- skills (eg business skills, technical job requirements, IT, equipment and machinery use, internal systems and processes)
- professional development (eg conferences, seminars, expos and special interest groups, clinics, qualification maintenance, industry updates)
- job-specific (individual role-specific training via external providers).

Workplace health and safety

Our focus on health and safety across the organisation during 2017-18 was vital in maintaining our international standard OHSAS 18001.2007 and Australian/New Zealand standard AS 4801.2001 accreditations.

Surf Coast remains one of the few non-metropolitan shires to undertake this accreditation process, indicating our commitment to employee and volunteer health and safety.

The Workplace Health and Safety Committee maintained its proactive focus on addressing various workplace issues, including targeted strategies to prevent manual handling injuries in high risk roles, increasing awareness of safety, identifying strategies to ensure Council remains a psychologically healthy workplace.

In total six lost time injuries were recorded for the year. Effective return-to-work processes remain the priority for supporting injured workers. In all six cases, the worker has returned to work.

Council partnered with IPAR to develop and deliver a program to:

- prevent injuries by reducing exposure to high risk activities and ways of working through risk assessments, task re-design and ways of working that are supported by WHS policies and work instructions

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- reduce the frequency of injuries by changing the behaviour of employees in relation to their physical self-care through education and regular practice on both manual handling techniques and muscular-skeletal wellbeing
- minimise the consequence of injuries by improving physical resilience and speed recovery times through proactive treatment programs and ongoing strength training
- support the delivery of the Surf Coast Shire's People and Culture strategy.

This included undertaking individual and team observations to identify key manual handling risks, poor manual handling techniques and identify equipment requiring specific manual handling requirements.

A tailored Strong4Life program was initiated incorporating Council's specific policies, procedures and reporting processes. Individually customised improvement plans were developed to minimise the potential of workplace injury. These plans incorporate goals, timeframes and responsibilities for the worker to build their physical resilience for both at work and at home.

To promote the topic of safety within our culture, Council partnered with Deakin University to establish a positive and engaging campaign aimed at changing the stigma around reporting health and safety issues. Using real life stories and experiences from employees that enticed an emotive reaction and enabled staff to relate to the stories and people. Interactive activities and conversation starters were developed with a variety of topics – from when to wear sunscreen, to listing personal protective equipment and explaining Council's valuable Employee Assistance Program. Personal stories of employees' experiences with health and safety were featured on colourful and creative 'Let's Talk Safety' posters that featured 'Our Safety Family' – made up of characters created in GIF form and featured on posters and the company intranet. Catchy slogans such as 'Use your brain, avoid the strain' and 'Do it the safe way, do it the right way, do it every day' also appeared around the building and on internal communication channels. Safety is a regular agenda item on all team meetings and staff are continuing to suggest ideas for future Let's Talk Safety stories. Hazard reporting has increased and lost time due to injuries has decreased.

Council was recognised at the 2018 Skin & Cancer Foundation Healthy Skin Awards. Acknowledgement was received of the number and breadth of the different strategies that Surf Coast has in place to help employees stay skin safe. These initiatives include a proactive approach to skin health through our long long policy, extreme heat, provision of PPE and sunscreen, and providing education and information.

With increasing rates of mental health issues within the community Council recognises that our staff are not immune. A holistic psychological wellbeing plan has been established and will continue to be implemented in 2018-19. Initiatives to support the mental wellbeing of our staff included The Resilience Project, Mental Health First Aid training, Mental Health Awareness training, provision of an Employee Assistance Program.

Our Workplace Health and Safety team involved employees in a variety of activities, including a breakfast speaker to address outdoor employees on mental health, and a practical demonstration on snake awareness for employees involved in outdoor activities, including those who work in bush kinder and environmental safety.

In addition to attending regular toolbox meetings, communication via the Shire Wire intranet helped promote health and wellbeing, safety issues and news, WorkSafe updates and other internal initiatives related to workplace safety.

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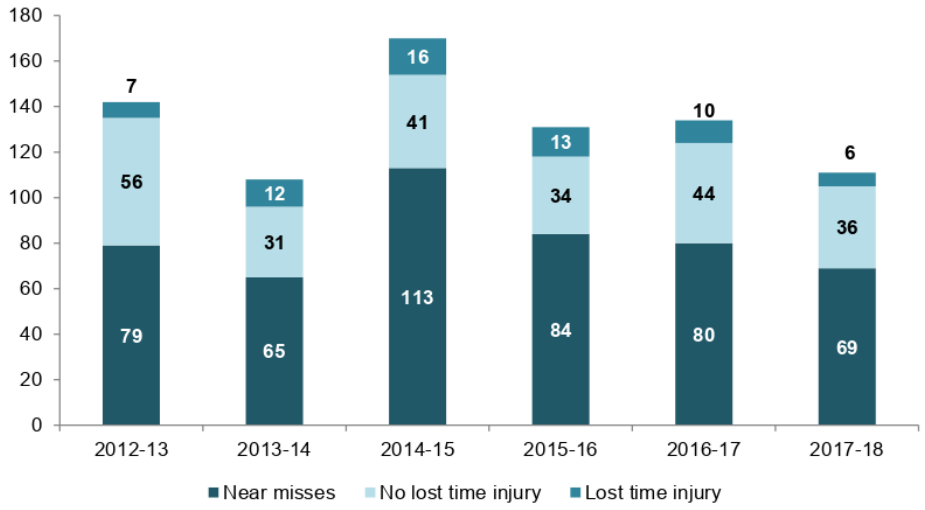
Figure 10: Incidents reported 2012-18



While incident reporting rates were lower in 2017-18 as shown in Figure 10, reflecting Council's success in proactively minimising injuries and promoting safe work practices, a structured program of audits and risk assessments identified a further 49 hazards, with 206 appropriate mitigation actions or broader continuous improvement processes identified.

Our Health and Safety committee met quarterly to review safety practices and outcomes throughout the organisation. Representation on this committee is voluntary, and all Health and Safety representatives demonstrate strong and proactive support of safety with all committee positions fully subscribed.

Swellness program

Our successful health and wellbeing program *Swellness* delivered a program to employees across three pillars of healthy bodies, healthy minds and healthy workplaces. This program is aligned with the recommendations of WorkSafe Victoria and aims to improve the productivity and effectiveness of employees by influencing their health and wellbeing. A calendar of events was delivered which included:

- team challenge on healthy lifestyle
- regular communications on holistic health topics
- nutritional education and demonstrations
- physical activities
- health checks through GMHBA
- flu vaccinations
- financial education.

Employees have been consulted in the development of the 2018-19 *Swellness* program, which will be further aligned to the G21 regional best practice Achievement Program.

Our volunteers

Volunteers are integral to our organisation and our community. Council is committed to offering meaningful volunteer opportunities and creating an environment where volunteers can thrive. During 2017-18, over 200 people volunteered their time and skills to help Council deliver important services to community members and visitors.

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Volunteer numbers for the year included:

- Delivered meals – 43
- Visitor Information Centres – 86
- Australian Surfing Museum – 2
- Café Support Program – 1 (other volunteers as required)
- Youth events – occasional (uncounted)
- Maternal Child Health – 1
- Early Years – 4
- Emergency management – occasional (uncounted)
- Musical Mornings and shopping trips – occasional (uncounted)
- Section 86 committees – 63.

As indicated in Table 11, the economic value of volunteer services provided through our Delivered Meals, Early Years, Café Support Program and Visitor Information Centres/Australian National Surfing Museum, equated to more than $419,000 in 2017-18.

Table 11: Economic value of volunteer services 2017-18

Volunteer service	Total volunteer hours	Estimated economic value*
Visitor Information Centres/ Australian Surfing Museum	11,241	$392,198
Delivered Meals	347	$12,106
Early Years	260	$9,071
Café Support Program	171	$5,966
Total	12,019	$419,341

Economic value is calculated according to the formula and hourly rate specified in the G21 Geelong Region Alliance Volunteering Strategy (2012).

During the past year, Council also hosted eight Surf Coast Secondary College students on work experience placements for a week, during which time we sought to expose them to a wide variety of operational areas and opportunities to explore potential future career options. As a result of Council's partnership with Deakin University, the program was expanded in 2017-18 to incorporate internships.

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Report of operations

For the year ended 30 June 2018

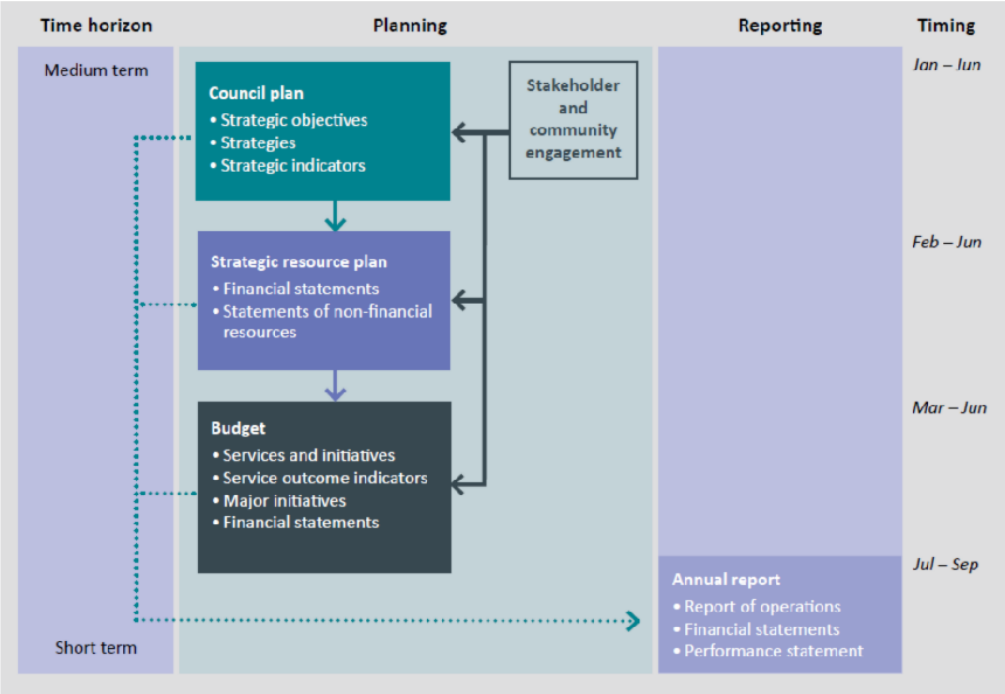
OUR PERFORMANCE

Planning and accountability framework

The planning and accountability framework is found in part 6 of the Local Government Act 1989 (the Act). The Act requires councils to prepare the following planning and reporting documents:

- A council plan within the six months after each general election or by 30 June, whichever is later
- A strategic resource plan for a period of at least four years and include this in the council plan
- A budget for each financial year
- An annual report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.



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Council plan

The Council Plan 2017-21 includes themes, strategic objectives, strategies for achieving these for the four year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan. The following are the five themes as detailed in the Council Plan.

Theme		Council's Commitment	Strategic Objectives
1. Community wellbeing		We will create an inclusive community where everyone can participate and contribute	▪ Support people to participate in and contribute to community life ▪ Support people to be healthy and active ▪ Improve community safety ▪ Provide support for people in need
2. Environmental wellbeing		We will preserve and enhance the natural environment	▪ Drive the use of renewable energy ▪ Improve the re-use of resources ▪ Support local food production ▪ Retain and enhance rural land for appropriate and sustainable uses
3. Balancing growth		We will provide for growth whilst ensuring the intrinsic values and character of the shire are retained	▪ Ensure infrastructure is in place to support existing communities and provide for growth ▪ Strengthen township boundaries and support unique township character ▪ Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire
4. Vibrant economy		We will support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors	▪ Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community ▪ Facilitate high quality events throughout the year ▪ Strengthen the vitality of town centres ▪ Support key industry sectors such as surfing, tourism, home based, construction and rural businesses
5. High performing Council		We will deliver valued services to the community	▪ Ensure Council is financially sustainable and has the capability to deliver strategic objectives ▪ Ensure that Council decision making is balanced and transparent and the community is involved and informed ▪ Provide quality customer service that is convenient, efficient, timely and responsive ▪ Ensure the community has access to the services they need

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Performance

Council's performance for the 2017-18 year has been reported against each theme to demonstrate how Council performed in delivering on the first year of the Council Plan 2017-21. Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council plan
- Progress in relation to the major initiatives identified in the budget
- Services funded in the budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures.

Strategic indicators

The Council Plan includes 10 strategic indicators that work across the themes, strategic objectives and strategies of the plan to demonstrate Council's performance in delivery on the plan.

Strategic Indicator		Timing	Actual 30 June 2017	Target 30 June 2018	30 June 2018 end-of-year		
					Result	Comment	
1.	Improvements in overall quality of life and reported on the following cohorts:- People under 25 People over 65 People with disabilities	Annual	Baseline to be developed	To be developed	Baseline to be developed	Development of this indicator has been delayed to 2018-19.	
2.	25% of energy is from renewable sources by 2020	Annual	6%	12%	9%	This result was impacted by the growth experienced within our municipality. Between 2016 and 2017 the shire's total energy consumption grew by approximately 8GWh per annum (6%). This includes 5.5 GWh of non-renewable energy and growth in renewable generation accounting for approximately 2.5GWh.	
3.	An increase in housing in Winchelsea and Moriac	Annual	Lots per year Moriac = 1 Winchelsea = 5	To be developed	Lots per year Moriac = 1 Winchelsea = 28	Winchelsea continued to reflect strong growth in both new lots created this year	

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Strategic Indicator		Timing	Actual 30 June 2017	Target 30 June 2018	30 June 2018 end-of-year		
					Result	Comment	
			Housing starts Moriac = 1 Winchelsea = 14		Housing starts Moriac = 5 Winchelsea = 31	and housing starts, confirming market demand in Surf Coast's secondary growth area. Moriac is predicted to increase rapidly next year as a new development stage comes on line.	
4.	Maintain satisfaction in planning for population growth in Torquay / Jan Juc	Annual	Annual Community Satisfaction Rating for Population Growth 2017 = 51	51	49	Council has a range of strategic planning initiatives that are aimed at understanding and addressing population growth. It is anticipated that these will assist in addressing community satisfaction.	
5.	Increased access to public transport including trains, public buses and community buses.	Annual	Baseline to be developed	To be developed	Baseline to be developed	Council has sought baseline date from Public Transport Victoria (PTV) and V/line. Council is continuing to work with Government departments to deliver a public transport route between Anglesea and Waurn Ponds. This work has progressed with the development of options for the government to consider.	

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Strategic Indicator		Timing	Actual 30 June 2017	Target 30 June 2018	30 June 2018 end-of-year		
					Result	Comment	
6.	Rolling median unemployment rate for the shire does not exceed 3.5%	Twice yearly	Sept. 2017 2.5%	=/<3.5%	2.43%	The Surf Coast Shire unemployment rate as at March 2018 was 2.43%. End of year results are not available yet.	
7.	Meet the financial benefits targets in the long term financial plan	Annual	$453,000	$550,000	$557,793	This favourable result comprises recurrent savings from 12 review projects conducted during the year in the Business Improvement, Business Case, and Digital Transformation realms.	
8.	Increase in the number of digital transactions with Council including a. self- service transactions (number of on-line forms available)/ b. Completion of forms	Twice yearly	Baseline to be developed	To be developed	 38 1,111	. 38 individual digital forms available on Council's website as at 30 June. 1,111 digital forms completed on Council's website for the quarter 1 April to 30 June 2018.	
9.	Increased performance rating for Customer Service in the Annual Community Satisfaction in Local Government Survey	Annual	Annual Community Satisfaction Rating for Overall performance 2017 = 61	>61 (life of plan)	62	Annual Community Satisfaction Rating for Overall Performance increased by 1 point on 2017 results to 62.	
10.	80% of planning permit applications are determined within 60 statutory	Twice yearly	PPARS result 71.02%	80%	82%	The 80% target has been exceeded as a result of implementing a	

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Strategic Indicator		Timing	Actual 30 June 2017	Target 30 June 2018	30 June 2018 end-of-year		
					Result	Comment	
	days by the end of the term of the plan					program of customer focused improvement.	

Legend

Work in progress	Met or exceeded	Not met

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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:

- support people to participate in and contribute to community life
- support people to be healthy and active
- improve community safety
- provide support for people in need.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-18 budget.

Major Initiatives	Progress
Torquay / Jan Juc Social Infrastructure Needs Study Adopted Budget 2017-18: $48,000 Actuals 2017-18: $32,125	Community consultation and Council discussion complete. Draft study to be presented in early 2018-19.

Service Performance

This section outlines the activities and initiatives for Council services and key strategic activities.

Description of Services Provided	Net Costs (Income) Amended Budget Variance $'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.	1,024 1,045 **21**
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.	629 706 **77**
Community Health and Development This program area aims to support communities to be resilient and empowered through creating inclusive communities where everyone can participate and contribute. The unit 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, Volunteering and Alcohol, Tobacco and Other Drugs.	282 321 **39**

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Description of Services Provided	Net Costs (Income) Amended Budget Variance $'000
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 and user service fees.	1,803 1,874 **71**
Facilities and 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 aquatic 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.	6,189 6,416 **227**
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 Corporation. Library services are provided at the Torquay branch and across the municipality with a mobile service.	834 848 **14**
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.	234 228 **(6)**
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 assessment, home delivered and community meals, in-home domestic assistance and personal care, home maintenance and modifications, senior citizens, café style support programs, service coordination, respite and community development activities. Revenue in this area is generated mainly from government grants and user service fees.	1,278 1,350 **72**
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 and policies. The unit also focuses on community capacity building via community development activities and grants.	808 807 **(1)**

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Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Performance Indicators Service/ *indicator/ measure*	Results				Material Variations and Comments
	2015	2016	2017	2018	
Home and Community Care (HACC)					
Timeliness					
Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	21.91	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Service standard					
Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	78.00%	100.00%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Service cost					
Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service provided]	$0.00	$69.42	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Service cost					
Cost of personal care service [Cost of the personal care service / Hours of personal care service provided]	$0.00	$62.38	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Service cost					
Cost of respite care service [Cost of the respite care service / Hours of respite care service provided]	0.00	67.68	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs

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Service Performance Indicators **Service/ *indicator/ measure***	**Results**				**Material Variations and Comments**
	2015	**2016**	**2017**	**2018**	
Participation *Participation in HACC service* [Number of people that received a HACC service / Municipal target population for HACC services] x100	27.00%	26.99%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Participation *Participation in HACC service by CALD people* [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	13.00%	20.75%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Libraries					
Utilisation *Library collection usage* [Number of library collection item loans / Number of library collection items]	8.84	8.92	8.94	8.60	Collection use high compared with state average 4.5. Slight decrease 2017-18 due to less visits in period.
Resource standard *Standard of library collection* [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	85.00%	77.92%	76.80%	76.89%	Standard favourable compared with state average 65%. New libraries with new collections increase standard of collection indicator. No new libraries in region in past 5 years.
Service cost *Cost of library service* [Direct cost of the library service / Number of visits]	$4.31	$5.27	$5.36	$5.84	Service cost less than state average. Slight increase in 2017-18 due to less visits in period.
Participation *Active library members* [Number of active library members / Municipal population] x100	19.00%	19.88%	19.43%	18.77%	Participation levels in the library service have remained relatively consistent over the last four years; however some resourcing challenges in areas that primarily support and promote children and youth services in the library may have impacted the active membership in this membership cohort.

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Service Performance Indicators **Service/ *indicator/ measure***	**Results**				**Material Variations and Comments**
	2015	**2016**	**2017**	**2018**	
Maternal and Child Health (MCH)					
Satisfaction					
Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	98.00%	101.76%	98.45%	96.78%	Variation is within the threshold. The very small variation is likely due to the child being 2 weeks old before first visit.
Service standard *Infant enrolments in the MCH service* [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	94.00%	97.06%	99.07%	102.41%	Variation is within the threshold reflects the small increase of families transferring in to the service.
Service cost *Cost of the MCH service* [Cost of the MCH service / Hours worked by MCH nurses]	$0.00	$88.06	$82.62	$85.54	Lower figure may in part be due to the banding levels of employees and lower salary cost with the employment of new staff.
Participation *Participation in the MCH service* [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.00%	74.77%	78.42%	77.40%	The service recorded a small decrease in performance over the last 12 months despite growth in both the number of children participating in the maternal and child health service (+4%) and the number of children enrolled at the end of year (+5%). Over the last 4 years the number of children attending the MCH service at least once in the year has increased by over 5%. Many young families living in the shire commute to adjoining municipalities for work contributing to the transfer of 64 children out of the M&CH service over the last 12 months. Council is exploring ways to provide maternal and child health services to children in long day care facilities to streamline service provision for families.

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Service Performance Indicators **Service/ *indicator/ measure***	**Results**				**Material Variations and Comments**
	2015	**2016**	**2017**	**2018**	
Participation					
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	76.00%	68.00%	81.25%	94.12%	One of the key focus areas in Council's 2017-18 service improvement plan was to increase participation rates for aboriginal children. Work in this area has resulted in a 15.84% increase in participation levels compared to 2016-17 results.

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Environmental 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
- improve the re-use of resources
- support local food production
- retain and enhance rural land for appropriate and sustainable uses.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-18 budget.

Major Initiatives	Progress
Street Light Upgrade Program (Actual: $193,123 Adopted Budget: $228,000)	Progressive street light upgrade from halogen to LED light fittings progressed during the financial year. Remaining budget carried forward into 2018/19 along with the new 2018/19 budget allocation of $386,000.

Service Performance

This section outlines the activities and initiatives for Council services and key strategic activities.

Description of Services Provided	Net Costs (Income) Amended Budget Variance $'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.	1,253 1,299 **46**
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 garbage collection fees. The annual variance is	(3,222) (2,813) **409**

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Description of Services Provided	Net Costs (Income) Amended Budget Variance $'000
attributed to the waste disposal fees at the Anglesea, Lorne and Winchelsea facilities being favourable to budget due to higher usage.	

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Performance Indicators Service/ *indicator/ measure*	Results				Material Variations and Comments
	2015	2016	2017	2018	
Waste Collection					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	73.80	68.46	88.94	107.46	The number of new service requests has increased from 1,601 in 2016-17 to 1,962 in 2017-18 in keeping with the increase of residential development during this period.
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	3.35	3.40	4.39	6.30	Cleanaway advised that there had been an increase in instances where CRMs had been raised for missed services when they hadn't actually been past the property yet. i.e. they had been recorded as missed services when in fact they weren't.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	$39.90	$83.65	$86.36	$83.54	Long term contracts are in place for the kerbside collection service and the rates reflect the tendered rates.
Service cost					

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Service Performance Indicators **Service/ *indicator/ measure***	**Results**				**Material Variations and Comments**
	2015	**2016**	**2017**	**2018**	
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	$29.77	$31.26	$30.92	$31.49	Long term contracts are in place for the kerbside collection service and the rates reflect the tendered rates.
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	55.00%	54.26%	54.76%	55.06%	Council has maintained its waste diverted from landfill at a constant level. The rate in 2017-18 was marginally up even though the publicity around the recycling industry was having a negative impact. Council is introducing a food organic and garden organic program in 2018-19 which will have a dramatic impact in the 2019-20 financial year. It is anticipated a minimum of a 20% increase in waste diverted from landfill.

4.6 Surf Coast Shire Annual Report 2017-18

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:

- ensure infrastructure is in place to support existing communities and provide for growth
- strengthen township boundaries and support unique township character
- understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-18 budget.

Major Initiatives	Progress
Municipal Strategic Statement Review Adopted Budget 2017-18: $88,000 Actuals 2017-18: $0	Scope and budget carried forward into 2018/19 to enable review of planning changes proposed by state government.

Service Performance

This section outlines the activities and initiatives for Council services and key strategic activities.

Description of Services Provided	Net Costs (Income) Amended Budget Variance $'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 well as subdivision design approval and works inspections which generate fee revenue. 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.	(400) 306 **706**
Engineering Services This service is responsible for the design of traffic and drainage infrastructure projects. 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.	1,465 1,454 **(11)**
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.	(283) (273) **10**

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Description of Services Provided	Net Costs (Income) Amended Budget Variance $'000
Planning and 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.	2,266 2,438 **172**

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Performance Indicators Service/ *indicator/ measure*	Results				Material Variations and Comments
	2015	2016	2017	2018	
Animal Management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	1.00	1.00	1.00	Current practice is to initiate action on animal management requests within 1 day.
Service standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	87.00%	85.48%	91.07%	90.85%	129 animals were reclaimed by owners during 2017-18, a slight decrease on 2016-17 results.
Service cost					
Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	$57.18	$55.96	$57.03	$42.93	Council has prioritised the improvement of its animal management service in recent years, resulting in a significant reduction in customer action requests and a corresponding reduction in direct costs.

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Service Performance Indicators **Service/ *indicator/ measure***	**Results**				**Material Variations and Comments**
	2015	**2016**	**2017**	**2018**	
Health and safety					
Animal management prosecutions	3.00	0.00	0.00	0.00	There were no animal management prosecutions initiated during 2017-18. Council has adopted a new Domestic Animal Management Plan in 2017-18 and will continue to focus on education.
Statutory Planning					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	76.00	90.00	48.00	48.00	Continued implementation of the Planning Customer Service Program since 2014 -15 has improved the level of service with 48 days achieved for consecutive years.
Service standard					
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	65.00%	56.02%	71.02%	78.73%	Improved result due to a program of reforms and lower volumes
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	$1,747	$1,471	$1,141	$1,480	A difference in the number of applications received resulted in a higher per application cost.
Decision making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	75.00%	76.47%	80.95%	50.00%	The 50 % relates to eight matters of out of 16 that were appealed to VCAT. Of the Council decisions not upheld, two were successfully resolved through mediation and one decision was largely upheld.

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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 in existing and new businesses to meet the needs of a growing community
- facilitate high quality events throughout the year
- strengthen the vitality of town centres
- support key industry sectors such as surfing, tourism, home-based construction, and rural businesses.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-18 budget.

Major Initiatives	Progress
Great Ocean Road Gateway. Renamed Great Ocean Road Experience during 2017-18. Adopted Budget 2017-18: $85,000 Actuals 2017-18: $85,840	In August 2017, Council consolidated the Surfing Museum Concept Design and Great Ocean Road Gateway project budgets as the combined scope will result in more effective delivery. The project was renamed as the 'Great Ocean Road Experience'. The work completed as part of the project has been presented to a Council Briefing.

Service Performance

This section outlines the activities and initiatives for Council services and key strategic activities

Description of Services Provided	Net Costs (Income) Amended Budget Variance $'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 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.	4,255 4,166 **(89)**
Development Compliance and 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.	1,165 974 **(191)**

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Description of Services Provided	Net Costs (Income) Amended Budget Variance $'000
Economic Development and 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.	2,475 2,546 **71**
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 is generated mainly from health registration fees.	657 674 **17**

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Performance Indicators Service/ *indicator/ measure*	Results				Material Variations and Comments
	2015	2016	2017	2018	
Aquatic Facilities					
Satisfaction					
User satisfaction with aquatic facilities (optional) [User satisfaction with how Council has performed on provision of aquatic facilities]	0.00	0.00	0.00	0.00	A customer satisfaction survey was not conducted during 2017-18.

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Service Performance Indicators Service/ *indicator/ measure*	Results				Material Variations and Comments
	2015	2016	2017	2018	
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	0.00	1.00	1.00	Health inspections of Council operated aquatic facilities are required to conducted once every calendar year. The last health inspection of the Winchelsea Pool was conducted on 28 December 2017.
Health and Safety					
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	0.00	0.00	0.00	0.00	There were no reportable incidents during 2017-18.
Service cost					
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	$0.00	$0.00	$0.00	$0.00	Council does not operate an indoor aquatic facility.
Service cost					
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	$15.09	$8.40	$8.13	$6.89	A 16% increase in visitation resulted in a lower unit cost per visit during 2017-18.
Utilisation					
Utilisation of aquatic facilities	0.27	0.24	0.23	0.26	Council operates an outdoor pool at Winchelsea on a seasonal basis. Utilisation is influenced by fluctuations in weather conditions. Utilisation is generally consistent over the four year period.
Food Safety					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	0.00	1.55	2.07	1.63	Council received 24 food related complaints for 2017-18 and followed up on 75% of these within 1 day. Overall performance for the year was an improvement on the previous year's results.

4.6 Surf Coast Shire Annual Report 2017-18

Service Performance Indicators Service/ *indicator/ measure*	Results				Material Variations and Comments
	2015	2016	2017	2018	
Service standard					
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	105.00%	104.09 %	107.04%	98.62%	The number of businesses fluctuates throughout the year. Council remains committed to ensuring all food premises receive an annual food safety assessment.
Service cost					
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	$743.14	$521.55	$510.29	$440.41	An increase in number of food premises counted (+143) has outweighed increases of food safety service costs (+$15,531)
Health and safety					
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	98.39%	99.37%	98.84%	The decrease in 2017-18 results reflects a number of food premises that closed before the follow-up inspection could be completed.
Roads					
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	22.63	17.68	39.51	40.03	Customer requests continue to increase as traffic volumes increase. Current levels of requests have remained steady over the last two years.

4.6 Surf Coast Shire Annual Report 2017-18

Service Performance Indicators **Service/ *indicator/ measure***	**Results**				**Material Variations and Comments**
	2015	**2016**	**2017**	**2018**	
Condition					
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	100.00 %	99.65%	100.00%	100.00%	Council has continued its high condition standard at above 99%. The current trend is consistent with the past years.
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	$27.06	$59.75	$29.78	$69.39	The 2017-18 program consisted of a number of smaller or complex reconstruction jobs contributing to an increase in the square meter rate for the works.
Service cost					
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	$8.23	$8.84	$6.38	$6.95	Council awards its annual sealing program each year and the costs are based on the approved rates. Council will consider longer term contracts to try and minimise cost movements.
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	65.00	61.00	61.00	59.00	Satisfaction varies greatly across the municipality with Torquay, Lorne and Anglesea communities rating approx. 20 points higher than the average of similar Councils, but Winchelsea rating lower than the average. Council established a new Road Management Plan at the start of the 2017-18 year and data shows strong compliance against the plan.

4.6 Surf Coast Shire Annual Report 2017-18

High performing Council

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

- ensure Council is financially sustainable and has the capability to deliver strategic objectives
- ensure that Council decision-making is balanced and transparent and the community is involved and informed
- provide quality customer service that is convenient, efficient, timely and responsive
- ensure the community has access to the services they need

This section outlines the activities and initiatives for Council services and key strategic activities.

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-18 budget.

Major Initiatives	Progress
Digital Transformation Adopted Budget 2017-18: $2,000,000 Actuals 2017-18: $580,901	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. During 2017-18, key progress has seen a number of software upgrades to core systems including planning, finance and information management. The program will be delivered over a number of years and will continue into 2018-19.

Service Performance

This section outlines the activities and initiatives for Council services and key strategic activities

Description of Services Provided	Net Costs (Income) Amended Budget Variance $'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.	380 380 -
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.	252 291 **39**

4.6 Surf Coast Shire Annual Report 2017-18

Description of Services Provided	Net Costs (Income) Amended Budget Variance $'000
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. This service includes the recurrent customer experience function that was introduced in the 2017-18 budget which focuses on supporting and enhancing customer service across the organisation.	651 764 **113**
Councillors, Council Support and 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 actuals of $122k of Council legal costs and $25k for strategic partnerships.	3,009 2,966 **(43)**
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 a corporate overhead to primary services within Council and therefore is not included in the recurrent operations of this service. The early receipt of half the 2018-19 Grants Commission ($2.1 million) in 2017-18 contributed to the annual variance.	(3,876) (1,519) **2,357**
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 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.	10 62 **52**
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	115 124 **9**

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Description of Services Provided	Net Costs (Income) Amended Budget Variance $'000
overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	
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.	65 14 **(51)**
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 have been attributed to the Program Management Office primarily due to the higher volume of financial transactions.	861 912 **51**
Project Management Team 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 overheads not cost recovered.	277 272 **(5)**
Risk Management and 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.	212 269 **57**

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Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Performance Indicators **Service/ *indicator/ measure***	**Results**				**Material Variations and Comments**
	2015	**2016**	**2017**	**2018**	
Governance					
Transparency					
Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of councillors] x100	6.00%	13.90%	14.73%	20.07%	Council remains committed to open and transparent decision making with 38% of confidential resolutions subsequently released to the public. Only 12.41% of Council resolutions remain confidential and these relate mainly to contract, development or personnel/privacy related matters.
Consultation and engagement					
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	60.00	54.00	59.00	57.00	Variance may be the result of Council undertaking only a small number of significant projects that have included deliberative community engagement.
Attendance					
Councillor attendance at Council meetings [The sum of the number of councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of councillors elected at the last Council general election)] x100	88.00%	83.95%	81.48%	85.32%	In 2017-18 the councillor attendance rate at ordinary Council meetings was 90.74% and 94% at special Council meetings an increase of 6.48% and 8.33% respectively on 2016-17 results. In addition Council held 4 additional Hearing of Submissions Committee meetings where just under 77% of councillors were in attendance.
Service cost					
Cost of governance [Direct cost of the governance service / Number of councillors elected at the last Council general election]	$42,184	$44,127	$44,888	$42,876	Cost of governance has remained steady and within the expected range over the four-year period. 2017-18 decrease is not material.

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Service Performance Indicators **Service/ *indicator/ measure***	**Results**				**Material Variations and Comments**
	2015	**2016**	**2017**	**2018**	
Satisfaction					
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	58.00	50.00	53.00	52.00	Minor variation over recent years. The most recent survey indicates an improvement in satisfaction with younger people and non-residents, but no material changes with other groups.

4.6 Surf Coast Shire Annual Report 2017-18

Report of Operations

For the year ended 30 June 2017

GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

Governance

Council's role

Surf Coast Shire Council is constituted under the Act to provide leadership for the good governance of the municipal district and the local community.

Together the councillors, as 'Council', form Surf Coast Shire's governing body. This is a public statutory body constituted under the *Local Government Act 1989*. As such, Council is recognised as a single entity and councillors only have authority to make decisions as Council members at formally constituted Council meetings.

As a statutory body, Surf Coast Shire Council is one of 79 Victorian councils deriving its role, powers and functions primarily from the *Local Government Act 1989*.

Council has a number of roles including:

- taking into account the diverse needs of the local community in decision-making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring that resources are managed in a responsible and accountable manner
- advocating the interests of the local community to other communities and governments
- fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums such as ward meetings and the ability to make submissions to Special Committees of Council.

Council's formal decision-making processes are conducted through Council meetings and Special Committees of Council. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

Attendance at meetings of Council and councillor briefing sessions

Table 12: Council meeting attendance 1 July 2017 to 30 June 2018

Councillors	Cr David Bell	Cr Libby Coker	Cr Clive Goldsworthy	Cr Rose Hodge	Cr Carol McGregor	Cr Brian McKiterick #1	Cr Margot Smith	Cr Heather Wellington	Cr Martin Duke
Ordinary meetings (12)	12	11	10	11	11	9	11	12	11
Special meetings (4)	4	4	4	4	4	3	3	4	4

#1 At the Ordinary Meeting of Council held on 24 April 2018, Council resolved to grant Cr McKiterick a leave of absence from Council for the period of 1 June 2018 to 1 December 2018 inclusive.

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Table 13: Councillor briefing session attendance 1 July 2017 to 30 June 2018

Councillors	Cr David Bell	Cr Libby Coker	Cr Clive Goldsworthy	Cr Rose Hodge	Cr Carol McGregor	Cr Brian McKiterick #1	Cr Margot Smith	Cr Heather Wellington	Cr Martin Duke
Councillor Briefings (59)	48	41	48	55	58	35	56	19	55

#1 At the Ordinary Meeting of Council held on 24 April 2018, Council resolved to grant Cr McKiterick a leave of absence from Council for the period of 1 June 2018 to 1 December 2018 inclusive.

Committees of Council

The Act allows councils to establish one or more committees of Council consisting of:

- councillors
- Council staff
- other persons
- any combination of the above.

The below is a list of committees established by Council that operated in 2017-18.

Advisory Committees

- All Abilities Advisory Committee
- Audit and Risk Committee
- Bells Beach Committee
- Chief Executive Officer Performance Review Committee
- Municipal Emergency Management Planning Committee

Section 86 Committees

- Anderson Roadknight Reserve Committee of Management
- Anglesea Bike Park Committee of Management
- Connewarre Reserve and Hall Committee on Management
- Deans Marsh Community Hall and Memorial Reserve Committee of Management
- Eastern Reserve Committee of Management
- Globe Theatre Committee of Management
- Hearing of Submissions Committee
- Modewarre Hall and Reserve Committee of Management
- Planning Committee (Revoked by Council 27 February 2018)
- Stribling Reserve Committee of Management

Table 14: Hearing of Submissions meeting attendance 1 July 2017 to 30 June 2018

Councillors	Cr David Bell	Cr Libby Coker	Cr Clive Goldsworthy	Cr Rose Hodge	Cr Carol McGregor	Cr Brian McKiterick #1	Cr Margot Smith	Cr Heather Wellington	Cr Martin Duke
Hearing of Submissions meetings (12)	10	7	5	12	12	7	12	6	12

#1 At the Ordinary Meeting of Council held on 24 April 2018, Council resolved to grant Cr McKiterick a leave of absence from Council for the period of 1 June 2018 to 1 December 2018 inclusive.

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Council representation on committees and peak bodies

Councillors are assigned to represent Council on formal committees, community groups, external working parties and peak bodies. They also participate in a range of community activities and regularly engage with the community, which helps to inform Council decisions and actions.

Councillor assignments for 2017-18 were as shown in Table 15.

Table 15: Councillor assignments 2017-18

Committee/peak body	2017 Delegates	2018 Delegates
Municipal Association of Victoria (MAV)	Cr Coker	Cr Coker
Victorian Local Governance Association (VLGA)	Cr Duke	Cr Duke
Australian Local Government Association (ALGA)	Cr McKiterick	Cr Bell (Mayor)
Geelong Regional Library Corporation (GRLC)	Cr Smith Cr Coker (Sub)	Cr Smith Cr Coker (Sub)
Geelong Heritage Centre Collection Advisory Committee	Cr Smith	Cr Smith
Barwon South West Waste and Resource Recovery Group	Cr Bell	Cr Bell
Great Ocean Road Regional Tourism Inc. (GORRT)	CEO	CEO
G21 Geelong Region Alliance Ltd - Board of Directors	Cr McKiterick (Mayor)	Cr Bell (Mayor)
Audit and Risk Committee	Cr Goldsworthy Cr Smith	Cr Goldsworthy Cr McGregor
Chief Executive Officer Employment Matters Committee	All councillors	All councillors
Municipal Emergency Management Planning Committee	Cr Duke Cr Coker (Sub)	Cr Duke Cr Coker (Sub)
All Abilities Advisory Committee	Cr Wellington	Cr Wellington Cr Hodge (Sub)
Tourism Reference Group	Cr Goldsworthy	Group not formed.
Hearing of Submissions Committee	All councillors	All councillors
Bells Beach Committee	Cr Bell Cr Duke	Cr Bell Cr Duke
Lorne Community Impact Advisory Committee (CIAC)	Cr Goldsworthy	Cr Goldsworthy
Anglesea Community Impact Advisory (CIAC)	Cr Coker Cr Smith (Sub)	Cr Coker Cr Smith (Sub)
Torquay Community Impact Advisory Committee (CIAC)	Cr Bell Cr Duke (Sub)	Cr Duke Cr McKiterick (Sub)
Community Chef	Cr Smith	Appointment not required by Council.

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Organisation/Committee	2017 Delegates	2018 Delegates
Hinterland Community Impact Advisory Committee (CIAC)	Cr McGregor Cr Wellington (Sub)	Cr McGregor Cr Wellington (Sub)
25% by 2020 Renewable Energy Task Force	Cr Smith Cr Bell Cr Coker	Cr Duke Cr Smith Cr McGregor
Rural and Peri-Urban Advisory Committee (COGG)	Group not formed.	Cr McGregor Cr Wellington (Sub)
G21 Pillars		
G21 Economic Development Pillar	Cr McGregor	Cr McGregor
G21 Transport Pillar	Cr Duke	Cr Duke
G21 Arts and Culture Pillar	Cr Smith	Cr Smith
G21 Planning and Services Pillar	Cr Bell	Cr Bell
G21 Health and Wellbeing Pillar	Cr Smith	Manager Aged and Family
G21 Education and Training Pillar	Cr Coker Cr Hodge (Sub)	Cr Coker Cr Hodge (Sub)
G21 Environment Pillar	Cr McGregor	Cr Hodge
G21 Sport and Recreation Pillar	Cr Hodge	Cr Hodge

Code of conduct

The Act requires councils to develop and approve a Councillor Code of Conduct within 12 months after each general election. On 24 January 2017, Council adopted a revised Councillor Code of Conduct which is designed to:

- assist councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- attract the highest level of confidence from Council's stakeholders
- assist the mayor and councillors to discharge the responsibilities of their public office appropriately
- provide an avenue of complaint about Councillor behaviour.

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest.
- Roles and relationships.
- Dispute resolution procedures.

Conflict of interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires councillors to act in the public interest. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of conflicts of interest. Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings.

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While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests. During 2017-18, thirty-six conflicts of interest were declared by councillors and Council staff at Councillor Briefings, Council and Hearing of Submissions meetings.

Councillor allowances

In accordance with Section 74 of the Act, councillors are entitled to receive an allowance while performing their duty as a councillor. The mayor is also entitled to receive a higher allowance.

The Victorian Government sets the upper and lower limits for all allowances paid to councillors and Mayors. councils are divided into three categories based on the income and population of each council. In this instance Surf Coast Shire Council is recognised as a category two council.

Councils are required to review allowance levels by 30 June in the year following a general election and the allowance level determined remains in effect for the full term of the Council.

Allowance levels are subject to annual automatic adjustments that are announced in the Victorian Government Gazette by the Minister for Local Government. A council can only undertake a further review of its allowance level during its term if:

- the limits set by the Government for any of the categories are changed;
- a council's category status was changed after an annual assessment found extraordinary movements in its population and revenue figures; or
- a council makes a successful submission to a Local Government Panel to have its category changed on the basis of an exceptional circumstances case.

Councillor expenses

In accordance with Section 75 of the Act, Council is required to reimburse a councillor for expenses incurred while performing their duties as a councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for councillors. The policy provides guidance for the reimbursements of expenses and the provision of resources, facilities and other support to the mayor and councillors to enable them to discharge their duties.

During the reporting period Council continued with quarterly reporting of councillor expenses at ordinary Council meetings and has developed a page on its website to view this information.

Council’s Annual Report also includes details of expenses paid by Council, including reimbursement of expenses for each councillor and member of a Council committee.

The details of the allowances and expenses including reimbursement of expenses for each councillor paid by the Council for the 2017-18 year are set out in Table 16.

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Table 16: Councillor Payment Summary between 1 July 2017 to 30 June 2018

Councillor	Allowances	Expenses Reimbursed			Items Provided				Contributions	Total
		Parking	Phone	Travel	Company Directors Education & Membership	Motor Vehicle	Mobile Phone	Internet	By Councillor	
	($)	($)	($)	($)	($)	($)	($)	($)	($)	($)
Cr Brian McKiterick * #1	47,462	-	-	46	-	3,266	1,733	150	(390)	52,267
Cr Carol McGregor	27,395	-	-	8,445	-	-	1,454	344		37,638
Cr Clive Goldsworthy	27,395	-	-	6,775	-	-	2,085	305		36,560
Cr David Bell**	64,698	-	-	-	909	5,904	491	556		72,558
Cr Heather Wellington	27,395	-	-	-	-	-	385	296		28,076
Cr Libby Coker	27,395	-	-	-	523	-	1,185	379		29,481
Cr Margot Smith	27,395	-	-	8,208	-	-	709	369		36,681
Cr Martin Duke	27,395	-	-	716	-	-	724	219		29,053
Cr Rose Hodge	27,395	-	-	-	-	-	1,386	313	(520)	28,573
Total	**303,923**	**-**	**-**	**24,190**	**1,432**	**9,170**	**10,152**	**2,930**	**(910)**	**350,887**

Notes:

* Mayor Cr Brian McKiterick (01/07/2017 – 8/11/2017)

** Mayor Cr David Bell (8/11/2017- 30/06/2018)

#1 At the Ordinary Meeting of Council held on 24 April 2018, Council resolved to grant Cr McKiterick a leave of absence from Council for the period from 1 June 2018 to 1 December 2018 inclusive.

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Management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by Council. The Act requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations. Council's Governance and Management Checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.

Audit and risk committee

As a formally appointed advisory committee, the Audit and Risk Committee reports to Council and provides appropriate advice and recommendations relevant to its Charter. This enables Council to:

1. Display well-informed, efficient and effective decision-making.
2. Promote and monitor an ethical culture, and comply with any relevant code of conduct.
3. Implement a sound system of risk oversight and management.
4. Implement an effective and efficient internal control system.
5. Protect Council's assets.
6. Protect against litigation and claims.
7. Protect against fraud.
8. Comply with applicable legislation, regulations, standards and policies.
9. Demonstrate quality internal and external reporting.
10. Display effective communications between Council and the internal and external auditors, and provide timely responses to matters arising from audits.

The Committee considers and promotes multiple complex and strategically important corporate matters on a quarterly basis.

Key areas discussed by the Committee over the course of this year included compliance and controls, risk management (including a framework in which to measure and track mitigation), digital transformation strategy, internal audit reports, policy reviews, and financial, management and performance reporting.

A full list of agenda items for the year is included below:

September 2017	February 2018
• Outstanding Issues and Actions Report • Chief Executive Officer's Update • Business Improvement Program - Status Report • Digital Transformation Update • Workplace Health and Safety Report - Quarter 4 2016 - 2017 • Enterprise Risk Management Report • Internal Auditor Status Report (Grant Thornton) • External Auditor Update (Victorian Auditor General's Office) • Strategic Internal Audit Plan 2018 - 2020 • Oversight Agencies Performance Audit Report May - August 2017 • Monthly Finance Report - July 2017 • Annual Financial Statements 2016 - 2017 • Performance Statement 2016 - 2017 • Adoption of Council Plan (incorporating the Health and Wellbeing Plan and Strategic Resource Plan) 2017 - 2021 • Fraud and Corruption Strategies • Audit and Risk Committee Annual Report 2016 - 2017	• Outstanding Issues and Actions Report • Chief Executive Officer's Update • Business Improvement Program - Status Update • Quarterly Program Status Report • Digital Transformation Update • Workplace Health and Safety Report • Enterprise Risk Management Report • Fraud and Corruption Strategies • Internal Auditor Status Report (Grant Thornton) • External Auditor Update (Victorian Auditor General's Office) • Oversight Agencies Performance Audit Report • Quarterly Finance Report - December 2017 • Update on Local Government Bill 2018 Exposure Draft • Digital and Social Media Policy • Procurement Policy • Recycling Industry Update • Internal Audit Tender • Next Meeting and Proposed Agenda Outline

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• Self-Assessment of Audit and Risk Committee Performance • Next Meeting and Proposed Agenda Outline	
November 2017	**May 2018**
• Outstanding Issues and Actions Report • Chief Executive Officer's Update • Business Improvement Program - Status Update • Digital Transformation Update • Workplace Health and Safety Report • Enterprise Risk Management Report • Internal Auditor Status Report (Grant Thornton) • External Auditor Update (Victorian Auditor General's Office) • Oversight Agencies Performance Audit Report May - August 2017 • Quarterly Finance Report - September 2017 • Sale or Exchange of Council Land Policy SCS-013 • Tree Risk Management Plan • Results of the 2017 Committee Self-Assessment Survey • Review of Audit and Risk Committee Charter • Audit and Risk Committee Membership • Tender for Provision of Internal Audit Services • 2018 Meeting Dates and Proposed Agenda Outline Next Meeting	• Outstanding Issues and Actions Report • Chief Executive Officer's Update • Business Improvement Program Status Report • Quarterly Program Status Report • Digital Transformation Update • Child Safe Standards Obligations • Enterprise Risk Management Report • Workplace Health and Safety Report • Internal Auditor Status Report (Outgoing Auditor Grant Thornton) • Appointment of Internal Auditor • Internal Auditor Status Report (Incoming Auditor) • External Auditor Update (Victorian Auditor General's Office) • Oversight Agencies Performance Audit Report • Quarterly Finance Report • 2017-18 Model Accounts • Investment Policy Review • Compliance with Legislation, Policy and Procedures • Gifts and Hospitality Register and Councillor Entitlements, Education and Other Expenses Report • Road Management Plan - Compliance Report • Committee Work Plan 2018-2019 • Next Meeting and Proposed Agenda Outline

Internal audit

Council's internal audit function provides independent and objective assurance that appropriate processes and controls are in place across Council. A risk based three-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage, outcomes and management input. The SIAP is reviewed and approved by the Audit and Risk Committee annually.

Council's newly appointed internal auditors, Oakton Services, attend each Audit and Risk Committee meeting to report on the status of the SIAP and to provide an update on the implementation of audit recommendations and findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible officer and progress is tracked through an Outstanding Issues and Actions report that is provided to the Audit Committee at each meeting. Quality assurance is measured through satisfaction surveys for each review and the annual Audit Committee self-assessment.

The SIAP for 2017-18 was completed with the following reviews being conducted:

- Investment Management
- Human Resources
- Rates
- Internal Controls
- Fraud Strategies
- Follow Up Audit for the previous financial year.

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External audit

Council is externally audited by the Victorian Auditor-General's Office. For the 2017-18 year the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors provide written and verbal updates to the Audit and Risk Committee relating to the annual audit plan, audit reports and other matters of note. The external audit management letter and responses are also provided to the Audit and Risk Committee.

Risk management

Council has adopted a Risk Management Framework and Policy in line with current best practice to manage business enterprise risks and current AS/NZS 31000 guidelines. The Risk Management Framework and Policy address items such as:

- risk management culture and branding
- communication and training
- best practice in risk management
- responsibilities of and to internal and external stakeholders
- risk registers and risk management software development
- the Council planning cycle, budget cycle and annual audit cycle
- a performance measurement system to determine the effectiveness of the framework.

Managing risk

The management of risk is an integral part of the organisation's strategic management and planning. Our approach to risk is supported by a robust framework, risk register and associated processes based on the international standard for risk management, AS/NZS ISO 31000:2009.

Key achievements during 2017-18 included:

- Key compliance training modules were developed and delivered across Council including Fraud and Corruption, Privacy and Data Protection Awareness and Protected Disclosures.
- Strategic and operational risks are reviewed annually with emerging risks identified and included in the risk register.
- A business continuity plan exercise is conducted annually to check that arrangements outlined will support the continued provision of essential services and operational activities if an interruption event occurs. This year the exercise focused on a scenario where Council lost access to critical IT systems in which the trigger for the loss was a global cyber-attack that affected third party applications.

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Governance and management checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment	
1. **Community engagement policy** (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 26 September 2017	☑
2. **Community engagement guidelines** (Guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 20 October 2010	☑
3. **Strategic Resource Plan** (Plan under Section 126 of the *Local Government Act 1989* outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with Section 126 of the Act Date of adoption: 26 June 2018	☑
4. **Annual budget** (Plan under Section 130 of the *Local Government Act 1989* setting out the services to be provided and initiatives to be undertaken over the next 12 months, and the funding and other resources required)	Adopted in accordance with Section 130 of the Act Date of adoption: 26 June 2018	☑
5. **Asset management plans** (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Dates of operation of current plans: Roads - 29 April 2010 Drainage - 10 July 2006 Parks - 23 May 2006 Fleet - 6 July 2006 Building - 2 February 2006 Waste - 22 October 2012	☑
6. **Rating strategy** (Strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 19 April 2016	☑
7. **Risk policy** (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 23 August 2016	☑
8. **Fraud policy** (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 23 August 2016	☑
9. **Municipal emergency management plan** (Plan under Section 20 of the *Emergency Management Act 1986* for emergency prevention, response and recovery)	Prepared and maintained in accordance with Section 20 of the Act Date of preparation: 24 January 2017	☑

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10. **Procurement policy** (policy under Section 186A of the *Local Government Act 1989* outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with Section 186A of the Act Date of approval: 27 March 2018	☑
11. **Business continuity plan** (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 13 July 2017	☑
12. **Disaster recovery plan** (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 16 April 2015	☑
13. **Risk management framework** (Framework outlining Council's approach to managing risks to Council's operations)	Framework Date of operation of current framework: 31 May 2017	☑
14. **Audit and Risk Committee** (Advisory committee of Council under Section 139 of the *Local Government Act 1989* whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to Council's operations and for compliance with applicable legal, ethical and regulatory requirements)	Established in accordance with Section 139 of the Act Date of establishment: 12 December 2017	☑
15. **Internal audit** (Independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 April 2018	☑
16. **Performance reporting framework** (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the *Local Government Act 1989*)	Framework Date of operation of current framework: 1 July 2014	☑
17. **Council Plan reporting** (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Reporting dates: 27 February 2018	☑
18. **Financial reporting** (Quarterly statements to Council under Section 138 of the *Local Government Act 1989* comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with Section 138(1) of the Act Statement presentation dates: 12 September 2017 24 October 2017 23 January 2018 24 April 2018	☑

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19. **Risk reporting** (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring, and risk minimisation strategies)	Reports Report dates: 7 September 2017 20 February 2018	☑
20. **Performance reporting** (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the *Local Government Act 1989*)	Reports Report dates: 24 October 2017 27 February 2018	☑
21. **Annual report** (Annual report to the community, under Sections 131, 132 and 133 of the *Local Government Act 1989,* containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with Section 134 of the Act Date of consideration: 24 October 2017	☑
22. **Councillor Code of Conduct** (Code under Section 76C of the *Local Government Act 1989* setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Reviewed in accordance with Section 76C of the Act Date reviewed: 24 January 2017	☑
23. **Delegations** (A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with Section 98(6) of the Act Date of review: Instruments of Delegation Adopted by Council: • S5 Council to CEO 23/05/2017 • S6 Council to staff 27/02/2018 • C4 Council to Hearing of Submissions Committee 26/04/2017 • C4 Council to Special Committees 26/09/2017 • C4 Council to Deans Marsh Community Hall and Memorial Reserve Committee of Management 24/07/2018 Instruments of Delegation reviewed and signed by the CEO: • S7 CEO to staff 21/06/2018 • S7a CEO to staff – Children's Services 15/03/2018 • S7b CEO to staff - Disability Services 15/03/2018 • S12 Municipal Building Surveyor 21/07/2017 • S13 CEO to staff 20/02/2018 • S13a CEO to staff - Disability Services 15/03/2018 • S13b CEO to staff - Disability Services 15/03/2018 • S14 CEO to staff - VicSmart Applications 20/02/2018	☑

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24. **Meeting procedures** (A local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with Section 91(1) of the Act Date local law made: 22 May 2018	☑
I certify that this information presents fairly the status of Council's governance and management arrangements.		
Keith Baillie Chief Executive Officer Dated: 13 September 2018	**Cr David Bell** Mayor Dated: 13 September 2018	

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Performance statement

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Performance Statement

For the year ended 30 June 2018

Description of municipality

Surf Coast Shire is located in south-western Victoria, 120km from Melbourne, 21km south of Geelong and covers 1,560 square kilometres.

Its proximity to the Princes Highway and Geelong Ring Road provides convenient road access to enhance the shire's appeal as a lifestyle, holiday, tourist and business destination.

Residents enjoy a high-quality lifestyle combining coastal, bushland and rural elements across nine distinct townships: Aireys Inlet, Anglesea, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea.

Surf Coast Shire has been recognised as one of Victoria's fastest growing municipalities for more than a decade. The combination of lifestyle and proximity to Melbourne has seen the permanent population grow from 20,872 in 2001 to an estimated 31,324 in 2017.

Surf Coast Shire's economy continues to experience strong growth with the top employment sectors including tourism, the surfing industry, accommodation and food services, construction and retail trade. The Surf Coast Shire unemployment rate as at March 2018 was 2.43%. End of year results are not available yet.

With its rich agricultural and aesthetic attributes, the hinterland is increasingly contributing to the shire's economic development, particularly via local food and niche tourism opportunities.

The demands on Council to deliver essential infrastructure and community services will continue to increase in line with the needs of Surf Coast Shire's rapidly growing, changing community.

4.6 Surf Coast Shire Annual Report 2017-18

Sustainable Capacity Indicators

For the year ended 30 June 2018

Indicator/measure	Results 2015	2016	2017	2018	Material Variations
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	$1,985.11	$2,124.43	$2,164.33	$2,253.61	Council expenses per head of municipal population have increased by an average of 6% per annum over the last four years. Council expenses encompass employee wages, materials and services, depreciation, borrowing costs, and other expenses. Employee costs have increased over the last four years due to increases included in Council's enterprise bargaining agreement and growth in Council services. Materials and services expenditure has increased over the past four years due to a higher value of projects being delivered by Council and expanded services to service a growing population (including kindergartens and sporting infrastructure). Depreciation has increased in the last four years due to new assets being commissioned and the revaluation of existing assets.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	$9,905.90	$12,078.85	$12,763.54	$17,768.52	The value of Council's infrastructure has increased significantly in the last 4 years. In addition to Council's annual capital works program, the recognition of road related assets (including road formation) and revaluation of other assets in 2018 reflect in the increasing asset values.
Population density per length of road [Municipal population / Kilometres of local roads]	25.80	26.05	29.08	29.66	The estimated residential population of Surf Coast Shire grew by 2.5% per annum on average over the last four years, increasing from 28,481 in 2015 to 31,324 in 2018. The length of local roads remains relatively unchanged.

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Indicator/measure	Results 2015	2016	2017	2018	Material Variations
Own-source revenue *Own-source revenue per head of municipal population* [Own-source revenue / Municipal population]	$1,721.18	$1,866.14	$1,821.58	$1,928.11	The average growth in own-source revenue for the last four years is 6% per annum. Council continues to comply with the Victorian Government's Fair Go Rates system, which limits rate revenue increases on existing properties to a rate set by the minister, usually CPI. Other growth in own-source revenue is mainly related to supplementary rates on new properties, increases in user charges and statutory fees and fines.
Recurrent grants *Recurrent grants per head of municipal population* [Recurrent grants / Municipal population]	$333.35	$263.85	$391.69	$321.48	The Commonwealth Government grant payments often vary from expected timing, which result in the grants fluctuating significantly year to year. Over a four year period, recurrent grants have increased on average by 1.5% per year.
Disadvantage *Relative socio-economic disadvantage* [Index of Relative Socio-economic Disadvantage by decile]	10.00	10.00	10.00	10.00	Overall the Surf Coast Shire municipality continues to experience a high level of advantage when compared to other areas, albeit there are some smaller parts of the municipality that face socio-economic disadvantage.

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

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Service Performance Indicators

For the year ended 30 June 2018

Service/*indicator*/*measure*	Results 2015	2016	2017	2018	Material Variations
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities	0.27	0.24	0.23	0.26	Council operates an outdoor pool at Winchelsea on a seasonal basis. Utilisation is influenced by fluctuations in weather conditions. Utilisation is generally consistent over the four year period.
[Number of visits to aquatic facilities / Municipal population]					
Animal management					There were no animal management prosecutions initiated during 2017-18.
Health and safety					
Animal management prosecutions	3.00	0.00	0.00	0.00	Council has adopted a new Domestic Animal Management Plan in 2017-18 and will continue to focus on education.
[Number of successful animal management prosecutions]					
Food safety					
Health and safety					
Critical and major non-compliance notifications	100.00%	98.39%	99.37%	98.84%	The decrease in 2017-18 results reflects a number of food premises that closed before the follow-up inspection could be completed.
[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					
Governance					
Satisfaction					
Satisfaction with council decisions	58.00	50.00	53.00	52.00	Minor variation over recent years. The most recent survey indicates an improvement in satisfaction with younger people and non-residents, but no material changes with other groups.
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
Home and community care					
Participation					
Participation in HACC service	27.00%	26.99%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
[Number of people that received a HACC service / Municipal target population for HACC services] x100					

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Service/*indicator*/*measure*	Results 2015	2016	2017	2018	Material Variations
Participation *Participation in HACC service by CALD people* [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100			Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Libraries ***Participation*** *Active library members* [Number of active library members / Municipal population] x100	19.00%	19.88%	19.43%	18.77%	Participation levels in the library service have remained relatively consistent over the last four years; however some resourcing challenges in areas that primarily support and promote children and youth services in the library may have impacted the active membership in this membership cohort.
Maternal and child health ***Participation*** *Participation in the MCH service* [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.00%	74.77%	78.42%	77.40%	The service recorded a small decrease in performance over the last 12 months despite growth in both the number of children participating in the maternal and child health service (+4%) and the number of children enrolled at the end of year (+5%). Over the last 4 years the number of children attending the MCH service at least once in the year has increased by over 5%. Many young families living in the shire commute to adjoining municipalities for work contributing to the transfer of 64 children out of the M&CH service at year end over the last 12 months. Council is exploring ways to provide maternal and child health services to children in long day care facilities to streamline service provision for families.
Participation *Participation in the MCH service by Aboriginal children* [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	76.00%	68.00%	81.25%	94.12%	One of the key focus areas in Council's 2017-18 service improvement plan was to increase participation rates for aboriginal children. Work in this area has resulted in a 15.84% increase in participation levels compared to 2016-17 results.

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Service/*indicator*/*measure*	Results 2015	2016	2017	2018	Material Variations
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]	65.00	61.00	61.00	59.00	Satisfaction varies greatly across the municipality with Torquay, Lorne and Anglesea communities rating approx. 20 points higher than the average of similar Councils, but Winchelsea rating lower than the average. Council established a new Road Management Plan at the start of the 2017-18 year and data shows strong compliance against the plan.
Statutory Planning ***Decision making*** *Council planning decisions upheld at VCAT* [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	75.00%	76.47%	80.95%	50.00%	The 50 % relates to eight matters of out of 16 that were appealed to VCAT. Of the Council decisions not upheld, two were successfully resolved through mediation and one decision was largely upheld.
Waste Collection ***Waste diversion*** *Kerbside collection waste diverted from landfill* [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	55.00%	54.26%	54.76%	55.06%	Council has maintained its waste diverted from landfill at a constant level. The rate in 2017-18 was marginally up even though the publicity around the recycling industry was having a negative impact. Council is introducing a food organic and garden organic program in 2018-19 which will have a dramatic impact in the 2019-20 financial year. It is anticipated a minimum of a 20% increase in waste diverted from landfill.

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Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984* , that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards "means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

4.6 Surf Coast Shire Annual Report 2017-18

Financial Performance Indicators

For the year ended 30 June 2018

	Results				Forecasts				
Dimension/ *indicator/ measure*	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Material Variations**
Efficiency									
Revenue level *Average residential rate per residential property assessment* [Residential rate revenue / Number of residential property assessments]	$2,012.67	$2,104.52	$2,150.50	$2,181.09	$2,296.58	$2,376.51	$2,438.47	$2,501.42	No comment provided as there is no material variation.
Expenditure level *Expenses per property assessment* [Total expenses / Number of property assessments]	$2,741.90	$2,878.00	$3,096.18	$3,243.52	$3,265.36	$3,214.75	$3,228.83	$3,319.92	No comment provided as there is no material variation.
Workforce turnover *Resignations and terminations compared to average staff* [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.56%	6.26%	6.08%	9.13%	7.00%	7.00%	7.00%	7.00%	In 2017-18, 31 employees left Council representing an increase of 2.15% on the prior year. These roles are spread across the organisation and an analysis of exit interviews has not identified any specific issues. There are some new large employers in the region which appear to have contributed to employee movement but this is not a major driver of the change.

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	Results				Forecasts				
Dimension/ *indicator/* *measure*	**2015**	**2016**	**2017**	**2018**	**2018**	**2019**	**2020**	**2021**	**Material Variations**
Liquidity ***Working capital*** *Current assets compared to current liabilities* [Current assets / Current liabilities] x100	262.40%	252.55%	269.83%	357.70%	282.07%	259.78%	265.57%	302.20%	Increased cash held at the end of 2018 ($8.6m) was mainly attributable to cash held in reserve to fund higher carried forward capital works of $4.0m (for incomplete projects), and an increase in Council's waste cash reserve in anticipation of future capital requirements.
Unrestricted cash *Unrestricted cash compared to current liabilities* [Unrestricted cash / Current liabilities] x100	-66.02%	-63.44%	-82.94%	-136.88%	23.67%	58.98%	80.62%	120.55%	At the end of the financial year, Council had $45m in "Other Financial Assets", which is not included in this calculation. These funds represent Council's term deposits with an original maturity of over 90 days. This represents a $9m increase in Council's cash reserves in the 2018-19 financial year, mainly due to higher balances in Council's carried forward capital works and waste reserves.
Obligations ***Asset renewal*** *Asset renewal compared to depreciation* [Asset renewal expenses / Asset depreciation] x100	63.17%	52.39%	43.71%	37.25%	59.27%	57.55%	56.39%	52.16%	Depreciation has increased by 30% over four years, much of which relates to assets that are new, gifted or reconstructed and therefore, the overall condition of the asset base is good. Council's renewal program is condition driven and unrelated to depreciation. Officers are working on formalising an asset renewal funding strategy.

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	Results				Forecasts				
Dimension/ *indicator/ measure*	**2015**	**2016**	**2017**	**2018**	**2018**	**2019**	**2020**	**2021**	**Material Variations**
Loans and borrowings *Loans and borrowings compared to rates* [Interest bearing loans and borrowings / Rate revenue] x100	37.71%	34.10%	31.34%	34.78%	38.95%	34.88%	30.91%	27.08%	$3m borrowed in 2017-18 (per budget) to complete the Kurrambee Myaring Community Centre
Loans and borrowings *Loans and borrowings repayments compared to rates* [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.99%	3.74%	3.58%	3.44%	4.06%	4.84%	4.62%	4.41%	No comment provided as there is no material variation.
Indebtedness *Non-current liabilities compared to own source revenue* [Non-current liabilities / Own source revenue] x100	59.94%	51.22%	46.72%	45.00%	49.57%	45.52%	39.97%	36.16%	No comment provided as there is no material variation.

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4.6 Surf Coast Shire Annual Report 2017-18

	Results				Forecasts				
Dimension/ *indicator/ measure*	**2015**	**2016**	**2017**	**2018**	**2018**	**2019**	**2020**	**2021**	**Material Variations**
Operating position ***Adjusted underlying result*** *Adjusted underlying surplus (or deficit)* [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	6.17%	3.50%	6.70%	1.36%	-6.78%	0.47%	1.12%	0.55%	Council's adjusted underlying revenue increased by $1.2m from 2016-17 due mainly to increased rates. Underlying expenditure increased by $4.9m, mainly due to higher depreciation on assets $1.6m and higher employee costs $1.1m.
Stability ***Rates concentration*** *Rates compared to adjusted underlying revenue* [Rate revenue / Adjusted underlying revenue] x100	71.06%	73.29%	67.48%	69.12%	75.49%	73.33%	73.78%	74.32%	No comment provided as there is no material variation.
Rates effort *Rates compared to property values* [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.33%	0.34%	0.33%	0.34%	0.30%	0.30%	0.31%	0.32%	No comment provided as there is no material variation.

4.6 Surf Coast Shire Annual Report 2017-18

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"population "means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant " means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

4.6 Surf Coast Shire Annual Report 2017-18

Other Information

For the year ended 30 June 2018

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 26 June 2018 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

4.6 Surf Coast Shire Annual Report 2017-18

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

John Brockway CPA

Principal Accounting Officer

Dated: *11 September 2018*

In our opinion, the accompanying performance statement of the *(council name)* for the year ended 30 June 2018 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

Cr Margot Smith

Councillor

Dated: *11 September 2018*

Cr Clive Goldsworthy

Councillor

Dated: *11 September 2018*

Keith Baillie

Chief Executive Officer

Dated: *11 September 2018*

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4.6 Surf Coast Shire Annual Report 2017-18

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Surf Coast Shire Council

Opinion	I have audited the accompanying performance statement of Surf Coast Shire Council (the council) which comprises the: • description of municipality for the year ended 30 June 2018 • sustainable capacity indicators for the year ended 30 June 2018 • service performance indicators for the year ended 30 June 2018 • financial performance indicators for the year ended 30 June 2018 • other information and • the certification of the performance statement. In my opinion, the performance statement of Surf Coast Shire Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.
Auditor's responsibilities for the audit of the performance statement	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.

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4.6 Surf Coast Shire Annual Report 2017-18

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
13 September 2018

Tim Loughnan
as delegate for the Auditor-General of Victoria

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4.6 Surf Coast Shire Annual Report 2017-18

Statutory information

The following information is provided in accordance with legislative and other requirements applying to Council.

Documents available for public inspection

Following is a summary of the documents available for public inspection, in accordance with Section 12 of the *Local Government (General) Regulations 2015* and Section 222 of the *Local Government Act 1989*. Inspection of these documents can be arranged by contacting the Governance Team Leader on (03) 5261 0600.

A Council must make available for public inspection documents containing the following prescribed matters:

a) A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any councillor or member of staff in the previous 12 months, including:
   (i) the name of the councillor or member of staff;
   (ii) the dates on which the travel began and ended;
   (iii) the destination of the travel;
   (iv) the purpose of the travel; and
   (v) the total cost of the travel, including accommodation costs.

b) The agendas for, and minutes of, ordinary and special meetings held in the previous 12 months, which are kept under Section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.

c) The minutes of meetings of special committees established under Section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.

a) A register of delegations kept under Sections 87(1) and 98(4) of the Act, including the date on which the last review took place under Sections 86(6) and 98(6), respectively, of the Act.

b) A document containing details of all leases involving land, which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease.

c) A register maintained under Section 224(1A) of the Act of authorised officers appointed under that section.

d) A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

More information, is available at the Documents Available for Public Inspection Page on Councils website at: www.surfcoast.vic.gov.au

Publications

In addition to the statutory documents that Council must make available for public inspection, Council also publishes a range of other documents on the website including budgets, reports, strategies, plans and policies. These are available to view or download from the website and can be made available in hardcopy on request. Fees may be applicable for inspecting and making copies of certain documents.

More information, is available at the Reports, Plans and Documents Page on Councils website at: www.surfcoast.vic.gov.au

Council also regularly invites community input into the development of various plans and strategies. These opportunities are advertised on the website and in local newspapers.

4.6 Surf Coast Shire Annual Report 2017-18

Best Value Principles

In accordance with Section 208B(f) of the *Local Government Act 1989*, the organisation must report, at least once every year, on what has been done to realise best value principles.

Our regular business planning and performance processes encompass best value principles and continuous improvement. Council's efforts in business improvement and service efficiency are led by the Business Improvement department, which during 2017-18 has consolidated and built on our best value approach.

Continuous improvement and Best Value Principles

We continue to pursue improvement as a core part of how we go about our business on a day-to-day basis and in our operational and strategic planning.

While continuous improvement in local government is mandated in the Best Value Principles contained in the Victorian Local Government Act 1989, we also recognise it as fundamental to improving community outcomes.

We work hard at creating a workplace culture where employees are constantly thinking about how things can be done better and are encouraged to suggest opportunities for improvement.

Although continuous improvement is a collective organisational responsibility, the Business Improvement department has led Council's efforts in this area.

Developed to prepare for future revenue challenges, such as rate capping, the Business Improvement team aims to deliver organisation-wide service efficiencies by setting and pursuing targeted benefits, which will contribute to our long-term financial plan.

With a strong focus on financial gains, including reducing costs and increasing non-rate revenue, the Business Improvement program is underpinned by the principles shown in Table 17.

The Council Plan 2017-21 commits the organisation to an ongoing service review program to support continuous improvement in delivering the highest quality, best value services that the community needs.

Table 17: Business Improvement program guiding principles

Principle	Intention
Governance	Clarifies approval and delivery mechanisms, reporting arrangements and key outcomes.
Community	Highlights how we will communicate with our community.
Value	Focuses on creating value through the program's delivery, including how business improvement opportunities are identified and prioritised.
Collaboration	Focuses on working with partners, staff and other providers.
Transparency	Highlights transparent governance processes and open communication in developing and delivering the program, and reporting our progress.

In 2017-18, the team achieved $557,793 in recurrent operational savings through the completion of the endorsed Business Improvement program and identified Business Case projects.

This program, endorsed annually by Council, will continue to strive to deliver organisational efficiencies that Council can depend on to ensure long-term financial sustainability

4.6 Surf Coast Shire Annual Report 2017-18

Carers recognition

The *Carers Recognition Act 2012* was developed to formally recognise, promote and value the role of carers. It provides a legislative framework and principles to support organisations in better understanding and responding to their responsibilities in relation to employees and clients in care relationships.

In recognising our responsibilities under the Act, we have implemented a range of measures to ensure:

- employees, clients and others in care relationships have an awareness and understanding of care relationship principles; and
- services and care plans are developed and delivered to reflect these principles.

During 2017-18, these measures included:

- promoting and implementing the CHSP (Commonwealth Home Support Program) and continuing to advocate for carers to be involved in the care planning process;
- increasing participation in the Café-Style Support program focused on supporting carers and isolated individuals;
- promoting respite care services, both broadly in newsletters and individually through assessment visits, to increase access and knowledge of support for those in caring roles;
- promoting the role of carers and the diversity of care relationships via newsletters and brochures;
- ensuring carers' rights are recognised and incorporated into the core principles guiding our service provision and coordination;
- recognising carers as an important group for consultation and engagement in the development of our positive ageing strategy;
- increasing employees' understanding of care relationships and carers' rights through information provision and professional development including CCW (Community Care Worker) training in the Wellness and Reablement approach;
- embedding processes into our Rural RAS (Regional Assessment Service) assessment practice, to encourage carers to participate in the development of care plans and services, which meet their needs as well as the needs of those they care for;
- working collaboratively with carers of our NDIS clients to include them in the individual's service delivery and care plans.

Child Safe Standards

Child Safe Standards are intended to improve the way organisations prevent and respond to child abuse, by embedding the protection of children into everyday thinking and practice.

As a Category 1 organisation, Council undertook significant work in this area during 2017-18. The key focus over this period has been to:

- Reviewed and updated the Child Safe Organisation Management Policy
- Developed a Working with Children Check and Criminal History Check Policy
- Development of a reporting process and fact sheet
- Rolled out training (either online or face to face) for all staff and volunteers
- Updated procedures and documents where external organisations or individuals provide a service on behalf of Council or in a Council facility or receive a Council grant to ensure third parties are aware of Council's commitment to child safety.
- Updated recruitment processes to ensure child safety is at the forefront of recruiting officers minds
- Presented regular updates on child safety to the Leadership group and business units.

4.6 Surf Coast Shire Annual Report 2017-18

Disability Act 2006

The *Victorian Disability Act 2006* aims to reaffirm and strengthen the rights and responsibilities of people with disability, which includes recognising the role that government and community support plays in achieving this.

Under the Act, local councils and other public sector bodies are required to develop their own disability action plans, which set out how they will:

- remove barriers faced by people with disability in accessing goods, services and facilities;
- remove barriers faced by people with disability in obtaining and maintaining employment;
- promote the inclusion and participation in the community of people with disability; and
- achieve changes in attitudes and practices, which discriminate against people with disability.

Surf Coast Shire Council is committed to access and inclusion for all people and to build healthy, well connected communities where everyone can participate. These outcomes are reflected in our Council Plan: 2017-20 and throughout our Accessible and Inclusive Surf Coast Shire: Strategic Plan 2014-24.

A major focus for 2017-18 has been to apply the principles and practice of Universal Design into Council projects at the outset. As a result, all new and existing community buildings, parks, recreation facilities and playgrounds can be designed to meet the needs of all people, all abilities across all age groups.

The past year marked a number of achievements including:

- Received $200,000 from the Victorian Government (Department Health and Human Service) to construct two adult Changing Places in Anglesea and Winchelsea for people with high support needs.
- Applied Universal Design principles in planning new developments such as the Kurrambee Myaring Community Centre, Bellbrae Community Hall and Tennis Courts and the Lions Playground in Anglesea
- Delivered professional development for staff to increase delivery of Universal Design principles through Council facilities and services.
- Designed and upgraded Moriac Pre-school outdoor play space to meet the needs of children who use a wheelchair.
- Supported a new employment service to run a forum in Torquay to increase opportunities for people with a disability. The employment service has commenced operations at the Kurambee Myaring Community Centre.
- Promoted and supported the establishment of three new community (disability) services in Surf Coast Shire that provide opportunities for people to participate in meaningful community activities and gain local work experience.
- Upgraded toilet facilities across Community Houses, Men's Sheds and Senior Citizens Centres to meet current access standards
- Conducted inclusive schools awareness program across five schools, where 1300 students attended as part of International Day of People with a Disability. Schools provided positive feedback relating to attitude change
- Updated the terms of reference and recruited new members to Council's All Abilities Advisory Committee to continue the important advice the committee provides to Council.
- Partnered with Women with Disabilities Victoria to host an advocacy forum for women with a disability in Torquay
- Council's website was redeveloped in 2017-18 and all web page templates on the new platform are WCAG 2.0 AA compliant. Work continues to improve the accessibility of downloadable documents on the web.

4.6 Surf Coast Shire Annual Report 2017-18

Domestic Animals Act 1984

According to the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan (DAMP) at four yearly intervals and evaluate its implementation in the annual report.

In 2017-18 Council continued to maintain a high standard of animal management according to legislative requirements and worked to deliver the objectives of the 2013 – 2017 plan by:

- ensuring Animal Management Officers (AMOs) were appropriately trained in all aspects of responsible animal management;
- encouraging responsible dog and cat ownership and registration of domestic animals
- reducing public and environmental nuisance caused by dogs and cats resulting in a reduction in animal management requests
- promoting the effective management of dogs and cats through community engagement activities and the identification of dangerous or menacing dogs and restricted breeds, and
- minimising the risk of attacks by dogs on people and animals through increased reporting.

Council adopted the current Domestic Animal Management Plan 2017–21 in April 2017 following an extensive community engagement process.

Developed according to the requirements and responsibilities of the Domestic Animals Act 1994 (Section 68A), Surf Coast Shire Council Community Amenity Local Law No. 1 of 2011 and other relevant policies, it outlines a range of domestic animal management strategies, actions and recommendations. These aim to balance animal management and community interests, while providing scope to accommodate new requirements. The need to address animal safety and wellbeing during a disaster is covered by the plan's *Disaster Planning for Pets within Surf Coast Shire* section.

Important issues identified during the consultation period and identified in the plan include:

- dog behaviour
- threats to wildlife and stock
- dog litter
- responsible pet ownership
- enforcement
- population growth of permanent domestic animals in the shire
- holiday home owners travelling with pets
- proximity of Geelong's Armstrong Creek growth area.

The 2017-21 plan explains how people, dogs and cats in the Surf Coast Shire can live together in safety and harmony, and outlines how Council will:

- promote responsible pet ownership
- respond to its obligations under the Domestic Animal Act, and
- protect the community and environment.

Equal Opportunity Act 2010

In keeping with our legislative requirements under the *Equal Opportunity Act 2010*, we have an Equal Employment Opportunity Program in place to eliminate discrimination and promote equal opportunity in relation to employment matters.

The program focuses on ensuring fair, equitable and non-discriminatory consideration is given to all job applicants and employees regardless of race, colour, sex, marital status, parenthood, physical and mental impairment, age, religious or political affiliation, gender identity and sexual orientation. This includes providing a workplace free from bullying and harassment.

Information about the program's outcomes during 2017-18 is addressed in this section under 'Workplace Diversity' in *Council Staff*.

4.6 Surf Coast Shire Annual Report 2017-18

Food Act Ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by Council during the financial year.

Freedom of information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the Freedom of Information Act 1982 (the Act), Council is required to publish certain statements in its Annual Report or separately, such as on its website, concerning its functions and information available.

Council provides the following summary of the application and operation of the Freedom of Information Act 1982.

The objectives of the Act are to:

- extend as far as possible the right of the community to access information, noting that access may be limited by exemptions, e.g. to protect essential public interests and private and business affairs;
- ensure public bodies publish information concerning the documents they hold;
- provide an opportunity for people to request that inaccurate, incomplete, out-of-date or misleading information in their personal records be amended;
- provide an opportunity for people to appeal against a decision not to give access to the information or not to amend a personal record.

Access to documents may be obtained as detailed in section 17 of the Act as follows, by application, which should:

- be in writing;
- identify as clearly as possible the document being requested;
- be accompanied by the appropriate application fee, although the fee may be waived under certain circumstances.

The application fee is currently $28.90. Access charges may also apply once documents have been processed and a decision on access is made (eg photocopying and search and retrieval charges).

More information, including an application form, is available on the Freedom of Information Page on Councils website at: https://www.surfcoast.vic.gov.au

Principal Officer: Keith Baillie, CEO

4.6 Surf Coast Shire Annual Report 2017-18

Table 18: Freedom of information requests and outcomes 2017-18

Requests received	2014-15	2015-16	2016-17	2017-18
Personal requests	6	14	4	0
Non-personal requests	4	2	5	19
Total requests	10	16	9	19
Requests transferred from another agency	0	0	0	0
Request outcomes				
Access granted in full	3	0	2	3
Access granted in part	1	9	5	8
Access denied in full	1	0	0	2
Other				
Withdrawn	3	0	1	0
Not proceeded with	0	1	0	3
Act does not apply	0	2	0	0
Not processed	0	0	0	2
No documents	0	0	1	1
Outside the Act	0	3	0	0
Not yet finalised	2	1	0	0
Outcomes of requests outstanding from previous reporting period				
All requests outstanding	0	0	0	0

Privacy and Data Protection Act 2014

Under the *Privacy and Data Protection Act 2014*, Council is required to comply with the privacy principles relating to the collection, management and use of an individual's personal information. We achieve this through the implementation of our privacy policy and related procedures, coordinated by the Privacy Officer. Information about the privacy policy is published on the website and is also available upon request.

During 2017-18, Council received 71 requests relating to information privacy matters. These concerned information provided in relation to the collection, use and disclosure of an individual's personal information, as outlined in the Act, for:

- land ownership information requests, or
- rates and property ownership information requests from government agencies.

Table 19: Information privacy requests and outcomes 2017-18

Requests received	2014-15	2015-16	2016-17	2017-18
Requests for property owner details under the *Fences Act 1968*	199	297	236	226
Requests for property owner details – building protection work	12	40	13	76
Personal requests	33	21	33	40
Non-personal requests	7	19	13	31
Total information privacy requests	**40**	**40**	**46**	**71**
Requests transferred from another agency	0	0	0	0

Protected Disclosure Act 2012

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

In accordance with Section 69 of the Act, the organisation must include information in the Annual Report about how to access procedures established under Part 9 of the Act, and about the number and types of protected disclosures investigated during the financial year.

4.6 Surf Coast Shire Annual Report 2017-18

Procedures on how to make a disclosure are publicly available on Council's website at: www.surfcoast.vic.gov.au

During 2017-18:

- no disclosure was made to officers appointed to receive disclosures
- no disclosure was referred to the Independent Broad-based Anti-corruption Commission (IBAC)
- no disclosed matter was referred by the Ombudsman to Council
- no disclosed matter was referred to the Ombudsman for investigation
- no investigation was taken over by the Ombudsman from Council
- no requests were made to the Ombudsman to investigate disclosed matters under the Protected Disclosure Act 2012
- there were no disclosed matters that Council declined to investigate
- there were no disclosed matters that were substantiated on investigation and no action/s required to be taken on completion of an investigation.

Road Management Act Ministerial direction

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by Council during the financial year.

4.6 Surf Coast Shire Annual Report 2017-18

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's annual report. For the 2017-18 year Council had no Infrastructure Contributions Plans. The following information about development contributions is disclosed.

Annexure

MINISTERIAL REPORTING REQUIREMENTS

Table 1 - Total DCP levies received in 2017-18

DCP name and year approved	Levies received in 2017-18 financial year ($)
Torquay/Jan Juc DCP, approved 2011	2,288,193
Briody Drive West Upgrade DCP, approved 2012	-
Total	2,288,193

Table 2 - DCP land, works, services or facilities accepted as works-in-kind in 2017-18

DCP name and year approved	Project Description	Item Purpose	Project Value
NIL - no DCP land, works, services or facilities accepted as works-in-kind in 2017-18			-
Total			-

Table 3 - Total DCP contributions received and expended to date (*for DCPs approved after 1 June 2016*)

DCP name and year approved	Total Levies Expended ($)	Total Works-in-Kind Accepted ($)	Total DCP Contributions received (levies and
NIL No DCP's approved after 1 June 2016			
Total	-	-	-

Table 4 - Land, works, services or facilities delivered in 2017-18 from DCP levies Collected

DCP name and year approved	Project Description	DCP funds expended ($)	Works-in-Kind Accepted ($)	Council's Contribution	Other Contributions	Total Project Expenditure	Percentage of Item
Torquay/Jan Juc DCP, approved 2011	Construct an Early Learning Centre in Torquay North (CY01b)			3,421,083		3,421,083	99%
Torquay/Jan Juc DCP, approved 2011	Construct a 3 court stadium in the Torquay North CCP (CY03)	28,509		-		28,509	0%
Torquay/Jan Juc DCP, approved 2011	Civic precinct active recreation facilities (OR02)			187,722		187,722	87%
Torquay/Jan Juc DCP, approved 2011	Upgrade Grass Tree Park (OR05)			65,956		65,956	92%
Torquay/Jan Juc DCP, approved 2011	Upgrade Deep Creek linear reserve (OR06)			24,234		24,234	11%
Torquay/Jan Juc DCP, approved 2011	Upgrade Bells Beach recreation reserve (OR10)			108,317		108,317	23%
Torquay/Jan Juc DCP, approved 2011	Construct pathways through the Torquay North open space network (PC02)			34,634		34,634	18%
Torquay/Jan Juc DCP, approved 2011	Construct regional bike route (1) through Torquay (PC03)			100,865		100,865	84%
Torquay/Jan Juc DCP, approved 2011	Construct regional bike route (2) through Torquay (PC04)			228		228	100%
Torquay/Jan Juc DCP, approved 2011	Surf Coast Highway / Beach Rd intersection upgrade (RD04)	1,053,024		-		1,053,024	90%
Torquay/Jan Juc DCP, approved 2011	Horseshoe Bend / South Beach Road intersection upgrade (RD14)			584,325		584,325	96%

4.6 Surf Coast Shire Annual Report 2017-18

FINANCIAL PERFORMANCE REPORT

Financial statements

Surf Coast Shire
ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2018

4.6 Surf Coast Shire Annual Report 2017-18

Surf Coast Shire
Financial Report
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Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.

John Brockway CPA
Principal Accounting Officer
Date : *11 September 2018*
Torquay

In our opinion the accompanying financial statements present fairly the financial transactions of Surf Coast Shire Council for the year ended 30 June 2018 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

Cr Clive Goldsworthy
Councillor
Date : *11 September 2018*
Torquay

Cr Margot Smith
Councillor

Date : *11 September 2018*
Torquay

Keith Baillie
Chief Executive Officer

Date : *11 September 2018*
Torquay

4.6 Surf Coast Shire Annual Report 2017-18

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Surf Coast Shire Council

Opinion	I have audited the financial report of Surf Coast Shire Council (the council) which comprises the: • balance sheet as at 30 June 2018 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

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Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
13 September 2018

Tim Loughnan
as delegate for the Auditor-General of Victoria

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Comprehensive Income Statement
For the Year Ended 30 June 2018

	Note	2018 $'000	2017 $'000
Income			
Rates and charges	2.1	49,778	47,847
Statutory fees and fines	2.2	2,107	1,706
User fees	2.3	6,697	6,226
Grants - operating	2.4	8,753	9,921
Grants - capital	2.4	6,439	3,236
Contributions - monetary	2.5	4,682	3,532
Contributions - non monetary	2.5	18,426	10,718
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	2.6	(240)	205
Other income	2.7	1,814	1,874
Total income		98,456	85,355
Expenses			
Employee costs	3.1	(28,930)	(27,815)
Materials and services	3.2	(23,965)	(24,740)
Depreciation	3.3	(12,729)	(10,994)
Bad and doubtful debts	3.4	(103)	(146)
Borrowing costs	3.5	(1,035)	(1,077)
Share of net loss of associates and joint ventures	5.3	-	(80)
Other expenses	3.6	(3,830)	(3,531)
Total expenses		(70,592)	(68,383)
Surplus/(deficit) for the year		27,864	16,972
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	8.1	33,411	44,851
Total comprehensive result		61,275	61,823

The above comprehensive income statement should be read in conjunction with the accompanying notes.

4.6 Surf Coast Shire Annual Report 2017-18

Balance Sheet
As at 30 June 2018

	Note	2018 $'000	As Reported 2017 $'000	*Adjusted 2017 $'000
Assets				
Current assets				
Cash and cash equivalents	4.1	1,769	2,414	2,414
Trade and other receivables	4.1	4,536	3,843	3,843
Other financial assets	4.1	45,020	36,380	36,380
Inventories	4.2	252	270	270
Non-current assets classified as held for sale	5.1	883	-	-
Other assets	4.2	630	562	562
Total current assets		**53,090**	**43,469**	**43,469**
Non-current assets				
Trade and other receivables	4.1	110	68	68
Investments in Geelong Regional Library Corporation	5.3	457	457	457
Property, infrastructure, plant and equipment	5.2	759,663	516,322	658,554
Total non-current assets		**760,230**	**516,847**	**659,079**
Total assets		**813,320**	**560,316**	**702,548**
Liabilities				
Current liabilities				
Trade and other payables	4.3	5,209	6,619	6,619
Trust funds and deposits	4.3	2,864	2,651	2,651
Provisions	4.6	5,539	6,028	6,028
Interest-bearing liabilities	4.4	977	675	675
Other Liabilities	4.5	253	137	137
Total current liabilities		**14,842**	**16,110**	**16,110**
Non-current liabilities				
Provisions	4.6	10,894	11,648	11,648
Interest-bearing liabilities	4.4	16,285	14,262	14,262
Total non-current liabilities		**27,179**	**25,910**	**25,910**
Total liabilities		**42,021**	**42,020**	**42,020**
Net assets		**771,299**	**518,296**	**660,528**
Equity				
Accumulated surplus		413,826	204,291	346,523
Reserves	8.1	357,473	314,005	314,005
Total Equity		**771,299**	**518,296**	**660,528**

* Council brought to account Road formation assets that were previously unrecognised

The above balance sheet should be read in conjunction with the accompanying notes.

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Statement of Changes in Equity
For the Year Ended 30 June 2018

2018	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year		660,528	346,523	281,200	32,805
Adjustment to opening accumulated surplus : take up of Land under roads assets at Fair Value *		49,496	49,496	-	-
Surplus/(deficit) for the year		27,864	27,864	-	-
Net asset revaluation increment/(decrement)		33,411	-	33,411	-
Transfers to other reserves		-	(41,021)	-	41,021
Transfers from other reserves		-	30,964	-	(30,964)
Balance at end of the financial year		**771,299**	**413,826**	**314,611**	**42,862**

2017	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year	452,356	187,235	236,349	28,772
Adjustment to opening accumulated surplus : Recognition of previously unrecognised Land assets	4,117	4,117	-	-
Adjustment to opening accumulated surplus : Recognition of previously unrecognised Road formation assets *	142,232	142,232	-	-
Surplus/(deficit) for the year	16,972	16,972	-	-
Net asset revaluation increment/(decrement)	44,851	-	44,851	-
Transfers to other reserves	-	(32,511)	-	32,511
Transfers from other reserves	-	28,478	-	(28,478)
Balance at end of the financial year	**660,528**	**346,523**	**281,200**	**32,805**

* As these Assets relate to existing assets not previously recognised, corrections were made to the balance of accumulated surplus for the year ended 30 June 2018.

The above statement of changes in equity should be read in conjunction with the accompanying notes.

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Statement of Cash Flows
For the Year Ended 30 June 2018

	Note	2018 Inflows/ (Outflows) $'000	2017 Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		49,871	47,733
Statutory fees and fines		2,069	1,700
User fees		6,945	6,538
Grants - operating		7,961	10,269
Grants - capital		6,704	3,375
Contributions - monetary		4,682	3,532
Interest received		1,806	1,800
Trust funds and deposits taken		8,320	6,534
Net GST refund		3,386	2,063
Employee costs		(28,731)	(27,357)
Materials and services		(31,861)	(29,131)
Trust funds and deposits repaid		(8,107)	(5,555)
Net cash provided by/(used in) operating activities		**23,045**	**21,501**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(16,625)	(13,275)
Proceeds from sale of property, infrastructure, plant and equipment		280	696
Payments for investments		(67,740)	(72,880)
Proceeds from sale of investments		59,100	61,100
Net cash provided by/(used in) investing activities		**(24,985)**	**(24,359)**
Cash flows from financing activities			
Finance costs		(1,030)	(1,078)
Proceeds from borrowings		3,000	-
Repayment of borrowings		(675)	(627)
Net cash provided by/(used in) financing activities		**1,295**	**(1,705)**
Net increase (decrease) in cash and cash equivalents		(645)	(4,563)
Cash and cash equivalents at the beginning of the financial year		2,414	6,977
Cash and cash equivalents at the end of the financial year		**1,769**	**2,414**

Financing arrangements	4.7
Restrictions on cash assets	4.1

The above statement of cash flow should be read in conjunction with the accompanying notes.

4.6 Surf Coast Shire Annual Report 2017-18

Statement of Capital Works
For the Year Ended 30 June 2018

	Note	2018 $'000	2017 $'000
Property			
Land		-	5
Total land		-	5
Buildings		4,711	3,193
Total buildings		4,711	3,193
Total property		4,711	3,198
Plant and equipment			
Plant, machinery and equipment		879	1,111
Fixtures, fittings and furniture		219	37
Computers and telecommunications		402	245
Total plant and equipment		1,500	1,393
Infrastructure			
Roads		7,653	4,169
Bridges		350	14
Footpaths and cycleways		601	477
Drainage and sewerage		215	647
Recreational, leisure and community facilities		178	1,736
Waste management		698	-
Parks, open space and streetscapes		599	1,359
Off street car parks		119	94
Total infrastructure		10,413	8,496
Total capital works expenditure		16,624	13,087
Represented by:			
New asset expenditure		6,162	6,420
Asset renewal expenditure		4,742	4,806
Asset expansion expenditure		72	496
Asset upgrade expenditure		5,648	1,365
Total capital works expenditure		16,624	13,087

The above statement of capital works should be read in conjunction with the accompanying notes.

4.6 Surf Coast Shire Annual Report 2017-18

OVERVIEW

Introduction

The Surf Coast Shire was established by an Order of the Governor in Council on 09 March 1994 and is a body corporate. The Council's main office is located at 1 Merrijig Drive, Torquay.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 5.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 5.2)
- the determination of employee provisions (refer to Note 4.6)
- the determination of landfill provisions (refer to Note 4.6)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

4.6 Surf Coast Shire Annual Report 2017-18

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or $100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 27th June 2017. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2018 $'000	Actual 2018 $'000	Variance 2018 $'000	Ref
Income				
Rates and charges	49,353	49,778	**425**	1
Statutory fees and fines	1,890	2,107	**217**	2
User fees	6,168	6,697	**529**	3
Grants - operating	5,832	8,753	**2,921**	4
Grants - capital	2,378	6,439	**4,061**	5
Contributions - monetary	3,554	4,682	**1,128**	6
Contributions - non monetary	12,580	18,426	**5,846**	7
Net gain/(loss) on disposal of property, infrastructure	1	(240)	**(241)**	8
Other income	883	1,814	**931**	9
Total income	**82,639**	**98,456**	**15,817**	
Expenses				
Employee costs	29,394	28,930	**464**	10
Materials and services	24,917	23,965	**952**	11
Bad and doubtful debts	80	103	**(23)**	
Depreciation	11,597	12,729	**(1,132)**	12
Borrowing costs	1,031	1,035	**(4)**	
Other expenses	1,669	3,830	**(2,161)**	13
Total expenses	**68,688**	**70,592**	**(1,904)**	
Surplus/(deficit) for the year	**13,951**	**27,864**	**13,913**	

4.6 Surf Coast Shire Annual Report 2017-18

Surf Coast Shire
2017/2018 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2018

(i) Explanation of material variations

Variance	Item	Explanation	Explanation
1	Rates and charges	Interest on property debts budgeted in other income $146k, Higher revenue from special charge schemes due to 2016/17 schemes being completed in 2017/18 $124k, Supplementary rates and garbage charges higher than budgeted $155k.	
2	Statutory fees and fines	Higher planning fees based on higher numbers of applications $255k, higher volume subdivision and plan checking fees $213k, and higher other statutory fees and fines $19k, offset by lower infringement revenue due to greater levels of compliance ($270k).	
3	User fees	Higher waste service fees (including gate fees) $612k, offset by lower kindergarten fees due to lower enrolments and greater number of concession placements ($61k), and net other user fees ($22k).	
4	Grants - operating	Variance includes Grants Commission pre-payment of 2018-19 allocation $2,144k, higher 2017-18 Grants Commission allocation $302k, Higher Aged Care grants based on service volume $297k, and higher other grants $178k	
5	Grants - capital	Additional Grant funds received, made up of Cape Otway Road Widening $1,100k, Roads to Recovery $700k, Local roads to market program $607k, Blackgate Road $523k, Anglesea Bowls Club $500k, Changing Places program $200k, Bells Beach Recreation Reserve $115k, and other capital grants $316k.	
6	Contributions - monetary	Higher Open Space contributions $597k, higher project contributions (19 individual projects) $303k, higher developer and other monetary contributions $228k.	
7	Contributions - non monetary	Higher contributions from developers due to increased development $5,846k.	
8	Net loss on disposal of property, infrastructure, plant and equipment	Higher losses from sale of land and buildings ($350k), partially offset by higher gains on sale of plant and equipment $110k.	
9	Other Income	Higher other income due to Landfill Rehabilitation Provision adjustment $797k, higher interest earned on investments $287k, interest on property rates budgeted as other income now reflected in rates and charges ($153k).	
10	Employee costs	Lower recurrent employee costs $806k, made up mainly of vacancies $490k, lower employee costs for Aged & family services due to use of contractors $258k, Lower Workcover premium $179k, and other recurrent variances ($121k), partially offset by higher expensed capital works ($500k) - budgeted in materials and services, and lower employee costs on projects $158k.	
11	Materials and services	Higher than budgeted recurrent costs ($503k), due to greater use of contractors ($217k) - offset by higher grants and lower employee costs, higher legal costs ($350k), Higher EPA landfill levies ($111k) - offset by increased gate fee revenue, higher facility maintenace costs ($89k), offset by lower other recurrent materials and services $264k. Recurrent costs offset by lower than budgeted expensed capital works $817k (mostly offset in employee costs), and lower than budgeted expenditure on operational projects $938k, mainly due to incomplete projects carried forward to 2018/19, including Public Safety Infrastructure $200k, Environmental Leadership Program $169k, and Municipal Strategic Statement Review $88k.	
12	Depreciation	Higher depreciation on Buildings due to higher opening asset balances from 2016/17 revaluation ($768k), higher depreciation on heavy plant ($342k) and fleet vehicles ($115k) due to depreciation budgeted using reducing balance method not straight line method, and higher depreciation on other asset classes ($134k), offset by lower depreciation on footpaths due to 2016/17 revaluation $227k.	
13	Other expenses	Higher asset write offs ($2,304k) mainly due to asset upgrade and renewal projects, partially offset by savings in lease and rental costs $98k and lower other costs $45k.	

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Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2018 $'000	Actual 2018 $'000	Variance 2018 $'000	Ref
Property				
Land	1	-	(1)	
Total Land	1	-	(1)	
Buildings	5,280	4,711	(569)	1
Total Buildings	5,280	4,711	(569)	
Total Property	5,281	4,711	(570)	
Plant and Equipment				
Plant, machinery and equipment	1,600	879	(721)	2
Fixtures, fittings and furniture	5	219	214	3
Computers and telecommunications	998	402	(596)	4
Total Plant and Equipment	2,603	1,500	(1,103)	
Infrastructure				
Roads	7,604	7,653	49	
Bridges	40	350	310	5
Footpaths and cycleways	271	601	330	6
Drainage and sewerage	353	215	(138)	7
Recreational, leisure and community facilities	774	178	(596)	8
Waste management	-	698	698	9
Parks, open space and streetscapes	1,215	599	(616)	10
Off street car parks	-	119	119	11
Total Infrastructure	10,257	10,413	156	
Total Capital Works Expenditure	18,141	16,624	(1,517)	
Represented by:				
New asset expenditure	6,224	6,162	(62)	
Asset renewal expenditure	5,751	4,742	(1,009)	
Asset expansion expenditure	-	72	72	
Asset upgrade expenditure	6,166	5,648	(518)	
Total Capital Works Expenditure	18,141	16,624	(1,517)	

4.6 Surf Coast Shire Annual Report 2017-18

(i) Explanation of material variations

Variance Ref	Item & Explanation
1	**Buildings** Lower Spend on the Kurrambee Myaring Community Centre was due to a lower carry forward from 2016/17 ($1.2m). Other variances to budget relate to incomplete projects being carried forward into 2018/19 including the Spring Creek Netball Facility ($372k). This was partially offset by higher capital spend on the Anglesea Bowls Club Upgrade $1.0m following the receipt of additional grant funding during 2017/18.
2	**Plant, machinery and equipment** The Heavy Plant Replacement program spend was lower than budget $707k, mainly due to decisions to delay purchasing two major pieces of heavy plant until 2018/19.
3	**Fixtures, fittings and furniture** Following the completion of the Kurrambee Myaring Community Centre, a number of fixture, fittings and furniture items were capitalised during 2017/18 which were originally budgeted under Buildings.
4	**Computers and telecommunications** Council continues to strategically implement the Digital Transformation program. Incomplete projects were carried forward into 2018/19 ($288k). During 2017/18 there were also a number of Digital Transformation projects that were expensed which included: Digital Transformation Concept Development ($161k), General Ledger Restructure ($86k), Customer View ($29k), Trapeze Software ($12k), Core Systems ($10k) and Authority Upgrade ($9k).
5	**Bridges** **Significant flooding events in September 2017 led to unbudgeted capital expenditure on bridges.** The following projects are included in works in progress: Stoney Creek Bridge Restoration $302k, Gnarwarre Road Culvert Renewal $20k, and Cape Otway Road Bridge Strengthening $17k.
6	**Footpaths and cycleways** A number of footpath and cycleway projects were originally budgeted under other infrastructure categories and included: Various Roads projects throughout the Surf Coast Shire $273k and a number of Parks and Open Space projects $57k.
7	**Drainage and sewerage** Gnarwarre Rd culvert project carried forward into 2018/19 ($89k), expensed capital works relating to the Drainage Renewal program ($52k).
8	**Recreational, leisure and community facilities** Lower carry forward project funds from 2016/17 compared to the adopted budget, including Playground Renewal program ($170k), Tennis Court Renewal program ($120k) and other projects ($123k) due to these projects being completed in 2016/17. Expensed capital works was also higher than budget ($183k).
9	**Waste management** No budget was assigned in the 2017/18 budget for waste management specifically as waste expenditure is typically expensed. Works in progress at the 30 June 2018 included: Part A Stage 3D Liner Construction $438k, Part B Stage 3C Bund Wall/Sideliner Extension $182k, Anglesea Landfill Stage 3D Liner $46k and Anglesea Landfill Extend Cell Side Wall Liner Stage C $34k.
10	**Parks, open space and streetscapes** Expensed capital works ($155k), the Anglesea Transfer Station Upgrade Stage 2 ($140k) did not progress due to tender responses above budget, and projects carried forward into 2018/19 including the Anglesea Transfer Station Tarpomatic System ($102k), Winchelsea Entrance Sculptures ($54k), Painkalac Project ($35k), Deferred Landscaping ($35k), Grass Tree Park ($16k), Stribbling Reserve Stair Renewal ($13k), Fencing Renewal Program ($8k), Torquay Deep Creek Master Plan ($4k) and other projects ($54k).
11	**Off street car parks** No budget was assigned in the 2017/18 budget for offset car parks specifically, with the budget incorporated into the scope of roads projects. During 2017/18, offstreet car park capital expenditure included: Kurrambee Myaring Community Centre car park $66k, Connewarre Reserve car park $23k, Grass Tree Park car park $21k and Freshwater Creek Hall and Recreation Reserve car park $9k.

4.6 Surf Coast Shire Annual Report 2017-18

Note 2 Funding for the delivery of our services

2.1 Rates and charges

	2018 $'000	2017 $'000
General Rates	38,010	36,679
Municipal charge	4,344	4,176
Waste management charge	6,745	6,355
Special rates and charges	145	187
Supplementary rates and rate adjustments	388	326
Interest on rates and charges	146	125
Total rates and charges	**49,778**	**47,847**

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the total market value of the land and buildings and other improvements.

The valuation base used to calculate general rates for 2017/18 was $14,430 million (2016/17 $14,093 million).

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation was first applied in the rating year commencing 1 July 2016.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

2.2 Statutory fees and fines

Infringements and costs	572	730
Town planning fees	752	494
Land information certificates	46	41
Subdivision fees	531	331
Other statutory fees and fines	106	110
Total statutory fees and fines	**2,107**	**1,706**

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

2.3 User fees

Aged and health services	515	490
Leisure centre and recreation	905	914
Child care/children's programs	725	747
Registration and other permits	613	584
Building services	152	81
Waste management services	2,731	2,366
Royalties	359	424
Gravel pits	93	112
Lease rentals	57	68
Other fees and charges	547	440
Total user fees	**6,697**	**6,226**

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.

4.6 Surf Coast Shire Annual Report 2017-18

Surf Coast Shire
2017/2018 Financ.

Notes to the Financial Report
For the Year Ended 30 June 2018

2.4 Funding from other levels of government	2018	2017
Grants were received in respect of the following :	$'000	$'000
Summary of grants		
Commonwealth funded grants	8,336	8,422
State funded grants	6,856	4,735
Total grants received	**15,192**	**13,157**
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	4,352	5,617
Family day care	56	45
Home and community care	739	416
Other	108	58
Recurrent - State Government		
Home and community care	1,245	1,212
School crossing supervisors	64	42
Maternal and child health	256	249
Recreation	-	-
Community safety	240	240
Kindergartens	1,338	1,514
Environmental planning	65	23
Youth Services	103	102
Other	100	121
Total recurrent operating grants	**8,676**	**9,638**
Non-recurrent - State Government		
Community safety	-	138
Environmental planning	97	40
Recreation	5	-
Other	(25)	105
Total non-recurrent operating grants	**77**	**283**
Total operating grants	**8,753**	**9,921**
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,394	2,287
Total recurrent capital grants	**1,394**	**2,287**
Non-recurrent - Commonwealth Government		
Recreation	500	-
Roads	1,100	-
Other	77	-
Non-recurrent - State Government		
Buildings	235	273
Roads	2,840	336
Recreation	178	305
Environmental planning	115	15
Other	-	20
Total non-recurrent capital grants	**5,045**	**949**
Total capital grants	**6,439**	**3,236**
(c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	959	1,351
Received during the financial year and remained unspent at balance date	995	790
Received in prior years and spent during the financial year	(796)	(1,782)
Balance at year end	**1,158**	**959**

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

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	2018 $'000	2017 $'000
2.5 Contributions		
Monetary	4,682	3,532
Non-monetary	18,426	10,718
Total contributions	**23,108**	**14,250**
Contributions of non monetary assets were received in relation to the following asset classes.		
Land	378	1,210
Buildings	-	333
Roads	9,149	5,832
Other infrastructure	8,899	3,343
Total non-monetary contributions	**18,426**	**10,718**

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

2.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	278	696
Written down value of assets disposed	(518)	(401)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	**(240)**	**295**

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

2.7 Other income

Interest	1,017	1,021
Future landfill rehabilitation adjustment	797	853
Total other income	**1,814**	**1,874**

Interest is recognised as it is earned.
Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 3 The cost of delivering services

3.1 Employee costs

Wages and salaries	24,469	23,598
WorkCover	508	480
Casual staff	863	710
Superannuation	2,314	2,261
Fringe benefits tax	195	244
Other	581	522
Total employee costs	**28,930**	**27,815**

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	51	56
	51	**56**
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,468	1,412
Employer contributions - other funds	829	735
	2,297	**2,147**
Employer contributions payable at reporting date.	-	-

Refer to note 8.3 for further information relating to Council's superannuation obligations.

3.2 Materials and services

Contract payments	6,657	8,381
General maintenance	261	203
Utilities	1,216	1,230
Office administration	824	774
Information technology	1,026	906
Insurance	627	667
Consultants	1,762	2,084
Fuel	633	617
Grants, Contributions & Sponsorship	1,199	2,166
Materials	1,728	1,400
Sub-contractors	5,305	3,780
Royalties	1,257	1,192
Other	1,471	1,440
Total materials and services	**23,965**	**24,740**

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Surf Coast Shire
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Notes to the Financial Report
For the Year Ended 30 June 2018

	2018 $'000	2017 $'000
3.3 Depreciation		
Property	2,951	2,102
Plant and equipment	1,594	1,095
Infrastructure	8,284	7,797
Total depreciation	**12,729**	**10,994**

Refer to note 5.2 for a more detailed breakdown of depreciation charges and accounting policy

3.4 Bad and doubtful debts		
Infringement debtors	102	136
Rates debtors	1	8
Other debtors	-	2
Total bad and doubtful debts	**103**	**146**
Movement in provisions for doubtful debts		
Balance at the beginning of the year	79	96
New Provisions recognised/(used) during the year	(4)	(17)
Balance at end of year	**75**	**79**

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

3.5 Borrowing costs		
Interest - Borrowings	1,035	1,077
Total borrowing costs	**1,035**	**1,077**

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

3.6 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement	45	43
Auditors' remuneration - Internal	64	79
Councillors' allowances	304	281
Operating lease rentals	700	718
Assets written-off / impaired	2,717	2,410
Total other expenses	**3,830**	**3,531**

Note 4 Our financial position		
4.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	5	5
Cash at bank	1,764	2,409
Total cash and cash equivalents	**1,769**	**2,414**
(b) Other financial assets		
Term deposits - current	45,020	36,380
Total other financial assets	**45,020**	**36,380**
Total financial assets	**45,020**	**36,380**
Total cash and cash equivalents and financial assets	**46,789**	**38,794**

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 4.3)	2,864	2,851
Total restricted funds	2,864	2,851
Total unrestricted cash and cash equivalents and financial assets	**43,925**	**36,143**

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Council Allocated reserves as per Note 9.1 (b), excluding Accumulated Unallocated Cash	37,844	27,745
Total funds subject to intended allocations	**37,844**	**27,745**

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

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Notes to the Financial Report
For the Year Ended 30 June 2018

(c) Trade and other receivables	**2018 $'000**	**2017 $'000**
Current		
Statutory receivables		
Rates debtors	1,364	1,457
Special rate assessment	9	34
Infringement debtors	457	423
Provision for doubtful debts - infringements	(75)	(79)
Non statutory receivables		
Net GST receivable	506	874
Other debtors	2,275	1,134
Total current trade and other receivables	4,536	3,843
Non-current		
Statutory receivables		
Special rate scheme	110	68
Total non-current trade and other receivables	110	68
Total trade and other receivables	**4,646**	**3,911**

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(i) Ageing of Receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	2,056	683
Past due by up to 30 days	99	155
Past due between 31 and 180 days	120	296
Total trade & other receivables	**2,275**	**1,134**

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4.2 Non-financial assets

(a) Inventories	**2018 $'000**	**2017 $'000**
Inventories held for distribution	188	214
Inventories held for sale	64	56
Total inventories	**252**	**270**

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	276	201
Accrued income	354	361
Total other assets	**630**	**562**

4.3 Payables

(a) Trade and other payables

Trade payables	3,966	5,505
Accrued expenses	1,243	1,114
Total trade and other payables	**5,209**	**6,619**

(b) Trust funds and deposits

Refundable deposits	2,868	1,703
Fire services levy	- 7	946
Other refundable deposits	2	2
Total trust funds and deposits	**2,864**	**2,651**

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

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4.4 Interest-bearing liabilities

	2018 $'000	2017 $'000
Current		
Borrowings - secured *	969	667
Borrowings - unsecured	8	8
	977	**675**
Non-current		
Borrowings - secured *	16,267	14,235
Borrowings - unsecured	18	27
	16,285	**14,262**
Total	**17,262**	**14,937**

* Borrowings are secured by Council's general rates.

(a) The maturity profile for Council's borrowings is:

Not later than one year	977	675
Later than one year and not later than five years	7,960	6,915
Later than five years	8,325	7,347
	17,262	**14,937**

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.
The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

4.5 Other Liabilities

Home Care packages	253	137
	253	**137**

4.6 Provisions

	Employee	Landfill restoration	Total
2018	**$ '000**	**$ '000**	**$ '000**
Balance at beginning of the financial year	6,167	11,509	17,676
Additional provisions/(reduction in provisions)	2,613	(721)	1,892
Amounts used	(2,430)	(570)	(3,000)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(58)	(77)	(135)
Balance at the end of the financial year	**6,292**	**10,141**	**16,433**

2017			
Balance at beginning of the financial year	5,844	14,175	20,019
Additional provisions/(reduction in provisions)	2,599	(265)	2,334
Amounts used	(2,261)	(1,814)	(4,075)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(15)	(587)	(602)
Balance at the end of the financial year	**6,167**	**11,509**	**17,676**

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	2018	2017
(a) Employee provisions	**$'000**	**$'000**
Current provisions expected to be wholly settled within 12		
Annual leave	1,628	1,608
Long service leave	633	617
	2,261	**2,225**
Current provisions expected to be wholly settled after 12 months		
Annual leave	304	350
Long service leave	2,974	2,785
	3,278	**3,135**
Total current employee provisions	**5,539**	**5,360**
Non-current		
Long service leave	753	807
Total non-current employee provisions	**753**	**807**
Aggregate carrying amount of employee provisions:		
Current	5,539	5,360
Non-current	753	807
Total aggregate carrying amount of employee provisions	**6,292**	**6,167**

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

Key assumptions:		
- discount rate	2.112%	1.696%
- inflation rate	2%	2%
- settlement period	5.18 years	4.94 years

(b) Landfill restoration		
Current	-	668
Non-current	10,141	10,841
	10,141	**11,509**

Council is obligated to restore the Anglesea site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:		
- discount rate	2.681%	1.20%
- inflation rate	2.164%	4.000%
- final settlement year (estimated completion of Site aftercare)	2057	2057

4.7 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2018

Bank overdraft	2,300	2,300
Credit card facilities	100	100
Other facilities	17,252	14,937
Total facilities	**19,652**	**17,337**
Used facilities	(17,279)	(14,957)
Unused facilities	**2,373**	**2,380**

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4.8 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2018	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	$'000	$'000	$'000	$'000	$'000
Operating					
Garbage collection	3,583	2,517	1,526	1,913	9,539
Consultancies	50	-	-	-	50
Other	130	-	-	-	130
Total	**3,763**	**2,517**	**1,526**	**1,913**	**9,719**
Capital					
Construction	1,542	-	-	-	1,542
Other	892	-	-	-	892
Total	**2,434**	-	-	-	**2,434**

2017	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	$'000	$'000	$'000	$'000	$'000
Operating					
Garbage collection	3,086	3,071	2,724	-	8,880
Cleaning contracts for council buildings	512	-	-	-	512
Other	356	111	101	-	568
Total	**3,953**	**3,182**	**2,825**	-	**9,970**
Capital					
Construction	4,036	-	-	-	4,036
Total	**4,036**	-	-	-	**4,036**

Operating lease commitments	2018 $'000	2017 $'000
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	577	580
Later than one year and not later than five years	713	655
Later than five years	201	266
	1,491	**1,501**

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Note 5 Assets we manage

5.1 Non current assets classified as held for sale

Cost of acquisition	883	-
Total non current assets classified as held for sale	**883**	-

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

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5.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2017 $'000	Additions $'000	Contributions $'000	Revaluation $'000	Depreciation $'000	Disposal $'000	Write-off $'000	Transfers $'000	Recognition of previously unrecognised Land under roads assets $'000	At Fair Value 30 June 2018 $'000
Property	203,889	4,439	378	26,199	(2,851)	(956)	-	1,931	49,497	282,626
Plant and equipment	5,027	1,200	-	-	(1,564)	(252)	-	37	-	5,448
Infrastructure	442,255	8,614	18,048	7,213	(8,284)	(2,026)	-	3,020	-	468,840
Work in progress	6,383	2,371	-	-	-	-	(4)	(5,871)	-	2,879
	658,554	**16,624**	**18,426**	**33,412**	**(12,729)**	**(3,234)**	**(4)**	**(883)**	**49,497**	**759,663**

Summary of Work in Progress	Opening WIP $'000	Additions $'000	Write-off $'000	Transfers $'000	Closing WIP $'000
Property	2,856	273	-	(2,819)	310
Plant and equipment	116	299	-	(37)	378
Infrastructure	3,411	1,799	(4)	(3,015)	2,191
Total	**6,383**	**2,371**	**(4)**	**(5,871)**	**2,879**

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Asset recognition thresholds and depreciation periods

		Depreciation Period	Threshold Limit $'000
Heritage Buildings		100 - 150 years	5
Buildings - Complex	Structure	100 years	5
	Roof	50 years	5
	Fit Out	25 years	5
	Services	20 years	5
Buildings - Simple		40 years	5
Plant, machinery and equipment		2 - 15 years	1
Fixtures, fittings and furniture		3 - 10 years	1
Computers and telecommunications		3 - 10 years	1
Sealed Road Pavements	High Traffic	90 years	5
	Low Traffic	100 years	5
	Concrete	40 years	5
Unsealed Road Pavements		16 years	5
	High Traffic	20 - 25 years	5
	Low Traffic	15 - 18 years	5
Seals	Spray Seal	25 - 30 years	5
	Asphalt	70 years	5
Road Kerb and Channel		25 - 80 years	5
	Timber Bridges	40 years	
Bridges and Major Culverts			5
	Other Bridges	80 - 140 years	5
Footpaths and Cycleways	Concrete	65 years	5
	Asphalt	30 years	5
	Brick	50 years	5
	Gravel	20 years	5
Drainage and Sewerage	Drainage	80 - 150 years	5
	Sewerage	80 years	5
	Septic Tanks	30 years	5
Recreation, leisure and community facilities		10 - 40 years	5
Parks, Open Spaces and streetscapes		10 - 50 years	5
	Sealed	100 years	
Off Street car parks	Pavement		5
	Unsealed	20 years	
	Pavement		5
	Sealed	15 - 30 years	
	Pavement		5

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(a) Property

	Land - specialised	Land - non specialised	Total Land	Buildings - specialised	Buildings - non specialised	Total Buildings	Work in Progress	Total Property
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2017	121,763	5,973	**127,736**	82,805	11,801	**94,606**	2,856	**225,198**
Accumulated depreciation at 1 July 2017	-	-	**-**	(15,853)	(2,600)	**(18,453)**	-	**(18,453)**
	121,763	5,973	**127,736**	66,952	9,201	**76,153**	2,856	**206,745**
Take up of Land under roads assets	49,497	-	**49,497**	-	-	**-**	-	**49,497**
	171,260	5,973	**177,233**	66,952	9,201	**76,153**	2,856	**256,242**
Movements in fair value								
Additions	-	-	**-**	4,357	82	**4,439**	273	**4,712**
Contributions	-	378	**378**	-	-	**-**	-	**378**
Revaluation	25,709	490	**26,199**	-	-	**-**	-	**26,199**
Disposal	(51)	(46)	**(97)**	(341)	(957)	**(1,298)**	-	**(1,395)**
Write-off	-	-	**-**	-	-	**-**	-	**-**
Transfers	-	(631)	**(631)**	2,172	(13)	**2,159**	(2,819)	**(1,291)**
Impairment losses recognised in operating result	-	-	**-**	-	-	**-**	-	**-**
	25,658	191	**25,849**	6,188	(888)	**5,300**	(2,546)	**28,603**
Movements in accumulated depreciation								
Depreciation	-	-	**-**	(2,561)	(290)	**(2,851)**	-	**(2,851)**
Accumulated depreciation of disposals	-	-	**-**	431	8	**439**	-	**439**
Revaluation	-	-	**-**	-	-	**-**	-	**-**
Impairment losses recognised in operating result	-	-	**-**	-	-	**-**	-	**-**
Transfers	-	-	**-**	390	13	**403**	-	**403**
	-	-	**-**	(1,740)	(269)	**(2,009)**	-	**(2,009)**
At fair value 30 June 2018	196,918	6,164	**203,082**	88,993	10,913	**99,906**	310	**303,298**
Accumulated depreciation at 30 June 2018	-	-	**-**	(17,593)	(2,869)	**(20,462)**	-	**(20,462)**
	196,918	**6,164**	**203,082**	**71,400**	**8,044**	**79,444**	**310**	**282,836**

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(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Work in Progress	Total plant and equipment
	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2017	7,596	1,257	3,178	116	**12,145**
Accumulated depreciation at 1 July 2017	(2,894)	(643)	(2,465)	-	**(6,002)**
	4,702	614	711	116	**6,143**
Movements in fair value					
Additions	802	218	180	299	**1,499**
Contributions	-	-	-	-	**-**
Revaluation	-	-	-	-	**-**
Disposal	(605)	-	(235)	-	**(840)**
Write-off	-	-	-	-	-
Transfers	-	-	37	(37)	-
Impairment losses recognised in operating result	-	-	-	-	-
	197	218	(18)	262	**659**
Movements in accumulated depreciation					
Depreciation	(1,216)	(125)	(253)	-	**(1,594)**
Accumulated depreciation of disposals	386	-	202	-	**588**
Impairment losses recognised in operating result	-	-	-	-	**-**
Transfers	-	-	-	-	-
	(830)	(125)	(51)	-	**(1,006)**
At fair value 30 June 2018	7,793	1,475	3,158	378	**12,804**
Accumulated depreciation at 30 June 2018	(3,724)	(768)	(2,516)	-	**(7,008)**
	4,069	**707**	**642**	**378**	**5,796**

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(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage and sewerage	Recreational, leisure and community	Parks open spaces and streetscapes	Off street car parks	Work In Progress	Total Infrastructure
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2017*	379,680	5,024	27,011	69,479	19,470	15,033	10,959	3,411	530,097
Accumulated depreciation at 1 July 2017	(38,681)	(1,664)	(7,552)	(21,656)	(8,049)	(5,847)	(913)	-	(84,372)
	340,999	3,360	19,459	47,823	11,421	9,156	10,046	3,411	445,665
Movements in fair value									
Additions	7,260	-	359	215	173	488	119	1,798	10,413
Contributions	9,149	-	2,201	5,754	31	563	350	-	18,048
Revaluation	-	-	498	-	4,997	(606)	-	-	4,889
Disposal	(2,191)	-	(156)	(122)	(109)	(321)	(94)	(4)	(2,987)
Write-off	-	-	-	-	-	-	-	-	-
Transfers	1,370	-	113	421	155	417	544	(3,015)	5
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	15,588	-	3,005	6,268	5,247	551	929	(1,220)	30,368
Movements in accumulated depreciation									
Depreciation	(4,687)	(66)	(476)	(904)	(1,216)	(895)	(130)	-	(8,284)
Revaluation	-	-	318	-	511	1,495	-	-	2,324
Accumulated depreciation of disposals	607	-	50	40	65	172	24	-	958
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	(3,990)	(66)	(108)	(864)	(640)	772	(106)	-	(5,002)
At fair value 30 June 2018	395,268	5,024	30,016	75,747	24,717	15,584	11,888	2,191	560,405
Accumulated depreciation at 30 June 2018	(42,681)	(1,730)	(7,660)	22,520)	(8,689)	(5,075)	(1,019)	-	(89,374)
	352,587	**3,294**	**22,356**	**53,227**	**16,028**	**10,479**	**10,869**	**2,191**	**471,031**

* Recognition of previously unrecognised Road formation assets of $142,231

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Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Land under roads

Land under roads is brought to account at fair value.

Depreciation

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.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land were undertaken by a qualified independent valuer, Opteon as at 31 December 2016. The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement. Valuation of Building assets has been determined in accordance with a valuation undertaken by independent valuer, Assectic and Torquay Building Service as at 31 March 2017.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	6,164	-	31/12/2016
Specialised land	-		196,918	31/12/2016
Buildings	-	8,044	71,400	31/03/2017
Total	-	14,208	268,318	

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Valuation of infrastructure

Valuation of Road and Bridge assets has been determined in accordance with a valuation undertaken by independent valuer, Pavement Management Services and the Strategic Asset Manager, Mr John Bertoldi B E (Civil) as at 30 June 2017. Valuation of Footpath assets has been determined in accordance with a valuation undertaken by Infrastructure Management Group as at 30 June 2018. Valuation of Recreation and Parks and Open Space has been determined in accordance with a valuation undertaken by the Stategic Asset Manager, Mr John Bertoldi B E (Civil) as at 30 June 2018, Valuation of Drainage has been dermined in accordance with a valuation undertaken by the Strategic Asset Manager, Mr John Bertoldi B E (Civil) as at 30 June 2016.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	352,587	30/06/2017
Bridges	-	-	3,294	30/06/2017
Footpaths and cycleways	-	-	22,356	30/06/2018
Drainage and sewerage	-	-	53,227	30/06/2016
Recereational, leisure and community facilities	-	-	16,028	30/06/2018
Parks, open space and streetscapes	-	-	10,479	30/06/2018
Off street car parks	-	-	10,869	30/06/2017
Total	-	-	468,840	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between $0.34 and $2,966 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from $110 to $1,667 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 5 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 0 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land	**2018 $'000**	**2017 $'000**
Land under roads	53,046	3,600
Parks and reserves	126,578	104,279
Public use	8,850	7,176
Waste	291	266
Car Parks	8,153	6,442
Total specialised land	**196,918**	**121,763**

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5.3 Investments in associates, joint arrangements and subsidiaries

	2018 $'000	2017 $'000
(a) Investments in associates		
Investments in associates accounted for by the equity method are:		
- Geelong Regional Library Corporation	457	457

Geelong Regional Library Corporation

Background

The Geelong Regional Library Corporation (GRLC) was formed under the provisions of sections 196 and 197 of the Local Government Act, 1989 on 4 March 1997 to provide library services within the local government areas of: Borough of Queenscliffe, City of Greater Geelong, Golden Plains Shire and Surf Coast Shire. Council holds 3.85% (2017, 3.85%) of equity in the corporation. Council has one director on the Board of seven. Council has the ability to influence rather than control its operations.

Fair value of Council's investment in Geelong Regional Library Corporation	**457**	**457**
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	457	537
Reported surplus(deficit) for year	-	(80)
Council's share of accumulated surplus(deficit) at end of year	**457**	**457**
Movement in carrying value of specific investment		
Carrying value of investment at start of year	457	537
Share of surplus(deficit) for year	-	(80)
Carrying value of investment at end of year	**457**	**457**

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full. The following special committees are not included in this financial report as their aggregate income is immaterial and they prepare their own financial reports separately:

Deans Marsh Public Hall and Memorial Park Committee of Management
Stribling Reserve Committee of Management
Anderson Roadknight Reserve Committee of Management
Eastern Reserve Committee of Management
Modewarre Memorial Hall and Reserve Committee of Management
Connewarre Reserve Committee of Management
Globe Theatre Committee of Management
Anglesea Bike Park

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	2018 No.	2017 No.
Note 6 People and relationships		
6.1 Council and key management remuneration		

(a) Related Parties

Parent entity

Surf Coast Shire is the parent entity.

Subsidiaries and Associates

Interests in associates are detailed in Note 5.3.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors	Councillor David Bell - Mayor (08/11/2017 to current)		
	Councillor Brian McKiterick - Mayor (01/07/2017 to 08/11/2017)		
	Councillor Rose Hodge		
	Councillor Margot Smith		
	Councillor Clive Goldsworthy		
	Councillor Heather Wellington		
	Councillor Carol McGregor		
	Councillor Libby Coker		
	Councillor Martin Duke		
Total Number of Councillors		9	10
Chief Executive Officer and other Key Management Personnel			
	Keith Baillie		
	Anne Howard		
	Chris Pike		
	Ransce Salan		
Total Number of Other Key Management Personnel		4	6
Total Key Management Personnel		13	16

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	1,161	1,097
Post-employment benefits	81	77
Long-term benefits	20	19
Termination benefits	-	-
Total	1,262	1,193

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

$1 - $9,999	-	1
$10,000 - $19,999	-	2
$20,000 - $29,999	7	6
$40,000 - $49,999	-	1
$50,000 - $59,999	1	-
$60,000 - $69,999	1	1
$70,000 - $79,999	-	1
$110,000 - $119,999	-	1
$200,000 - $209,999	1	2
$210,000 - $219,999	1	-
$220,000 - $229,999	1	-
$280,000 - $289,999	-	1
$290,000 - $299,999	1	-
	13	16

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	2018 $'000	2017 $'000
(d) Senior Officer Remuneration		
A Senior Officer is an officer of Council, other than Key Management Personnel, who:		
a) has management responsibilities and reports directly to the Chief Executive; or		
b) whose total annual remuneration exceeds $145,000		
The number of Senior Officers are shown below in their relevant income bands:		

Income Range:	2018 No.	2017 No.
Less than $145,000	3	1
$145,000 - $149,999	3	6
	6	7
Total Remuneration for the reporting year for Senior Officers included above, amounted to	593	975

6.2 Related party disclosure		
(a) Transactions with related parties		
During the period Council entered into the following transactions with related parties:	-	-
(b) Outstanding balances with related parties		
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:	-	-
(c) Loans to/from related parties		
The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:	-	-
(d) Commitments to/from related parties		
The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:	-	-

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Note 7 Managing uncertainties

7.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Operating lease receivables

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2018 $'000	2017 $'000
Not later than one year	64	63
Later than one year and not later than five years	173	173
Later than five years	359	289
	596	**525**

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2018. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2019 are $48,762.92.

Landfill

Council operates a landfill at Anglesea. Council will have to carry out site rehabilitation works in the future. At balance date Council provided a Bank Guarantee to State of Victoria - Environment Protection Authority. The guarantee provides financial assurance up to $545,000 for remedial action as defined in section 3.1 EPA Publication 777 Determination of financial assurance for Landfills, September 2001.

(c) Guarantees for loans to other entities

Council has provided contract performance guarantees. The details and extent of Council exposure at the reporting date are as follows:

	2018 $'000	2017 $'000
Contract Performance:		
Department of Minerals and Energy	20	20
Department of Energy and Resources	50	50
	70	**70**

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

7.2 Change in accounting standards

The following new AASB's have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments - Disclosures (AASB 7) (applies 2018/19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance, and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Financial Instruments (AASB 9) (applies 2018/19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

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Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not for profit entity to further its objectives.

7.3 Financial Instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which expose council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 7.1(b).

The maximum exposure to credit risk at the reporting date is recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

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(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 7.1 (c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 4.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are reasonably possible over the next 12 months:

- A parallel shift of +0.25% and -0.25% in market interest rates (AUD) from year-end rates of 1.50%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

7.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable, and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 3 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

7.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

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Note 8 Other matters

8.1 Reserves (a) Asset revaluation reserves	Balance at beginning of reporting period $'000	Increment (decrement) $'000	Balance at end of reporting period $'000
2018			
Property			
Land	76,574	26,199	102,773
Buildings	35,776	-	35,776
	112,350	26,199	138,549
Infrastructure			
Furniture and equipment	32	-	32
Roads	134,970	-	134,970
Bridges	2,867	-	2,867
Footpaths and cycleways	9,182	806	9,988
Drainage and sewerage	15,678	-	15,678
Recreational, leisure and community facilit	2,364	5,507	7,871
Parks, open space and streetscapes	1,472	899	2,371
Offstreet car parks	2,360	-	2,360
Library	125	-	125
	168,850	**7,212**	**176,062**
Total asset revaluation reserves	**281,200**	**33,411**	**314,611**
2017			
Property			
Land	61,819	14,755	76,574
Buildings	12,004	23,772	35,776
	73,823	38,527	112,350
Infrastructure			
Furniture and equipment	32	-	32
Roads	128,720	6,250	134,970
Bridges	2,137	730	2,867
Footpaths and cycleways	9,182	-	9,182
Drainage and sewerage	15,678	-	15,678
Recreational, leisure and community facilit	2,364	-	2,364
Parks, open space and streetscapes	1,472	-	1,472
Offstreet car parks	2,816	(456)	2,360
Library	125	-	125
	162,526	**6,324**	**168,850**
Total asset revaluation reserves	**236,349**	**44,851**	**281,200**

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time

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Surf Coast Shire
2017/2018 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2018

	Balance at beginning of reporting period $'000	Transfer from accumulated surplus $'000	Transfer to accumulated surplus $'000	Balance at end of reporting period $'000
(b) Other reserves				
2018				
Allocated				
Plant replacement	1,080	764	(1,476)	368
Open space	936	717	(103)	1,550
Main drainage	210	-	-	210
Home Care Packages	137	116	-	253
Developer contributions	2,141	2,406	(1,296)	3,251
Airey's Inlet aged care units	300	3	-	303
Waste	4,322	4,873	(2,794)	6,401
Gravel Pits	1,660	283	-	1,943
Defined benefits superannuation	724	250	-	974
Carried forward capital works	8,741	12,798	(8,741)	12,798
Carried forward new initiatives	1,562	1,350	(1,562)	1,350
Adopted strategy implementation	4,349	4,164	(2,677)	5,836
Asset renewal	411	5,381	(5,807)	985
Developer Contributions Council Allocation	1,172	2,361	(2,063)	1,470
Winchelsea Infrastructure Plan	-	154	-	154
Accumulated unallocated cash	5,060	4,401	(4,443)	5,018
Sub-total Allocated Reserves	*32,805*	*41,021*	*(30,964)*	*42,862*
Total Other reserves	**32,805**	**41,021**	**(30,964)**	**42,862**
2017				
Allocated				
Plant replacement	949	1,215	(1,084)	1,080
Open space	817	152	(33)	936
Main drainage	216	9	(15)	210
Home Care Packages	85	52	-	137
Developer contributions	4,247	719	(2,825)	2,141
Airey's Inlet aged care units	343	2	(45)	300
Waste	6,196	3,402	(5,276)	4,322
Gravel Pits	1,748	404	(492)	1,660
Defined benefits superannuation	474	250	-	724
Carried forward capital works	5,582	8,741	(5,582)	8,741
Carried forward new initiatives	770	1,592	(800)	1,562
Adopted strategy implementation	2,404	3,797	(1,852)	4,349
Asset renewal	357	5,583	(5,529)	411
Developer Contributions Council Allocation	920	2,117	(1,865)	1,172
Accumulated unallocated cash	3,864	3,476	(2,080)	5,060
Sub-total Allocated Reserves	*28,772*	*32,511*	*(28,478)*	*32,805*
Total Other reserves	**28,772**	**32,511**	**(28,478)**	**32,805**

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(b) Other reserves (cont)

Councils allocated reserves contain funds that have been resolved by Council to be used in a particular manner or an obligation by either an Act or contractual agreement that limits the use of the funds.

The purpose of the Plant replacement reserve is to establish a fund whereby Councils heavy plant can be replaced at the end of their useful lives. The changeover cost of small vehicles is also funded from this reserve.

The purpose of the Open Space reserve is to provide improved recreational facilities for the Surf Coast Shire, both of an active and passive nature. Council has an obligation to hold these funds under the Subdivision Act 1988

The purpose of the Main drainage reserve is to hold developer contributions for main drainage works at a later point than the initial development. They are tied to works within the catchment area from which funds were derived. Council has an obligation to hold these funds under the Planning and Environment Act 1987

The purpose of the Aireys Inlet units 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. Council has an obligation to hold these funds under the Housing Act 1983

The purpose of the Developer contributions reserve is to hold funds contributed by developers for specific works associated with subdivisions. Funds are contributed for infrastructure (footpaths, fencing, streetscapes etc) where it is deemed that these works should occur at a later point than the initial development. Funds are also held in this account for the Torquay/Jan Juc DCP. Funds collected are specifically identified for projects via s173 agreement or the Developer Contribution Plan

The purpose of the Waste 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 Councils budget.

The purpose of the Gravel pits reserve is to provide funding for road improvements for Council roads

The purpose of the Defined benefits reserve is to reserve funds for future Defined Benefits Superannuation funding calls arising from shortfalls in the Local Government Defined Superannuation Benefits Fund

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

The purpose of the Carry forward new initiatives reserve is to act as a mechanism to carry over funding for new initiatives that are still in progress at year end

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

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

The purpose of the Developer contributions Council allocation reserve is to provide Council allocated funding based on the Torquay/Jan Juc Developer Plan

The purpose of the Home care packages reserve is to meet Councils obligation under new Commonwealth legislation to carry any unspent individual client funds into future periods

The purpose of the Accumulated unallocated cash reserve is to seperately identify Council's Unallocated Cash.

The purpose of the Developer contributions Council allocation reserve is to provide Council allocated funding based on the Winchelsea infrastructure needs.

4.6 Surf Coast Shire Annual Report 2017-18

8.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	2018 $'000	2017 $'000
Surplus/(deficit) for the year	27,864	16,972
Depreciation	12,729	10,994
Profit/(loss) on disposal of property, infrastructure, plant and equipment	240	2,115
Assets Written off	2,717	-
Finance costs	1,035	1,077
Contributions - Non-monetary assets	(18,426)	(10,718)
Share of net profits/(losses) of Geelong Regional Library Corporation	-	80
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(735)	(1,208)
(Increase)/Decrease in prepayments	(75)	25
(Increase)/decrease in accrued income	7	67
Increase/(decrease) in trade and other payables	(1,415)	3,447
Increase/(decrease) in other liabilities	116	52
(Increase)/decrease in inventories	18	(38)
Increase/(Decrease) in provisions	(1,243)	(2,343)
Increase/(Decrease) in trust funds and deposits	213	979
Net cash provided by/(used in) operating activities	**23,045**	**21,501**

8.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2018, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2017, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 6.5% pa
Salary information 3.5% pa
Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at June 2018 was 106.0%.
The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2017 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

4.6 Surf Coast Shire Annual Report 2017-18

Employer contributions

Regular contributions

On the basis of the results of the 2017 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2018, this rate was 9.5% of members' salaries (9.5% in 2016/2017). This rate will increase in line with any increases in the SG contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2017 triennial actuarial investigation surplus amounts

The Fund's triennial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of $69.8 million
A total service liability surplus of $193.5 million.
A discounted accrued benefits surplus of $228.8 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested

2018 interim actuarial investigation

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in December 2018.

4.7 Permanent Barrier - Seifferts Road, Bellbrae

Author's Title:	Coordinator Design & Traffic	**General Manager:**	Anne Howard
Department:	Engineering Services	**File No:**	F18/44
Division:	Governance & Infrastructure	**Trim No:**	IC18/1689

Appendix:

Nil

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 seek Council approval for the closure of Seifferts Road (East), Bellbrae at the intersection of Anglesea Road at the request of VicRoads.

Summary

Council at its meeting on 24 July 2018 resolved to advertise its intention to place a permanent barrier at the intersection of Seifferts Road (East) with Anglesea Road in Bellbrae. This intention was publically advertised and no submissions were received at the close of submissions on 13 September 2018

Recommendation

That Council:

1. Notes that no submissions in regard to the proposed closure of Seifferts Road (East), Bellbrae were received.
2. Permanently closes Seifferts Road (East), at its intersection with Anglesea Road in accordance with Section 207 and Schedule 11 Section 9(i) of the Local Government Act 1989.
3. Advises the affected residents of its decision.

4.7 Permanent Barrier - Seifferts Road, Bellbrae

Report

Background
VicRoads, in partnership with the Transport Accident Commission (TAC), plans to provide safety improvements along Anglesea Road and Great Ocean Road between Geelong Ring Road and Anglesea township through works totalling $12million.

Works will involve a range of safety treatments including wide centreline treatment, reduced speed limit, guardrail and upgrading safety at key intersections. Works are in line with VicRoads Safe system approach and to be completed November 2018.

As part of this improvement works the intersection of Seifferts Road (East) and Anglesea Road has been requested to be closed by VicRoads. Following an assessment of the location, Council officers are supportive of the proposed change due to limited sight distance, the intersection on a bend, steep road grades and slippy unsealed surface on Seifferts Road.
At its Ordinary meeting on 24 July 2018, Council considered this matter and resolved to advertise its intention to close the intersection of Seifferts Road with Anglesea Road in Bellbrae. A public notice was published in the Surf Coast Times advising of the proposed closure.

Discussion
At the close of submissions on 13 September 2018, no submissions were received.
Prior to this VicRoads had held initial face to face conversations with locals that indicated positive feedback on the closure. The most cost effective option to address the safety at this location is closure of the end of Seifferts Road. It should be noted that this is an infrequently used intersection and an alternative access to Anglesea Road via School Road is a safer sealed preferred access route.

Financial Implications
VicRoads will carry out all works to provide the permanent closure of this intersection including a hard stand turnaround area and safety barrier. Council will be responsible for ongoing maintenance of the handstand area on Seifferts Road following hand over of works. These costs will be covered through Council's annual maintenance budgets.

Council Plan

Theme	1 Community Wellbeing
Objective	1.3 Improve community safety
Strategy	1.3.1 Understand community safety issues and needs, and design an appropriate local response

Policy/Legal Implications
The road closure process is covered under Section 207 and Schedule 11 Section 9(i) of the Local Government Act 1989. It requires Council resolution to close the road once submissions under Section 223 have been considered.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
There is a road safety risk with the current intersection. The steep grade of approach of Seifferts Road to Anglesea Road combined with the intersection being on a bend makes it dangerous for vehicles to use. Closing the road will eliminate this risk.

Social Considerations
This road does provide an alternative access point for local residents to access Anglesea Road via School road. Impacts on residents will be minimal.

Community Engagement
A letter was sent to the directly affected residents notifying them of the proposed closure. A public notice was also published in the Surf Coast Times advising of the proposal.

4.7 Permanent Barrier - Seifferts Road, Bellbrae

Environmental Implications
Closure of this road will have no impacts on local environment.

Communication
Once Council resolves to close this section of road, the affected residents and relevant authorities will be formally notified of the decision prior to the implementation of the closure.

Options
Option 1 – Keep access as is
This option is not recommended by officers as will provide no safety benefit to both local residents and through traffic on Anglesea Road.

Option 2 – Close intersection
This option is recommended by officers as will improve the road safety at this location and is in line with VicRoads Safe System approach to reducing serious and fatal accidents on our roads.

Option 3 – left in/left out intersection
This option is not recommended by officers as will provide in benefit to community. There are other local access roads onto Anglesea Road which provide the same outcomes and are safer to use.

Conclusion
Following Council's resolution to declare its intention to close Seifferts Road (East) at its intersection with Anglesea Road in Bellbrae, a notice was published inviting submissions. No submissions were received in regards of the closure. It is recommended that Council close Seifferts Road (East) at the intersection with Anglesea Road.

4.8 SCS-021 Risk Management Policy

Author's Title:	Property & Legal Services Officer	**General Manager:**	Anne Howard
Department:	Governance & Risk	**File No:**	F12/1547
Division:	Governance & Infrastructure	**Trim No:**	IC18/1532

Appendix:

1. SCS-021 Risk Management Policy (D18/117466)

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
To provide the reviewed SCS-021 Risk Management Policy for Council's consideration.

Summary
A review of the policy has been undertaken by officers with no changes being recommended at this time.

The policy was presented to the Audit & Risk Committee on 6 September 2018, no changes were recommended.

A copy of the policy is attached.

Recommendation
That Council adopt the SCS-021 Risk Management policy as attached.

4.8 SCS-021 Risk Management Policy

Report

Background
A review of the policy has been undertaken by officers with no changes being recommended at this time.

The policy was presented to the Audit & Risk Committee on 6 September 2018, no changes were recommended.

The policy was last adopted by Council on 23 August 2016.

Discussion
A copy of the policy is attached.

Financial Implications
Not applicable

Council Plan

Theme	5 High Performing Council
Objective	5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed
Strategy	5.4.1 Review Council-delivered services to ensure they are of high quality and delivering best value

Policy/Legal Implications
Policy complies with AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
The risk management policy describes Council's commitment to be proactive in the management of risk.

Social Considerations
Not applicable.

Community Engagement
Not applicable.

Environmental Implications
Not applicable.

Communication
This policy will be available on Council's website and intranet.

Options
Option 1 – Adopt the Policy as presented
This option is recommended by officers as the review process has not highlighted any need for change.

Option 2 – Do not adopt the Policy
This option is not recommended by officers as it is important to ensure the policy is up to date and reflects current practice.

Conclusion
Adoption of the Risk Management Policy SCS-021 will ensure the policy is up to date and reflects current practice, whilst providing guidance for staff.

4.8 SCS-021 Risk Management Policy

APPENDIX 1 SCS-021 RISK MANAGEMENT POLICY

COUNCIL POLICY

Risk Management Policy	Document No:	SCS-021
	Approval Date:	23 October 2018
	Approved By:	Council
	Review Date:	23 October 2020
	TRIM Reference	D18/102057
Responsible Officer:	Coordinator Risk Management & Legal Services	
Authorising Officer:	Chief Executive Officer	

1. Purpose

The Risk Management Policy describes Surf Coast Shire Council's commitment to proactively and systematically manage risk through the provision of an effective risk management framework that mitigates negative outcomes and realises sustainable opportunities.

2. Scope

Surf Coast Shire Council encourages the active management of risk across all operations and activities through effective problem solving, decision making and service delivery to achieve strategic and business objectives.

3. Application

This policy applies to all Councillors, employees, contractors, volunteers and Special Committees of Council.

4. Definitions

Risk	The effect of uncertainty on objectives - where the effect may be positive or negative.
Risk Management	Describes the coordinated activities to direct and control an organisation with regard to risk.

5. Legislative Context

AS/NZS ISO 31000:2009 Risk management – Principles and Guidelines
SA/SNZ HB 436:2013 Risk Management Guidelines – Companion to AS/NZS 31000:2009
ISO Guide 73 Risk Management - Vocabulary

6. Policy

Surf Coast Shire Council will implement the risk management framework that provides an effective process for the identification, analysis and management of both positive and negative impacts on physical, social and economic capital. This will safeguard Council's assets, infrastructure, people, finances, reputation and sustainability.

Through the application of a robust and consistent approach to risk management Council:

- recognises risk management as an integral part of good management practice and decision making
- integrates risk management into planning and operational processes;
- creates and maintains a risk management environment that enables Council to deliver high quality services and meet performance objectives in line with the principle of continuous improvement;
- ensures resources and operational capabilities are identified and deployed responsibly and effectively; and
- demonstrates the application of the risk management process of identifying, analysing, evaluating and treating risks, as detailed in the risk management standard, AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines.

COUNCIL POLICY

7. Roles and Responsibilities

7.1 The Chief Executive Officer has ultimate responsibility for ensuring that risk is managed across Council activities.

7.2 The Chief Executive Officer and General Managers are responsible for monitoring the implementation of the Risk Management Policy.

7.3 The General Manager Culture & Community, is the senior executive responsible for overseeing the development and maintenance of the work, health and safety culture, framework and systems throughout Council.

7.4 The General Manager Governance and Infrastructure is the senior executive responsible for overseeing the development, facilitation and implementation of a risk management culture, framework, and strategy, including training and awareness, monitoring corporate risk management performance and management reporting.

7.5 General Managers are responsible for their division's risk management performance, including implementation of the risk management strategy, ensuring appropriate resources for risk management actions are made available and ensuring effective monitoring, reviews and reporting are undertaken.

7.6 The Audit and Risk Committee will provide appropriate advice and recommendations relevant to its Charter. The Committee will monitor processes and practices to ensure effective business continuity and annually review the risk management policy.

7.7 Each Manager is accountable for implementing the risk management policy through appropriate actions in their area of responsibility.

7.8 The Coordinator Risk Management & Legal Services will provide assistance in the development, review and reporting of strategic risks and contribute through consultation to the development of the Risk Management Strategy, related action plans and systems.

7.9 The Coordinator Risk Management & Legal Services will consult with risk owners to review strategic risks within the risk register.

7.10 All employees are responsible for applying risk management practices in their area of work and ensuring that management are aware of the risks associated with Council's operations including recommendation of suitable plans to manage risk.

8. Records
Not Applicable

9. Attachments
Nil

10. References

AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines
SA/SNZ HB 436:2013 Risk Management Guidelines – Companion to AS/NZS 31000:2009
ISO Guide 73 Risk Management - Vocabulary
Surf Coast Shire Risk Management Strategy 2017

4.9 Petition Response - Keep the Bridge Walkway, Winchelsea

Author's Title:	Manager Engineering Services	**General Manager:**	Anne Howard
Department:	Engineering Services	**File No:**	F18/44
Division:	Governance & Infrastructure	**Trim No:**	IC18/1679
Appendix:			
Nil			

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 provide a response to a petition received at the ordinary meeting held 25 September 2018 requesting Council to advocate to VicRoads to keep the bridge walkway on the bluestone bridge in Winchelsea.

Summary

The petition is requesting the Council advocate to VicRoads to keep the walkway on the bluestone bridge. In response to the petition being tabled at the Ordinary Meeting of Council in September, Council has received correspondence from the Growing Winch Committee seeking Council support for the removal of the walkway. As this bridge is currently a VicRoads asset, officers consider that Council should refer the matter to VicRoads to undertake community consultation to determine the future of the walkway on the heritage bridge.

Recommendation

That Council:

1. Notes that the petition has been received and properly considered.
2. Notes that there appear to be differing views on the merits of keeping the walkway on the bluestone bridge at Winchelsea.
3. Refers the matter to VicRoads to undertake community consultation on the future of the walkway on the bluestone bridge at Winchelsea.
4. Advises the author of the petition of Council's decision.

4.9 Petition Response - Keep the Bridge Walkway, Winchelsea

Report

Background
The bluestone bridge in Winchelsea has now being used as a walkway following the duplication of the Princess Highway between Geelong and Colac. The bridge does not form part of the highway network and is currently use as the sole pedestrian access across the Barwon River. When it was the highway river crossing a steel walkway was constructed on the upstream side of the bridge to provide safe pedestrian access.

Council has now received this petition to keep the steel walkway as well as letter from Growing Winch Committee seeking the removal of the walkway to allow the heritage bridge view from upstream.

Discussion
The future of the bluestone bridge in Winchelsea has been subject to discussion with Council and the community but has no formal resolution. The sending of this petition to Council may assist in the future management and use of this structure.

As part of the Princess Highway duplication the old bluestone bridge was going to be surplus for providing vehicle access for the highway. It was proposed as part of the project that the old bridge be used for the pedestrian access across the river on the south side of the river crossings.

The footpath on the north side of the new bridge provides viewing to the river as well as access for the community. The old bridge on the south side of the highway provides all of the pedestrian attributes other than the viewing of the river. As part of the consultation process consideration could be given to provide viewing platforms to achieve the petitioner's objective.

The current Makers and Growers Market is held on the bridge four times per year during the warmer months which provides additional use of this facility.

VicRoads has advised officers that it has developed a maintenance program which was produced by external consultant. This maintenance program may need to be amended depending on the outcome of the consultation process.

By referring the matter to VicRoads this allows an independent party (owner) to facilitate the process and then finalise the maintenance program for the heritage bridge before any further discussions are held on the future management of this structure.

Financial Implications
There are no financial implications on Council as this is currently a VicRoads asset. If the asset transfers to Council ownership in the future there will be ongoing financial obligations, however this is not a matter for this report.

Council Plan

Theme	3 Balancing Growth
Objective	3.2 Ensure infrastructure is in place to support existing communities and provide for growth
Strategy	3.2.6 Advocate for supporting infrastructure
Theme	5 High Performing Council
Objective	5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed
Strategy	5.2.2 Evolve our community engagement approach to inform strategic Council direction and decision-making

Policy/Legal Implications
The current bluestone bridge is heritage listed and therefore any works that may need to be undertaken would require a permit from Heritage Victoria.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

4.9 Petition Response - Keep the Bridge Walkway, Winchelsea

Risk Assessment
There is no risk to Council as this asset is currently managed by VicRoads.

Social Considerations
The future of the walkway would need community consultation and any social aspects could be addressed during this consultation process.

Community Engagement
The recommendation is that the matter should be referred to VicRoads to undertake further community consultation to determine the future of the walkway attached to the bluestone bridge in Winchelsea as it tis their asset.

Environmental Implications
Any environmental issues will be addressed by VicRoads as part of their asset management processes.

Communication
Council will write to the author of the petition and request VicRoads undertake further community consultation.

Options
Option 1 – Adopt the officer's recommendation
This option is recommended by officers as the asset belongs to VicRoads.

Option 2 – Undertake the community consultation on the proposal
This option is not recommended by officers as the asset belongs to VicRoads and any decision made by council may not be consider by the asset owner.

Conclusion
By adopting the recommendation this refers this petition to VicRoads along with the other community concerns and allows the asset owner to manage this process.

5. ENVIRONMENT & DEVELOPMENT

5.1 Environment & Development Monthly Activity Report - September 2018

Author's Title:	Executive Assistant	**General Manager:**	Ransce Salan
Department:	Environment & Development	**File No:**	F18/1519
Division:	Environment & Development	**Trim No:**	IC18/1724

Officer Direct or Indirect Conflict of Interest:

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

☐ **Yes** ☒ **No**

Reason: Nil

Status:

Information classified confidential under Section 77 of the Local Government Act:

☐ **Yes** ☒ **No**

Reason: Nil

Purpose

The purpose of this report is to receive and note the Environment & Development monthly activity report for September 2018.

Summary

The monthly report provides an overview of the Environment & Development division's key activities undertaken in September 2018.

Recommendation

That Council receives the Environment & Development Monthly Activity Report for September 2018 and notes the following items:

1. In August 86% of all planning applications were issued within 60 statutory days. The comparative average score for the Peri Urban Group for August was 77%. Council was the third highest performer in this group of ten councils.
2. That 27 planning permits were older than 60 days as of 30 September 2018.
3. The ePlanning Portal reached a significant milestone on 17 September 2018 as it was made available to 4 chosen applicants and entered into a Soft Go-Live phase.
4. The Minister for Planning has deferred the Cape Otway Road Australia (CORA) proposal to an Independent Advisory Committee which will be appointed under section 151 of the *Planning and Environment Act 1987* (the Act) to review the suitability of the site for the proposed development, the suitability of the proposed planning controls, and the strategic planning, planning policy, net community benefit and environmental issues associated with the project.
5. The release of the Anglesea Futures final plan by State Government was received on 11 October 2018.
6. Consultants have been appointed to prepare the urban design guidelines for the Torquay Town Centre.
7. Surf Coast Shire Council won the Keep Victoria Beautiful Tidy Towns Awards 2018 in the Community Government Partnership category for the Plastic Wise Policy.
8. The Surf Coast has successfully secured a Surfing Medicine International World Conference to be held in Torquay prior to the Rip Curl Pro in 2019.
9. Mega Sharks at Surfing Museum – the Australian National Surfing Museum received its highest visitation in 20 years.

5.1 Environment & Development Monthly Activity Report - September 2018

PLANNING & DEVELOPMENT

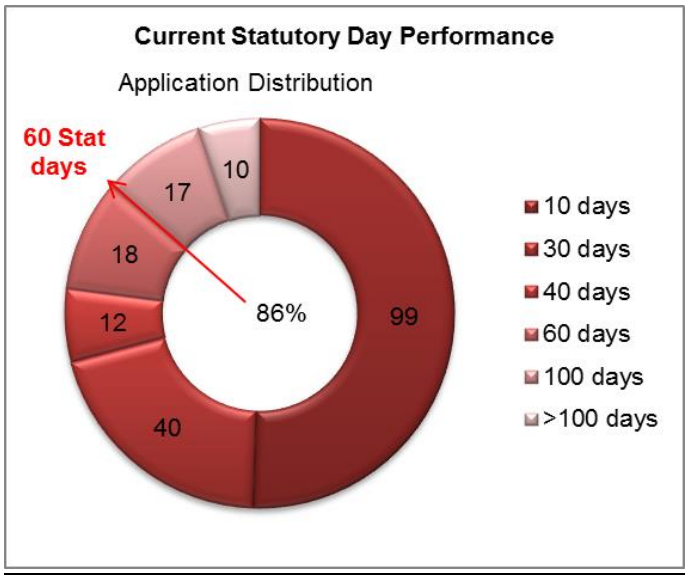
Measure: 60 Statutory Days

In August 86% of all planning applications were issued within 60 statutory days. The comparative average score for the Peri Urban Group for August was 77%. Council was the third highest performer in this group of ten councils.

The September result of 76% of applications issued within 60 statutory days was a 10 % drop on last month. This is expected to correct over the next two months as performance continues to stabilise above 80% as new reforms take effect.

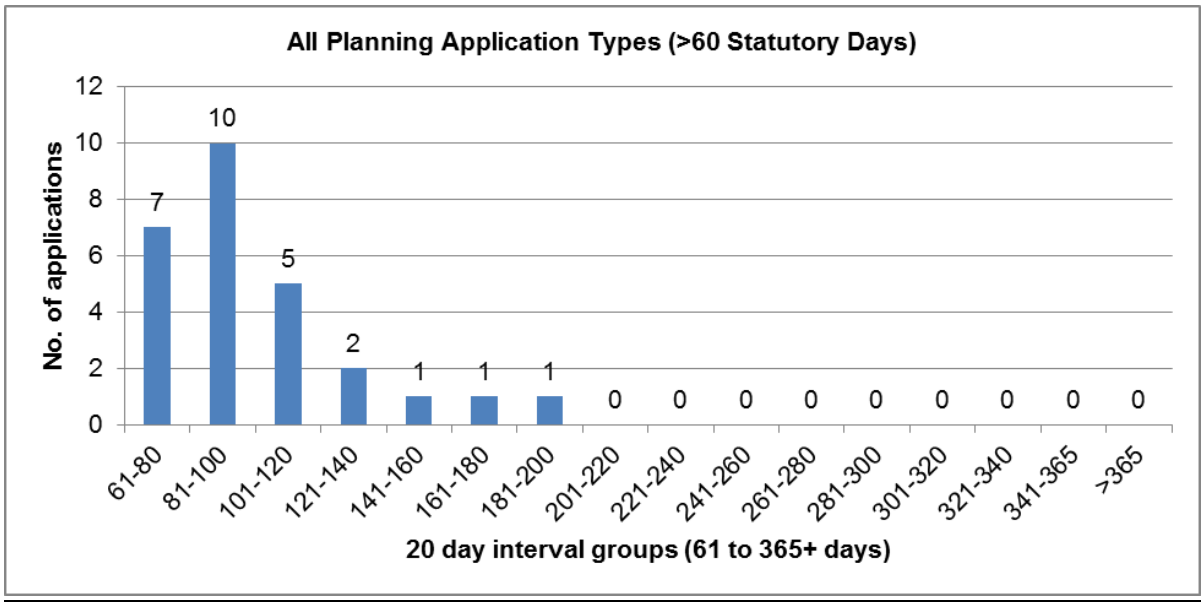
Measure: Current Statutory Day Performance (>60 Statutory Days)

The backlog of applications continues to be reduced (backlog being those applications greater than 60 statutory days). The statistics below are as at 4 October 2018.



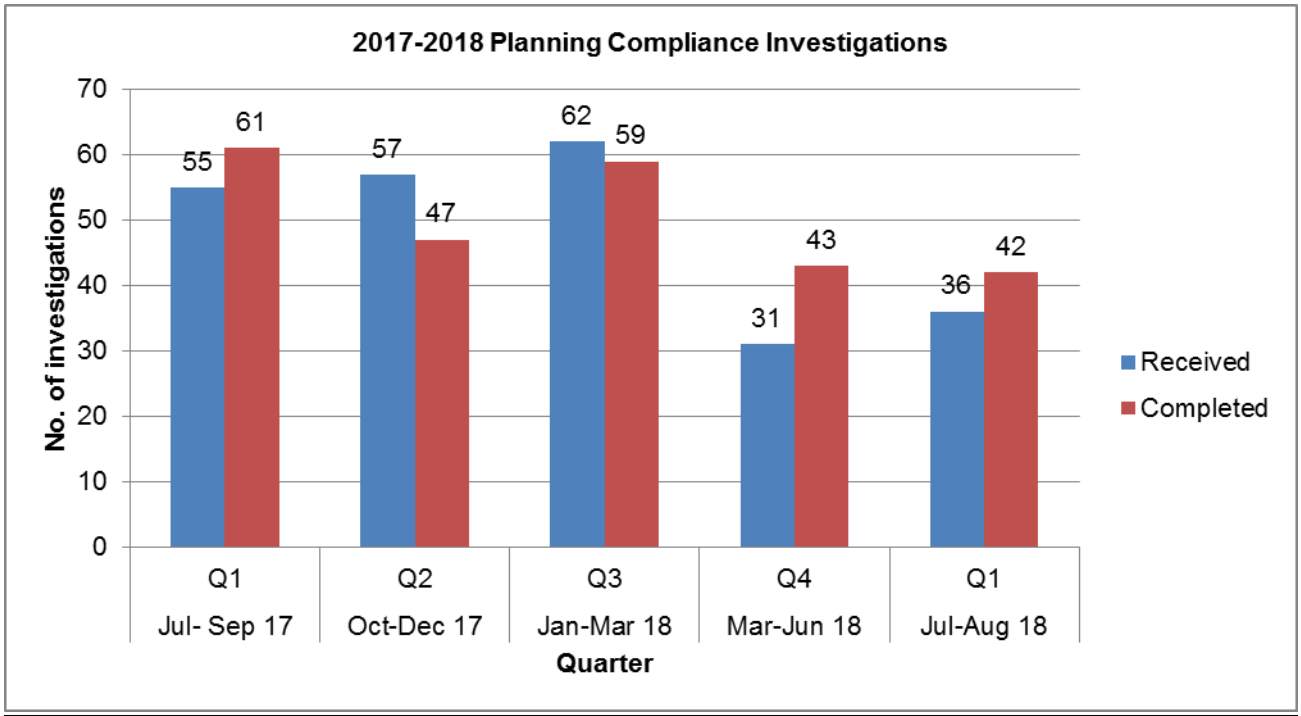
Measure: Backlog tail (>60 Statutory Days)

This measure provides a breakdown of the applications that are currently greater than 60 statutory days (as at 4 October 2018). The focus is continuing on reduction of this group of applications. The system has continued to improve planner's ability to track and progress of applications with 93% of all applications processed within 100 Statutory Days.



5.1 Environment & Development Monthly Activity Report - September 2018

Measure: Compliance Open Investigations
The Planning Compliance team focus continues to be on progressing investigations that involve community members that are being impacted by the actions of others. The target is to keep this type of complaint to less than 50 live investigations by June 2019 so that resolutions to concerns are addressed in a timely way. As of 4 October 2018 there were 61 live investigations.



ePlanning Portal
The ePlanning Portal reached a significant milestone on 17 September 2018. The ePlanning Portal was made available to four selected applicants and entered into a Soft Go-Live phase.

The purpose of the Soft Go-Live phase is to:
- Partner with external users, allowing them the opportunity to test the system prior to launch to the wider community
- Provide time for our internal users to familiarize themselves with the new system and make adjustments to work procedures as required
- Modify, make changes and fix issues with the ePlanning portal as required
- Investigate and implement any additional tools that will aid our internal users

Currently the target Full Go-Live date is under review pending further due diligence and planning.

VCAT Decisions
No VCAT decisions in September however Council has just received the VCAT decision regarding 240 Portreath Road, Bellbrae and will report on this next month.

Current Strategic Planning Projects
- Hinterland Futures Strategy - The draft strategy was on exhibition until 24 August 2018. Submissions have been analysed by officers during September, with a report to Council scheduled for later this year to consider whether to adopt, amend, defer for further work or abandon the strategy.
- Deans Marsh - As part of the response to submissions on the draft Hinterland Strategy, a desktop review of Deans Marsh has been prepared considering land capability and the potential for further subdivision or development. This will be presented to Council at the October meeting with the Hinterland Futures Strategy report regarding the submissions received during consultation.

5.1 Environment & Development Monthly Activity Report - September 2018

- CORA – The Minister for Planning has advised an Independent Advisory Committee will be appointed under section 151 of the *Planning and Environment Act 1987* (the Act) to review the suitability of the site for the proposed development, the suitability of the proposed planning controls, and the strategic planning, planning policy, net community benefit and environmental issues associated with the project.
- Lorne Structure Plan - Stage one has been completed with an economic assessment on retail demand and supply finalised. Stage 2 is for the main part of the structure plan and is currently in the pre-planning stage. Pre-project engagement has commenced with the Committee for Lorne about their expectations for the project.
- Strengthening Town Boundaries - The land use monitoring report on residential and industrial land in the municipality is in draft. The environmental and landscape studies are on hold pending further detail on the State Government's Distinctive Landscapes project.
- Anglesea Futures - The release of the final plan by State Government was received on 11 October 2018.
- Spring Creek - Last year Council was successful in receiving a grant from the State Government program *Streamlining for Growth* to prepare an Infrastructure Contribution Plan (ICP) for Spring Creek. The Victorian Planning Authority (VPA) will prepare the ICP once Amendment C144 for the precinct structure plan is adopted by the Minister for Planning.
- Winchelsea - pre-planning has commenced on the urban design framework for the town centre and the highway, with consultants to be appointed soon.
- Torquay Town Centre - consultants have been appointed to prepare the urban design guidelines for the town centre. When finalised, these will form the basis of urban design controls as part of the planning scheme amendment to implement the Torquay Town Centre project. Consultants MCA have also completed a small business office space assessment of future demand (draft) to inform the planning scheme amendment for land adjacent to the Town Centre.

<u>Planning Scheme Amendments</u>

- C114: Spring Creek PSP: The amendment and Precinct Structure Plan (PSP) were submitted to the Minister for Planning for approval in March. Based on DELWP's advice, the Native Vegetation Precinct Plan (NVPP) for the precinct was revised by Council's consultants and was submitted to DELWP late July. The amendment is currently awaiting Ministerial approval.
- C118: Rezoning and planning permit for subdivision to create an additional 4 hectares of Industrial 3 land to the West Coast Business Park. The amendment was adopted at the April Council meeting and is currently awaiting Ministerial approval.
- C120: Growing Winchelsea implementation. The amendment to implement the Growing Winchelsea Strategy into the planning scheme was exhibited until 19 April. One submission was received in opposition to the proposed Design and Development Overlay. A hearing of submissions took place on 3 July and Council resolved at the July council meeting to request an independent panel to hearing the submission. The panel hearing was held 24 September 2018 and Council is awaiting the report.
- C123: Proposed section 96A application with rezoning of 3-5 Loch Ard Drive, Torquay from General Residential to Commercial 1 Zone and a planning permit for shops and first floor dwelling. At the August Council meeting Council resolved to send the submissions to an independent panel hearing which is scheduled in November with a directions hearing occurring on 8 October 2018.
- C124: Proposed section 96A application for rezoning of 600-640 Cape Otway Road Moriac from Farming to Low Density Residential in accordance with the Moriac Structure Plan. Includes planning application for multi-lot subdivision. Further information, including a bushfire report, has been requested and is due to be submitted soon.
- Strathmore Drive, Jan Juc: A rezoning application has been lodged with Council to consider the rezoning of land at 125 and 135 Strathmore Drive from Low Density Residential Zone to General Residential Zone with a development plan and amendment to the Development Plan Overlay. Council has undertaken preliminary informal consultation with landowners and one is preparing a development plan for their section of the subject land affected.
- 2995 Princes Highway/Andersons Road, Winchelsea: Rezoning from Farming Zone to Low Density Residential Zone, with a concurrent application for an 86 lot subdivision. The application is underdoing preliminary assessment.

5.1 Environment & Development Monthly Activity Report - September 2018

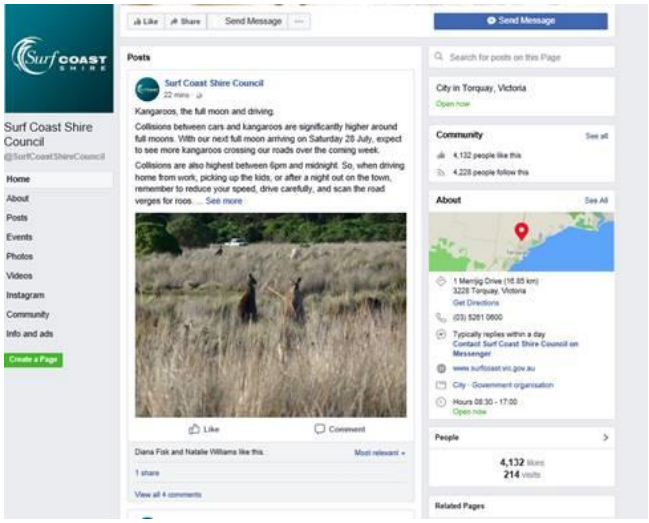
ENVIRONMENT & COMMUNITY SAFETY

Moriac Planting

Council supported Torquay Landcare and the Moriac Primary School to continue restoring habitat along a branch of Thompsons Creek running through Greenfields Reserve, Moriac. The children enjoyed planting the 400 new understorey plants to add to the 800 planted last year. The local plants are helping to replace weeds such as gorse and weedy grasses

Kangaroos

While DELWP is the lead authority responsible for all native wildlife, Council has responded to road safety risks and animal welfare concerns in the community about the number of kangaroos being killed or injured on roads, particularly Forest Road, Layards Road and in Torquay North and has hosted discussions with DELWP and wildlife groups SCARS and Animal Active. Council has researched the effectiveness of kangaroo signage, trialled targeted engagement through social media (see below) and has been collecting traffic data on driver behaviour on roads with high levels of kangaroos (Forest and Layards Road).



Cape Tulip mail out

To assist protect high value agricultural land and the environment; Council contractors have been out on the roadsides and in our parks & reserves searching and controlling the declared noxious and highly toxic Cape Tulip. 220 landholders in targeted areas (Winchelsea, Buckley, Barrabool Hills, Modewarre, Paraparap and Bellbrae) have received a Council letter alerting them to the issue, reminding them of their responsibilities and required action.

Teaching kindergarten children the benefits of worm farms

As part of Council environmental leadership program, group of children from Kurrambee Myaring Community Centre kindergarten learnt all about worm facts during a visit to the worm farm and garden at Council's office in September.

5.1 Environment & Development Monthly Activity Report - September 2018

Emergency Management Team

Fire Fuel Reduction Program

September saw the completion of a Fire Fuel Reduction Program, Lorne interface (West side). Landholders were encouraged to clean up their properties for the summer bushfire season. Council provided advice and collection of vegetation material. We also used the opportunity to reduce fire fuel risks on the council road reserve.

Wurdale Community Leadership in crisis and bushfire recovery presentation

On Wednesday evening 19th September, Council facilitated a community session in Wurdale on community reliance, leadership and recovery after disaster.

The night was hosted by the Wurdale Fire Brigade, Wurdale Landcare group and Wurdale Rural Community Group, with agency support from the Country Fire Authority, Emergency Management Victoria and Council. Over 50 people attended which included a presentation from Lisal O'Brien from Strathewen, who spoke about how her community managed the aftermath of Black Saturday.

An ongoing group was formed by the participants to further work on community leadership which will be supported by council as part of our Council Plan programs to build community resilience to prepare for bushfires.

Environmental Sustainability Team

Keep Victoria Beautiful Awards

Surf Coast Shire Council won the Keep Victoria Beautiful Awards in the Community Government Partnership category for our Plastic Wise Policy and the work we continue to do with our plastic wise local community – winners were announced 13 October.

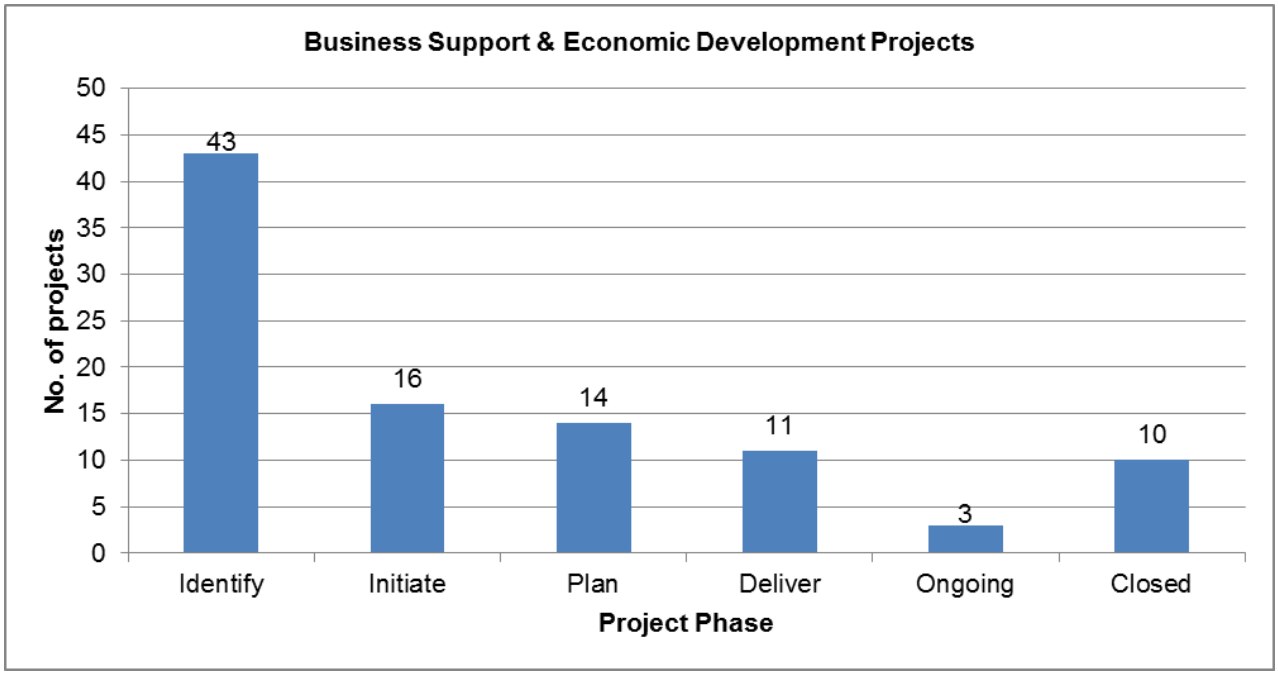
From single use plastic bags to garden borders

Council recently supplied the Aireys Inlet Community Garden with recycled plastic boards to replace an old garden bed, a great use of recycled soft plastics.

ECONOMIC DEVELOPMENT & TOURISM

Economic Development Projects

In the year to date there are 44 business support and economic development projects currently active. Ten projects have been fully completed this financial year.



5.1 Environment & Development Monthly Activity Report - September 2018

- **Trader Group Collaboration**: Council's Acting Manager Economic Development and Tourism and Business Support Officer presented to 40 members of Torquay Commerce & Tourism at a business breakfast on Tuesday 25 September. The presentation provided an overview of recent business support programs that have been delivered and the key findings of a Business Barometer survey which summarised business' confidence for the coming 12 months and challenges commonly facing small business.

- **Business Events & Conferencing**: the Surf Coast has successfully secured a Surfing Medicine International World Conference to be held in Torquay prior to the Rip Curl Pro in 2019. This follows previous success in securing ICEEP: an international conference on equine exercise physiology in Lorne in November 2019. These conferences provide a major benefit in terms of off-peak, mid-week international tourism visitation and expenditure.

- **SurfCoast.Localised**: A new free online directory, SurfCoast.Localised was launched in late August. Since the launch, hundreds of businesses have joined the network to boost their visibility and connect with opportunities. SurfCoast.Localised is a local business finder, a forum for businesses to pitch contracts and a platform to promote business workshops and development opportunities. https://www.surfcoast.localised.com.au/.

Events

- **Torquay secures Kite Surf World Tour event**: Torquay residents and visitors will be treated to a spectacular new surf event, with the announcement that the final leg of the Kite Surf World Tour will be held at Point Danger from 12-16 December 2018. This will see 50 of the world's best kite-surfers – including two Australians – vie for the World Championship title in this exciting format which includes wave and strapless freestyle kite-surfing. Event organisers are working hard to get the local community on board and involved in this free international event. https://www.kitesurftorquay.com.au/.

- **2019-20 Event Grants Program:** Grant applications were open throughout September for events held between 1 July 2019 and 30 June 2020. This was a highly competitive grant round, with 33 applications submitted (18 x Community and 15 x Major Event); this compares with 26 applications for the previous year's round. Applications will be reviewed in October, with recommendations presented to Council for consideration in January 2019.

- **September event highlights:** The middle weekend of September saw thousands of cyclists, runners and their family and friends descend on the Surf Coast for two of Australia's most popular mass participation events – Amy's Gran Fondo (Lorne) and the Surf Coast Century (Anglesea). The following weekend, around 1,500 people attended ANGAIR's annual Wildflower and Art Weekend in Anglesea and surrounds. These events play an important role in bringing visitors to our region in the off-peak season, with traders reporting an increase in business as a direct result.

Visitor Information Centres & Australian National Surfing Museum

- **Visitor Servicing Review:** Surf Coast Shire is participating in the Great Ocean Road Regional Tourism led project to develop and innovative and integrated strategy to attain excellence in the delivery of tourism service and information throughout the Great Ocean Region. Consultants, Stafford Strategy have recently been selected to deliver the project.

- **Visitor Centre and Events Collaboration:** The Visitor Centre and Events teams are collaborating to develop a suite of marketing tools and special offers that will see Visitor Centre staff interacting with event participants before they visit the Surf Coast Shire. Based on the demographics of the participants, the Visitor Centres will work event organisers to create targeted tourism information and special offers that promote pre and post event repeat visitation and a longer stay during the event. The first collaboration is the upcoming Kite Surf World Tour.

- **Mega Sharks at Surfing Museum**: The Australian National Surfing Museum's highest visitation in 20 years will continue with its two new exhibitions. Opening in December, the Fossil Breach exhibition will explore significant fossil encounters along the Surf Coast and highlight the citizen scientists that have made these exciting discoveries. Many of these finds were made by local surfers who have then shared their discoveries with Museum Victoria and leading palaeontologist Dr Erich Fitzgerald and his team. The exhibition will focus on the pre historic toothed whale Janjucetus Hunderi (lived in this area 25 million years ago) and the 10 metre long narrow toothed mega shark Carcharocles Angustidens and have activities for the entire family.

5.1 Environment & Development Monthly Activity Report - September 2018

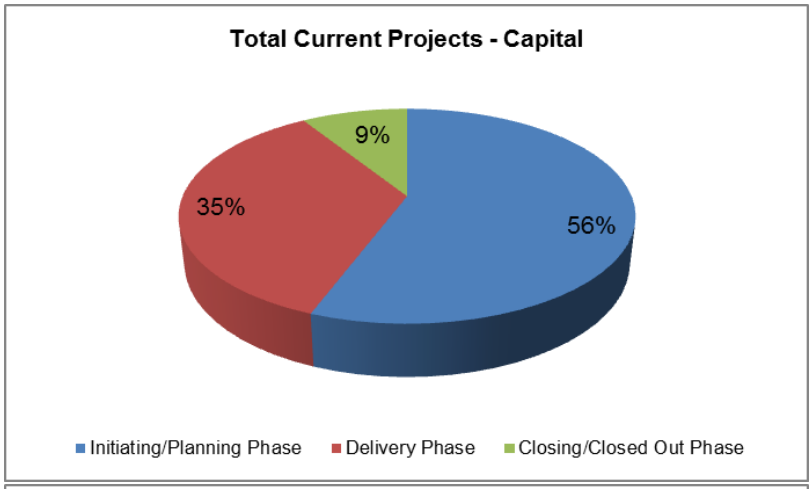
- **New ANSM Exhibition - Far Field Friction Free: Derek Hynd:** On exhibition from October 1 is Far Field Friction Free: Derek Hynd exhibition. Newport surfer Derek Hynd was a proto pro surfer in the late seventies and early eighties. He was part of a new generation of young surfers that burst from Sydney's Northern beaches to take on the world. Derek's career trajectory was dramatically reoriented after he was struck in his left eye by his surfboard, causing irreparable damage. Derek was determined to compete despite the injury and was ranked world number seven at the end of the nineteen eighty one season. Soon after he retired from competitive surfing, concentrating on writing and then coaching surfers on tour.

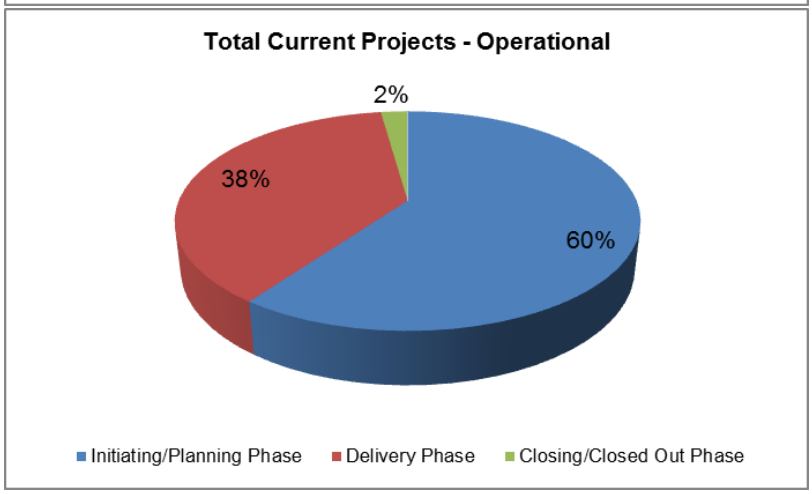
  For well over a decade now Derek has been refining unique equipment and been practicing surfing in a distinctly different way. What he describes as Far Field Friction Free surfing sees Derek drawing distinctively different lines on waves while riding finless surfboards. His surfing is an exceptional mix of subtly nuanced movement, speed, physics and inspired and unique equipment. The exhibition celebrates this unique and important character through comment from surfing luminaries, boards, images and film footage. The exhibition runs from October 2018 to April 2019.

PROGRAM MANAGEMENT OFFICE

Total Projects Overview

Phase	Capital	Operational
Initiating/Planning Phase	87	27
Delivery Phase	55	17
Closing/Closed Out Phase	14	1
TOTAL	**156**	**45**





Program reporting is provided in a separate quarterly report.

5.1 Environment & Development Monthly Activity Report - September 2018

BUSINESS IMPROVEMENT, RANGER SERVICES AND BUILDING COMPLIANCE

Departmental critical functions – performance overview

	Business Improvement	Ranger Services	Building Compliance	
Financial				$(actual/budget) < 1
CRMs				Nil overdue
OHS				Active surveillance, compliant

Business Improvement

Deliverable	Overview	Status
Develop 2018/19 Business Improvement Program		Complete
Deliver 2018/19 Program		Underway • One review complete • Two reviews underway • Eight yet to commence
Deliver identified savings		Underway

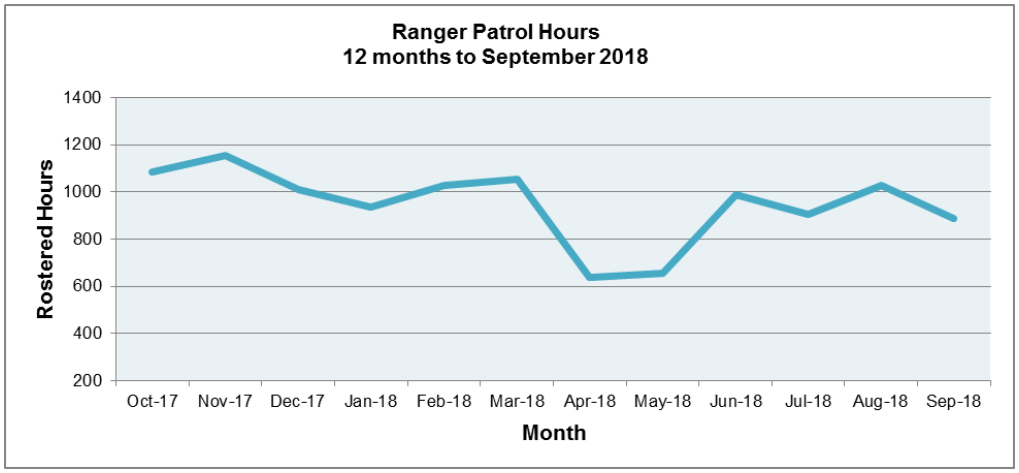
The end of year result is at risk due to the diversion of resources to the management of Ranger Services and Building Compliance.

Ranger Services

Overview
The following statistics are for the 2018/19 year up until 30 September 2018.

Service	Total
CRMs	1,433
Dogs and cats registered	6,893
After hours call outs	136

Key Statistics
The following statistics provide an overview of high volume/high visibility Ranger Services activities.



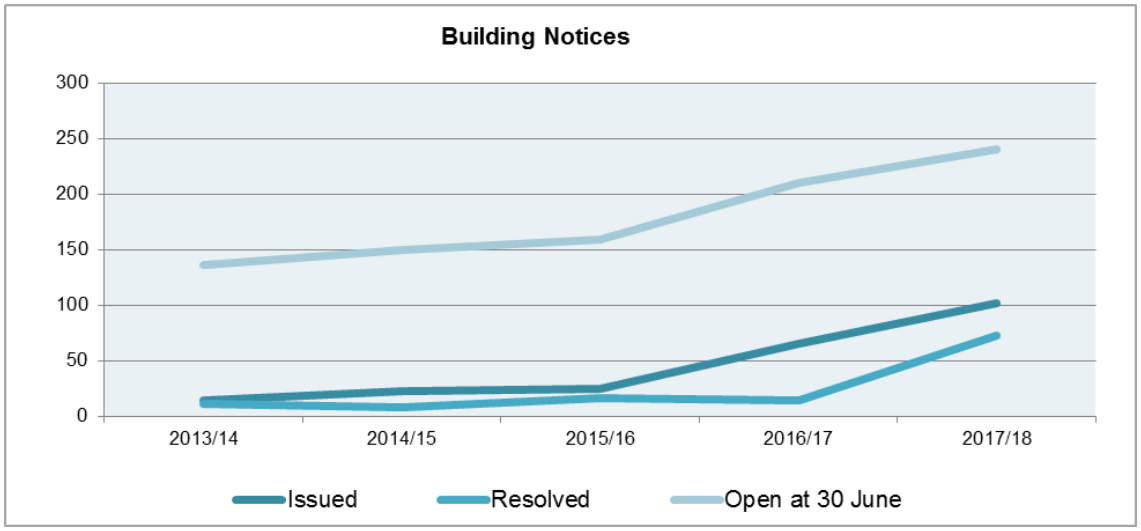
5.1 Environment & Development Monthly Activity Report - September 2018

The staffing profile will be bolstered in the summer peak period in 2018/19 compared to 2017/18. This will be achieved through internal secondments and the return of key staff from long service leave.

CRMs are a strong work load indicator for the Ranger Service team. Division wide CRM performance data is included at the end of this report. Work unit team statistics will be provided specifically for the Ranger Services team in next month's report.

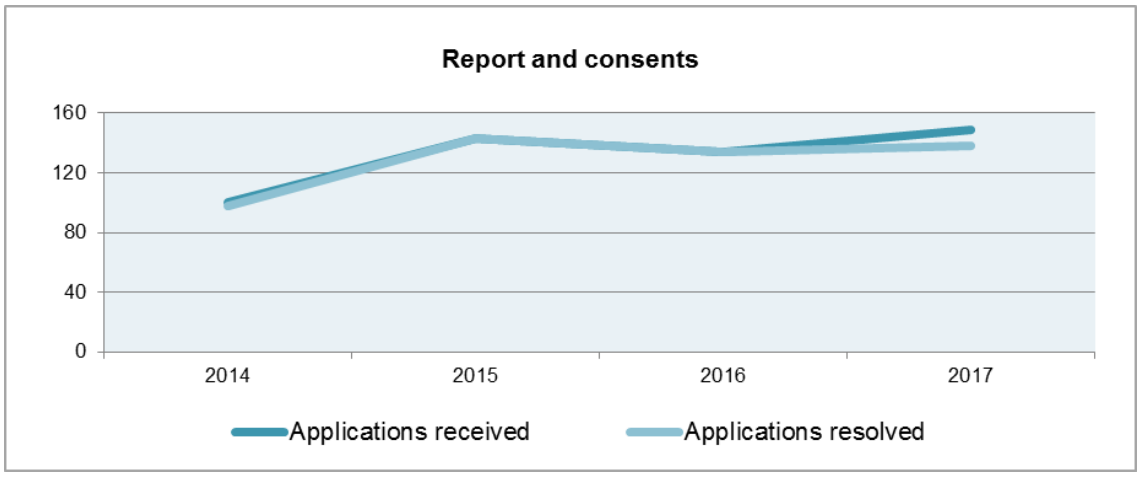
Building Compliance

Key Statistics



A Building Notice is a show cause notice issued by Council's Building Compliance team when they discover illegal building works that have been carried out without a valid Building Permit.

Council has a backlog of unresolved building notices and unaddressed unsafe structures to address. The granting of additional resources has resulted in significant increases in the number of building notices issued, and building notices resolved.
Open building notices are forecast to decline in 2018/19 when a full staff complement is achieved, and more notices are resolved than issued.



A report and consent is an application by a property owner seeking dispensation or modification to an applicable building regulation. This may be for work to be undertaken or for work already completed. Council's Municipal Building Surveyor is delegated power to provide this dispensation for certain regulations.

Council is receiving an increasing number of report and consent applications. Applications are usually promptly resolved. Report and consent performance will be maintained.

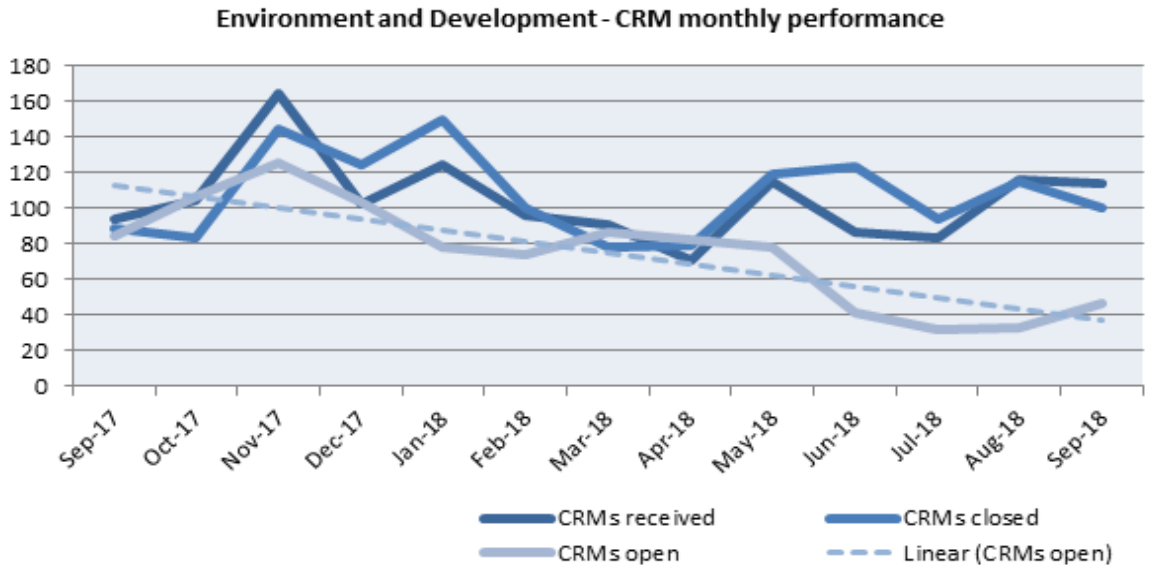
5.1 Environment & Development Monthly Activity Report - September 2018

Swimming Pools
A 2016/17 aerial audit identified about 1,300 swimming pools in the municipality; about 1,100 permits have been issued. Resources are being appointed to attend to this discrepancy

Comments
The Victorian Building Authority has taken over Council's responsibilities for the combustible cladding issue. The recruitment of approved additional resources, and the development and implementation of the eBuilding information system are priorities.

A full staff complement will reduce risk and allow priorities to be addressed. The first round of recruitment is on-track for completion in October (a second round will be necessary if internal applicants are successful).

Division wide CRM report



Note the amount of open CRMs is decreasing over time.

5.2 Draft Hinterland Futures Strategy - Submissions

Author's Title:	Coordinator Strategic/Land Use Planning	**General Manager:**	Ransce Salan
Department:	Planning & Development	**File No:**	F17/961
Division:	Environment & Development	**Trim No:**	IC18/1658

Appendix:

1. Summary of Submissions (D18/127719)
2. Deans Marsh Structure Plan Desktop Review (D18/130567)
3. Proposed Changes to Hinterland Futures Strategy Draft (D18/130568)

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 consider submissions relating to the Draft Hinterland Futures Strategy.

Summary
In 2017 Council exhibited an Issues and Opportunities Paper and Background Report for the Hinterland Futures Strategy. As a result of that work and feedback received during the exhibition of those documents Council prepared the Draft Hinterland Futures Strategy and at the 26 June 2018 Council meeting resolved to exhibit the draft strategy for two months.

Beyond additional resources to make changes to the Strategy additional planning and bushfire risk analysis in the context of the new bushfire policy at Clause 13 of the planning scheme needs to be considered and incorporated into the strategy. Taking into consideration the existing budget, the estimate for the additional funds required to complete work is $10,000. A request for an additional $10,000 to complete this work and finalise the project is included in the project budget adjustment and cash reserve transfer report.

Recommendation
That Council:

1. Receives and notes all submissions to the Draft Hinterland Futures Strategy.
2. Receives and notes the Deans Marsh Structure Plan desktop review.
3. Defers the final adoption of the Rural Hinterland Futures Strategy subject to the following further work:
   - 3.1 Mapping and analysis of rural areas of the Shire subject to high bushfire risk and incorporation of those findings into the final strategy in the light of Clause 13 in the Surf Coast Planning Scheme;
   - 3.2 The incorporation of changes outlined in Appendix 1 including mapping and graphics.

5.2 Draft Hinterland Futures Strategy - Submissions

Report

Background

Purpose
The purpose of this report is to consider submissions relating to the Draft Hinterland Futures Strategy.

Background
At its meeting held on 26 June 2018 Council resolved to publicly exhibit the Draft Hinterland Strategy for 2 months from 27 June to 24 August 2018.

Notice was sent to the Environmental Rural Advisory Panel members, the business list register from Economic Development, previous submitters to the Issues and Opportunities Paper in 2017 and registered community groups. A letterbox drop was also made to 130 community members of the Gnarwarre Fire Brigade. Notices appeared in the Surf Coast Times, the Mayors Column and Winchelsea Star. The draft Strategy was also advertised on Council's website and social media. The draft Strategy was available in hard copy for reading at:

- Deans Marsh General Store
- Lorne Visitor Information Centre
- Moriac General
- Surf Coast Shire Council offices
- Winchelsea Post Office.

During the two months of exhibition, 10 drop in sessions and Open Houses were held (in addition to individual meetings with officers) with attendance details as follows:

Torquay Drop in Session 10 July: 10
Winchelsea Open House 11 July Wed evening: 40
Deans Marsh Open House 19 July Thurs evening: 35
Torquay Open House/Torquay Farmers Market 14 July Sat morning: 24 conversations.
Lorne VIC Drop In Session 12 July: 3
Lorne VIC Drop In Session: 18 July: 0
Anglesea Open House 18 July afternoon: 2
Torquay Drop in Session 26 July: 3
Moriac Saturday morning 11 August: 9 conversations; 15 flyers handed out.
Gnarwarre Sunday morning 19 August: 6

Summary of Submissions
A total number of 94 submissions were received during the exhibition period and during the two weeks afterwards (one received after the closure of the agenda for the Hearing of Submissions). Due to the large number of submissions covering such a broad strategy, submissions have not been summarised individually. However, Councillors have been provided with access to a full copy of each submission.

Below is a table summarising the key themes raised in submissions. The key themes have been identified based on the number of submissions received on a particular topic or issue. They are not in priority order.

Key Theme	Topic/Issue	Officer Response
1	Support for the Strategy or particular aspects of the Strategy.	No comment required
2	Adverse impact of tourism and accommodation on existing and future rural uses including traditional farming and rural lifestyle amenity.	Officers recommend changes to the strategy to emphasise the importance of rural production and introduce principles for new tourism development see Appendix 3.
3	Opposition to the Green Break between Spring Creek Urban Growth Area and Bellbrae: Some suggesting investigation of the area for urban development or Low Density Residential development.	Council has resolved on potential development in the green break in response to a petition last year on 26 September 2017 and on 28 March 2017

5.2 Draft Hinterland Futures Strategy - Submissions

Key Theme	Topic/Issue	Officer Response
	The area between Torquay and Bellbrae should not be included in the Hinterland Futures Strategy as it is not part of the hinterland. Query as to the meaning of “green break”.	and 24 October 2017 in relation to Amendment C114, and rejected any change to the settlement boundary for Torquay. The existing planning scheme at Clause 21.08 designates the area as a green break, i.e. non-urban land, and the strategy is consistent with that local policy. The Minister for Planning set the settlement boundary through Amendment C95 in March 2014. Consideration of uses in the Farming Zone between Torquay and Bellbrae was deliberately included in the scope of the project in response to “Further Strategic Work” identified in the planning scheme. As the land is zoned Farming it was reconfirmed as a green break to avoid any confusion about its status. “Green break” is a widely used planning phrase meaning non-urban land in between settlements or towns. Green breaks are designed to prevent separate townships from joining together. A definition of green break can be added to the Definitions section in the strategy.
4	Moriac: Cape Otway Road not suitable for tourism with increased traffic and intersection problems; Opposition to the CORA proposal and large scale tourism; desire to retain the rural amenity of Moriac; suggestions for improvement and development within the township.	The Strategy only relates to rural land outside townships and not land within townships which are covered by structure plans. The scope of the strategy needs to be clarified in the final version. The Minister for Planning has advised his intention to appoint an Advisory Committee. Matters such as off-site traffic impacts and access would be part of any assessment which would also recommend upgrades required. Officers have recommended changes to the strategy to better address land use conflict – see attached Appendix 3. In Objective 5 Cape Otway Road has been identified in the strategy as requiring upgrades and Council wishes to advocate to VicRoads for the road to become a VicRoads managed road. Its identification as an alternative inland route to Lorne and other destinations makes it more eligible for upgrades.

5.2 Draft Hinterland Futures Strategy - Submissions

Key Theme	Topic/Issue	Officer Response
5	Environment: the natural environment and environmental values not highlighted enough in the Strategy e.g. values around Lake Modewarre and key directions to protect those values.	Changes are recommended to the strategy to emphasise the importance of the Shire's environmental values see attached Appendix 3. The strategy already refers to the need to protect environmental values and refers to them as "underpinning" the strategy, however; as the strategy's purpose is not an environmental strategy it does not include environmental actions.
6	Agriculture and farming etc. not highlighted enough in the Strategy.	Changes are recommended to the strategy to emphasise the importance of agriculture and farming. Refer Appendix 3.
7	Tourism – some opposition to tourism and the economic emphasis in the strategy; also the opposite with some support for both of these.	Changes are recommended to the strategy to address some of the issues raised with tourist development and events such as accommodation. Due to new State Policy on Bushfire, further work is also recommended to identify areas of high bushfire risk. Changes recommended also include principles to be added to guide decision-making on tourist focussed development in the hinterland. Refer Appendix 3.
8	Requests for greater clarity in the Strategy: improvements to the maps; definition of "complementary" uses and wording.	Changes are recommended to provide greater clarity in the strategy, including a definition of "complementary" and changes to the maps to make them more accurate. It is also recommended that the strategy be renamed to better reflect its scope.
Other Matters Raised:	• Lorne Hinterland should be included in the study area (Rural Conservation Zoned land) • Winchelsea: suggestions for improvements within the township and request for a new structure plan for Winchelsea. • Minimum lot sizes in rural areas are too restrictive: desire to subdivide their land; smaller lot sizes should be permitted. • Improvements to infrastructure required: particularly roads, separation of heavy vehicle traffic, cycling and pedestrian facilities. • Support for the development of a recycled water/irrigation scheme and the need for better quality (low saline) recycled water in the Thompson Valley.	• Lorne Hinterland (Rural Conservation Zoned land) was not included in the strategy study area and therefore has not been studied. Townships including the coastal townships have been deliberately excluded from the strategy to focus on the rural areas. The RCZ land in Lorne can be considered as part of the future Lorne Strategy/Structure Plan. However, only a small number of parcels zoned RCZ exist in the Lorne hinterland and are subject to extreme bushfire risk. • State and Local Policy is consistent regarding the fragmentation of rural land into smaller parcels and opposition to smaller lot sizes in the Farming Zone. The adverse impact of smaller lots and additional dwellings has been evidenced in many detailed studies. The State-set minimum lot size in the Farming

5.2 Draft Hinterland Futures Strategy - Submissions

Key Theme	Topic/Issue	Officer Response
		Zone is 40 hectares. • Upgrades to some roads have been identified in Objective 5 of the strategy, including Cape Otway Road, Deans Marsh-Lorne Road and Anglesea Road. Council's rural roads are planned for maintenance and upgrade through the asset management system, Road Safety Strategy and Road Management Plans where works are prioritised. In some cases Council relies on grants from State or Federal Government. • Innovative and beneficial wastewater and recycled water projects are a key initiative in the strategy with the Black Rock Water Reclamation Plant specifically mentioned at Objective 5.

In accordance with section 223(1)(b)(i) of the *Local Government Act 1989* submitters were provided with the opportunity to be heard by the Hearing of Submissions Committee (the committee).

At the Hearing of Submissions Committee Meeting held on 2 October 2018, the committee heard submissions on this matter as per the committee's delegation under section 86 of the *Local Government Act 1989.* A total number of thirteen presentations were heard by the committee. The committee resolved to receive and note the submissions and forward to Council for consideration at the 23 October Council meeting.

Issues
The draft Hinterland Strategy is a broad strategy covering all the rural land in the Hinterland, hence a large number of issues have been raised in submissions. However, many individual submissions were from people wishing to achieve the highest and best use of their land (in many cases – subdivision or residential rezoning). Those submissions need to be weighed against State Policy and the broader objectives for rural land and therefore cannot be supported.

Topical issues within the hinterland area such as the CORA proposal in Cape Otway Road influenced submissions received from the Winchelsea and Moriac districts.

<u>Deans Marsh</u>
The Deans Marsh district residents became actively engaged and put forward many suggestions for improvement to their area, as did Moriac and Winchelsea residents. Some are matters to be considered as part of future structure plans as they relate to land within the townships, not the rural land outside the settlement. Requests in submissions for additional pathways and shared paths have been referred to relevant officers responsible for pathway requests and will be actioned separately. However, the scope of the Strategy probably needs to be more clearly stated early in the document.

Several submissions from Deans Marsh supported the concept of allowing further development of residential land within the township either by rezoning or the subdivision of existing lots into smaller allotments. Due to the interest shown by submitters and enquiries from other residents in recent years on the same topic, Council officers have undertaken a desktop review of the Deans Marsh Structure Plan, considering in particular land supply, land capability and development potential. That review is attached to this report for consideration. The review has found very little potential for further subdivision and development due to land capability issues such as poor soil and steep slopes.

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State Policy – Bushfire

During the development of the draft Strategy, the State Government introduced a new policy in the planning scheme relating to bushfire in November 2017. The policy places the protection of human life above all other considerations in decision-making for strategic studies and all planning decisions.

Clause 13.02 refers to *"ensuring that strategic planning documents, planning scheme amendments, planning permit applications and development plan approvals properly assess bushfire risk and include appropriate bushfire protection measures"* and, further, *"not approving"* any strategic document which intensifies development in an area that will have more than a BAL 12.5 rating under the building regulations.

After the draft Strategy was approved for exhibition in June 2018, the first decisions considering Clause 13 were tested through VCAT and independent planning panels. The decisions now being published from VCAT and Panels Victoria demonstrate a significant elevation of bushfire risk consideration in decision-making.

The policy therefore impacts significantly on the draft Strategy, in particular the encouragement of greater numbers of people in high bushfire risk areas through uses such as accommodation, events, and function centres. Prior to being adopted, the draft Strategy needs to respond to the new State policy to ensure it is not in contravention of it. Council officers are attending training on the matter on 25 October 2018 and the bushfire management team are developing bushfire risk maps to assist.

It is considered that if bushfire risk is not adequately addressed in the strategy the planning scheme amendment proposed to implement it would be jeopardised when scrutinised by an independent planning panel. Council needs to demonstrate evidence-based assessment of the risk and implications for the strategy recommendations as part of good governance. Therefore, further work is recommended prior to adopting the final Strategy.

Discussion

Wherever directly relevant to the strategy, the majority of submissions can be responded to through minor amendments to the strategy as recommended in Appendix 1. It is considered that the strategy can be improved through clarification of the strategy's scope, amendments to the maps and the inclusion of a number of definitions.

Submissions which request upgrades to road or new pathways have been referred to the appropriate department in the Infrastructure Division of Council.

Financial Implications

As the current budget for the strategy has been mostly expended (approx. $5,000 remains in budget), an additional allocation is required to fund the further work recommended in this report. Taking into consideration the existing budget, the estimate for the additional funds required to complete work is $10,000. The funds will enable planning and bushfire risk analysis in the context of the new bushfire policy at Clause 13 of the planning scheme to be considered and incorporated into the strategy; add additional resources to make changes to the strategy text and final graphics/mapping.

Council Plan

Theme	3 Balancing Growth
Objective	3.1 Retain and enhance rural land for appropriate and sustainable uses
Strategy	3.1.1 Finalise and implement the Rural Hinterland Strategy
Theme	2 Environmental Leadership
Objective	2.3 Support local food production
Strategy	2.2.4 Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas
Theme	4 Vibrant Economy
Objective	4.4 Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses
Strategy	4.4.4 Develop and implement an agribusiness strategy

5.2 Draft Hinterland Futures Strategy - Submissions

Policy/Legal Implications
Implementation of the Hinterland Strategy will require

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
It is considered that further work in relation to bushfire risk is required in order to mitigate the risk that the strategy will not be supported when scrutinised as part of a future planning scheme amendment. The strategy needs to demonstrate an appropriate assessment of bushfire 13 and compliance with Clause 13.02 of the planning scheme in its decision-making.

Social Considerations
The Hinterland Futures project affects all land within the Surf Coast Shire hinterland area, the majority of which is Farming Zoned land. A large variety of businesses operate within this area, from agribusiness and farming activities to tourism based uses. The project has a close connection with local food production. As the strategy has such a broad base, it has the ability to affect a large number of people, properties and businesses.

A key finding of consultation on the Issues and Opportunities Paper and the draft Strategy found that the Hinterland is greatly valued by the community, not only for its economic value, but also its environmental, landscape and amenity attributes.

Community Engagement
Extensive community engagement has been undertaken on the draft strategy as outlined earlier in this report, including:

- Ten open houses and drop in sessions at various times on weekdays, evenings and weekends;
- One- on -one meetings with residents and interested parties;
- Substantial mailouts, emails and letterbox drops to stakeholders, community groups, the Environmental and Rural Advisory Panel, Gnarwarre Fire Brigade community members, previous submitters, government agencies and the like;
- Media and social media coverage.

Environmental Implications
One of the primary objectives of the Council plan and the planning scheme is to protect and enhance the Shire's significant environmental assets and scenic landscapes. This remains a key foundation for the Strategy, with Objective One seeking to elevate the importance of the rural landscapes *"as a defining feature of the Surf Coast hinterland and its significance to the local economy".* The draft Strategy reinforces the green breaks in the planning scheme, particularly between Torquay and Mt Duneed Road and between the Torquay settlement boundary and Bellbrae. The clustering of development in appropriate locations is also designed to reduce the potential for impact on significant environmental and rural assets in the Shire and encourage co-location of complementary uses.

In response to submissions received during exhibition, there is an opportunity to further emphasise the importance of the environment in the hinterland, as outlined in the recommended changes.

Communication
All submitters were invited to the recent Hearing of Submissions on 2 October 2018 and were advised of the consideration of submissions by Council at this council meeting. Following this meeting submitters will again be advised of Council's resolution on the draft strategy and the website will be updated.

Options
<u>Option 1 – Adopt the Strategy as Exhibited</u>
This option is not recommended by officers as it is considered that the strategy can be improved in response to submissions.

<u>Option 2 – Amend the Strategy prior to Adoption</u>
This option is recommended by officers as further work on bushfire risk is required, and opportunities to further improve the text and maps have been identified.

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Option 3 – Abandon the Strategy
This option is not recommended by officers as significant resources have been deployed in the development of the draft strategy and extensive community engagement has occurred. The Strategy will add significant value to economic development in the Shire and provide direction for future planning policy.

Conclusion
During exhibition 95 submissions were received to the draft Hinterland Futures Strategy; many of which can be addressed through minor changes to text in the document and alterations to mapping to provide clarity. Additional work on bushfire policy implications will ensure that the document is robust and able to be implemented through a future planning scheme amendment.

It is recommended that a further $10,000 is allocated to the project to enable the further work to be completed.

5.2 Draft Hinterland Futures Strategy - Submissions

APPENDIX 1 SUMMARY OF SUBMISSIONS

Draft Hinterland Futures Strategy- Summary of Submissions to community engagement process July/August 2018

***Please refer to individul submissions for detailed comments.**

Submission No	Locality	Comments
1	Gherang	Questions why the area north & west of the corner of Gherang Rd & Wormbete Station Rd was not included in the study area.
2	Wensleydale	There is significant inconsistency in the document and lack of clarification- terminology and mapping. The entire area north of the Cape Otway Road in Modewarre shown in orange on the map on page 21 should be green breaks of national environmental significance – high conservation value – high sensitivity.
3	Moriac	Supports Council's forward thinking approach. Main concerns for the Moriac area is the lack of wide, good quality roads and bicycle lanes/paths in Moriac.
4	Moriac	Queries whether the Moriac township Body Corporate has been raised during the information gathering; What if any traffic management and town planning is occurring around Moriac; What major changes can we expect to improve Moriac from a lack of real town planning.
5		States that the Shire must not approve tourism and accommodation or any other non-farming activity in a Farming Zone when the principle income is not from farming but from the tourism and accomodation.
6	Lorne	Requests that the Lorne hinterland be included in the study area and show it as a tourism focus area. States that the Bushfire Management Overlay should not preclude or rule out tourism development opportunities for the Lorne hinterland or any other areas of the shire. New proposed tourism developments should rather be based on evidence and judged on merit.
7	Winchelsea	States that Winchelsea needs at least one footbridge to enable the fabled loop walk to come into existence. Objects to encouraging "intensive farming" adjacent to a town (Winchelsea).
8	Deans Marsh	Expressed disappointment that Pennyroyal area wasn't incuded in original draft plan. Tourism focus area could have significant impact on Deans Marsh township. Need for focus groups to discuss key issues for the township. Undertake a strategic approach to the three focus areas rather than an individual approach.
9		States that the hinterland should be retained as natural and authentic. There is a need to maintain green breaks between development e.g. Torquay and Bellbrae.
10		Requested more information on how to make a submission.
11	Pennyroyal	The Strategy needs to be broadened in scope and that the future of Deans Marsh needs to be discussd in detail. There is an inconsistency with the supply of dining/food and entertainment for guests to our immediate area. The continual degradation of the unsealed road network is a deterrent for potential visitors and detracts from the experience for others, affecting repeat business. Continual growth is not sustainable. The shaping of the hinterland should be sensitive to the values of those who live in the region.

12	Moriac	Requests the following: Extend submission closing date. Provide a summary sheet.
13	Pennyroyal	Housing affordability has not ben considered in the Strategy. Deans Marsh should have a plan similar to Growing Winchelsea.
14		Supports the Strategy. Development needs to be in line with the environment and growth of the community - the strategy seems to do both. Strategy needs greater clarity around its terminology etc. so that applicants have greater opportunity for success.
15	Deans Marsh	States there is a lack of clarity and concern about how the strategy applies to Deans Marsh given it is a focus area. There is a need to undertake a more engaged and informative consutlation process. Minimum subdivision area in Farming Zone will limit the aims of the Strategy.
16		Supports the Strategy. Ensure the new zones are further explained and describe how the council will support and/or approve proposals.
17	Deans Marsh	States that the Strategy is more a wishful statement of management-speak predicated solely on economic factors, than an actual plan for those of who live in our region. Council should work with indigenous groups to make appropriate acknowledgement of ongoing Indigenous land custodianship in the region. There is a need to upgrade the Deans Marsh Lorne Road. Improve access to NBN and internet speeds in rural areas. Land use flexibility to allow sustainbale housing options.
18	Torquay	States that certain aspects of residential and rural living development are not adequately addressed. There are other areas than Torquay and Winchelsea for people to live. The Strategy should be used as an opportunity to increase the level of rural living in the Surfcoast hinterland.
19	Moriac	Concerned that the Strategy is tourism focused rather than hinterland proper. The Activity hub status likely to significantly change the rural small community feel of the Moriac area. Priority actions 2.5 and 4.7 appear to want to change the concept of a farm gate to something commercial and different altogether. The whole concept of a farm gate is contradicted if producers cannot sell from their property. There is a lack of green breaks such as that displayed on the map of figure 3, page 18. This concern is also reiterated on the map on page 21 showing the surrounding landscape around Lake Modewarre as a tourist focused, not an area of high conservation value. The document felt as if it was created with the purpose to facilitate large scale private enterprise such as the CORA proposal.
20	Bellbrae	States that the Strategy seems to carefully consider the environmental challenges that exist, while focusing on opportunites to explore and develop tourism opportunities in the hinterland.

21	Bellbrae	Supports larger blocks (2 to 10 acre allotments) that allow hobby farming and planting of trees within the Torquay Bellbrae green break. Supports arts and small scale accomodation in the green break.
22	Deans Marsh	States that Deans Marsh will require improved infrastructure before progressing as a focus area.
23	Moriac	Supports innovative approach to expanding hinterland tourism Supports the creation of area maps that include day tour options.
24	Bellbrae	States that land between Torquay and Bellbrae should be more hobby type farming or similar to the north side of Grossmans Rd.
25	Sorento	States that the area between Torquay to Bellbrae should not be in the Strategy and that the Hinterland Study should follow the stringy bark messmate forest.
26	Torquay	Opposes the Hinterland Strategy and does not want to be in the study area between Torquay and Bellbrae and that 100% of landowners with over one acre want lifestyle lots.
27	Bellrae	Oppposes the Hinterland Srategy between Torquay and Bellbrae. The area should be retatined for future growth.
28	Sorento	Opposes the Hinterland Strategy between Torquay and Bellbrae. The area should be lifestyle living lots.
29	Torquay	Opposes the Hinterland Strategy between Torquay and Bellbrae. The area should be planned more like north of Grossmans Rd.
30	Torquay	Opposes the Hinterland Strategy between Torquay and Bellbrae. The area should be lifestyle living lots.
31	Deans Marsh	Disappointed that Strategy lacks detail and with lack of community engagement. The strategy should support locally generated community plans.
32	Spring Creek	Objects to the nomination of the Spring Creek corridor as a Green Break. The Strategy must be amended to provide for the balance of the Spring Creek corridor to be properly planned and investigated for possible future expansion. Strongly objects to Council's attempts to establish land use and development directions for the balance of the Spring Creek corridor while Amendment C114 remains under active consideration.

33		Provides detailed commentary on the Strategy's objectives including Action 1.1, Action 1.2, Action 1.4, Action 1.6, Action 2.2, Action 4.1, Action 4.6, Action 4.7. Questionable mapping and determination fo focus areas. Broadbrush application to focus areas and land use. Excessive empahsis on tourism and siting of tourist development Lack of strategy to guard againast loss of residential amenity and lifestyle. Indequate identification and protection of environmental assets Poor utlisation of road infrastructure objectives inconsistencies and contradictions
34		Congratulates Council on a good strategy. The Significant Landscapes Overlay (SLO) should be applied to areas of high conservation values and high sensitivity. If SLO is not used then the Design and Development Overlay should be used. There is a need to control subdivision and to prevent the fragmentation of good agricultural land or land with high landscape values.
35		States the Strategy is heading in the right direction. Concerned that there is an implication that tourism should be imposed on the agricultural industry. The soil quality in Bellbrae area is not high quality. Support for recycled water Impact of residential development detrimental. Pleased that the strategy wants to draw a line between residential development and farming land. Seeks assistance and guidance in improving the commercial viability of farming activities.
36	Winchelsea	States that the Strategy focusses too narrowly on tourism and fails to appropriately recognise productive agriculture and care of the natural environment as foundations for the hinterland's success. Proposes a new broader vision that focuses on a range of matters affecting hinterland. Strategy needs to address: • support for large scale agriculture; • protection of productive rural land; • innovative ways to address unproductive land use; • the availability of land for diverse commercial, recreational, agricultural and community purposes. Does not support designation of land to the north and east of the Great Otway National Park as it is highly productive land.
37	Moriac	Raises concerns about the following: - The Vision has a narrow focus on tourism and economic growth to the detriment of local communities, amenity of rural residents, agricultural businesses and the environment. - Proposed tourist route along Cape Otway Road is not suitable for major alternate tourist route. - Large scale tourism development opportunities preferred way forward through the heart of existing agri-food and agri-tourism areas, the productive land belt, small townships and sensitive biodiverse environments.

38		Opposes the area between Belbrae and Torquay being in the Strategy. The area should be life style living with 5 to 10 Acre Lots running with the fall of the land. Grossman's Rd South should be made similar to the North side of Grossman's Rd.
39	Spring Creek	Objects to the nomination of the Spring Creek corridor as a Green Break. Remainder of Spring Creek should properly planned and further investigated as per the Panel report for C114. No land use or development directions should be provided for this area in the Hinterland Strategy.
40	Bambra	Congratulates Council for acknowledging the importance of the hinterland. The Strategy should be implemented through planning controls rather than planning policy as these carry more weight.
41	Spring Creek	Opposes the nomination of land between Torquay and Bellbrae as hinterland. Strategy contains no answers on how this unviable land can be used for other purposes. Unreasonbale to nominate as green break based on current development in Bellbrae and future urban growth.
42	Spring Creek	Raises the following concerns: - There is no strategic justification for the designation of Spring Creek as per the Strategy - The Spring Creek area should be designated as a “future investigation area” to allow a proper strategic planning investigation to take place into this precinct.
43	Spring Creek	Raises the following concerns: - There is no strategic justification for the designation of Spring Creek as per the Strategy - The Spring Creek area should be designated as a “future investigation area” to allow a proper strategic planning investigation to take place into this precinct.
44	Pennyroyal	Hopes that Council will be innovative to allow accommodation providers that are passionate about the land, environment and ecotourism to actively move forward to promote such a beautiful and natural resource in the Otway Hinterland.
45	Pennyroyal	Believes that if the rural subdivision restrictions remain, Pennyroyal region will stagnate.
46	Spring Creek	Requests that the land of south of Grossmans Rd, north of Spring Creek, west of the urban boundary be removed from the Strategy pending further investigation into future appropriate land use.
47	Bellbrae	Provides commentary on a number of objectives and priorites through the lens of focusing on the importance of protecting the natural environment. Submitter raises concerns about contradictions through the support for tourist development and protection of natural environment.
48	Spring Creek	Opposes land between Bellbrae & Torquay being included in the Strategy.
49	Pennyroyal	Requests that Council suspends the Strategy in it's current form and revisits some of the communities that are affected to better determine what the residents want.

50	Spring Creek	Opposes the Strategy between Bellbrae and Torquay. The area is a growth corridor surrounded by development.
51	Deans Marsh	Believes the strategy is a good move forward in encouraging better use of our hinterland. To encourage tourism, consideraton needs to be made to allow multiple dwellings on lots and smaller lot sizes in the areas tourist want to visit and stay. The main issue will be housing affordability.
52	Deans Marsh	States that more flexibility in zoning regulations is required to create sustinable communities and allow for smaller lots sizes.
53	Deans Marsh	Provides suggestions from Forrest Mountain Bike Volunteers, a proposal for Hinterland Tracks as an investment into tourism in the area, and an overall plan put together based on community suggestions.
54	Deans Marsh	States that the hinterland land management has improved significantly in the last 30 years. Strong community has supported the economy and land management. Housing affordability is a serious issue. Minimum lot sizes is making matters difficult.
55	Yeodene	States that land and housing affordability is an issue, particularly for younger generations.
56	Deans Marsh	States that the Strategy lacks a holistic approach. Strategy needs to focus on: - Housing affordability. - Allowing cottage industries to develop on small acreage. - Maintaining and facilitating for a diverse community (socio-economic diversity, age diversity, skills diversity). - Aged care plan. - Recognition and support of local peoples contributions. - Support re-generative farming practices and businesses.
57	Moriac	Raises concern about the proposed tourist route along Cape Otway Road as increased traffic will be directed to a local road and through the Moriac township. The Vision as a whole only deals with economic value which disregards the rural value of the area. The submitter states that the paragraph included to explain the vision incudes a more balanced direction.
58	Torquay	Opposes the Strategy. The Spring Creek valley is not viable farming land and should be considered as a growth corridor.
59	Spring Creek	Opposes the Strategy. The Spring Creek valley should be used for hobby farming and be provided with a walking track. Grossmans Rd South should be the same as Grossmans Road North.

60	Gherang	States that Maps (pages 18-21) need to have clearly identified spatial inputs with metadata to allow readers to quantify map information.
61	Spring Creek	Objects to the Spring Creek Corridor (in it's entirety) being included in the Strategy and being nominated as a "Green Break" and remaining as Farming Zone. The Strategy does define what a green break is and the intent appears to be, lock it up and limit permitted uses. The Spring Creek corridor west of the PSP area should be properly planned and investigated in a separate study i.e not the Hinterland Futures Strategy.
62	Bambra/Deans Marsh	States that the agroforestry industry needs to be fully understood before new rules about management of trees and vegetation are introduced. Benefits of the forestry industry in the hinterland are wide ranging. Agroforestry, as practiced by farmers in the Surfcoast Hinterland, is much more than small-scale forestry. It is the foundation of a new industry that is enhancing the rural environment, improving animal welfare on farms, providing financial rewards for landholders, creating new employment opportunities for young farm workers, supplying high value timbers for new craft industries (furniture, building etc.), educating the wider community about sustainable land management and sharing ideas with the national and international community.
63	Torquay	Suggests that the soil quality mapping in Figure 5 is not accurate and that soil quality is less than shown on the maps. Particuarly the "higher soil quality locations" are not accurate in terms of the quality of soils. The Strategy does not reflect the marginal nature of soils in the Thompsons Valley. Recycled water is supported but should be used on smaller lots sizes to allow hydoponic production as opposed to soils. The term Green Break should be defined in the Strategy. The defined green break is also in an area identified as a future transit corridor and suggests that the green break be removed from this area.
64	Torquay	Strongly opposes the Strategy and believes that the viabiity of agriculture in the hinterland is no longer relevant. The area between Torquay and Bellbrae should investigated for future hobby farms, which in turn will protect the rural nature aspect.
65	Torquay	Opposes the Strategy and that investigation of the Spring Creek valley for land uses other than broadacre farming should be undertaken.
66	Bambra	Has multiple concerns with the Strategy ranging from the background analysis, lack of detail in the strategy, lack of clarity around terminology, the vision, and lack of community input.

67	Deans Marsh	Makes the following recommendations: 1. The strategy needs to recognise the input of locals in the regeneration of the hinterland landscape and develop a strategic support mechanism including consultation with those on the ground. Support is required for existing community groups involved in education and extension such as landcare and agroforestry groups. 2. The Deans Marsh district requires a far more flexible approach to shire planning and housing permits. The approach needs to be outcome focussed and not input regulated. 3. The Deans Marsh Community needs support to develop a Community Plan including a succession plan 4. The Surfcoast Shire needs to lobby State Government to prepare a Localised Planning Statement for a State Significant Distinctive Area to be applied to the Deans Marsh district and other relevant areas within the Surfcoaast Shire. 5. Review clause 21.05 Agriculture in the Surfcoast Planning Scheme to consider the themes presented in this submission.
68		Makes the following recommendations: 1. The Surfcoast Shire Supports the Otway Agroforestry Network (OAN) as an existing practical extension/education group to create greater awareness to farmers, educational institutions and other interested organizations and people about the multiple benefits of agroforestry. 2. The Surfcoast Shire considers hosting and funding a Master Tree Grower Program for landholders and other interested people. 3. Tht the wording of the OAN's Mission Statement be included in the Hinterland Futures Strategy.
69	Torquay	Generally supports the Strategy in terms of its attempt to strengthen the town boundaries and retention of the open spaces between Torquay/ Jan Juc and Bellbrae to the west and from Torquay north to Mt Duneed Rd along the Surf Coast Highway. There is a need to reinforce the 1Km west of Duffields Road as the limit of urban growth for Torquay/Jan Juc. The Strategy appears to be solely concerned with economic development. It is vital that any policy change to enact the Strategy, acknowledges that retention and protection of the flora (and fauna) of all areas is not compromised. Safety of residents and tourists should be a prioroity in any change of policy in pursuit of increased economic activity. Supports the availability of recycled water to residential and rural properties. The mapping and legends appear incomplete- legend symbols do not appear on the map.
70	Lorne	States that Lorne is the most tourism related hinterland areas of the Shire and the proposal to direct most tourist developments within townships will severely restrict future tourism developments within the Shire. The Strategy does not address affordable housing, seasonal workers accomodation or event car parking. There is no proposal for the Rural Activity Zone or low density housing in the Shire.
71	Deans Marsh	Supports the need for affordable housing and enabling younger generations to live in the Deans Marsh area. Submitter proposes a development concept that focuses on eco living and economic activities as a viable option for this area.

72	Spring Creek	States that the Strategy assumes the town boundary 1km west of Duffileds Road is final and has not undertaken a proper exercise to determine preferred land uses within the break between Torquay and Bellbrae. Spring Creek should not form part of the Strategy or alternatively, the Strategy should be amended to include a proper planning process to determine a town boundary and green break.
73	Torquay	Opposes the Strategy.
74	Torquay	States that the Strategy is strongly biased towards the growth of tourism within the area- creates the impression of a Hinterland Tourism plan, rather than a document guiding the overall future of the Hinterland region. Particular concern with the lack of green breaks as displayed on the map of figure 3, page 18, and reiterated on the map on page 21. The latter showing the surrounding landscape around Lake Modewarre as tourist focused, not as an area of high conservation value.
75	Spring Creek	States that south side of Grossmans Road shoud be developed similar to Ocen Acres. Land on south side is not viable farm land and given the surrounding urban context it should be developed. The Strategy should not penalise those who wish to develop.
76		Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
77		Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
78		Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
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80		Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.

81		Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
82		Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
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89		Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
90		Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
91		Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
92	Spring Creek	Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
93	Torquay	Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
94	Bellbrae	Objects to the Spring Creek corridor west of the Precinct Structure Plan area being included in the Strategy, and being nominated as a "Green Break". The Spring Creek corridor area should be properly planned and investigated for future residential development in a separate study as recommended by the C66 and C114 panel reports.
95	Bellbrae	States that Strategy is biased towards tourism. The vision should be more broadly focused on matters such as landowners, environment, fire management, infrastructure, community well-being.

5.2 Draft Hinterland Futures Strategy - Submissions

APPENDIX 2 DEANS MARSH STRUCTURE PLAN DESKTOP REVIEW

DESKTOP REVIEW

DEANS MARSH

STRATEGIC ASSESSMENT

October 2018

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Deans Marsh Strategy Review

1. Introduction

This report is an informal desktop review of the strategic direction and planning controls as they relate to Deans Marsh; it includes a review of the Deans Marsh Strategy, Design & Development Overlay-Schedule 18 (DDO18) and the Restructure Overlay (RO3).

The report does not question the findings of the Deans Marsh Structure plan; however, it does broadly consider the themes evident in some submissions to the recently exhibited draft Hinterland Futures Strategy (HFS).

The HFS seeks to provide clear strategic direction for the rural areas of the Shire and includes a vision, five key objectives and thirty eight priority actions. Although the towns, including Deans Marsh, are beyond the scope of the strategy a number of HFS submissions focussed on Deans Marsh were received. The Deans Marsh Strategy review has benefitted from the feedback contained in those HFS submissions.

Of further relevance, and as recognised by the 2009 Deans Marsh Structure Plan, the town's picturesque setting within the broader hinterland contributes meaningfully to its character and the application of the preferred minimum 0.4ha lot size articulated in the DDO18 broadly considers this from a wastewater management perspective. While the previous desktop review recognises the relationship between minimum subdivision lot sizes and the effective disposal of waste on-site, development density expectations in central Deans Marsh have not been recently reviewed.

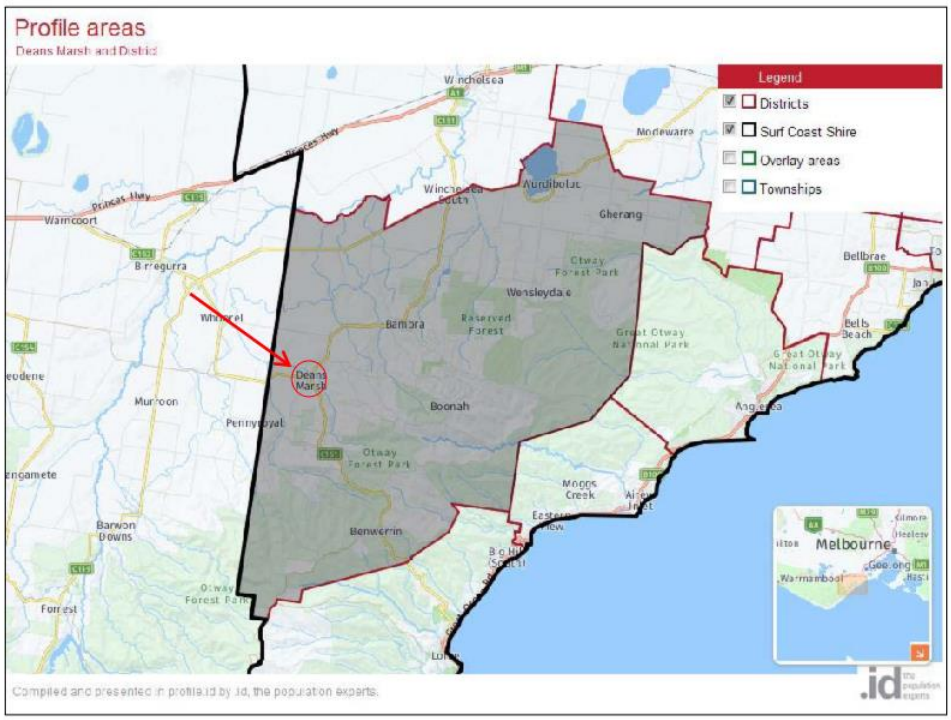
In light of the development of many of the residential sized vacant lots over time, a more timely review of the Deans Marsh Strategy is considered appropriate.

Figure 1 + Aerial image of Deans Marsh (2017)

2. The study area

Deans Marsh and District encompasses a broad area that includes the Deans Marsh township, Benwerrin, Boonah, Bambra, Winchelsea South, Wensleydale, Gherang and Wurdiboluc (see Figure 1 below). It also includes portions (ie. those parts within Surf Coast Shire) of Birregurra and Pennyroyal.

Figure 2 - Deans Marsh and District (https://profile.id.com.au/surf-coast/about?WebID=120)



Deans Marsh is a small hinterland settlement located midway (24 kilometres) between Lorne and Winchelsea in the northern foothills of the Otway Ranges and it has its own unique character. This is expressed in its architecture, in its layout and spatial characteristics, in its vegetation and in its people.

Once a thriving rural service centre, the town now provides limited services to a much smaller community and with its history strongly reflected in numerous buildings and sites within the town and in the surrounding rural hinterland.

The Winchelsea-Deans Marsh/Deans Marsh-Lorne Road which passes through the town connects the Great Ocean Road at Lorne and the Princes Highway at Winchelsea. Deans Marsh lies midway between Winchelsea and Lorne and approximately 60 kilometres from the regional centre of Geelong.

The Deans Marsh district accommodates approximately 3.5% of Surf Coast Shire's overall population and while the area has a historically focused on dairy farming, other pursuits such as agro-forestry, olives, grapes and tourist accommodation have become more common.

3. Existing planning context

The Deans Marsh settlement boundary shown in the Deans Marsh Framework Plan at clause 21.15 is consistent with the outer limits of the Township and Public Park and Recreation Zones shown in Figure 3 below.

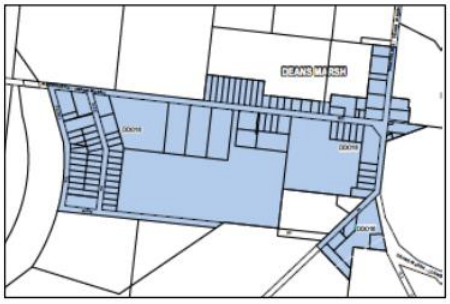
Figure 3 - Deans Marsh

The Township Zone affords greater flexibility than the General Residential Zone, providing for residential development and a range of community, commercial, industrial and other uses while respecting the small town character.

Dwellings make up the dominant land use within the town; non-residential uses, including the general store, café, Country Fire Authority, school and recreation reserve are concentrated in the vicinity of the Winchelsea-Deans Marsh Road.

A comparatively large area of land developed by a single dwelling is located in the town's centre making connectivity between the east and the west of the town problematic in the short term. Currently, the Birregurra-Deans Marsh Road provides the only public connection between the western and eastern sides of the town.

Figure 4 – Design and Development Overlay-Schedule 18 (DDO18)



The Design and Development Overlay-Schedule 18 (DDO18) has been applied to all Township zoned land.

While the overlay seeks to manage built form, fencing, advertising signs and minimum lot areas it is only the subdivision and advertising sign requirements that apply to all of the area covered by the DDO18.

Figure 5 – Map 1 to Schedule 18 to the Design and Development Overlay

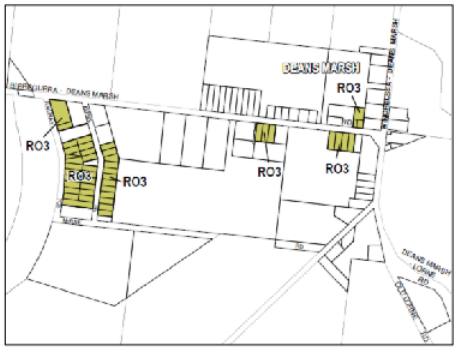
The buildings and works and fence requirements seek to build on the historic rural character of the town and apply only to the land indicated in Map 1 of the DDO18 shown at Figure 5.

The design objectives seek to limit building height, direct roof form and external cladding, ensure that outbuildings are sited behind dwellings and that front fencing is lightweight.

The overlay also seeks to achieve a minimum lot size to ensure that waste water dispersal can be effectively managed on site.

In January 2012, Amendment C67 implemented the relevant land use recommendations of the Deans Marsh Structure Plan 2008 and this included the application of the Restructure Overlay (RO3). The lots to which the overlay has been applied are shown in the map at Figure 6 below.

Figure 6 - Restructure Overlay (Deans Marsh)



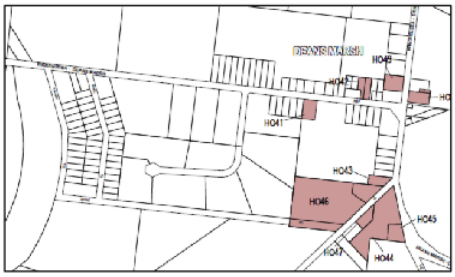
The RO3 has been applied to land parcels where more than one lot is (or was at the time that the overlay was applied) held in common ownership.

The RO3 broadly references the need to ensure that the minimum developable lot size is reflective of the capacity of a site to contain waste water within its boundaries and development must conform to the overlay requirements.

The overlay is supported by an incorporated Restructure Overlay Plan which sets out the development potential and requirements that apply to the restructured lots. In short, however, the RO3 seeks to limit the development of each restructured lot to one dwelling.

While it is not of particular relevance to this review, there are a number of heritage sites within the town and these are recognised through the application of the Heritage Overlay as shown in Figure 6 below.

Figure 7 - Heritage Overlay



The heritage listed properties include Howard's Carrying Depot and Lawrence Cottage, both of which are on Birregurra-Deans Marsh Road and the former Deans Marsh Hotel which is located on Winchelsea-Deans Marsh Road. The building known as "Mrs McInnes Milk Bar and Boarding House" is located on the western side of Winchelsea-Deans Marsh Road.

Further to the south-east are the Deans Marsh Public Hall and Recreation Reserve, the former Methodist Church and Hall, St Paul's Anglican Church, the Primary School and the former Presbyterian Church. All of the latter buildings are also heritage listed.

4. Review

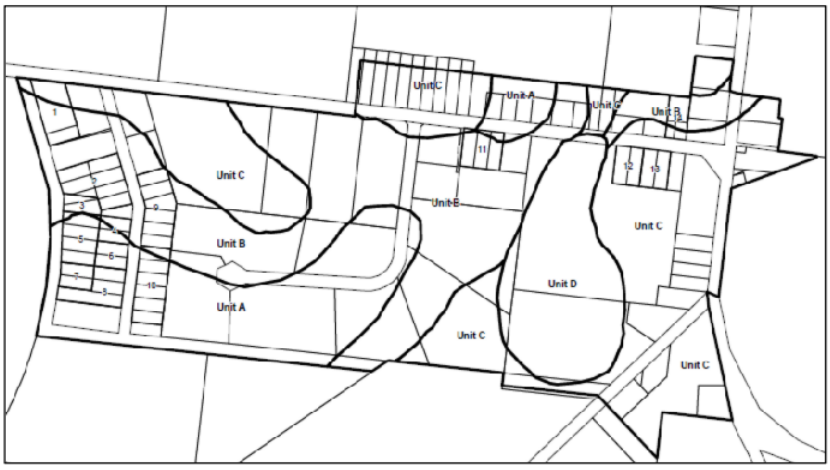
Waste water dispersal

In March 2012, a land capability assessment (Domestic Wastewater Management Plan (the Plan) by Geocode and van de Graaff and Associates) was undertaken for the township. The Plan examined the local soil conditions, topography and climate and the effect that these elements have on the dispersal of waste water and its uptake, including through percolation and evaporation.

In short, the Plan recognises that the soil quality (which includes a heavy clay subsoil) in Deans Marsh is naturally poor for onsite domestic wastewater dispersal. The area also experiences comparatively high rainfall, wet winters and low annual evaporation exacerbating the problem.

The Plan explains the town's potential for the treatment of wastewater by dividing it into four land units; this is shown in Figure 2 below. In short, units B and C have the most restrictions and D is undevelopable. Unit A has the most capability but is still poor for onsite domestic wastewater dispersal and a minimum land area of 2331m² for a 5BR home has been recommended. The qualities of these land units are set out in more detail below.

Figure 8 - Waste water land units



Unit A	The highest point in the Deans Marsh Township; unit A is a plateau and its flatness does not facilitate down slope drainage so waterlogging is common.
Unit B	Upper mid (largely concave) slopes immediately below the plateau; the concave slopes accumulate water and the convex slopes tend to be steep and would require careful engineering to install a dispersal field.
Unit C	Lower lying, largely concave; unit C is a drainage point where downwards water percolation is poor. Land unit C is prone to saturation.
Unit D	Described as "entirely unsuitable for onsite domestic wastewater disposal".

The minimum land area recommendation considers the local saturation and drainage conditions and is based on a calculation of the area required for the dispersal of waste water for a 5 BR home. The calculations also consider an arbitrary development envelope of 450m² and a 3m buffer to all boundaries.

The projected cumulative development impact has informed the desired development density sought through the RO3; in this instance the RO was applied based on ownership patterns (at the time the RO was applied). While the method was largely sound, it seemingly fails to contemplate the higher

development potential of the larger lots and allows some smaller than desired land sizes to be excluded.

There are four lots in Areas A and B that significantly exceed the 2,331m² area mentioned above; the further potential of lots in Units C – D has not been considered here due to their constraints. This will, however, be discussed below.

The larger lots in Units A - B are:

Restructure Unit	Land Unit/Area (A, B, C, D)	Land Area
R2	Unit "B"	6,556m²
R5	Predominantly Unit "A"	4,524m²
R9	Predominantly Unit "B"	5,977m²
R10	Predominantly Unit "A"	5,580m²

R2 contains a dam, dwelling and outbuildings. The land is located on a slope of about 5°. Consequently, the land lies within land unit "B". There is not enough evidence to indicate in absolute terms, the development/subdivision potential of this land unit.

R5 is largely in unit "A"; a small northern section is in Unit B. Based on the information available and notwithstanding the limitations of the RO, on its face the subdivision of this land into two lots could be explored in the future. Information relating to the dam (and whether it would be removed), restrictions on the development area and limitations on the number of rooms for any dwellings would be required to better understand this.

R10 is predominantly within unit "A"; the exception is a small northern section. Notwithstanding the RO and having regard to the 2,331m² minimum lot size mentioned earlier, the subdivision of the land into two lots could be explored. It is not clear why only one dwelling is allowed on this lot although like R5, information would be required about the dam and any future development if a review was to proceed.

R9 is wholly in unit "B" and is on a slope of 5.5°. There is not enough evidence to indicate in absolute terms, the development potential of this land unit.

As noted above, unit "B" is described as, "*upper mid (largely concave) slopes immediately below the plateau; the concave slopes accumulate water and the convex slopes tend to be steep and would require careful engineering to install a dispersal field*".

The 2013 Panel Report for Amendment C88 includes that:

"…the Panel notes that the restructure requirements and maximum number of dwellings specified for each lot are generally consistent with the evidence of Mr van de Graaff, with the exception of restructure lots R2, R9 and R10. The Restructure Plan specifies a maximum of one dwelling for each of these lots, while Mr van de Graaff's evidence indicated that R2 could potentially contain two dwellings, R9 could potentially contain three dwellings and R10 could potentially contain 2 dwellings. Notably, Mr van de Graaff attached a number of caveats to this assessment, such as filling dams, locating dwellings in particular areas and configuring lot boundaries in certain ways.

While there might be an argument for modifying the Restructure Plan to take account of Mr van de Graaff's assessment in relation to restructure lots R2, R9 and R10, the Panel believes

that further analysis and broader consultation would be required before this could happen." [my emphasis]

The Deans Marsh Wastewater Management Plan authored by Mr van de Graaf and Geocode and the Panel Report for the now gazetted amendment C88 are both relevant in informing the current view. That is, a site specific and credible Land Capability Assessments would be required to inform any proposed amendment to the Restructure Overlay to increase the number of permissible dwellings. Such an assessment would need to consider things like the soil quality, slope and future development potential having regard to setbacks, siting, dwelling size and other surfacing (eg. sheds, driveways, swimming pools, tennis courts).

A methodical approach underpinned by a technical assessment is considered to be the appropriate way forward; however, even with a favourable Land Capability Assessment, the additional dwelling yield would be minimal (perhaps one more dwelling on each restructured lot mentioned here/three dwellings overall).

It is not ordinary practice for Council to undertake site specific amendments without a broader community benefit. Amendments like the ones alluded to above would commonly be undertaken as private planning scheme amendments; however, given the limited lot yield and the likelihood of a referral to a Planning Panel it could be disproportionately costly for proponents.

Council's Environmental Health Department has confirmed that the conditions upon which the 2014 assessment was based remain relevant; the assessment criterion has not changed. It has also been confirmed that waste water treatment technology has not advanced significantly and certainly not to a point where it would alter the conclusions of the Plan. In short, there is no new information that alters Council's position on the minimum lot size requirements within the Restructure Overlay.

Having said this, on face value and based on waste water dispersal alone there might be some restructured land units that have greater potential than has been allowed under the RO3. This does not account for the aggregate or cumulative impact of waste water dispersal in the area, however. Irrespective, the overlay does not allow a merit based reduction in land area and given the risks associated with the poor waste water dispersal, the RO3 is considered to be the best tool available for its purpose.

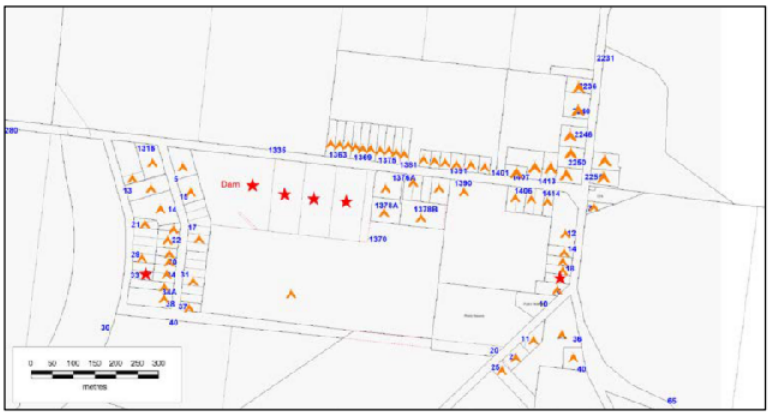
It was considered whether the installation of a water treatment plant similar to the facilities at Birregurra and Forrest would be an option for Deans Marsh. Barwon Water has advised informally that such plants are constructed in response to domestic wastewater treatment reports which identify the imperative for an alternative treatment solution for health or environmental reasons. Currently Barwon Water does not have any plans for Deans Marsh.

Land Supply

There are currently 72 land parcels (comprised of individual lots and lots held in common in the RO) within the Deans Marsh Township Zone. Of these, six are vacant.

The 2008 Deans Marsh Structure Plan 2021 (Map 2.2) indicates the number of dwellings within the town at that time. Since the drafting of the Structure Plan, ten dwellings have been approved and constructed and limited vacant residential sized lots remain. The undeveloped lots are indicated with the red stars on the map at Figure 9.

Figure 9 - Developed lots (orange symbol) and undeveloped lots (red symbol)



The Restructure Overlay limits the development potential of the lots covered by the overlay. For those areas outside of the Restructure Overlay, the subdivision potential of the land is limited by the Design and Development Overlay-Schedule 18 and the capacity of the land to treat and retain wastewater.

The Structure Plan includes that the potential exists for the creation of an additional 38 lots within the town. The number of infill lots is based on an assumed density of two dwellings per hectare; a minimum 0.4 hectare lot size. Where there is no existing road access an additional allowance of 1,000sqm per lot for infrastructure (off-site) is provided. Where subdivided lots would have direct access to a road, the report assumes a density of two dwellings per 8,000sqm with no additional infrastructure allowance. The larger central parcels are noted as having limited subdivisional potential (over 1 hectare).

The table below indicates the distribution of large lots and the predicted subdivision potential referenced above.

Site	Street Address	Current Status	Area	Potential Lot Yield	Additional Lots
1	1370 Birregurra Deans Marsh Road	Vacant with dam	28,600m^2 / 2.86ha	4	3
2	1370 Birregurra Deans Marsh Road	Vacant	12,160m^2 / 1.2ha	2	1
3	1370 Birregurra Deans Marsh Road	Vacant	12,340m^2 / 1.2ha	2	1
4	1370 Birregurra Deans Marsh Road	Vacant	12,340m^2 / 1.2ha	2	1
5	1370 Birregurra Deans Marsh Road	Single Dwelling	126,700m^2 / 12.6ha	25	24
6	1390 Birregurra Deans Marsh Road	Single Dwelling with dam	52,880m^2 / 5.2ha	9	8
Total				**44 lots**	**38**

The 2012 desktop review of the 2008 Plan broadly recognises the body of work carried out subsequent to the Structure Plan which highlights the significant constraints associated with the on-site dispersal of treated waste water.

Currently, the Structure Plan suggests that the capacity exists for the creation of an additional 38 lots and further land capability investigations would be required if Council sought to revaluate the subdivisional capacity of this land.

Such a review is not expected to significantly depart from the earlier findings.

Land Demand

The Deans Marsh Structure Plan 2008 (the Structure Plan) references the *Great Ocean Road Region – a Land Use and Transport Strategy* (2004) and the *Victorian Coastal Strategy (2002)* as it relates to land demand.

Having regard to the above documents, the Structure Plan recognises Deans Marsh as a settlement in which limited urban growth will occur; growth is directed to townships which have adequate access to reticulated sewerage, land availability and potable water supply. Winchelsea and Torquay are cited as the towns most suitable for expansion due to their geographic location and access to existing services.

It is important to recognise that access to public transport and reticulated water and sewerage systems in Deans Marsh has not altered since the adoption of the Structure Plan. Barwon Water has recently confirmed that there are no future plans to initiate the installation of sewerage infrastructure in Deans Marsh. In short, schemes like those in Birregurra, Bannockburn and Skenes Creek are instigated at the direction of the State Government and are generally driven by existing environmental health concerns and not future growth potential.

Currently, the Deans Marsh Strategy at clause 21.15-3 encourages the development of B&Bs, country cottages and other forms of tourist accommodation within the township to cater for visitors seeking a retreat from urban areas. There is no clear evidence to suggest that this is occurring in great numbers. It is also not clear whether this is due to an absence of available buildings, an absence of demand or simply an absence of available data.

Design and Development Overlay, Schedule 18

In 2013, amendment C88 sought to (inter alia) rezone the Low Density Residential (LDRZ) areas of Deans Marsh to Township Zone (TZ) thus removing the minimum lot size requirements previously enforced through the LDRZ.

To offset this, preferred minimum lot size requirements were introduced as part of a new Design and Development Overlay, the primary purpose of which was to establish a preferred character outcome for the town.

The character objectives sought through the overlay are considered to be a sound reflection of the Deans Marsh Structure Plan that was undertaken in 2008. The language of the overlay is, however, imprecise and this makes interpreting some of the objectives and requirements difficult. As it is written, the overlay lacks both clarity and qualitative information, particularly at the decision guidelines where clear direction for decision makers is generally required.

It is also noted that the Structure Plan lacks any analysis of character as it relates to lot size and this is reflected in the C88 Panel report which stated, "*In the Panel's view, the discussion of lot sizes in the Structure Plan seems to be in relation to effluent disposal rather than character*".

The Panel went on to state that, *"the Panel does not believe that the link between the preferred minimum lot size and protecting the town's character has been adequately demonstrated and recommends that these references be removed from the amendment"*.

In response to this, the exhibited version of the DDO18 was amended to delete the objective, "*to provide for a minimum lot size that reflects the rural character of the town*" and the decision guideline, *"whether the size and shape of a lot reflects the rural character of the township"*. This weakens the overlay as it relates to minimum lot size in the context of neighbourhood character.

Of further interest, the Panel report also noted that, *"It seems to the Panel that the previous zoning arrangement that applied to the TZ in the east of the town and the LDRZ in the west better reflected two reasonably distinct character areas within the town and provided a considered basis on which to manage development, including effluent disposal"*.

On this it is generally agreed. Although limited, the commercial and community uses are to the east as are the heritage buildings. There are also differences in the spacing around and between buildings which do potentially contribute to a different character outcome to the east and the west. Having said this, there does not appear to be subdivision pressure in the township in those areas not covered by the RO. In light of this, the DDO18 has not been tested in this regard and there is no evidence to suggest that this trend will change.

In short, the intent of the design objectives should be maintained but minor changes to language should be considered in order to add clarity. A draft amended schedule is attached at Appendix A.

Changes are also recommended to the permit requirements in order to add quantitative information and improved qualitative information and this will assist users who need to decide when a permit is triggered. Minor changes are also recommended to the buildings and works and subdivision requirements.

In its current form, the schedule lacks qualitative information for applicants and decision makers and additional decision guidelines have been included to assist decision makers in determining the appropriateness of roof form, wall cladding and subdivision.

<u>Opportunities and constraints</u>

Pathway

The eastern and western edges of the town are poorly connected with the only convenient public connection being via the Birregurra-Deans Marsh Road. While the road pavement is sealed, no pedestrian pathway or track has been constructed and therefore, the loop walk desired by the community is currently not possible.

A feasibility study is currently being undertaken by Council's Recreation and Open Space Planning unit with the connection considered pertinent given the clustering of the school, public reserve and commercial activity on the western side of the town.

Parking

While the Deans Marsh township is beyond the ambit of the recently exhibited Hinterland Futures Strategy, the submissions (to HFS) received raise the lack of publicly accessible parking as a concern.

While there are examples of home based businesses in Deans Marsh, formal commercial development is limited with the General Store and Martians Café (the latter of which has associated on-site car parking) being the two commercial focal points. Other areas that attract higher than residential volumes of traffic are the school and the Recreation Reserve.

Limited on-street parking is available adjacent to the General Store but on-street parking close to Martians Café is limited due to the nearby fuel bowsers. On-street parking is also available adjacent to the school with additional informal parking on the opposite side of Pennyroyal Valley Road directly outside of the Recreation Reserve. On-site parking associated with the Recreation Reserve is also available but not in large volumes.

It is acknowledged that public parking in Deans Marsh is limited and it is considered to be commensurate to the existing population, commercial activity and community services. It is a relevant matter to be further considered during future Structure Plan reviews.

Summary

The limited availability of land ready for development has prompted a question about the township boundary.

In short, previous assessments indicated that in context, the land supply potential in Deans Marsh was satisfactory and this position has not altered. While all but two of the residential sized vacant lots have been developed, the land in central Deans Marsh has yet to be subdivided and the potential for adequate land supply remains. At this time, there is no new information to support a departure from Council's previous position. It is recommended that the town boundary remains.

The minimum subdivisional land area has been applied to respond to the existing and preferred character of Deans Marsh as identified through the Deans Marsh Structure Plan. Further, the capacity of land in the Deans Marsh area is poor for the on-site dispersal of waste water. No new information is available to support a departure from Council's previous land area position having regard to waste-water dispersal as articulated through the DDO18 and RO.

In the event that Council chose to pursue an amendment, a methodical approach underpinned by site specific land capability studies would be required. However, given the limited scope of the amendment it would in essence, be site specific and it is not practice for Council to undertake site specific amendments. Site specific amendments are commonly private planning scheme amendments where the amendment process is privately funded. In this instance, the limited increase in potential dwellings relative to the cost in running an amendment would be a pertinent consideration for the landowners.

In addition to the waste water dispersal issues, the planning controls relating to character were also reviewed. Simply put, the design objectives articulated through the DDO18 are a sound reflection of the preferred and existing character of Deans Marsh as it relates to built form. However, the language of the overlay does not adequately communicate this. It is recommended that the overlay be amended without changing the intent or outcomes sought through the overlay in its current iteration.

Appendix A

Proposed draft - changes to the DDO18

30/05/2014

SCHEDULE 18 TO THE DESIGN AND DEVELOPMENT OVERLAY

C88

Shown on the planning scheme map as **DDO18.**

DEANS MARSH TOWNSHIP CHARACTER

1.0 Design objectives

30/05/2014

C88

To build on the historic rural character of the town, through the appropriate design and style of buildings, fences and advertising signs. The important elements comprise:

- 1-2 storey building scale
- Pitched roof
- Lightweight, weatherboard cladding
- Lightweight, open front fencing

To preserve the low scale built character of the town.

To provide a minimum lot size for on-site wastewater dispersal.

2.0 Buildings and works

30/05/2014

C88

Permit requirements

Permit requirements shall only apply to the precinct identified in Map 1 to schedule 18 to the Design and Development Overlay.

A permit is required to construct a fence that is more than 1 metre in height.

A permit is not required to construct a building or construct or carry out works where all of the following are met:

- The roof of the building has a pitch greater than 20 degrees;
- At least 70% of the external wall cladding (excluding doors and windows) of a building is weatherboard or weatherboard in appearance (horizontal or vertical overlapping boards used as cladding);
- The building is not more than two storeys in scale and not more than 7.5 metres in height;
- Any outbuilding on the land is located behind the dwelling.

Requirements

Buildings should not exceed two storeys.

Buildings should not exceed 7.5 metres in height.

Buildings should enhance the historic character of the township as generally illustrated in Diagram 1 to this schedule.

A garage associated with a dwelling should be setback at least 1 metre behind the front wall of the dwelling and be similar in style to the dwelling.

New commercial development should provide for integrated on and off street parking.

Off-street commercial car parking should be sited to the rear of commercial development so that it does not dominate the streetscape (Refer to Diagram 2 & 3 to this schedule).

Commercial development should be built to the street boundary and should have verandas over the footpath. (Refer to Diagram 2 & 3 to this schedule).

3.0 Subdivision

30/05/2014

C88

Requirement

Subdivision must meet the following requirements:

A lot should have an area of at least 0.4 ha. A lot that includes a battle-axe driveway must not include the area of the driveway in the lot area calculation.

Application Requirements

An application for subdivision must be accompanied by a Land Capability Assessment.

4.0 **Advertising signs**

30/05/2014

Advertisement signs as at Clause 52.05-9 – Category 3 - High Amenity areas.

C88

5.0 **Decision guidelines**

30/05/2014

C88

Before deciding on an application, the responsible authority must consider, as appropriate:

- Whether a fence greater than 1 metre in height respects the character of the streetscape through lightweight construction and visual permeability.
- Whether the roof form is appropriate having regard to:
  - the existing and preferred character;
  - whether the roof pitch is less than 20 degrees and the extent of any reduction;
  - the proportion of the roof with a pitch that is less than 20 degrees;
  - the prominence of the building in the streetscape and from other public viewing areas.
- Whether the external wall cladding is appropriate having regard to the existing and preferred character and the prominence of the building in the streetscape and from other public viewing areas.
- Whether the setback of an outbuilding or garage relative to a dwelling on the site is appropriate having regard to its comparative scale and its visual prominence within the streetscape.
- Whether an advertising sign would be dominant in the streetscape, having regard to its size, location, colour and illumination.
- Whether the area and dimensions of a lot provides for on-site treatment and dispersal of wastewater having regard topography and soil characteristics.

5.2 Draft Hinterland Futures Strategy - Submissions

APPENDIX 3 PROPOSED CHANGES TO HINTERLAND FUTURES STRATEGY DRAFT

PROPOSED CHANGES TO HINTERLAND FUTURES STRATEGY

ISSUE	PROPOSED CHANGE	PAGE NUMBER OR SECTION
1. Updates to Maps	Update maps to: • Refine the green break hatching on the Strategic Framework Plan to reflect existing settlement boundaries. • Refine the mapping of high quality soil areas to be more accurate.	Strategic Framework Map Intensive and Commercial Farming Focus Area Map
2. Updates to Text	Remove references to uses which do not have planning permission.	Various
3. Bushfire	Add a new Bushfire section into the Strategy referencing the current State Policy and Clause 13. Undertake mapping of high risk areas and incorporate the results into the Strategy.	Section 4 – Context – Drivers for Change Section 12 – Land Use Context – After "Environmental Values and Risk" – insert new section on "Bushfire" and Clause 13.
4. Definitions and Clarity	Define "complementary" as a new use which: *enhances the quality of the existing use of the land. *is compatible and can be integrated with the existing use or surrounding uses *is not detrimental. Define "green break" as non-urban land between townships. Discussed further below.	Maps Various sections Add definition of "complementary" and "green break" to Definitions section in Appendix 1.

PROPOSED CHANGES TO HINTERLAND FUTURES STRATEGY

ISSUE	PROPOSED CHANGE	PAGE NUMBER OR SECTION
5. Clarify the Scope of the Strategy	• At the start of the document, explain that land within townships is not in scope but are covered by structure plans. • Rename the Strategy the "Rural Hinterland Futures Strategy" to make it clear it is about the land between townships.	Include in the Introduction section • *This hinterland covers about 1,020 square kilometres (or 60% of the Shire) and includes Deans Marsh/Pennyroyal, Freshwater Creek, Modewarre, Moriac and Winchelsea…. Winchelsea is the largest town in the hinterland and acts as a regional centre for many local farmers.* ***Land within the settlement boundary of townships is not within the scope of this strategy but are covered by structure plans. However, they are recognised as a valuable element of the hinterland and some already function as tourist hubs".*** • In the Executive Summary and Introduction, specify that the Strategy is an Economic Development and Planning Strategy for the rural land in the Shire
6. Accommodation	Encourage accommodation uses which have a manager on site such as group accommodation or bed and breakfast. Highlight bushfire risk in the discussion.	
7. Environment	Highlight the natural Environment in the Strategy and the need to protect environmental values while explaining this is not an environmental strategy.	Objective 1.2: "Encourage nature based activities and agri-tourism in areas identified as high environmental and landscape value". Change to: "Encourage nature based activities and agri-tourism in areas identified as high environmental

PROPOSED CHANGES TO HINTERLAND FUTURES STRATEGY

ISSUE	PROPOSED CHANGE	PAGE NUMBER OR SECTION
		and landscape value that preserve those values as a priority. New uses must be complementary and must address bushfire risk".
8. General issues with new uses in rural zones – Tourism/Accommodation/Function Centres.	Introduce "Principles" section: Wording to provide direction as follows (not exact wording): *New tourism uses should demonstrate that it will not impact on the productivity of existing agricultural activity on adjoining land. *New tourism uses and development should not result in an unreasonable loss of productive capacity of agricultural land. *Siting and design guidelines proposed should include matters such as setbacks and buffers from existing agricultural uses in addition to: access, heights, colours and materials, avoiding loss of native vegetation, and landscape impacts (topography and values). *Agriculture to remain the primary purpose of the Farming zoned land. *New tourism uses must not adversely impact on high environmental values or significant landscape values. *New tourism uses must take into account bushfire risk. *New industrial uses should have a direct connection with agricultural use of the land and not be used as a cheaper alternative to industrial land. E.g. caravan storage.	New Section "Principles" to be added.

PROPOSED CHANGES TO HINTERLAND FUTURES STRATEGY

ISSUE	PROPOSED CHANGE	PAGE NUMBER OR SECTION
	Siting and context to be a decision guideline. *Decision guidelines for function centres and places of assembly must include bushfire risk, appropriate road access, infrastructure availability and ability to manage amenity impacts such as noise.	
9.Green Break between Torquay and Bellbrae	Revising the mapping to be more accurate as described above. Revise the wording in the Implementation Plan to read as follows for greater clarification: "Maintain the green breaks between Torquay and Mt Duneed Road and between the Torquay western boundary and Bellbrae. Support the ongoing use of the land for existing uses such as arts, small scale accommodation and for lifestyle/hobby farming. If new uses are proposed, such uses should be complementary to the existing uses and not adversely impact on the landscape in the green break as viewed from the Great Ocean Road."	Strategic Framework Plan and Commercial Farming and Agribusiness Focus Area map. Implementation Plan

5.3 Quarterly Program Status Report - July to September 2018

Author's Title:	Project Manager	**General Manager:**	Ransce Salan
Department:	Project Management Office	**File No:**	F18/189
Division:	Environment & Development	**Trim No:**	IC18/1718

Appendix:

1. Council Meeting Quarterly Report - Appendix 1 - Project Status Report - Capital2a - 23-10-2018 (D18/131285)
2. Council Meeting Quarterly Report - Appendix 2 - Project Status Report - Operational2a 23-10-2018 (D18/131287)

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 the Program Status Report for the July to September 2018 quarter.

Summary

The Program Status Report provides an overview of the program, progress of overall delivery and the status of time, cost and scope for each capital and operational project. This information provides a flag for risks to individual project delivery and the overall program. The report attachments reflect changes to the program that have been approved by Council including new projects, changes to project budgets, scope or time, and projects that have been completed or cancelled.

The overall year to date result of 110% spend of the 30 September 2018 target reflects a similar if slightly improved status compared to the same quarter last year when the September 2017 year to date result was 104%.

The overall spend at the end of the first quarter compared to the total 2018/19 target is 17%. The historical trend for the first quarter is 15% spend of the annual amount.

Recommendation

That Council notes the Program Status Report for the July to September 2018 quarter.

5.3 Quarterly Program Status Report - July to September 2018

Report

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 high level analysis to Executive Management Team and Council on progress of the overall program of capital and operational projects, and provide a point of accountability for project managers to provide accurate status information including time, cost and scope. It also provides high level information for the PMO to identify where project teams may require assistance to address issues impacting on project delivery.

A snapshot of the overall status of the Program is provided to Council via a communications report at monthly briefing. This quarterly report includes more detail with individual project status detailed in appendices.

The financial data in the appendices is drawn from Council's finance system. The relevant project manager comments on status and provides an Estimate to Complete on behalf of the project team. The 'traffic light' indicators for time, cost and scope provide a snapshot of issues that project teams are addressing to progress the project, and that may result in a request to Council to re-baseline.

Project teams consider the relationship of time, cost and scope at each of the 'gates' between project phases / stages defined in the Project Delivery Process:

Project Delivery Process – controlling the project through defined phases/stages						
Identify Phase	**Initiate Phase**	**Plan Phase**	**Deliver Phase**			**Close Phase**
Idea (Project proposal)	Verify (Charter)	Details/Method (Project Plan)	Requirements Stage	Procurement Stage	Implement Stage	Wrap-up and Learn (Closure Report)
Prepare			**Do**			**Review**

Project definition develops through each of these phases / stages and at each gate the Sponsor can recommend that the project:

- progress as planned
- change
- stop (be deferred or cancelled).

If project planning determines that the project will not deliver the intended outcome within the parameters of time, cost and scope approved by Council, officers may recommend that the project be cancelled or funds transferred to the Adopted Strategy Implementation Reserve (or other relevant reserve) while a new project proposal is prepared for Council to consider.

Projects are reported 'Life to Date' therefore multi-year project financial data includes actual spend from years prior and future allocations to represent the total project budget approved by Council.

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 Sponsor and reviewed / approved by the PMO.

5.3 Quarterly Program Status Report - July to September 2018

A spend target has been established for the 2018/19 program based on:

- the program allocation made by Council in the 2018/19 Budget
- PLUS carry forwards from 2017/18
- 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 significant consultation or external approvals
    - Project funding in the process of being accumulated
    - Land transactions
    - Project contingency
    - DT (Digital Transformation) related projects

Spend targets for the 2018/19 Capital and Operational Programs were presented to Council on 28 August 2018.

	Actual Spend 2015/16 $'000	Actual Spend 2016/17 $'000	Actual Spend 2017/18 $'000	Spend Target 2018/19 $'000
Capital	14,966	19,547	20,527	19,350
Operational	1,922	3,168	1,526	1,957
TOTAL	16,888	22,715	22,053	21,307
	Historically High Figure	*Record Spend in previous two years*		*New Challenge*

The quarterly profile for 2018/19 spend to produce the report graphs below is based on historical trend:

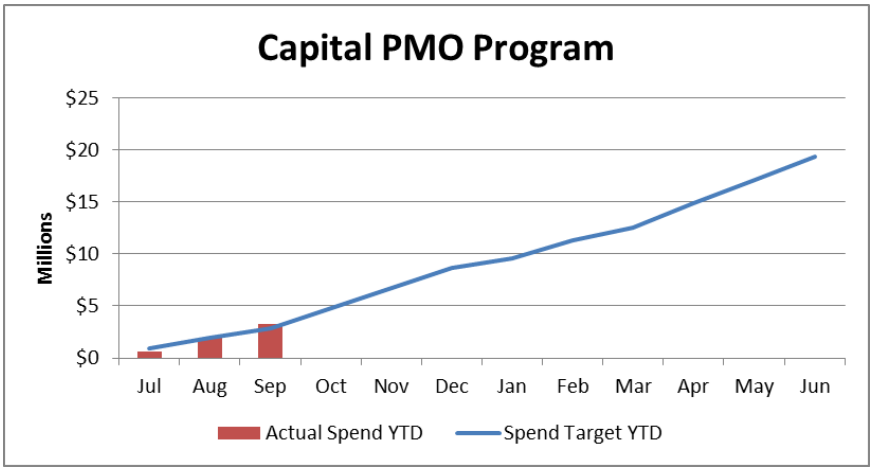
Quarter	Percentage (%) of annual spend
July to September	15
October to December	30
January to March	20
April to June	35

A statement of Capital Works by category for annual budget, YTD budget and actual budget is included in the quarterly Finance Report to Council.

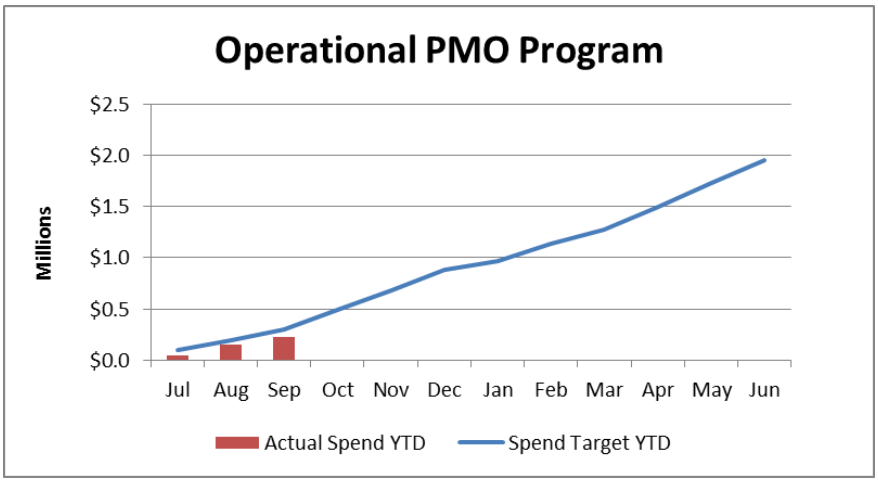
5.3 Quarterly Program Status Report - July to September 2018

Discussion

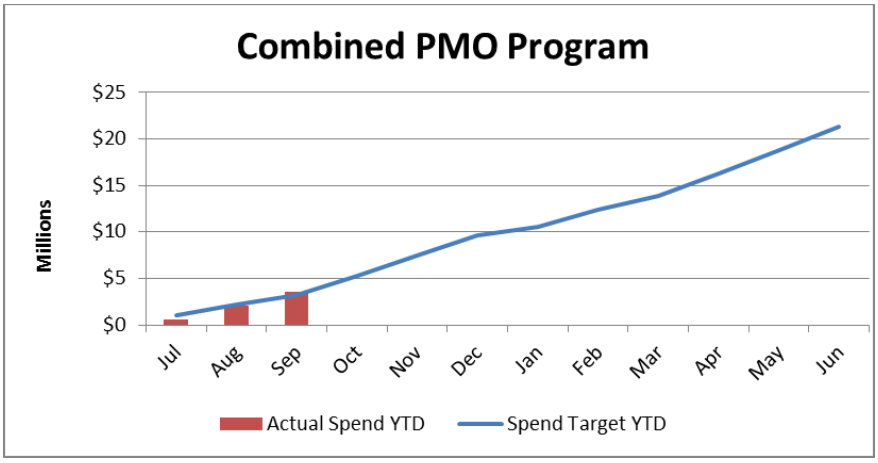
Spend for the Capital Project Program at 30 September 2018 is represented in the graph below:



Spend for the Operational Project Program at 30 September 2018 is represented in the graph below:



Spend for the overall Project Program at 30 September 2018 is represented in the graph below:



5.3 Quarterly Program Status Report - July to September 2018

The financial results for the Program at 30 September 2018 are detailed in the table below:

	Capital $	Operational $	Total $
YTD Spend Target	2,902,500	293,550	3,196,050
YTD Actual Spend	3,283,145	225,342	3,508,487
Percentage Actual Spend of Target	113%	77%	110%
Spend during Month	1,387,641	73,119	1,460,760
Value under contract	2,920,855	0	3,078,330

Individual project status is detailed in Appendix 1 (Capital Projects) and Appendix 2 (Operational Projects).

Financial Implications
Requests to Council regarding change to project budgets are considered monthly via the Project Budget Adjustments and Cash Reserves Transfers report. Officers make recommendations to Council to create project budgets, change project budgets (increase or decrease), cancel projects and close projects. This provides transparency for variations to project budgets and acknowledgement of projects completed under budget with savings returned to source.
There are no significant financial implications arising directly from this report.

Council Plan
Theme 5 High Performing Council
Objective 5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed
Strategy Nil

There are no Council Plan strategies or actions directly relevant to the purpose of this report. The overall program of projects is selected and funded by Council to deliver strategies and actions in the Council Plan.

Policy/Legal Implications
There are no significant policy or legal implications arising from this report.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
Project risk assessments are prepared, monitored and reviewed as part of project initiation and delivery. Any risk associated with the status of time, cost and scope for each project is managed by the Project Sponsor in conjunction with the governance group for the project, and subject matter experts where relevant. The requirement for data on time, cost and scope for each project to be provided by project managers on a regular basis supports the discipline of status reporting, including management of risk, and early identification / resolution of issues.

Social Considerations
Any significant social issues associated with the status of time, cost and scope for each project are considered by the Project Sponsor in conjunction with others participating in governance for the project, and other subject matter experts where relevant.

5.3 Quarterly Program Status Report - July to September 2018

Community Engagement
Community communications and engagement plans are prepared, monitored and reviewed as part of project initiation and delivery when relevant. Any emerging issues that require communications and engagement due to variations in time, cost and scope for each project are managed by the Project Sponsor in conjunction with others participating in governance for the project, and other subject matter experts where relevant. Project delivery supports Council's Communications and Community Engagement Strategy 2015-2018 and complies with Council policy where relevant.

Environmental Implications
Environmental implications of individual projects are considered in the 'Identify' and 'Initiation' and 'Planning' phases as part of project approach and scope. Environmental deliverables may be specified as part of the project outcomes and benefits. Project delivery complies with Council policy where relevant.

Communication
Comments or questions from Council or community arising from this report will be communicated to the relevant Project Sponsor or Program Management Office and responded to.

Conclusion
Delivery of the 2018/19 Program of projects is currently tracking at 113% spend of the Capital Program target and 77% spend of the Operational Program target, with an overall year to date result of 110% spend of the 30 September 2018 target.

5.3 Quarterly Program Status Report - July to September 2018

APPENDIX 1 COUNCIL MEETING QUARTERLY REPORT - APPENDIX 1 - PROJECT STATUS REPORT - CAPITAL2A - 23-10-2018

2018/19 Program Status Report - Capital Projects - Report Date: 30 September 2018

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) $	Life of Project Estimate at Completion $	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Anglesea Arthouse Sheds - Renewal	Shannon Samuel	Strategic Asset Management	289,498	287,241	Sep-18				Closing	Deliver Stage concluded	Project closure phase to commence
Anglesea Shopping Centre Pathway - Renewal	Tony Potter	Strategic Asset Management	90,000	86,275	Dec-18				Initiating / Planning	Deliver Stage not yet commenced	Project funds previously quarantined in Renewal Reserve have been brought onto the account. Council resolved in April 2018 that project would be renewal and all outstanding works from the Great Ocean Road study would be considered through the Anglesea Precinct Planning Process. Renewal works to commence in July 2018.
Spring Creek Rec Reserve Master Plan (Stage 2) - Netball Facility Upgrade	Ronan Corcoran	Recreation and Open Space Planning	780,000	701,605	Beyond Dec-18				Delivering	Procurement in progress	Contractor on site
Kurrambee Myaring Community Centre CY01b - Defects and Minor Works	Leigh Irvine	Aged and Family Services	6,561,683	6,556,784	Feb-19				Closing	Implementation / works in progress	Facility operating and in defects period Contractor is completing defects, remaining budget now 'Defects and Minor Enhancements' project for items other than defects that are the responsibility of the contractor. Gate issues rectified, sandpit works comeplte and shade structure procured. Further works to be carried out under agreement of the PCG
Grass Tree Park (OR05)	Donna Groves	Environment and Community Safety	136,383	136,383	Jun-19				Delivering	Implementation / works in progress	Balance of funds to cover completion of reveg and park furniture actions from masterplan. Current car park off Surf Coast Highway to be fenced off/closed. Project to be closed out once balance of funds/works completed. Asbestos management works to be managed as separate new project using $59K allocated in 18/19 budget.
Deep Creek Linear Reserve Masterplan Impleentation - Paths and Footbridges (OR06)	Ronan Corcoran	Environment and Community Safety	466,370	466,370	Beyond Dec-18				**Delivering**		Design and construct contract of bridge in place, detailed design commenced. CHMP for pathways commencing
Bells Beach Reserve (OR10)	Leigh Irvine	Environment and Community Safety	396,561	396,561	Beyond Dec-19				Delivering	Implementation / works in progress	Scope to Budget. Multi-year program of projects. Includes funding contribution required by DELWP grant. New implementation plan to be implemented once new CMP has been developed in conjunction with Bells Beach committee . CMP review and implementation review underway
Horseshoe Bend / South Beach Road intersection upgrade (RD14)	John Relayson	Engineering Services	970,000	969,911	Jul-18				Delivering	Implementation / works in progress	Remaining Contract Works for public lighting, fencing. Awaiting Powercor approval. Contractor Downer will invoice and turn on lights. Completion unknown.
Anglesea Cricket Pavilion Upgrade Stage1	Leigh Irvine interim for John Relayson	Recreation and Open Space Planning	272,000	271,838	Beyond Dec-18				Delivering	Procurement in progress	Tender documents uploaded to Tenderlink and published on 9 June 2018. Close of tender on 10 July 2018/3PM. Site visit and tender interviews to be determined if required. Discussion with Anglesea Cricket Club to be undertaken regarding safe use of pavillion while works are ongoing.
Winchelsea Entrance Sculptures	John McCartney	Community Relations	251,490	251,490	Jul-19				Delivering	Implementation / works in progress	Part of Winchelsea Town Beautification Project. Sculptures project reactivated Sept 2018 following artist's death and funding shortfall and transferred into PM system. Revised budget $99.5K Council, $50K VicRoads, $28,600 Council electricity, $77,500 Fed Grant previously allocated to Winch Town Centre substituted for Council funds. Renegotiating Artists Agreement, approved design plans sourced, quotes being sought to recommence fabrication .

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) $	Life of Project Estimate at Completion $	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Lorne School Traffic Management Upgrade	Mark Gibbons	Engineering Services	130,950	160,690	Nov-18				Closing	Deliver Stage concluded	works complete
Beach Road Path - Alleyne to Kooringa	Richard Bain	Engineering Services	122,860	725	Beyond Dec-18				Initiating / Planning	Deliver Stage not yet commenced	Scope expanded to include Baines Cres. With Special Charge Scheme to provide some of the income it is not anticipated that the project will be completed until June 19. Further delay - awaiting outcome of TAC funding application
Anglesea Landfill Stage 4 Rehab - Design	John Fitzpatrick	Engineering Services	57,620	50,000	Jun-19				Initiating / Planning	Requirements in progress	CARRY FORWARD from 2016/17 i.e. To be undertaken in 2018/19 now that the Stage 3 Audit Report is complete (see PRC17-064)
Tarpomatic Style Alternate Daily Cover System Anglesea Landfill	Nick Mara interim for John Fitzpatrick	Engineering Services	180,518	154,373	Dec-18				Closing	Deliver Stage concluded	Tarp system installed and in daily operational use at Anglesea Landfill. Possible purchase of spare tarps before close of project.
Winchelsea Town Centre Beautification	John McCartney	Economic Development and Tourism	275,760	273,095	Sep-18				Closing	Deliver Stage concluded	All works including s**mall extension to footpath and installation of bench seats, tactiles, flag pole lights completed on 30 June and required official opening conducted mid June. Minor asphalt reinstatement completed July 2018 - awaiting contribution of $5,000 charge from Tony Potter and reallocation of $4,500 to project.** Part of Winchelsea Town Beautification Project. Works included additional $54k allocated at November 2017 Council meeting for drainage & kerb works providing total budget of $264,000 excluding $8,300 Asset renewal funds for drain replacement. Identification $30K PRC-081, Town Centre $25K (shopping centre refurb) PRC-033 $23750 plus $1250 contingency, Asset renewal $8,300, Gateway / Entrance Sculptures PRC-051 $50K Council contribution and $50K VicRoads contribution, NSRF Round 3 $155K, new funds $28.3k = $372.3K total including sculptures to be fully expended.
Surf Coast Highway / Beach Road Traffic Lights Construction (RD04)	Ronan Corcoran	Engineering Services	1,230,092	1,195,573	Nov-18				Delivering		Public lighting element largely complete, project closure phase expected imminently
Reg Bike Route Horseshoe Bend Rd (PC03) - including PRC18-236	John Relayson	Engineering Services	1,126,725	1,126,225	Beyond Dec-18				Delivering	Requirements in progress	VMS boards installed onsite. Letter to residents sent. Works being undertaken by Council civil team.
Winchelsea Land Purchase	Anne Howard	Governance and Infrastructure	1,000	148,000	Unknown				Initiating / Planning		Funds for purchase held in Adopted Strategy Reserve. Small amount on this account for miscellaneous administrative purposes associated with purchase process. Negotiations are progressing well with the landowner but timing still unknown.
Anglesea Landfill - Road Construction	PMO - TBC	Engineering Services	368,821	352,721	Oct-18				Closing	Deliver Stage concluded	Wheel cleaning mechanism at exit to prevent spread of soil / clay to adjacent public roads.
Landscaping Deferred	Glenn Daniels	Facilities and Open Space Operations	35,362	35,362	Dec-18				Initiating / Planning		
Black gate Rd - Horseshoe Bend Rd to Minya Rd	Ronan Corcoran	Engineering Services	607,536	607,536	Jan-19				Delivering	Implementation / works in progress	Final seal required
Torquay Deep Creek Master Plan Implementation (OR06)	Gabrielle O'Shea	Environment and Community Safety	42,496	38,358	Jun-18				Delivering		Need direction from Anne Howard on whether Council is persuing final payments - Finance has confirmed 2016/17 payment of $10K still overdue. Works are proceeding. Finance/Governance requested to follow up regarding missing payment. Query as to whether this is a project or needs PM being looked into. Need to confirm governance roles for 2018/19. Carry forward balance to 2018/19.

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) $	Life of Project Estimate at Completion $	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Final Seals Deferred	John Fitzpatrick	Strategic Asset Management	114,000	109,500	Mar-19	Green	Green	Green	Delivering	Deliver Stage not yet commenced	Final seals allocation for Darian Rd & Cape Otway Rd Defects and seals.
Forest / Grays Road Upgrade (Renewal/Upgrade)	Ronan Corcoran	Engineering Services	2,080,000	1,866,404	Beyond Dec-18	Green	Green	Green	Delivering	Requirements in progress	Forest Road element awarded, Grays Road being tendered
Local Rds to Market Program: Cressy Rd - Final Seal	Ronan Corcoran	Engineering Services	677,780	677,780	Jan-19	Green	Green	Green	Delivering	Requirements in progress	Final seal required, possibe expansion in scope being agreed with funding body due to completion of works well under budget
Surf Coast Civic Precinct Microgrid	Lisa Robinson	Environment and Community Safety	33,700	31,526	Nov-18	Green	Green	Green	Delivering	Implementation / works in progress	Consultant has delivered final Report including an action plan. PCG to meet to discuss report and recommendations to be presented to Council.
Winchelsea Netball Pavilion Upgrade	Ronan Corcoran	Recreation and Open Space Planning	567,091	603,336	Beyond Dec-18	Green	Red	Green	Delivering	Requirements in progress	Contingency technically required as Bis currently reflecting contingency amount not in line with charter. Committed financials are within base allowance
The Painkalac Project	Karyn Rice	Recreation and Open Space Planning	55,000	55,847	Oct-18	Yellow	Yellow	Yellow	Delivering	Implementation / works in progress	The draft concepts and business case have been presented to the Project Working Group. Internal workshop to be conducted 12 September to determine next steps and feasiblility.
Jan Juc Zone 2 Master Plan Implementation 2017/18	Lisa Robinson	Environment and Community Safety	111,850	111,100	Beyond Dec-18	Green	Green	Green	Initiating / Planning	Requirements in progress	Still resolving design and encroachment issues ahead of preparing a potential budget adjustment request to Council to deliver increased scope of project.
Moriac Pathway Project	Richard Bain	Engineering Services	32,000	31,537	Oct-18	Green	Green	Green	Delivering	Implementation / works in progress	Community consultation complete. Budget variation of $7,000 approved by CEO 1 June 18. Concreting completed Sept 5th
Winchelsea Pathway Project	Richard Bain	Engineering Services	240,580	237,426	Dec-19	Red	Green	Yellow	Initiating / Planning	Requirements in progress	Scoping of project revised. Initial consultation with Barwon River stakeholders completed. Draft CHMP report received. Land acquisition initiated with discussions with 3 affected owners. Bennett St pathway combined with drainage rehab.$22,744 commitment included in rollover.
Torquay Tigers Cricket Club Practice Facility Improvement Project Stage 1 & Stage 2	Shannon Samuel	Recreation and Open Space Planning	32,000	16,863	Dec-18	Green	Green	Green	Closing	Deliver Stage concluded	Stage 1 works completed Project closure to be completed. Stage 2 on hold, pending information from the Cricket Club.
Stribling Reserve Change Rooms Design	Kane Rogozik	Recreation and Open Space Planning	86,000	86,000	Dec-18	Green	Green	Green	Delivering	Implementation / works in progress	Concept works complete and cost estimates being obtained
Stribling Reserve Sports Lighting Upgrade	Kane Rogozik	Recreation and Open Space Planning	359,961	359,961	Mar-19	Green	Green	Green	Delivering	Implementation / works in progress	Detailed design complete and works packages being tendered. Powercor engaged to undertake design upgrade. Timing of Powercor works may impact final connections.
Gnarwarre Road Culvert - Design and Construct (Renewal)	John Relayson	Strategic Asset Management	1,017,004	1,016,804	Beyond Dec-18	Yellow	Green	Green	Initiating / Planning	Implementation / works in progress	Survey and monitoring of embankment undertaken. Revision of drawings and BOQ underway. Land acquisition via creation of easements on three adjacent lands encroached planned.
Hesse Street, Winchelsea (Renewal/Expansion)	Ronan Corcoran	Strategic Asset Management	408,000	359,875	Jan-19	Green	Green	Green	Delivering	Implementation / works in progress	east side works completed save for tree planting , west side works awaiting tree removal
Stribling Reserve Stadium Ventilation	Kane Rogozik	Recreation and Open Space Planning	140,000	140,000	Dec-18	Yellow	Green	Green	Initiating / Planning	Implementation / works in progress	Design complete. RFQ to go out for majority of components - minus wall insulation as the cost estimate was significant and over budget.
Coogoorah Playground Renewal	Kane Rogozik	Strategic Asset Management	186,000	186,000	Jun-19	Green	Green	Green	Delivering	Deliver Stage not yet commenced	New PM taken over and charters being finalised. Next step to award design works. Construction will not lkiely take place until the back end of the financial year.
Barwon River Playground Renewal	Kane Rogozik	Strategic Asset Management	156,000	156,000	Jun-19	Green	Green	Green	Initiating / Planning	Deliver Stage not yet commenced	New PM taken over and charters being finalised. Next step to award design works. Construction will not lkiely take place until the back end of the financial year.
Spring Creek Toilet Renewal	Ronan Corcoran	Strategic Asset Management	127,000	119,536	Nov-18	Yellow	Green	Green	Delivering	Procurement in progress	Contractor on site
Bob Pettitt Tennis Courts Renewal	Karyn Rice	Strategic Asset Management	70,000	62,650	Sep-18	Green	Green	Green	Delivering	Implementation / works in progress	Works commenced and on track to be finished ahead of the scheduled 5 October deadline.
Anglesea Landfill Composting Area D&C	Nick Mara interim for John Fitzpatrick	Engineering Services	90,000	60,014	Oct-18	Green	Green	Green	Closing	Implementation / works in progress	Construction of temporary bund completed in Sept. Project closing.

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) $	Life of Project Estimate at Completion $	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Anglesea Landfill Leachate Pond	Nick Mara interim for John Fitzpatrick	Engineering Services	528,000	574,663	Jan-19				Delivering	Implementation / works in progress	Works partially completed, PC expected in December. Additional funds to be requested from waste reserve in Oct transfer table to cover additional works required under scope of works i.e. fencing of pond
Anglesea Landfill Stage 3D Liner	Nick Mara interim for John Fitzpatrick	Engineering Services	2,066,000	1,958,900	Jan-19				Delivering	Deliver Stage concluded	Contract works complete. Variation for additional bund wall materials expected in final claim (Oct). Audit reporting to be completed in Nov, EPA approval expected Dec/Jan.
Anglesea Art House internal refurbishment	John Chatterton	Strategic Asset Management	20,000	18,799	Jun-18				Closing	Deliver Stage concluded	Completed
Lorne Historical Society Building Façade	Kane Rogozik	Recreation and Open Space Planning	50,000	50,000	Unknown				Initiating / Planning	Deliver Stage not yet commenced	Community is in process of securing/finalising funding and expect this to be formalised in the next month. Council to commit up to $50k on a $1:$1 basis including in-kind.
Community Facility Roof Renewal Projects - Globe Theatre, Spring Creek Tennis Clubrooms, Bellbrae Rec Reserve Toilet	Karyn Rice	Strategic Asset Management	75,000	68,707	Sep-18				Delivering	Implementation / works in progress	Spring Creek Tennis Clubrooms and Bellbrae Rec Reserve Toilet completed and handed over. Globe Theatre works in progress.
Barwon Valley Pony Club Storage Facility	Ronan Corcoran	Recreation and Open Space Planning	20,000	9,117	Sep-18				Closing	Deliver Stage concluded	Works complete. Closre project
Great Ocean Road Bus Terminus	John Relayson	Engineering Services	99,393	99,393	Beyond Dec-18				Initiating / Planning	Deliver Stage not yet commenced	Shortfall in funding to be fully funded by PTV. Works programmed to commence and be completed by June 2019. Letter sent to Transport Victoria.
Surf Coast Multi-Purpose Indoor Stadium	Leigh Irvine	Facilities and Open Space Operations	9,000,000	9,000,000	Beyond Dec-19				Delivering	Implementation / works in progress	Architect engaged and concept development underway. Subdivision application currently with Land Victoria with registration of the titile to be complete mid October. PWG meeting has taken place with agreement reached on layout of courts. Mantric Architecture to now proceed with agreed design to develop permit ready plans. Works to be completed as per funding agreement milestones with mid/late 2020 finish
Bob Pettitt Reserve Tennis Light Pole Replacement	Karyn Rice	Recreation and Open Space Planning	173,000	168,686	Sep-18				Delivering	Implementation / works in progress	Lighting installed. Final electrical connection works in progress.
Stribling Reserve Stair Renewal	Kane Rogozik	Recreation and Open Space Planning	19,727	20,700	Nov-18				Delivering	Deliver Stage concluded	Major works complete. Planting TBC.
Eastern Reserve Cricket Practice Net	Shannon Samuel	Recreation and Open Space Planning	70,000	15,725	Oct-18				Delivering	Implementation / works in progress	Project to be rescoped into a design Project in order to seek grant funding. Consultants engaged and design phase in progress.
Drainage Upgrades Discretionary Works	John Furleo	Engineering Services	100,000	100,000	Jun-19				Delivering	Deliver Stage not yet commenced	Identifying work required for quoting. Survey has been received for two projects. Design work ready for commencement.
Street Light Upgrades and Maintenance	Petar Zivkovic	Engineering Services	15,000	15,000	Jun-19				Delivering	Implementation / works in progress	Have already installed new lights at 5 locations. No new requests this month
Rural Road Safety Improvements	Aoife Corcoran	Engineering Services	276,000	262,478	Jun-19				Delivering	Multiple items at various stages of delivery	Various elements, design phase under way for a number of elements. Guardrail tender awarded, specific location designs under way. Intersection sealing currently in procurement phase.
Road Safety Strategy Implementation	Aoife Corcoran	Engineering Services	132,860	132,005	Jun-19				Delivering	Multiple items at various stages of delivery	Road Safety Audits at school sites underway, rural road safety audits underway, blackspot funding bids complete. Plan developed for the delivery of multiple signage, linearmking communication and safety messaging related actions. Co-ordination with police on jio=oint projects underway.
Township LATM, Parking and Pedestrian Improvements	Aoife Corcoran	Engineering Services	110,035	109,586	Jun-19				Initiating / Planning	Multiple items at various stages of delivery	Cost estimates developed against critical elements of program. Communications plan developed for critical elements . Has been identified that budget blow out is a risk depending on service locations for ped crossing works at Darian Road. This may require either a scope reduction or budget review. Awaiting sevice locations for further information.

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) $	Life of Project Estimate at Completion $	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Road Safety Improvements at School Sites	Aoife Corcoran	Engineering Services	87,000	83,026	Jun-19				Delivering	Multiple items at various stages of delivery	Detailed plan for delivery of recommendations within Anglesea School Road safety audit developed. Survey completed to inform design of pedestrian crossing on Camp Road, various signage and linemarking related tasks allocated to appropriate officer for design & implementation.
Stribling Reserve Terraces (Structure Renewal)	Kane Rogozik	Asset Management	136,600	136,600	May-19				Initiating / Planning	Deliver Stage not yet commenced	RFQ for design engineer closed and report with manager for approval/award.
Sealed Road Renewal Program	Ronan Corcoran interim for John Fitzpatrick	Strategic Asset Management	500,600	500,565	Jun-19				Delivering	Implementation / works in progress	Reseal contract (T18-042) awarded to Boral at August Council meeting, variations being requested for Cressy Rd and Blackgate shoulders final seals. Works due to be completed in Nov/Dec '18. Prep work commencing Oct.
Sealed Road Renewal Program - Pavement Rehabilitation	Ronan Corcoran interim for John Fitzpatrick	Strategic Asset Management	436,476	433,417	Jun-19				Delivering	Implementation / works in progress	Works ongoing. Asphalt repairs being undertaken under contract T18-005.
Unsealed Road Renewal Program	Tony Potter	Strategic Asset Management	1,064,000	1,061,546	Jun-19				Initiating / Planning	Implementation / works in progress	Works underway
Drainage Renewal Program	John Furleo	Strategic Asset Management	120,000	120,000	Jun-19				Delivering	Deliver Stage not yet commenced	Identifying work required for quoting. Quote received for one project and is ready for commencement.
Building Renewal Program	John Chatterton	Strategic Asset Management	334,208	333,186	Jun-19				Initiating / Planning	Requirements in progress	Inprogress reporting in Building Renewals Light version
Footpath Renewal Program	Tony Potter	Strategic Asset Management	89,000	89,000	Jun-19				Initiating / Planning	Requirements in progress	Yet to commence
Kerb Renewal Program	Richard Bain	Strategic Asset Management	10,000	10,000	Mar-19				Initiating / Planning	Requirements in progress	Design for single location being reviewed
Bridge Renewal Program	Ronan Corcoran	Strategic Asset Management	57,000	57,000	Beyond Dec-18				Initiating / Planning		Preparing to seek quotes
Heavy Plant Replacement Program	Fleet Officer - Actioning Officer	Strategic Asset Management	1,552,178	1,549,462	Jun-19				Delivering	Procurement in progress	Procurement underway. Streetsweeper (from 2017/18) to be delivered in September. Flocon & Wing Mower (from 2017/18) to be delivered October. Remainder of procurement to commence October
Light Fleet Replacement Program	Fleet Officer - Actioning Officer	Strategic Asset Management	436,000	436,000	Jun-19				Initiating / Planning	Procurement in progress	Program underway. 3 Utilities on order
Tennis/Netball Courts Renewal	Kane Rogozik	Asset Management	93,000	93,000	Apr-19				Initiating / Planning	Deliver Stage not yet commenced	Spring Creek re-surface RFQ released and closing 17/10. Other minor projects are being delivered as required.
Playground Renewal Program	Jason Eales	Strategic Asset Management	126,533	126,533	Jun-19				Initiating / Planning	Deliver Stage not yet commenced	
Park Furniture Renewal Program	Jason Eales	Strategic Asset Management	30,000	30,000	Jun-19				Delivering	Implementation / works in progress	
Facility Signage Renewal Program	John Chatterton	Strategic Asset Management	10,000	9,524	Jun-19				Initiating / Planning		sign replacement program priorities not finalised
Soft Playing Surface Renewal Program	Glenn Daniels	Strategic Asset Management	146,000	146,000	Jun-19				Delivering		
Nature Reserve Renewal Program	Gabrielle O'Shea	Environment and Community Safety	45,000	45,000					Initiating / Planning	Multiple items at various stages of delivery	Works are underway at various sites, with further works planned over the remaining financial year. No PMO assistance required.

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) $	Life of Project Estimate at Completion $	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Fencing Renewal Program	Jason Eales	Strategic Asset Management	66,000	66,000	Jun-19				Delivering	Multiple items at various stages of delivery	
Structure Renewal Program	Shannon Samuel	Strategic Asset Management	81,045	81,045	Jun-19				Delivering	Procurement in progress	Carry forward works from 17/18 in progress. New 18/19 works to be planned and scheduled.
DDA Program Annual Allocation	John Chatterton	Facilities and Open Space Operations	137,000	135,719	Jun-19				Delivering	Requirements in progress	On going program 2018/19 plan now finallised and preparing RFQ
Project Savings Account	N/A	Project Savings Account	0	0							Project Savings Account
NBN Changeover	John Chatterton	Facilities and Open Space Operations	27,000	9,462	Jun-19				Initiating / Planning		RFQ prepared
Winchelsea Mens Shed Extension	Leigh Irvine	Recreation and Open Space Planning	18,200	14,876	Jun-18				Delivering	Implementation / works in progress	Works expected complete now closing out. Remaining funds to be returned to source
Winchelsea Netball Toilets	Ronan Corcoran	Recreation and Open Space Planning	147,000	140,000	Apr-19				Delivering	Procurement in progress	Works to be awarded under Netabll pavilion contract
Fischer Street (Zeally Bay Road to Highlander Road) - Renewal	Petar Zivkovic	Engineering Services	692,000	692,000	Jun-19				Initiating / Planning	Deliver Stage not yet commenced	Survey information and pavement report received, preparing design information
The Esplanade (Bell Street to Gilbert Street) - Renewal	Callan Young	Engineering Services	326,000	360,000					Initiating / Planning	Deliver Stage not yet commenced	Quote for asphalt works ($332,000) exceeds base cost for project, will require additional funding for linemarking, traffic control, trench recompaction and service location. Plans for works nearing completion and cost estimates being obtained for request for additional funding.
Hesse Street (Princes Hwy to End) - Renewal	Aoife Corcoran	Engineering Services	87,000	76,143	Sep-18				Closing	Deliver Stage concluded	Pavement Renewal works completed. Final commitments to be closed out and asset handover to be prepared.
Jan Juc Skate Park (Bob Pettitt) - Renewal	Shannon Samuel	Recreation and Open Space Planning	27,500	27,500	Dec-18				Initiating / Planning	Deliver Stage not yet commenced	Delivery not planned. Project to be started.
Condition Audits Renewal	Tym Guthridge	Engineering Services	95,000	95,000	Jun-19				Initiating / Planning	Requirements in progress	RFQ for Building condition audits closed. Assessing submissions
Lorne Skate Park Shelter	Lisa Robinson	Recreation and Open Space Planning	24,026	27,016	Dec-18				Delivering	Implementation / works in progress	Contractor engaged. Aim for delivery by December 2018.
Hesse Street Pedestrian Bridge Design	Richard Bain	Engineering Services	27,000	27,000	Aug-19				Initiating / Planning	Requirements in progress	$27k in 2018-19 to investigate feasibility. Drafted application to CCMA for approval of in stream structure.
Quay Reserve Shelter	Lisa Robinson	Recreation and Open Space Planning	16,900	16,900	Dec-18				Delivering	Implementation / works in progress	Aim for delivery by December 2018 Contractor engaged.
Changing Places Facility Anglesea & Winchelsea	Kane Rogozik	Community Relations	369,273	369,273	Jul-19				Initiating / Planning	Procurement in progress	Design works awarded and in progress. Design will take 2 - 3 months to complete.
Litter Bin Stand Replacement	Mark Dalhouse	Engineering Services	15,400	15,400	Apr-19				Initiating / Planning	Requirements in progress	Currently checking all existing stands for replacement
Problem Material Facility	John Fitzpatrick	Engineering Services	142,200	142,200	Sep-18				Initiating / Planning	Deliver Stage not yet commenced	Project funds to be transferred over to the Anglesea Transfer Stataion E-waste facility project (PRC19-080)
Solar Compacting Bins	Lisa Robinson	Engineering Services	104,000	200,000					Initiating / Planning	Requirements in progress	PCG and Julie Finnigan to further define scope of works, budget and procurement process required. Lachlan Close is sourcing current quote inorder to request addition funds from the transfer table.
Waste Drop Off Relocation	Lisa Robinson	Engineering Services	36,000	35,696	Dec-18				Delivering	Implementation / works in progress	Anglesea Landfill relocation complete. Lorne Landfill relocation to be completed by 2 November. Security cameras options still being explored. Options to repurpose old drop off facilities also being investigated.
Anglesea Landfill Flare Maintenance	Neil Brewster	Engineering Services	20,000	20,000					Initiating / Planning		

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) $	Life of Project Estimate at Completion $	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
The Esplanade Bell Street Pedestrian Imp	Aoife Corcoran	Engineering Services	190,000	199,650	May-19				Delivering	Multiple items at various stages of delivery	Majority of the project in design phase, with a lighting design currently underway for zebra crossings. Risk of insufficient budget if lighting requirments are higher than originally estimated. Project contigency and PM were to be provided on top of this budget which is partially grant funded..funds may be required to complete scope. Bicycle lane, linemarking and speed zone reduction design currently underway. Expected delivery March/ April.
Modewarre Cricket Training Facility	Shannon Samuel	Recreation and Open Space Planning	78,370	107,698	Jan-19				Delivering	Procurement in progress	Project in procurement phase for concreting, fencing and artificial turf works. RFQ reponses for works are likely to be more expensive than estimated budget.
Growing Adventure Tourism	Ronan Corcoran	Recreation and Open Space Planning	0	0					Initiating / Planning		Transfer to Adopted Strategy Reserve
Anglesea Motor Yacht Club Redevelopment Contribution	Shaan Briggs - Actioning Officer	Recreation and Open Space Planning	20,000	20,000					Initiating / Planning		
Jan Juc Surf Life Saving Club Redevelopment Contribution	Shaan Briggs - Actioning Officer	Recreation and Open Space Planning	250,000	250,000					Initiating / Planning		
Anglesea Surf Life Saving Club Rede Cont	Shaan Briggs - Actioning Officer	Recreation and Open Space Planning	250,000	250,000					Initiating / Planning		
Asbestos Audit	John Chatterton	Facilities and Open Space Operations	25,000	23,050	Feb-19				Initiating / Planning		Order Placed Audit to commence 18/09/2018
Road Safety Critical Signage Works	Callan Young	Engineering Services	15,000	15,000					Initiating / Planning		
Grading Projects	Tony Potter	Engineering Services	30,000	30,000					Initiating / Planning		
Fischer Street & Merrijig Drive Roundabo	John Relayson	Engineering Services	93,000	92,950	Beyond Dec-18				Initiating / Planning	Deliver Stage not yet commenced	Awaiting further advice from project owner
Drainage Upgrade Golf Links Rd	Richard Bain	Engineering Services	42,600	42,600					Initiating / Planning	Requirements in progress	Consulting engineer is curently finalising the design
Anderson Roadknight Reserve Master Implementation	Karyn Rice	Recreation and Open Space Planning	171,800	171,800	Jun-19				Initiating / Planning	Deliver Stage not yet commenced	RFQ being finalised for design component. Quotes to be sourced in October.
Annual Pathways Construction Program	Richard Bain	Engineering Services	0	0					Initiating / Planning		
Ellimatta Oval Lighting Upgrade	John Fitzpatrick	Recreation and Open Space Planning	227,000	226,578	Apr-19				Initiating / Planning	Requirements in progress	Delay in gaining detailed design completed, expected 19 October 2018. Procurement for lighting installation to commence in November 2018.
Yurrock Soccer Pitch & Lighting (OR02)	John Fitzpatrick	Recreation and Open Space Planning	991,000	671,858	May-19				Delivering	Procurement in progress	Detailed design completed, tendering of installation of lights and power upgrade closing in October.
Torquay and Lorne Waste Drop Off Points (Business Case Project)	PMO - TBC	Engineering Services	20,000	20,000					Initiating / Planning		
South Beach Road Upgrade (RD09)	Mark Gibbons	Engineering Services	48,500	38,120					Delivering		design phase. Detailed design commenced
Activity Based Working	Karyn Rice	People & Culture Management	205,000	204,400	Jun-19				Initiating / Planning	Requirements in progress	All staff information sessions scheduled. Creation of the Project Implementation Plan in progress.
Small Plant Replacement	Fleet Officer - Actioning Officer	Asset Management	60,000	60,000	Jun-19				Initiating / Planning	Requirements in progress	Program to commence in October with Tree Creww equipment replacement
Cape Otway Road Bridge Strengthening	Ronan Corcoran	Strategic Asset Management	221,577	221,577	Beyond Dec-18				Initiating / Planning	Requirements in progress	Traffic management comms plan being developed prior to tender, road closure required for works
Globe Theatre Reverse Cycle Air Conditio	John Chatterton	Facilities and Open Space Operations	28,000	27,273	Oct-18				Initiating / Planning	Implementation / works in progress	awaiting roof replace works to complete

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) $	Life of Project Estimate at Completion $	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Pathway Feasibility Birregurra-Deans Mar	Callan Young	Engineering Services	11,000	6,700					Initiating / Planning		
Torquay Football Club Safety Nets Behind	Kane Rogozik	Engineering Services	54,500	54,500	Mar-19				Initiating / Planning	Deliver Stage not yet commenced	CHMP advise received and CHMP not required. Geotech works to occur in October.
Traffic Management - Winchelsea Town Cen	John Relayson	Engineering Services	198,500	197,790	Mar-19				Initiating / Planning	Requirements in progress	Site inspected. Concept drawing done. To appoint consultant for detailed design.
Anglesea Netball Club - Netball Shelters	John Fitzpatrick	Recreation and Open Space Planning	26,000	25,550	Apr-19				Initiating / Planning	Requirements in progress	Project start up meeting held. Conensus on next steps and shelter plans. Charter to be amended with updated timelines.
Connewarre Riding Club Dressage Arenas	Lisa Robinson	Recreation and Open Space Planning	41,000	41,000	Mar-19				Delivering	Procurement in progress	RFQ closes 12/10.
Anglesea Rec Sports Club - Asset Protect	Kane Rogozik	Facilities and Open Space Operations	36,136	36,136	Dec-18				Initiating / Planning	Deliver Stage not yet commenced	Building works awarded and will occur in October. Quotes for alarm/security received and RFQ for solar works closing 12/10
Cairns Military Remb Winchelsea	Lisa Robinson	Recreation and Open Space Planning	75,000	75,000					Initiating / Planning		Grant opportunities still being investigated. Project yet to be handed over to PM.
RipCurl Nature Strip	Lisa Robinson	Facilities and Open Space Operations	41,000	40,100	**Feb-19**				Initiating / Planning	Deliver Stage not yet commenced	Draft plan has been completed. Consultation to commence in November. Removal of any trees will be undertaken in December. Landscaping, pathway and bollard installation works to be completed in January 2019.
DAMP Implementation - All Terrain Vehicle and Bikes	Actioning Officer TBC	Business Improvement	41,000	0	Dec-18				Delivering	Procurement in progress	RFQ issued. On-track for delivery in time for 2018/19 season beach patrols (by end December)
Annual Streetscapes Allocation	Jason Eales	Facilities and Open Space Operations	50,000	50,000	Jul-19				Initiating / Planning	Deliver Stage not yet commenced	
Anglesea Preschool Swing Installation	John Relayson (via CPMSF)	Aged and Family Services	4,730	4,730					Initiating / Planning		
Bennett Street Kerb Renewal	TBC	Engineering Services	122,500	121,040					Initiating / Planning		
Land Exchange with RACV	Adam Lee to advise	Environment and Community Safety	10,000	10,000					Initiating / Planning		
Four New Bus Shelters - PTV Grant	TBC	Engineering Services	60,056	60,000					Initiating / Planning		
Torquay Town Centre Project Stage 1	TBC - grant application in progress	TBC - grant application in progress	1,000,000	0					Initiating / Planning		
Djila Tjarri Skate Bowl Leak Investigation	John Relayson	Recreation and Open Space Planning	70,000	69,378	Beyond Dec-18				Delivering	Requirements in progress	Soil and water sampling undertaken to determine volume of groundwater. Analysis underway awaiting result. Report to be submitted by consultant. Recommendation of solution to follow.
Winchelsea Transfer Station e-Waste	Ronan Corcoran	Engineering Services	15,000	115,000					Initiating / Planning	Requirements in progress	Transfer request made regarding funding success
Lorne Transfer Station e-Waste Facility	Ronan Corcoran	Engineering Services	15,000	115,000					Initiating / Planning	Requirements in progress	Transfer request made regarding funding success
Anglesea Transfer Station e-Waste	Ronan Corcoran	Engineering Services	316,500	416,500					Initiating / Planning	Requirements in progress	Transfer request made regarding funding success
Blackspot Program Anglesea - Forest Road from Gum Flats Road to Nortons Road	Ronan Corcoran	Engineering Services	446,500	446,500					Initiating / Planning	Deliver Stage not yet commenced	
Blackspot Program Mount Duneed - Horseshoe Bend Road from McCanns Road to west of Thompson Creek	John Relayson	Engineering Services	446,000	440,000	Beyond Dec-18				Initiating / Planning	Deliver Stage not yet commenced	Preliminary project charter created. Awaiting further info from project owner.

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) $	Life of Project Estimate at Completion $	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Blackspot Program Lorne - William Street from Otway Street to Smith Street	Aoife Corcoran	Engineering Services	113,000	113,000	Jul-19				Delivering	Requirements in progress	Design commenced.
Deep Creek Playground Renewal	Jason Eales	Strategic Asset Management	95,000	95,000	Mar-19				Initiating / Planning		
Smith Street Lorne Footpath Renewal	Tony Potter	Engineering Services	153,000	153,000	Jun-19				Initiating / Planning		Works yet to commence
Wurdale Hall Information Board	John Relayson (via CPMSF)	Recreation and Open Space Planning	0	0					Delivering		Small Grants Program funds for supply and install of board. CPMSF $TBC for PM support.
Anglesea Men's Shed Storage Area Repurposing	Kane Rogozik	Recreation and Open Space Planning	0	0	Mar-19				Initiating / Planning	Deliver Stage not yet commenced	Grant funding & Mens Shed contributions being confirmed Further info from project owner to be advised.

5.3 Quarterly Program Status Report - July to September 2018

APPENDIX 2 COUNCIL MEETING QUARTERLY REPORT - APPENDIX 2 - PROJECT STATUS REPORT - OPERATIONAL2A 23-10-2018

2018/19 Program Status Report - Operational Projects - Report Date: September 2018

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency)	Life of Project Estimate at Completion	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Bells Beach Coastal Management Plan Implementation - Year 3	Leigh Irvine	Environment and Community Safety	198,860	198,860	Jun-18				Delivering	Implementation / works in progress	Multi-year program. Operational works realted to implementation of Bells CMP. Survey on future works and development of new CMP and implementation plan underway. Refer Capital project for related works
DT - IT Strategy Development	Neil McQuinn	Information Management	850	850	Unknown				Initiating / Planning		Not yet initiated. Awaiting Digital Transformation scoping activities. Carried forward from 2016/17.
Environmental Leadership - Year 4	PMO - TBC	Environment and Community Safety	605,557	589,479	Beyond Dec-18				Delivering		Review underway. Next steps: reconfirm governance and program roles (reflecting staff changes); update program charter to refresh program vision and reflect 2018/19 priorities.
Electronic Scoreboard - Stribling Reserve - Lorne Football Netball Club	Kane Rogozik	Recreation and Open Space Planning	54,700	61,550	Apr-19				Initiating / Planning	Deliver Stage not yet commenced	Agreement reached between SCS and COM that SCS will undertake scoreboard structure works and COM will undertake screen and software works
Torquay Jan Juc DCP Review	Ronan Corcoran	Strategic Asset Management	120,000	111,987	Beyond Dec-18				Delivering	Implementation / works in progress	Multi year project Consultant to submit final report for approval by Council.
Surfing Museum Concept Design Project (Great Ocean Road Experience Project)	Karyn Rice	Economic Development and Tourism	124,158	124,208	Beyond Dec-19				Delivering	Implementation / works in progress	Business case has been presented at Council Briefing. Work commencing to potentially progress to Community Engagement in 2019. Additional budget required for project and PM hours. More accurate PM hour projection available next month once decision gate has been completed.
Spring Creek PSP and PS Amendment	Karen Hose	Planning and Development	585,896	553,577	Oct-18				Delivering	Implementation / works in progress	Amendment C114 and PSP submitted to Minister for Planning in March 2018. The NVPP completed and submitted late April. NVPP revised following advice from DELWP and re-submitted to Minister in August 2018. Decision pending. This project is being funded by landowners so any leftover funds are to be returned to them.
Torquay Central Business Area	Sally Conway	Economic Development and Tourism	89,999	89,296	Aug-18				Closed Out	Deliver Stage concluded	Project closed.
Winchelsea Common CCMA Plains Tender	Gabrielle O'Shea	Environment and Community Safety	10,624	7,241	Jun-19				Delivering	Multiple items at various stages of delivery	Works continuing. On track to wind up at the end of the financial year
PS Amendments to Implement Strategic Work (via statutory framework)	Karen Hose - until new resource allocated	Planning and Development	101,362	95,003	Jun-18				Delivering		
Local Food - Towards Enviro Leadership	PMO - TBC	Environment and Community Safety	51,521	48,638	Beyond Dec-19				Delivering	Implementation / works in progress	Recruitment complete. Local Food Officer commenced 10/9/18, contract until 30/6/2020. Action Plan scheduled for endorsement at November Council Meeting.
G21 Regional Hockey Strategy Contribution (SCS Project Lead)	Paul Elshaug	Recreation and Open Space Planning	30,000	24,706	Jan-19				Delivering	Implementation / works in progress	G21 Council's to approve at October meetings for the public exhibition of the draft Strategy from late October to December. Document to be finalised post-exhibition and then endorsed by Council and project partners (G21 LGAs, Hockey Victoria, Hockey Geelong, G21), likely in January.
Winchelsea Golf Club Sustainable Course Irrigation Project	Kane Rogozik	Recreation and Open Space Planning	119,000	119,321	Dec-18				Closing	Implementation / works in progress	Os site works complete. Project closre to occur in next month

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Municipal Strategic Statement Review	James Hamilton	Planning and Development	88,000	0	Beyond Dec-18				Initiating / Planning	Deliver Stage not yet commenced	Timing and scoping of a major planning scheme review will be underaken once DELWP undertake the policy neutral Planning Policy Framework translation.
Planning and Drivers for Growth - Winchelsea & Moriac / Torquay	TBC	Economic Development and Tourism	40,000	39,400	Unknown				Initiating / Planning		EMT proposed a different project focuses on 'liveability' of Torquay. Project Owner and PM to prepare new project charter for discussion.
Torquay / Jan Juc Social Infrastructure Study	Karyn Rice	Recreation and Open Space Planning	48,000	47,500	Nov-18				Delivering	Implementation / works in progress	Draft Strategy has been received and reviewed. Strategy to be taken to Council Briefing in October.
Winchelsea Infra. for Growth Review	Lisa Robinson	Strategic Asset Management	23,000	23,000	Aug-18				Delivering	Implementation / works in progress	Updated spreadsheet has been discussed to John Bertoldi and Anne Howard. Investigating options on how to proceed.
Lorne Structure Plan	Jorgen Peeters	Planning and Development	180,000	179,090	Unknown				Initiating / Planning	Requirements in progress	Stage 1 of project (2017-18): Economic assessment completed in July 2018. Balance carried forward to new alloation for second year of project (multi-year funding). Stage 2: Scoping project, methodology and governance model underway and discussion.
Winchelsea Town Beautification Plan	PMO - TBC	Economic Development and Tourism	50,000	50,009	Unknown				Initiating / Planning		This project funding will be carried forward to 2018/19 to establish a clear scope for a project to prepare a Winchelsea Town Beautification Plan, consistent with the Growing Winchelsea Strategy. This plan will inform priorities for future town beautification projects and improve grant readiness.
Growing Winchelsea Planning Panel (via statutory framework)	Sally Conway	Planning and Development	10,000	10,000	Dec-18				Delivering	Implementation / works in progress	Panel Hearing held on 24 September 2018. Panel Report due end of October.
Land Use Monitoring Report & website	James Hamilton	Planning and Development	26,020	26,020	Nov-18				Delivering	Implementation / works in progress	Draft residential land supply report received early September. Review underway.
Anglesea Mountain Bike Park and Trails Concept Planning	Karyn Rice	Recreation and Open Space Planning	56,000	55,136	Dec-18				Delivering	Implementation / works in progress	Stage 2 initiated in early June however on hold while Officers undertake Stage 1B to investigate 2 sites on Alcoa freehold land at the request of Alcoa. Timeframes have pushed out to incorporate this work, and Stage 2 progress will wait until Stage 1B is complete. A draft report has been received by Council and will be reviewed by the PCG soon; with Councillors to receive it at the November meeting. Increase in expenses of $5k for additional consultant engagement
Surf Coast Shire Theatre Feasibility Study	Lisa Robinson	Community Relations	27,500	25,900	Dec-18				Delivering	Implementation / works in progress	Preliminary findings report to be presented to Council at 16 October Council Briefings.
Surf Coast Shire Parking Options Study	PMO - TBC	Planning & Development	32,500	30,000	Unknown				Initiating / Planning		
Moriac Stormwater and Septic Study	John Relayson	Engineering Services	65,000	65,000	Unknown				Initiating / Planning	Deliver Stage not yet commenced	Project charter created. Request for quote to be sent.

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency)	Life of Project Estimate at Completion	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Economic Development Strategy	Karyn Rice	Economic Development and Tourism	70,000	66,700	Unknown				Initiating / Planning	Requirements in progress	Charter has been accepted by EMT and PCG. Update to be given at Council Briefing on 18 September. Project on pause while an application has been submitted to RDV seeking $195k under Regional Skills Fund to extend consultation and complete a regional skills and emerging industries audit. Decision anticipated before caretaker period commences.
Local Government Bill 2018 Implementatio	Wendy Hope - Actioning Officer	Governance and Risk	40,000	0	Unknown				Initiating / Planning		Local Government Bill is currently stalled in Parliament with no firm date for imple
G21 Agribusiness Strategy Implementation	Scott Jardine - Actioning Officer	Economic Development and Tourism	30,000	30,000	Unknown				Initiating / Planning	Requirements in progress	Item 1: Agribusiness Summit sponsorship - communicating learnings and outcomes from HFS - support extension of learnings to other areas - G21 Strategy actions 4.1, 13.1, 13.2, 14.2 Item 2: Local food showcase events - Sept/Oct '18- initiate planning with VIC to deliver 2018/19 showcase events Item 3: Virtual hub - Identify - awaiting outcome from scoping work - expect budget to be provided to G21 Ag Strategy implementation group for delivery Item 4: Implementation of Hinterland Futures Strategy - pending Council endorsement of strategy - November 2018?
Rating Strategy Review	Karyn Rice	Finance	28,000	28,000	Feb-19				Initiating / Planning	Deliver Stage not yet commenced	Project Charter being drafted
Heritage Study Stage 2C	Karen Hose - until new resource allocated	Planning & Development	30,000	0	Unknown				Initiating / Planning		On hold temporarily pending information from State Government on the translation of the planning scheme into the new format and discussion with Council's heritage consultant.
Torquay Town Centre Urban Design Guidelines	Sally Conway	Planning & Development	24,000	24,000	May-19				Delivering	Implementation / works in progress	Hip V Hype appointed to prepare guidelines.
Winchelsea Urban Design Framework	Barb Noelker	Planning & Development	24,000	24,000	Unknown				Initiating / Planning	Implementation / works in progress	Consultant appointed Sept 2018. Community consultation has commenced. Meetings with consultant commenced
Environmental Study Torquay	James Hamilton	Planning & Development	40,000	0	Unknown				Initiating / Planning	Requirements in progress	Procurement on hold until further information provided by DELWP about the Distinctive Areas and Landscapes project.
Shirewide Settlement Strategy	James Hamilton	Planning & Development	44,000	0	Unknown				Initiating / Planning	Deliver Stage not yet commenced	The planning phase will commenceonce once further information is provided by DELWP about the Distinctive Areas and Landscapes project.
Implementation of Mosquito Plan	Sarah Farrer - Actioning Officer	Environment & Community Safety	10,000	10,000	May-19				Initiating / Planning	Deliver Stage not yet commenced	Project Charter completed and mosquito trapping program to commence in November 2018
Grasstree Park Asbestos Management Phase	Ronan Corcoran	Environment & Community Safety	57,500	57,500	Jul-19				Initiating / Planning	Procurement in progress	Procurement phase commenced
Winchelsea EAO Planning Scheme Amendment	Michelle Warren	Planning & Development	52,000	0	Unknown				Initiating / Planning	Procurement in progress	Quotations returned - seeking more information
Significant Landscape Study Torquay	James Hamilton	Planning & Development	34,000	0	Unknown				Initiating / Planning	Requirements in progress	Procurement on hold until further information provided by DELWP about the Distinctive Areas and Landscapes project.
Spring Creek DCP and PS Amendment	TBA	Planning & Development	30,000	0	Unknown				Initiating / Planning		Project to commence following approval of Spring Creek PSP (refer PRO17-075)
Street Light Program Upgrade	Petar Zivkovic	Engineering Services	814,000	679,622	Jun-19				Initiating / Planning	Deliver Stage not yet commenced	Data sent to Powercor for Torquay/Anglesea/Moriac/Winchelsea awaiting contract offer. Collecting data for Lorne/Aireys - Fairhaven/Deans Marsh
Torquay Town Centre Revitalisation Grant Submission	Ronan Corcoran	TBC	20,000	15,000	Feb-19				Delivering		Charter finalised, advocacy group formed and actioning

Project Name	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency)	Life of Project Estimate at Completion	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Phase	Stage of Delivering Phase	Status Comment
Food Organics Garden Organics Trial	Shannon Samuel	Engineering Services	111,000	103,008	May-19				Delivering	Implementation / works in progress	Project in delivery phase. Communication plan is active and tasks are being executed in accordance to the plan. EMT to recommend assembly and delivery approach of kitchen caddies. This may impact Project budget.
Winchelsea Integrated Water Mgmt Plan	Ian Stewart interim reporting	Engineering Services	40,000	0	Unknown				Initiating / Planning		Total value $85K with $5k cash Council, $15K cash Barwon Water, $35K DELWP, $15K in kind Council, $15 in-kind Barwon Water.
Hinterland Futures PS Amendment	Barb Noelker	Planning & Development	34,000	0	Unknown				Initiating / Planning		Project on hold pending Council resolution on draft Strategy (Council meeting scheduled for 23 October)
Anglesea River Public Health Investigation	Nick Mara	Environment & Community Safety	75,000	75,000	Dec-19				Initiating / Planning	Deliver Stage not yet commenced	Project charter drafted and awaiting PM review. $75K funding agreement confirmed.

5.4 Signature Event Funding Request: Aireys Inlet Open Mic Music Festival

Author's Title:	Coordinator Events	**General Manager:**	Ransce Salan
Department:	Tourism & Events	**File No:**	F18/1184
Division:	Environment & Development	**Trim No:**	IC18/1462

Appendix:

Nil

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 three-year Signature Event funding request from the Aireys Inlet Tourism and Traders Association (AITTA) for the Aireys Inlet Open Mic Music Festival (2019-21).

Summary

The Aireys Inlet Open Mic Music Festival (OMF) is entering its 12th year in 2019. Over the past 11 years, it has developed from a small community music event into a nationally recognised, multi-day festival of live music renowned for its accessibility and broad appeal.

The 2018 event attracted a total audience of 5,000 over three days and generated an estimated $1.5 million in economic benefit towards the local economy.

In addition to its positive economic impact, the OMF has made a significant contribution to the social and cultural fabric of Aireys Inlet through the opportunities it has opened up for local musicians and particularly young people. Since the festival was created, it has inspired the creation of over 40 local bands, and has provided the anchor for Aireys Inlet's increasing recognition as a creative hub.

Although the OMF is now well established, its organisers are committed to continually evolving the product to ensure it remains relevant and contemporary. A fresh new brand has been developed for the 2019 Festival, including a new logo and website; additional signage; and an expanded merchandise range.

AITTA is seeking an investment from Council of $30,000 over the next three years (2019, 2020 and 2021), to assist its sustainability as the OMF continues to grow.

Recommendation

That Council:

1. Commits to funding the Aireys Inlet Open Mic Music Festival for a total amount of $30,000 over a three-year period for the 2019, 2020 and 2021 events.
2. Allocates $10,000 funding from the 2018-19 Signature Events program budget to the 2019 Aireys Inlet Open Mic Music Festival.
3. Pre-allocates $10,000 funding from the 2019-20 and 2020-21 Signature Events program budgets to the 2020 and 2021 Aireys Inlet Open Mic Music Festival events respectively.
4. Notes that a funding agreement will be entered into with the Aireys Inlet Tourism and Traders Association for a commitment of $10,000 per year over three years (2019, 2020 and 2021), including a requirement to submit a post-event acquittal report following each event for assessment by Council officers prior to release of any further funding.

5.4 Signature Event Funding Request: Aireys Inlet Open Mic Music Festival

Report

Background

The Aireys Inlet Open Mic Music Festival was first held in March 2008, with three stages and 40 acts attracting an audience of 500, comprising primarily local residents.

The initial event concept was developed from a desire to provide local young people a social outlet other than surfing. Music lessons were offered and the OMF would provide an incentive for people of all abilities to perform in front of a live audience each year.

Since this time, the OMF has developed into a multi-day music festival which allows musicians of all genres and ages to showcase their talents, from the local school choir to jazz bands with members in their 70's. The 2018 event was held across nine venues, attracting 140 acts and an estimated audience of 5,000 over the three days.

The popularity of the event now sees artists come from around Australia, whilst it still enables local talent of all ages and abilities the opportunity to perform. The OMF culminates on Sunday night with a "special mystery guest" – typically of national or international profile – performing to an audience of some 2,000 people.

The OMF is held annually on the Friday, Saturday and Sunday immediately following the March long weekend. This was historically a 'dead' weekend for Aireys Inlet, however over the past 11 years the OMF has provided a tremendous boost in visitation and associated spend. AITTA advises that the OMF weekend is now Aireys Inlet's biggest weekend outside of the January peak tourist period.

The OMF's annual budget is $40,000, reflecting the organiser's ability to achieve significant outcomes at relatively low cost. There is no ticketing for the event, although patrons are asked to make a donation of what they think the experience is worth. The event is supported by a large volunteer workforce.

In 2016, Council approved Signature Event funding of $20,000 over two years, with $10,000 allocated to the 2017 and 2018 events.

Discussion

The OMF is entering its 12th year in 2019. Since it was first held, the event has developed from a small community music event into a nationally recognised, multi-day open mic music festival renowned for its accessibility and broad appeal.

Although the event is now well established, its organisers are committed to continually evolving the product to ensure it remains relevant and contemporary. A fresh new brand has been developed for the 2019 Festival, including a new logo and website; additional signage; and an expanded merchandise range.

The proposed contribution by Council represents approximately 25% of the operating income for the event, with the remaining income derived through donations, other grants and contributions from AITTA's own funds.

<u>OMF Goals</u>

The core objectives of the OMF are to:

- Provide the Aireys Inlet and broader Surf Coast community with the opportunity to experience and be involved in live music
- Attract visitors from within the Shire, Melbourne and Victoria, generating tourism and economic benefits for Aireys Inlet and surrounds during a traditionally low visitation period
- Develop the music culture of the community, particularly with young people

<u>Three Year Funding Request</u>

OMF event organisers are seeking a three year contribution from Council under its Signature Events funding program, to assist the Festival to grow and remain a vital component of Aireys Inlet's annual events calendar.

5.4 Signature Event Funding Request: Aireys Inlet Open Mic Music Festival

A three year commitment will provide financial certainty and enable resource efficiency in the lead-up to each event.

The funding request is for $30,000 over three years, with a $10,000 allocation to the 2019, 2020 and 2021 events.

Any Signature Event request must be assessed based on the economic, social, cultural and environmental outcomes the event will deliver. These outcomes are described in the four sections below.

Economic
The OMF attracts visitors to Aireys Inlet on a historically quiet weekend, providing a significant boost to the economy and lengthening the shoulder season. The event is specifically timed to avoid the long weekend in March and Easter to maximise its economic impact. Outside of the Christmas/January period, it is now the biggest weekend of the year for businesses in the town, especially those who actively participate as a venue for the Festival. The benefits then flow on to the general community through employment and service providers.

A tangible example of this is the Aireys Pub, the largest employer in town. On the OMF weekend, the Aireys Pub employs approximately 30 staff, compared to 10 on a 'normal' off-peak weekend. Five other small businesses in town directly act as venues or stages for the event, all employing more people over the weekend and receiving an increase in revenue as a direct result of the event.

Of the 5,000 attendees, it is estimated that 1,000 stay overnight, with an average length of stay of two nights.

The most recent economic impact report for the Festival revealed the following in relation to visitor origin:

Origin of visitors	Percentage of visitors
Melbourne and other areas of Victoria	50%
Surf Coast region	46%
Interstate	3%
International	1%
Total:	**100%**

The report also showed an average expenditure of $466 person, which may be summarised as follows:

- $153 over the weekend on food, drinks and other items
- $313 on accommodation

An analysis of accommodation data through local real estate agencies reveals a marked increase in bookings over the weekend of the Festival. This is reflected by survey data which indicates that 44% of 'non locals' stayed two nights in the area (Aireys Inlet, Fairhaven or Anglesea); 23% stayed one night; and 33 % were day trips.

Taking this into account, the economic impact can be summarised as follows:

- Number of visitors attending from outside Surf Coast Shire: 3,250
- Average per person expenditure: $466
- Economic benefit: 3,250 x $466 = $1,514,500

A new economic impact will be undertaken as part of the funding request.

Social
A key outcome from staging the OMF is increased community involvement and participation in music, particularly from the youth market. The Festival is free to all participants, maximising involvement from all sectors of the community. In terms of audience, the OMF is not a ticketed event; instead, patrons are asked to pay what they think the experience is worth. This low cost for audience further enhances the ability for people of all ages to attend and ensures entry price is not a barrier to participation.

In 2018, OMF collaborated for the first time with FReeZA, who hosted their own stage at the Great Ocean Road Mini Golf facility within the Festival footprint. This provided additional opportunities for young people to engage in a drug, smoke and alcohol-free environment.

5.4 Signature Event Funding Request: Aireys Inlet Open Mic Music Festival

The Surf Coast Future Stars is another initiative that has been introduced to encourage participation by local school age children. Held on the main stage, it provides these young musicians with invaluable 'big gig' experience.

The OMF generates significant volunteering opportunities in the lead-up to and delivery of the event, with a total volunteer workforce of around 55 contributing to the successful running of the Festival each year.

Cultural
The OMF is Australia's only multi-day open mic music festival. Since its inception the OMF has played a key role in the development of a music and arts brand for Aireys Inlet. This brand strongly anchors other creative arts events in Aireys Inlet including literature festivals, book launches and other smaller music events. The Aireys Pub now hosts a monthly open mic session, extending opportunities for local musicians to get involved.

The opportunity to play on stage in front of a large crowd at the OMF provides the impetus for young people to become interested in music with an end goal of performing in front of an audience. Through this recognised opportunity the level of active participation in music has risen significantly in Aireys Inlet, and with it a passion for creative arts. This is evidenced through the progression of several local musicians who have gone on to play with nationally recognised bands at large festivals such as the Big Day Out, state level Battle of the Bands competitions and many other music achievements.

The OMF culminates with a special 'mystery guest' act which is not announced until the final act on Sunday. The significance of the OMF has led to the securing of artists of the calibre of the Hoodoo Gurus, Ella Hooper, Colin Hay and Mark Seymour as past special mystery guest.

Financial Implications
The AITTA is seeking a three-year funding agreement of $10,000 for each year. The total request from Council is therefore $30,000. Should Council agree to this request, the following budget implications would exist:

- An allocation of $10,000 from the 2018/19 Signature Events program budget
- A pre-allocated amount of $10,000 from the 2019/20 and 2020/21 Signature Events program budgets, pending approved acquittal reports from the 2019 and 2020 events respectively.

Council Plan

Theme	4 Vibrant Economy
Objective	4.2 Facilitate high quality events throughout the year
Strategy	4.2.1 Further develop diverse, major and signature events, communication and promotion program

Policy/Legal Implications
The funding request for the Aireys Inlet Open Mic Music Festival is consistent with Council's Event Grants Program Guidelines.

The provision of funding by Council will result in a Funding Agreement being developed between Council and AITTA.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
The provision of funding will be subject to the development of a Funding Agreement between the AITTA and Council. The Agreement will contain requirements for AITTA to meet prior to the release of funds for the 2020 and 2021 events, and a clause for the return of funding to Council should the event not proceed for any reason.

Social Considerations
The OMF has established deep social connections through schools, the broader Aireys Inlet community, non-permanent residents and local business. The Festival brings together a range of ages and groups, with participation as a performer or audience made highly accessible due to free entry.

5.4 Signature Event Funding Request: Aireys Inlet Open Mic Music Festival

Community Engagement
Broad community engagement is not required. Discussion is between Council officers and the event organisers.

Environmental Implications
The event will be required to comply with Council's Plastic Wise Events and Markets Policy.

Communication
If the recommendation is supported, media communications will be prepared to announce Council's continued support of the OMF with a funding commitment of $30,000 over three years.

Options
Option 1 – that Council commit to funding the Aireys Inlet Open Mic Music Festival for a total amount of $30,000 over a three-year period for the 2019, 2020 and 2021 events.
This option is recommended by officers as the event meets all criteria for a Signature Event and continues to deliver strong economic, social and cultural outcomes for Aireys Inlet and the broader Surf Coast region. Organisers are committed to continually improving the event, to ensure its ongoing sustainability, relevance and appeal.

Option 2 – that Council decline the opportunity
This option is not recommended by officers as it would be considered a lost opportunity, and would not support the Council Plan Strategy 4.2.1 – to further develop diverse, major and signature events.

Conclusion
To assist the future sustainability and growth of the OMF, a funding request has been received under Council's Signature Event Grants program. The request is for a total of $30,000 over three years.

The OMF generates significant economic, social and cultural outcomes for Aireys Inlet and the Surf Coast region, and is the centrepiece of Aireys Inlet's annual events calendar. It is therefore recommended that Council support the funding request.

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

Author's Title:	Resilient Communities Officer	**General Manager:**	Ransce Salan
Department:	Environmental Sustainability	**File No:**	F18/128
Division:	Environment & Development	**Trim No:**	IC18/1699

Appendix:

1. SCS-008 Plastic Wise Events and Markets on Council Owned/Managed Policy 2018-2021 (D18/132255)
2. Surf Coast Shire Plastic Wise Guide for Events and Markets (May 2018) (D18/62134)
3. Plastic Wise Surf Coast Logo (D18/132277)
4. Bring Your Own Reusables Logo - Township Application (D18/132278)

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
To provide the reviewed SCS-008 Plastic Wise Events and Markets on Council owned/managed land policy for Council's consideration.

Summary
Council adopted the Plastic Wise Events and Markets owned/managed land policy in 2016. A review of the policy has been undertaken by officers, with input sought from local event organisers, Plastic Wise community groups and the Great Ocean Road Coast Committee (who also adopted the policy in 2016).

The updated policy retains the same focus and scope, and as a result of stakeholder engagement, improves the clarity of its purpose and expectations of event organisers

A copy of the policy is attached as Appendix 1.

Recommendation
That Council:

1. Adopts the SCS-008 Plastic Wise Events and Markets owned/managed land policy as attached.
2. Acknowledges the leadership demonstrated by our community and event organisers in establishing a plastic wise approach at events and markets in the shire.
3. Acknowledges the partnership with the Great Ocean Road Coast Committee in developing and implementing the Plastic Wise Events and Markets owned/managed land policy.

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

Report

Background

Plastic pollution is a significant environmental problem. The production and use of plastic all around the world continues to grow, and it is expected that plastic production will double over the next 20 years, and quadruple by 2050 if we don't stop this cycle (DELWP, 2017). Developed with our community and organisers of local events, the Plastic Wise Events and Markets Policy (SCS-008) is Council's commitment to take local action on this global issue.

The policy was introduced in April 2016, following a 2014 recommendation from Council's Environment and Rural Advisory Panel, and input from Plastic Bag Free Torquay and the Great Ocean Road Coast Committee (GORCC). GORCC also adopted the policy in 2016. Community groups have played a significant role in implementing the policy, and many local market and event organisers have demonstrated their passion and commitment to reducing the environmental impacts of their events.

The Plastic Wise Policy is due for review in October 2018. This has provided the opportunity for Council officers to consult with GORCC, local event organisers and Plastic Wise community groups to recognise what has been achieved, set future directions and update the policy to provide clarity of its purpose and expectations.

Discussion

The Policy

Council officers believe that the Surf Coast Shire Plastic Wise Events and Markets owned/managed land Policy is the first of its kind in Australia. The purpose of the policy is to eliminate single use plastic items at events, markets and organised sporting activities held at all sites owned and managed by Council. The Great Ocean Road Coast Committee is also committed to applying the policy at sites they manage.

The Plastic Wise Guide for Events and Markets (Appendix 2) was developed in 2018 as a reference to assist all event organisers to comply with the policy. Council officers will review the Guide annually to ensure that it continues to provide up to date information and showcases the achievements of local events, markets, sporting groups and community groups.

The Plastic Wise Policy and Guide are incorporated as part of the application and planning processes for events organised by Council and the community. They utilise the Plastic Wise logo developed by Council in 2016 (Appendix 3), and the new 'Bring your own reusables' logo designed in 2017 (Appendix 4).

Environmental leadership

Plastic pollution continues to be a global issue, and one that Council and our community are committed to acting upon.

The Plastic Wise Events and Markets owned/managed land policy has a number of environmental benefits, including:

- Reducing the risk that plastic poses to natural environments and wildlife;
- maintaining the visual amenity of open spaces by reducing the occurrence of litter; and
- avoiding unnecessary plastic waste being sent to landfill.

In October 2018, the Plastic Wise Policy received the Keep Victoria Beautiful - Community and Government Partnerships award. The award is recognition of the way that Council, GORCC and our community have worked together to develop and implement the policy, and the significant role it plays in reducing plastic pollution.

Over the past 12 months, a number of other councils including Golden Plains, City of Greater Geelong, Colac Otway, Borough of Queenscliffe, Darebin, Port Phillip, Whittlesea, Stonnington, Campaspe, Indigo, Hepburn, Bass Coast and Tweed Heads, have been in touch to find out more about the Plastic Wise Events and Markets Policy as they look at developing their own. Most recently, Parks Victoria has been in touch about establishing a similar approach for events held on their land.

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

Surf Coast townships, community groups and event organisers continue to demonstrate leadership in reducing the use of single use plastic items, and members have shared the Plastic Wise Policy and Guide through their networks, including Plastic Bag Free Victoria, Plastic Free Victoria Alliance, local businesses, traders groups, schools, land managers and other environment groups.

Achievements
Introducing the policy has led to increased use of 'bring your own' and reusable options (such as bags, water bottles, containers and coffee cups), increased recovery of compostable food and packaging, reduced litter in the environment, reduced waste being sent to landfill. It has also contributed to Surf Coast Shire building a reputation for hosting a diverse range of sustainable events.

With the Plastic Wise Policy in place, in 2018, the Rip Curl Pro at Bells Beach achieved its highest level of waste diverted from landfill (65%) and Torquay's Nightjar Festival turned 65-70% of its 'waste' into compost.

Plastic Wise Torquay, Plastic Wise Winchelsea, Lorne Goes Plastic Free and other community groups have also been working with local businesses and traders groups to extend the reach of the Plastic Wise Policy beyond markets and events.

Policy review and future directions
The review of the Plastic Wise Policy in 2018 involved stakeholder engagement led by officers from Council's sustainability, events and waste teams. Council officers, Councillors, event organisers, local Plastic Wise community groups, Council's Environment & Rural Advisory Panel and the Great Ocean Road Coast Committee were involved in meetings and workshops, and encouraged to contribute via email or phone calls, to provide their insights.

As a result of stakeholder engagement, the policy has been updated to include a clear rationale, emphasis on eliminating (rather than reducing) single use plastic items, additional definitions and clearer expression of the expectations for event organisers. Recognising the complexity of implementing the policy for organised sporting and recreational activities occurring on Council owned and managed land, the timeframe for them to achieve compliance has been extended until 31 December 2021 (or sooner).

Officers recommend that the revised policy is next reviewed in 2021. Given the changing nature of waste management, plastic products, materials and alternatives, the Plastic Wise Guide will be reviewed annually to provide up to date information to support the policy.

Financial Implications
The cost of implementing the policy can be funded in the current budget and within existing staff hours.

Council Plan
Theme 2 Environmental Leadership
Objective 2.2 Improve the re-use of resources
Strategy 2.2.3 Review and expand Plastic Wise Program

Policy/Legal Implications
The proposed update of the policy provides greater clarity of expectations of event organisers and assists in improving compliance. There are no legal implications to consider.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
Council's reputation as an organisation that consults with its community and makes sound decisions could be damaged if the updates to the Plastic Wise Policy are not accepted, or the Policy is not adopted.

Social Considerations
A reduction in the distribution and use of single use or limited use plastic items supports community values and aspirations to reduce litter, pollution and other negative environmental impacts of plastics. Maintaining the Plastic Wise Policy and Guide for events and markets, and continuing to work in partnership with the community and Great Ocean Road Coast Committee will help to engage and enable a broader local audience to reduce plastic waste.

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

Community Engagement
The community was directly engaged in the development of Council's 2016 Plastic Wise Policy and program, primarily through Council's Environment and Rural Advisory Panel and Plastic Bag Free Torquay (now Plastic Wise Torquay). Community groups and event organisers have continued to play a significant role in implementing the Plastic Wise Policy, and in reviewing its effectiveness and setting future directions.

During 2018, Council officers from the sustainability, events and waste teams have led workshops with community and event stakeholders to seek their insights on the policy. Along with input from the Great Ocean Road Coast Committee, community feedback has been reflected in the updated policy, and in the Plastic Wise Guide.

Environmental Implications
Avoiding single use plastic bags and other items has numerous environmental benefits. Plastic waste in the environment causes harm to wildlife, and there is increasing concern about the impacts of microplastics on environmental health and human health. As litter, plastic also decreases the visual amenity of the local environment.

Communication
Officers in the events, sustainability and waste teams will share the Plastic Wise Policy with Council, community and event stakeholders, and support its implementation. The policy and Plastic Wise Guide for Events and Markets will be available to the broader community via Council's website, and officers will continue to share it with other interested councils, land managers and community groups.

General promotion of the policy, guide and related achievements will also occur through various Council (e.g. local media, Mayor's Column, social media, Groundswell) and GORCC communication channels.

Internally, Council officers will be made aware of the policy through the Event Brief process and other avenues including workshops.

Options
Option 1 – Adopt the Policy as presented
This option is recommended by officers as the review process led to a number of changes being proposed.

Option 2 – Do not adopt the Policy
This option is not recommended by officers as it is important to ensure the policy is up to date and reflects current best practice.

Conclusion
Council adopted the Plastic Wise Events and Markets Policy in 2016. The updated policy retains the same focus and scope, but improves on the clarity of its purpose and expectations of event organisers. It is recommended that the policy is next reviewed in 2021, with the Plastic Wise Guide being reviewed and updated annually to help market and event organisers, and sporting groups, to comply with the policy.

Adoption of the updated Plastic Wise Events and Markets Policy SCS-008 will ensure the policy is up to date and reflects current best practice.

References
Reducing the impacts of plastic on the Victorian environment: Join the discussion, Department of Environment, Land, Water and Planning (DELWP) 2017, accessed January 2018 at https://engage.vic.gov.au/waste/plastic-pollution.

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

APPENDIX 1 SCS-008 PLASTIC WISE EVENTS AND MARKETS ON COUNCIL OWNED/MANAGED POLICY 2018-2021

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

COUNCIL POLICY

Plastic Wise Events and Markets on Council owned/managed land	Document No:	SCS - 008
	Approval Date:	23 October 2018
	Approved By:	Council
	Review Date:	23 October 2021
	TRIM Reference	D18/132255
Responsible Officer:	Manager Environment & Community Safety	
Authorising Officer:	Chief Executive Officer	

1. Purpose
This policy is Council's commitment to eliminating single use plastic items at events, markets and organised sporting activities held at all sites owned and managed by Council.

2. Rationale
Plastic pollution is an urgent environmental problem. The production and use of plastic all around the world continues to grow, and it is expected that plastic production will double over the next 20 years, and quadruple by 2050 if we don't stop this cycle (DELWP, 2017).

Council and our community recognise the negative impacts that single use plastics and excessive packaging have on the local environment and on the earth's natural resources. Developed with our community and organisers of local events, this policy is Council's commitment to take local action on this global issue.

The problems with plastic
Globally, thousands of tonnes of plastic enter our waterways and oceans each year, with much of this being lightweight, single use items that are littered or blown from one place to another.

In the environment, seabirds, turtles and marine mammals are particularly vulnerable to the impacts of plastics, through swallowing them or becoming tangled in larger items. This can lead to reduced mobility, disrupted feeding, suffocation and death (DELWP, 2017) – often having flow on effects for the food webs they are part of.

Further to this, plastics break up into smaller and smaller pieces (microplastics) over time. This means that the impacts of plastic pollution are long term, and become increasingly difficult to manage. More and more, we are discovering the harmful effects of microplastics on environmental health and on human health. For example, as small organisms consume these plastics, they move up the food chain – including into fish and seafood that humans are consuming. Even when plastic is contained in a landfill, toxins can leech from it into soil and water.

Community and Council response
Council introduced the Plastic Wise Events and Markets Policy in April 2016. The policy was developed in response to Council's Environment and Rural Advisory Panel's 2014 recommendation that Council adopt a plastic wise approach.

The Great Ocean Road Coast Committee also adopted the policy in 2016, and having a consistent expectation for event and market organisers across the shire has been, and will continue to be, key to its success.

Local townships and community groups such as Plastic Wise Torquay (formally Plastic Bag Free Torquay), Plastic Wise Winchelsea, Lorne Goes Plastic Free and Boomerang Bags continue to play a significant role in implementing a plastic wise approach in their communities, including working with event organisers to comply with the Plastic Wise Policy. Many organisers of markets and events held in the shire are also passionate about eliminating single use plastics, and have demonstrated this, for example, by working with their stallholders to eliminate plastic packaging, and/or introduce systems to capture certified compostable packaging and ensure that it is converted into a compost product.

In 2018, the Plastic Wise Guide for Markets and Events in Surf Coast Shire was developed as a reference to assist all event organisers to comply with the policy. It describes 'plastic wise' events as ones that avoid

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plastic and disposable items that present risks to the natural environment and/or are discarded after only a short period of use. More broadly, the Plastic Wise Guide and Policy are based around the waste hierarchy – prioritising avoidance, reduction, reuse, then recycling, with disposal being the last resort.

Reviewing the Plastic Wise Policy in 2018 has provided the opportunity to reflect on what has been learned and achieved so far, and to hear our community's aspirations for what they would like to see in future.

Future directions
We are seeing many changes in what we know as 'plastic', with a wider range of alternative materials and products becoming available. Bio-based and compostable packaging provide both opportunities and complexity in the shift away from traditional plastics. For example, bio-based plastics cannot be recycled with traditional petrochemical plastics, and the majority of products currently being labelled 'compostable' must be processed in commercial facilities, not home composting.

Locally, nationally and internationally, there is a notable shift away from the distribution and use of single use plastic items. In Australia, Coles, Woolworths and IGA supermarkets removed single use plastic bags from their registers in 2018 ahead of a similar State Government ban coming into effect in 2019. On the world stage, London Marathon and Glastonbury Festival will ban single use, disposable plastic bottles and introduce alternatives at their 2018 and 2019 events respectively.

In setting expectations in the Plastic Wise Policy, Council is conscious of avoiding any unintended negative impacts – by considering how items will be managed at the end of their use, and being clear that the priority is to remove the risk of plastic having a harmful impact on the natural environment.

More broadly, Council is committed and aspires to eliminating all waste being sent to landfill or finding its way into the environment. Council will continue to demonstrate leadership and strengthen the role this policy plays in achieving this through updating the Plastic Wise Guide annually until 2021 as a minimum.

Council and our community have been active in sharing the Plastic Wise Policy with other councils, land managers and community groups, and will continue to support others to adopt and apply their own policies or approaches.

3. Scope

Events
This policy applies to all events, markets and regular/organised sporting activities conducted on land, in buildings, at venues and on roads owned or managed by Council.

It includes all civic, commercial and community events such as markets, festivals, ceremonies, exhibitions, expos, meetings, functions, workshops, information sessions, conferences, parties, competitive sporting events, and other organised sporting and recreational activities.

Single use plastic items
This policy covers single use plastic and polystyrene items used in purchasing, packaging, sales, distribution, transportation, set up and pack down (bump in and bump out), participation, promotion and clean up practices associated with events. Refer to sections 7.2.3 and 7.2.4 of this policy for details of products covered.

Organised sporting and recreational activities
Engagement with managers and users of Council owned and managed sporting facilities and community sporting clubs operating at Council sites will begin in 2019, with the requirement that they are compliant with this policy by December 31 2021 or sooner.

Exemptions
Exemptions to this policy will be made for valid health, wellbeing or safety reasons, or where there is no practical alternative product or option currently available. All exemptions require prior written approval from Council's Coordinator Events – to be arranged through a Council officer associated with the event.

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4. Application

This policy applies to all Surf Coast Shire Council employees and contractors, and all individuals, groups or organisations planning, organising, running and/or approving events, markets and sporting activities at Council sites. It includes stallholders/vendors, sponsors, contractors, volunteers and service providers who are on site as part of the event.

Event organisers must demonstrate how they will achieve compliance with this policy through the event planning process, such as the Event Brief (internally organised events) or Event Application (externally organised events).

The Plastic Wise Guide for Markets and Events in Surf Coast Shire (available at www.surfcoast.vic.gov.au/plasticwise) should be referred to for guidance on ways to meet the requirements of this policy.

The Great Ocean Road Coast Committee (GORCC) has also adopted this policy for events and markets held on land managed by them. Together, Council and GORCC are committed to reviewing the Plastic Wise Guide annually until 2021 as a minimum, in order to reflect changes in products and product materials, waste management systems, capacity and other factors. Where possible, brochures, guidelines and other materials to support this policy are co-branded with GORCC.

5. Definitions

Event	Any planned activity that occurs in a certain place, during a certain time, which involves a gathering of people and has some level of impact on the immediate surroundings. For the purpose of this policy it includes all civic, commercial and community events such as markets, festivals, ceremonies, exhibitions, expos, meetings, functions, workshops, information sessions, conferences, parties, competitive sporting events, and other organised sporting and recreational events.
Civic event	Any event organised by Council staff.
Commercial event	An event conducted for profit.
Community event	An event conducted by or for the community.
Sporting and recreational activities	Any regular or organised sporting or recreational activity occurring at Council owned or managed sites, including those run by community sporting clubs.
Council sites	Land, buildings, venues, roads or any other location owned or managed by Council.
Plastic	Polyethylene, polystyrene and polypropylene made from petrochemical compounds, including degradable and biodegradable products made from these compounds.
Bioplastic	A term that can describe either *bio-based* or *biodegradable* plastic, including plastic items that are made with or without the use of petrochemical compounds. Bio-based plastic: Plastic made from natural bio-polymers – i.e. organic and renewable materials such as rice, starch, sugar cane, wheat or corn. Biodegradable plastic: Plastic that has the potential to break down into its natural components over a period of time. These products can be made from natural and/or fossil fuel based materials
Certified compostable	A subset of biodegradable plastic, made from material assessed to be compostable in a commercial composting environment in accordance with Australian Standards.

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Single use plastics	Any disposable plastic or polystyrene item that is designed to be used only once or for a short period of time before being discarded. They include, but are not limited to, plastic bags, cups, bowls, plates, cutlery, straws, bottled water, sachets (e.g. sauces, sunscreen), containers, packaging and other similar items. For the purpose of this policy, it also applies to balloons, disposable paper cups with plastic linings and/or lids (for hot or cold drinks), plastic glitter, glow sticks and confetti, and single use or disposable plastic promotional items and giveaways.
Single use plastic bag	A type of bag or pouch made from thin, flexible, plastic film that is used for containing or transporting goods, designed to be used only once or for a short period of time before being discarded. For the purpose of this policy, this definition includes both thin (35 microns) and heavier weight disposable or limited use plastic bags.
Soft plastics	Plastic products that can be easily scrunched up in your hand and cannot be recycled through Council's kerbside recycling collection. They include, but are not limited to, plastic bags (including shopping bags, freezer bags and garbage bags), cling wrap, lolly wrappers, chip packets, shrink wrap, bubble wrap and other packaging.
Plastic bottled water	Drinking water sealed in plastic bottles designed or intended to be discarded after consumption.
Waste hierarchy	The waste hierarchy ranks waste management options in order of their general environmental desirability. Rankings are Avoid (most preferred); Reduce; Reuse; Recycle and Dispose (least preferred).

6. Council Purpose and Direction

This policy is consistent with Council's purpose to 'help our community and environment to thrive' and helps deliver on one of Council's organisational directions 'to be an innovative and flexible leader and a constructive partner'.

7. Policy

7.1 Expected outcomes of this policy

7.1.1 Deliver Council and community events that demonstrate the principles of the waste hierarchy – prioritising avoidance, reduction, reuse, then recycling, with disposal being the last resort.

7.1.2 Apply a best practice plastic wise approach to all Council run events.

7.1.3 Help our community to achieve, or make progress towards a best practice plastic wise approach for events and markets that they run.

7.1.4 Develop and maintain positive and constructive relationships with event and market organisers and our community.

7.1.5 Ensure the Surf Coast Shire Plastic Wise Guide for Markets and Events is kept up to date to assist all event organisers to operate consistently with this policy.

7.2 Expected event outcomes

Before the event – planning

7.2.1 Event organisers plan to incorporate and accommodate the principles of the waste hierarchy before, during and after the event.

7.2.2 Event organisers are active in educating and guiding their event staff (including volunteers, contractors, service providers), vendors/stallholders, sponsors, patrons and participants on why a plastic wise approach is important and what practices should be followed, including:

- Eliminating **all** disposable plastic items where possible;
- encouraging and enabling the use of reusable alternatives;
- ensuring that no plastic items become litter at the event site; and
- providing information and infrastructure to assist with achieving the above.

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7.2.3 Some plastics are both a greater risk to the environment and/or are more easily avoided or replaced. Recognising this, the following products are **not** used, sold or distributed (unless an exemption is granted for health, wellbeing or safety reasons):

- Single use plastic bags, including promotional or event participant bags;
- single use plastic plates, bowls, cups, straws, cutlery, food containers and sachets;
- single use/disposable items and plastic packaging used for promotional items, giveaways and merchandise;
- plastic bottled water (also refer to 7.2.6 about the provision of drinking water); and
- balloons.

7.2.4 Some plastics remain a risk to the environment; however they are currently less easily avoided or replaced. Recognising this, if they cannot be eliminated immediately, event organisers demonstrate a shift away from the following (unless an exemption is granted for health, wellbeing or safety reasons):

- Single use, plastic lined and/or plastic lidded cups used for hot or cold drinks (e.g. takeaway coffee cups);
- single serve drinks (in addition to water) that are packaged in plastic bottles, e.g. soft drink, juice, milk, etc. (Note: also refer to Council's Local Law 2, section 4.1.2 Glass Free Areas).
- soft plastic packaging including cling wrap, wrappers, bags and similar; and
- single use or limited use plastic items used in event infrastructure and promotion, including cable ties, course markings, decorations and giveaways.

7.2.5 Cigarette butts, which consist mostly of plastic with a thin paper coating, are contained and prevented from entering the natural environment, and disposed of to landfill after the event.

7.2.6 Access to free drinking water is provided (unless the event location prevents this) and clearly signed, along with alternatively packaged water if it is required.

7.2.7 Organisers of events that require an Event Brief (Council run events) or Event Application (external events) provide to Council a waste management plan.

7.2.8 All events, regardless of whether they require a waste management plan, strive to meet the following waste management outcomes:

- Certified compostable cups, cutlery, containers, packaging, etc. are collected and sent for processing into compost;
- if it cannot be avoided, soft plastic packaging is collected for recycling through a separate waste stream; and
- event materials (e.g. event signage, promotional banners, flags and course markings) are designed for future reuse, rather than disposal.

During the event – delivery and performance monitoring

7.2.9 Event organisers are active in educating and guiding their event staff (including volunteers, contractors, service providers), vendors/stallholders, sponsors, patrons and participants on why a plastic wise approach is important and what practices should be followed.

7.2.10 No items, including small items such as cable ties and cigarette butts, become litter.

7.2.11 Event organisers monitor their event and collect evidence (e.g. photos) that illustrate the effectiveness of their plastic wise approach and waste management systems with the intention to identify opportunities for improvement for future events and for this policy.

After the event – clean up and evaluation

7.2.12 The event site or venue is left litter free and returned to pre-event conditions in the agreed timeframe, and with no risk of litter items impacting the environment, e.g. waterways, in this time. (Note: any site remediation required will be at the expense of the event organiser).

7.2.13 Event organisers should review their event against the Expected Event Outcomes of this policy to identify opportunities for improvement for future events and for this policy.

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7.3 Council officer responsibilities
Council officers involved in the planning, approval and/or delivery of events will:

- Apply a best practice plastic wise approach to all Council run events;
- seek to develop and maintain positive and constructive relationships with event and market organisers and our community;
- help our community to achieve, or make progress towards a best practice plastic wise approach for events and markets that they run;
- ensure that the Surf Coast Shire Plastic Wise Guide for Markets and Events is updated annually, to assist all event organisers to operate consistently with this policy;
- when there is repeated, poor adherence to this policy, recommend to Senior Management that these events not be supported or approved by Council; and
- ensure that events receiving Council grants and/or sponsorship commit to complying with the policy before support is made available.

8. Records
Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Event application and approval correspondence	Economic Development & Tourism Internal Events Officer	Ongoing	HPRM
Plastic Wise Guide for Markets and Events	Environment & Community Safety	Ongoing	HPRM

9. Attachments
The Plastic Wise Guide for Markets and Events (Edition 1, May 2018), D18/62134, was developed to support Council staff and event organisers to implement this policy, and will be kept updated for this purpose.

10. References
Reducing the impacts of plastic on the Victorian environment: Join the discussion, Department of Environment, Land, Water and Planning (DELWP) 2017, accessed January 2018 at www.engage.vic.gov.au/waste/plastic-pollution, D18/101808

Surf Coast Shire Council documents

- Event Brief – submitted for events organised by Council staff
- Event Application – submitted for events organised external to Council (and GORCC)
- Council Policy: Plastic Wise Events and Markets on Council Owned/Managed Land, approved 26 April 2016, D16/20510
- Surf Coast Shire Council Plan 2018 – 2021 (Theme 2, Environmental Leadership)
- Workshop summary – Environment and Rural Advisory Panel, 23 August 2018, D18/132264
- Meeting summary – Council and GORCC, 17 July 2018, D18/101797
- Workshop summary – event organisers and Plastic Wise community groups, 12 June 2018, D18/74321
- Minutes of Council Meeting 25 November 2014 – Environment and Rural Advisory Panel Workshop 1 Outcomes: Advice to Council on Plastic Bags
- Plastic Waste Wise Approach, D14/94136
- Surf Coast Shire Events Policy, D15/68949

External documents

- Darebin City Council Single-Use Plastic Free Events Policy, version 1.0 (February 2018)
- Indigo Shire Council Plasticwise Policy, version 1b (April 2018)

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APPENDIX 2 SURF COAST SHIRE PLASTIC WISE GUIDE FOR EVENTS AND MARKETS (MAY 2018)

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PLASTIC WISE GUIDE

Cover image: Torquay Nightjar Festival 2018, where all food and drink containers are certified compostable - including those pictured.

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   Alternatives for plastic products often used at events and markets.
4. **Frequently Asked Questions (FAQs)**
   From "what is the difference between biodegradable and compostable products?" to "can my business serve food in containers provided by customers?"
5. **Success stories**
   Learn from event organisers who have taken proactive steps to reduce single use plastic in the Surf Coast.
6. **References and further information**

Litter in our oceans, primarily plastic items, impacts over 600 species of animals worldwide, including 77 Australian species such as fish, turtles, sea birds, whales, dolphins, seals and sea lions.
(Tangaroa Blue, 2018)

Why be Plastic Wise?

Council's **Plastic Wise Policy for Events and Markets** (www.surfcoast.vic.gov.au/plasticwise) supports our purpose to help our community and environment to thrive. Introduced in 2016, the policy requires event and market organisers to reduce or eliminate single use plastics and encourage the use of reusable alternatives. The Great Ocean Road Coast Committee has also adopted the policy for the coastal reserves they manage.

Single use plastic items including bags, packaging, bottled water, straws, cutlery and balloons are commonly found as litter. Being light weight and long lasting, these items can cause harm to local wildlife and impact both environmental and human health.

Your support and leadership as a Plastic Wise event or market organiser, stallholder, contractor, sponsor or volunteer is vital for reducing single use plastics and litter in our area.

With your help, we can provide a cleaner experience for residents and visitors, maintain healthy natural environments, and build our reputation for hosting a diverse calendar of sustainable events every year.

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What is a Plastic Wise event?

A Plastic Wise event avoids plastic and disposable items typically used once for a few minutes before being thrown away. This creates pressure on our natural environment and causes unnecessary waste.

Some tips for holding Plastic Wise events and markets:

- Promote your event as a Plastic Wise event, including what's needed from attendees, stallholders, sponsors and contractors.
- Tell your stallholders, contractors and sponsors early about what products, packaging and giveaways are acceptable (prioritising reusable, recycled, compostable and recyclable items), and how their waste needs to be managed. Include a clause in their registration/agreement requesting compliance with the Plastic Wise Policy and detailing the consequences of non-compliance.
- Give stallholders information to help them with questions from customers about why and how they're avoiding single use plastics. This guide can help.
- Encourage attendees/participants to bring reusable items, e.g. for food and drink, carry bags.
- Set up recycling and waste stations that are easy to see, use and manage.
- Consider collecting food scraps and compostable packaging for organic waste recycling – i.e. turn it into compost!
- Display signs at food stalls showing which packaging items go in which bins.
- Make sure the site is left clear of all litter, and that waste is removed from the site as agreed.

What are single use plastics?

Generally, single use plastics are used for packaging or consuming food and drink. They include bottled water, straws, disposable cups, plates and cutlery, condiment sachets and containers, food and lolly wrappers, lollypop sticks and cling wrap. Balloons and disposable coffee cups are also considered single use items.

We're lucky to have a number of local plastic wise community groups that are providing education about alternatives and helping to manage event waste. Connect with them on Facebook:

- **Plastic Wise Torquay**
- **Plastic Wise Winchelsea**
- **Lorne Goes Plastic Free**
- **Boomerang Bags**

All plastics, including degradable and biodegradable products, disintegrate into smaller and smaller pieces to become microplastic.

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PLASTIC WISE GUIDE

Know your plastics

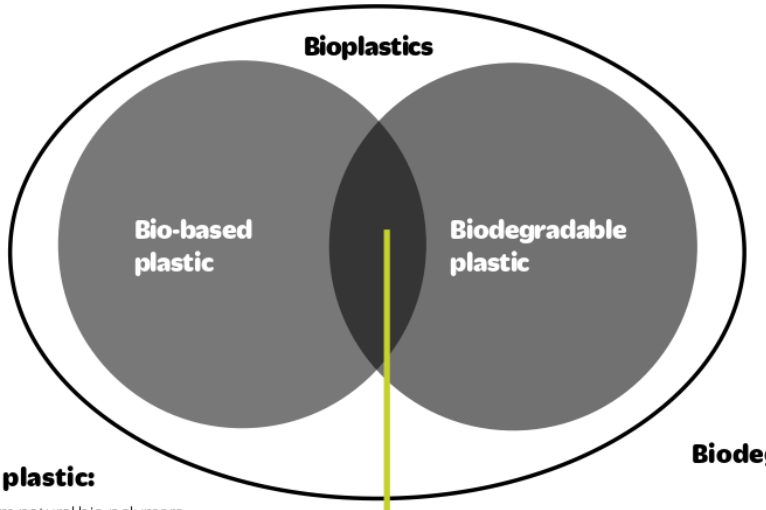
What is plastic?

The term **plastic** describes a synthetic material made from a wide range of organic polymers that can be moulded into shape while soft, and then set into a rigid or slightly elastic form (Oxford Dictionaries, 2018).

Plastic products are traditionally made from fossil fuels, such as crude oil, through a resource intensive process. Some plastics are now made from renewable materials, but these present their own challenges – outlined in the diagram below.

Bioplastics

Bioplastic is a term that can cause confusion, as it can describe two types of plastic.



Bio-based plastic:

Plastic made from natural bio-polymers - organic and renewable materials such as rice, starch, sugar cane, wheat or corn.

Some bio-based products are designed to behave like traditional plastics and do not biodegrade, having the potential to cause the same environmental harm as traditional plastics (State of Washington Department of Ecology, 2014).

Only some plastic products are made from plant-based resources AND biodegrade.

Biodegradable plastic:

Plastic that has the potential to break down into its natural components over a period of time.

These products can be made from natural and/or fossil fuel-based materials (Halley and Coote, 2015).

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Managing plastic waste – where does it go?

With a diversity of plastic products available, knowing what to do with them at the end of their use can be difficult. Regardless of how we dispose of them, plastics are very long lasting, so the best option is to avoid single use plastics altogether!

PLASTIC PRODUCTS/PACKAGING

BIODEGRADABLE
A form of degradation where the product is broken down by micro-organisms into its natural components such as carbon dioxide, water and biomass (Australasian Bioplastics Association, 2017). However, there are no defined requirements around the timeframes and environmental conditions for this process to occur. A product labelled 'biodegradable' could refer to a plastic bag that returns to its natural components after 180 days in a commercial compost facility, or one that takes over 1,000 years to break down in the soil (California Organics Recycling Council, 2011).

RECYCLABLE

GENERAL WASTE
(landfill)

COMPOSTABLE
Compostable products are designed to break down into nutrient rich humus within a designated timeframe. These products must demonstrate the ability to disintegrate quickly, leave no visually distinguishable residue and have no detrimental effects on worms or micro-organisms (Standards Australia, 2006).

GENERAL WASTE
(landfill)
Biodegradable products are not designed to be recycled with regular plastics. If they are not compostable, these products should go in the general waste bin.

REGULAR RECYCLING
Rigid plastic packaging including berry punnets, plastic drink bottles, icecream containers, regular plastic take away containers. Find out what can be recycled in the shire at **www.thinkrecycle.com.au**

SOFT PLASTICS
Plastic packaging you can easily scrunch up, including clingwrap, lolly wrappers and chip packets. When clean, these plastics can be recycled if they're placed in the Redcycle bins at Coles or Woolworths. Do not put these plastics in regular recycle bins. Find out more at **www.redcycle.net.au**

Home compostable
These products are less common and are designed to break down in a home compost bin.

Commercially compostable
The majority of compostable products currently available are only compostable in commercial facilities, which are able to maintain sustained high temperatures.

**The Australasian Bioplastics Association has developed logos to help identify products that can be industrially composted and home composted – but these are optional for product manufacturers to use.*

DEGRADABLE PRODUCTS – AVOID THEM!
Plastics labelled degradable might sound like a good idea, but this is a general term given to any product that breaks up into smaller pieces via natural processes. This could be through exposure to light, exposure to temperature or by micro-organisms. Over time, these products may degrade to plastic particles invisible to the naked eye, but the pieces still exist (1 Million Women, 2018) - adding to the increasing problem of microplastics in the environment.

Council does not currently have a local collection point or commercial facility for managing compostable waste. Some event organisers have successfully worked with organic waste contractors to arrange this.

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Swap this for that

With all of the events held in Surf Coast Shire throughout the year, making the switch away from single use plastics has a big impact. Refer to the following table for alternatives to plastic products often used at events and markets.

Think about items that you and your customers/participants can:

AVOID
Avoid things that will become waste

REDUCE
Reduce the amount of waste you generate

REUSE
Reuse items again

RECYCLE
Recycle to recover energy and materials

A note about biodegradable packaging

Due to the confusion and ambiguity associated with packaging labelled 'biodegradable' (as outlined pp 4-5), these products are avoided in the following table of suggested alternatives.

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Aim for these products. *You can encourage people to bring their own reusable items to your market or event, and stallholders can play a role by allowing customers to use them.*

Aim for these alternative products if it is not possible to avoid single use products.

Product	Best option	Next best option	Tips for success
Drinks in plastic bottles	• Drinking water available on site e.g. taps, portable water station, water barrels • Customers BYO bottles • Participants/competitors BYO hydration pack	Drinks in: • Cardboard carton (recyclable) • Aluminium cans (recyclable) • Glass (recyclable)	• Direct people to taps and/or set up a bulk water supply, e.g. Barwon Water Hydration Station or Council's MEET PAT drinking/refill stations (details over page) • Water can be purchased in single-serve cardboard cartons (e.g. Carton & Co.). Consider cooperating with other events/stalls for a better wholesale price
Plastic cups	• Customers/participants BYO bottles or hydration packs • Customers BYO bottles • Provide reusable cups at a cost, using a deposit scheme or using a wash up station	• Paper cups with wax instead of plastic lining (need to be put into general waste due to the waterproof lining) • Certified compostable cups	• If disposable cups cannot be avoided, replacing plastic cups with paper cups reduces the amount of plastic that has the potential to impact the environment.
Cups for hot drinks (e.g. paper, polystyrene)	• Customers BYO reusable cups • Stallholders provide reusable mugs with an appropriate wash up station^	• Paper cups with wax instead of plastic lining (need to be put into general waste due to the waterproof lining) • Certified compostable cups	• No polystyrene cups • Look for paper cups that only have a coating on the inside, not the outside as well • Only provide lids when requested
Plates and bowls	• Customers BYO plate/bowl/container • Stallholders provide reusable options with an appropriate wash up station^	• Serviette, square of cardboard, cabbage leaf or other low impact option (compostable*) • Paper bowls/plates or cardboard (recyclable - when scraped clean, or compostable*) • Areca Palm plates (compostable*) • Bamboo (compostable*) • Other certified compostable packaging*	• If using disposables, look to avoid products with plastic linings
Cutlery and stirring sticks	• Consider serving foods that don't need cutlery • Customers BYO cutlery • Provide silverware with an appropriate wash up station^	• Bamboo cutlery (compostable*) • Wooden cutlery (compostable*) • Other certified compostable cutlery*	• Ask customers if they need cutlery rather than providing it automatically • For stirring milk or sugar into hot drinks, provide metal teaspoons or wooden sticks
Straws	• No straw • Customers BYO reusable straws • Sell reusable straws	• Paper straws (compostable*) • Bamboo straws (compostable*)	• Only provide a straw when requested by a customer • Quality paper straws last longer and dye doesn't run
Bags	• Customers BYO bags • Boomerang Bags • Sell reusable bags (for the event or as stallholders)	• 100% recycled paper bags (recyclable or compostable*) • FSC certified paper bags (recyclable or compostable*)	• Consider adding a small charge to cover any increase in cost if customers choose to take a paper bag
Single serve condiments (e.g. tomato and soy sauce, mayonnaise, pickled ginger)	• Stallholders serve condiments from large containers (e.g. large sauce bottles)		• Ensure that large serving containers like bottles or pump packs are cleaned and sanitised before refilling^

** A commercial composting facility is generally required to process these products – so check with your waste contractor. If this is not available, these items should be disposed of in general waste as they cannot be recycled. With changing technology and accessibility, we expect to see composting facilities become more available in the Shire.*

^ See FAQs for information on cleaning and sanitising surfaces and utensils to comply with the Food Standards Code.

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Some tips to help avoid, reduce and reuse

- Encourage stallholders to only hand out single use and disposable items when customers ask for them.
- Event organisers or stallholders could consider branding reusable cups, bottles or bags that customers can purchase, use and keep.
- Be informed of the health regulations if considering setting up a wash up station for reusable crockery, cups and cutlery (see FAQs).
- Ensure that sponsors and other support services are aware that disposable plastic promotional items are not permitted.

Did you know about these local alternatives?

Barwon Water
Hydration Station
Drinking water trailers can be booked for large events from Barwon Water. Make sure to book early!

MEET PAT
Portable drinking/refill stations are available to borrow from Council's Events team.

Boomerang Bags
A borrowing system for cloth bags, operating in Surf Coast Shire

Joco Cups
A Surf Coast business making plastic free, reusable glass coffee cups

What goes up must come down

Balloons are an example of disposable items that can travel long distances from their original location (Tangaroa Blue, 2018). Whether they are helium or ordinary balloons, the balloon rubber/latex, plastic ribbon strings and plastic attachments often become choking and entanglement hazards to wildlife.

Balloons are listed for reduction or elimination in Council's Plastic Wise Events and Markets Policy, which also requires organisers and stallholders to utilise reusable promotional materials at events.

Replace balloons with wildlife-friendly alternatives, while keeping that festive feel by switching to:

- Paper lanterns
- Bunting
- Flags or banners
- Colourful streamers
- Garden spinners/pinwheels
- Kites
- Ribbon sticks
- Bubbles – remembering to avoid plastics!

More tips

- **Zoos Victoria - When Balloons Fly campaign**
  www.zoo.org.au
- **Tangaroa Blue Foundation**
  www.tangaroablue.org
- **Balloons Blow** (USA campaign)
  www.balloonsblow.org

Glitter is usually made from non-biodegradable materials such as plastic or foil. These tiny pieces can be classified as microplastics that are also best avoided where there is potential for them to enter the natural environment.

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

SURF COAST SHIRE COUNCIL

Frequently asked questions

Can food and drink be served in containers provided by customers?

Yes, they can. Food safety regulations in Victoria do not prohibit a food business from serving food or drink in a container provided by a customer. It's great to see businesses take customer provided containers. If they choose to take them, we support their right to accept items that are clean.

How do I wash reusable cups, cutlery and crockery to comply with the Food Standards Code?

Refer to Appendix 6, p173-181 of **A Guide to the Food Safety Standards**, 3rd edition, November 2016 (www.foodstandards.gov.au). Council's Environmental Health Officers can also provide advice.

Can takeaway coffee cups be put into Council recycle bins?

Paper cup – No. Because they contain a waterproof (plastic or wax) lining they should be put in the general waste bin.

Plastic lid – Yes. Plastic lids can be recycled.

Compostable cup and lid – No. They need to be collected and sent to a commercial composting facility, otherwise they need to be disposed of in the general waste bin.

Which paper cups are best?

Compostable cups are best if they can be collected and composted appropriately. If this is not possible, look for recycled paper cups with a waterproof wax coating on the inside only. With our current system, these go to landfill after use, but we expect to see composting facilities become more accessible in time.

Are paper and reusable bags actually better for the environment?

While the manufacturing of paper bags does have environmental impacts, they do not have the same long lasting impacts that plastics can have on our natural environment at the end of their use.

Reusable bags (e.g. cotton or polyethylene) also have an environmental impact associated with them, so it is important they are being reused. An Australian study found that the environmental benefits of reusable bags are realised after 52 uses (Verghese et al, 2009) – so get in the habit!

What's the difference between compostable and biodegradable products?

Compostable products are a subset of biodegradable products. They are designed to break down into nutrient rich humus (organic matter) within a short time frame, leave no visual residue and not impact the worms or micro-organisms. Not all biodegradable products meet these requirements.

What's the difference between commercial and home compostable products?

If the product is labelled home compostable it's safe to go into your home compost. Most products currently available (sometimes just labelled compostable) are only suitable for commercial composting facilities that can sustain temperatures of over 55°C for extended periods of time (Biopak, 2017).

Can biodegradable packaging go in the home compost?

Only if the product is labeled home compostable, otherwise it is unlikely that it will find the right conditions to breakdown and it may impact the worms and micro-organisms in your compost.

Can compostable packaging and food scraps go in the general waste/rubbish bin?

Where there is not an appropriate composting facility available, these should go into the waste bin. However, once in landfill they break down anaerobically and release more harmful greenhouse gases than non-organic matter does, so composting is the best option.

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

PLASTIC WISE GUIDE

Success Stories

Since the launch of Council's Plastic Wise Policy in 2016, market and event organisers have found innovative ways to transition away from single use plastics. The following organisers have shared their challenges and solutions when it comes to reducing plastics at events.

NIGHTJAR FESTIVAL

What: An independent artist festival attracting around 10,000 people each Thursday night in January in Torquay, and each Friday in February in Geelong.

The challenge: To avoid single use and other plastics, and have the majority of festival waste being composted.

The solution: A number of initiatives have been implemented: a ban on plastic bags; all food vendors use compostable packaging; no plastic bottled water; reusable cups for beer and wine; mug library for hot drinks; bin fairies provide guidance at bin stations; and food scraps and packaging are collected for composting.

Feedback and benefits: In 2018, 70-80% of festival waste was composted, with approx. 15% recycled and only 15% sent to landfill. Over 14,000 single use beer and wine cups have been avoided in the past two years by using reusable ones instead.

"I think it's great Nightjar has the reusable cup initiative. It really falls in with the community's overall values and vision for the place and I kept the cup so I use it at home now!"

Kate Baxter, Nightjar Festival patron.

ALL ABOARD

Who: A disability support service creating inclusive opportunities on the Surf Coast for people with a disability.

The challenge: Reduce single use bags at their local farmers market, and make a social and environmental contribution to the community.

The solution: Participants create reusable bags with material donated by local op-shops and sell them at their local farmers markets – a cheap and convenient alternative to single use bags.

Feedback and benefits: A positive response from all involved, including op-shops, market organisers and market patrons.

"People like the unique designs and it's a great initiative to breakdown any negative stigma regarding disability, by having our participants contributing and interacting with the wider community."

Kate Marshall, All Aboard Director and Founder.

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SURF COAST SHIRE COUNCIL

COWRIE MARKET

What: A not-for-profit community market in Torquay, run once a month between September and April.

The challenge: To help customers and stallholders avoid using single use products by providing reusable or eco-friendly alternatives.

The solution: Plastic Wise Torquay and Boomerang Bags have supported Cowrie Market for a number of years. Last season, market organisers also engaged B-Alternative to hold a stall where customers can learn about the issues of plastic pollution, and buy or borrow reusable products such as bags and mugs.

Feedback and benefits: B-Alternative has received great compliments and support, including from event patrons and Councils.

"We aim to cultivate awareness of environmental issues and to provide low impact alternatives to individuals, businesses and groups. The fact that we get to work with the younger generations and see the positive change it has on them is really rewarding."

Jason Rahilly, CEO and Founder of B-Alternative.

RAPID ASCENT

Who: An adventure sports event management company that coordinates the Surf Coast Century run.

The challenge: To keep competitors hydrated with water without using single use plastic cups.

The solution: It's now compulsory for competitors to bring a reusable water container and to fill up at drink stations throughout the course and taps at the finish line.

Feedback and benefits: Competitors were informed of the change through clear communication. Using a water drum has proved to be more time-efficient for event volunteers, rather than filling up individual plastic cups.

"Being self-reliant adds to the experience. Whatever I take in, I take out. The only thing I'm leaving is a footprint. There's something cool about that."

Matt Taylor, Surf Coast Century competitor.

More and more, we're beginning to notice and understand the impacts of microplastics, and the toxins attached to them, on our natural ecosystems and on humans·

(Tangaroa Blue, 2018).

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

PLASTIC WISE GUIDE

TOUR DE TRAILS

Who: Tour de Trails coordinate running and cycling adventures, including two Surf Coast events - Afterglow Twilight Half Marathon and Surf Coast Trail Marathon.

The challenge: Eliminate plastic cups supplied to competitors at drink stations and the finish line.

The solution: Participants are advised that they are responsible for bringing their own water-carrying device. Tour de Trails also offered a reusable collapsible cup to purchase at registration.

Feedback and benefits: Little to no negative feedback from participants. The move aligned with the trail running community's environmental ethics.

"With 600 to 700 runners drinking on average two times, and up to five, in the process of running the event course, there is the potential to save 1000 to 2000 disposable cups per event."

Peri Gray, Tour de Trails.

SURFING VICTORIA - RIP CURL PRO

Who: Surfing Victoria runs a number of surf competitions throughout the year, including the internationally recognised Rip Curl Pro at Bells Beach.

The challenge: To work with the food vendors and retailers to minimise the amount of single use plastic coming into the event.

The solution: Vendors replaced plastic bottled water with water in cardboard cartons. They also engaged with their suppliers to find ways to switch away from plastic packaging and to buy more in bulk.

Feedback and benefits: One food vendor was able to alter their product packaging from plastic bags to cardboard boxes, which resulted in 1100 less plastic bags coming to the event in 2016.

"The big picture is that our vendors will now go to other events, outside of the Surf Coast Shire, as fully sustainable. They can also share the knowledge they have gained because of this process."

Pete Murphy, Surfing Victoria

Most plastics are made using non-renewable natural resources such as crude oil, gas and coal. That's a lot of resources going to waste when we use single use plastics!

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

SURF COAST SHIRE COUNCIL

Seeking more information?

Surf Coast Shire Council

P. 5261 0600

E. info@surfcoast.vic.gov.au

W. www.surfcoast.vic.gov.au

Great Ocean Road Coast Committee

P. 5220 5055

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W. www.gorcc.com.au

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Information contained in this resource was accurate at the time of publication, May 2018.

This guide will change over time to adapt to changes in our Plastic Wise Policy and our waste management systems. See the most current version at **www.surfcoast.vic.gov.au/plasticwise**

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

This Plastic Wise Guide has been developed by Surf Coast Shire Council with the assistance of Damien Cole (Deakin University placement student), local market and event organisers and local community groups including Plastic Wise Torquay, Plastic Wise Winchelsea, Lorne Goes Plastic Free and Boomerang Bags.

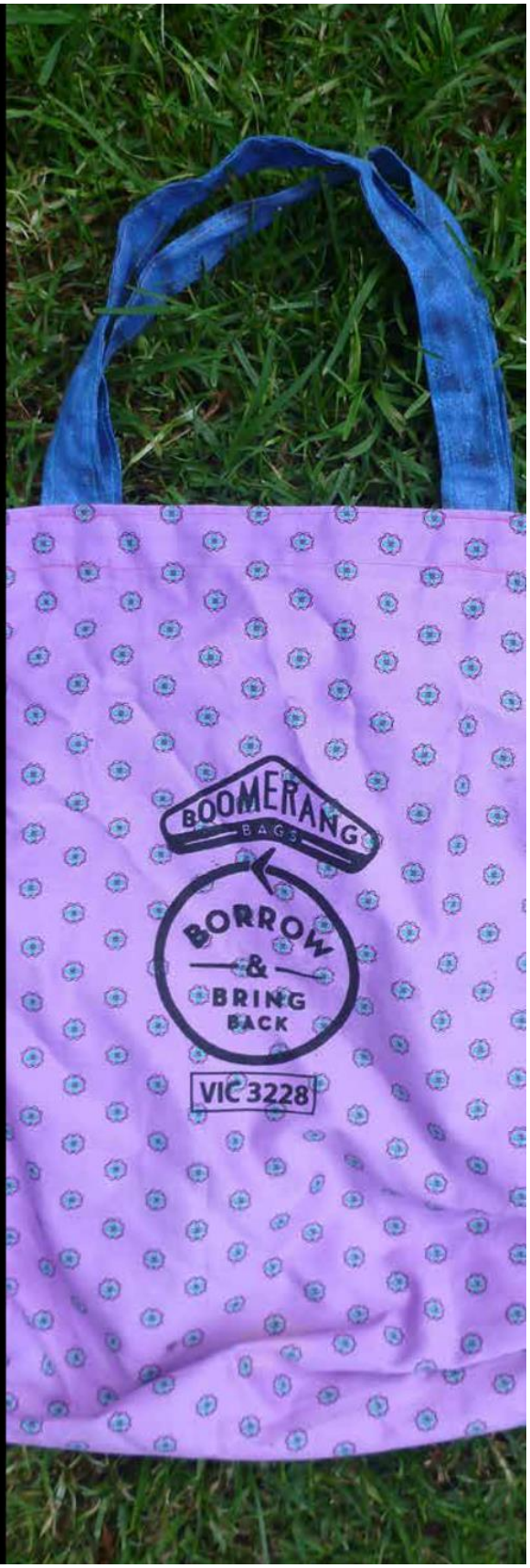
love your environment
BRING YOUR OWN
REUSABLES

BE PLASTIC WISE
BYO H2O
IN SURF COAST SHIRE

Plastic WISE
Surf Coast Shire

Great Ocean Road Coast Committee Inc

Surf COAST SHIRE
The start of the Great Ocean Road



5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

APPENDIX 3 PLASTIC WISE SURF COAST LOGO

Plastic
WISE
Surf Coast Shire

5.5 SCS-008 Plastic Wise Events and Markets Owned/Managed Land Policy

APPENDIX 4 BRING YOUR OWN REUSABLES LOGO - TOWNSHIP APPLICATION

love
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BRING
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love moriac
BRING YOUR OWN
REUSABLES

6. CULTURE & COMMUNITY

6.1 Quarterly Advocacy Priorities Update - October 2018

Author's Title:	Acting Manager Community Relations	**General Manager:**	Chris Pike
Department:	Community Relations	**File No:**	F17/968
Division:	Culture & Community	**Trim No:**	IC18/1708

Appendix:

1. Advocacy Priorities List Update 23 October 2018 (D18/130979)

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 affirm Council's advocacy priorities and receive an update on advocacy activities since July this year.

Summary
One of Council's roles is to advocate on behalf of its community. Often advocacy takes the form of building strategic partnerships with government, non-government and community organisations.

A feature of Council's advocacy program is having a defined set of priorities. This strengthens Council position when discussing opportunities for funding partnerships with State and Federal Government and ensures potential projects are sufficiently scoped to be ready for grant fund applications.

Given the fluid nature of advocacy, it is appropriate for Council to reaffirm its advocacy priorities on a quarterly basis.

This reports notes several Council advocacy priorities received funding in the reporting period, including sports oval lighting at Ellimatta Reserve Anglesea, female friendly sports facilities, lighting and drainage at Mt Moriac Reserve and funding for a feasibility study into a network of walking trails between Torquay and Apollo Bay.

Recommendation
That Council endorses the strategic advocacy priorities (with associated projects detailed in Appendix 1)

6.1 Quarterly Advocacy Priorities Update - October 2018

Report

Background
In order to fulfil its Purpose: 'To help our community and environment to thrive' Council advocates on topics of strategic importance. Advocacy activities include meetings with key community groups and government and non-government organisations; meetings with Members of Parliament, Ministers and senior government officers; and applications to grant funds.

Council has adopted a series of specific advocacy priorities grouped under three themes:

- Great Ocean Road Visitor Economy
- Towards Environmental Leadership
- Building Our Future

These are supplemented by:

- Key Policy Campaigns
- Community and Partner Led Priorities

In determining priorities, Council takes into account how and where support might be available. This requires an understanding of government, opposition and other major party policy positions as well as eligibility criteria for grant programs.

Priorities are also influenced by timing. Typically grant programs require projects to be in a ready state for commencement. It's also understood funding opportunities intensify in the lead up to elections.

The Victorian Government elections are scheduled for 24 November 2018 with the caretaker period for the Victorian Parliament to commence on 30 October 2018.

The Australian Government elections are due to take place in 2019. At the time of this report an election date had not been set.

Discussion
Understandably it has been a busy period for advocacy and there has been progress on several projects including the achievement of full funding for several priorities.

Update on advocacy activities
In August 2018 the State Government announced a $100,000 allocation to the Ellimatta Reserve sports oval lighting project through its Sport and Recreation Victoria (SRV) Country Football and Netball program. Confirmation of this funding means this project is now ready to commence with a Council contribution of $165,000 and a community contribution of $15,000 already in place.

In September the State Government announced $300,000 funding to undertake a feasibility study into the linking of walking trails between Torquay and Apollo Bay. The completion of this study will inform the next steps for Council's advocacy priority to grow adventure tourism through the extension of local Surf Coast Trails.

In October the State Government announced a $250,000 allocation from its Country Sports Infrastructure Fund for netball and football lighting at Mt Moriac Reserve. An additional $400,000 was provided from the Female Friendly Facilities Fund to provide a female friendly sports pavilion.

In August Council made an application to the Victoria Remembers Major Grant Program seeking an $80,000 allocation for the Winchelsea Walk of Honour program.

In August Council resolved to put forward motions to the Municipal Association of Victoria (MAV) State Council Meeting:

- a review of the planning framework for large scale renewable energy facilities.
- a fairer approach to the funding of ancillary school infrastructure.
- a default maximum speed limit of 80kmh on gravel roads.
- the continuation of the EPA's Officer for the Protection of the Local Environment Pilot Program.

6.1 Quarterly Advocacy Priorities Update - October 2018

In September the Federal Government opened round four of its Mobile Blackspot Identification Program. Council officers communicated this opportunity to numerous community groups where mobile phone coverage had been raised as an topic of concern.

At the same time the Federal Government announced it would install a small cell mobile base station at Bells Beach as part of its Mobile Black Spots Program.

Council officers have been working with the Anglesea Public Transport Action Group to advocate for a bus service between Anglesea and Waurn Ponds.

In September Council made an application to Regional Development Victoria's Regional Skills Fund seeking funding support for the Surf Coast Shire Economic Development Strategy. The strategy aims to identify drivers for population growth, the economy and emerging sectors within the shire.

The Mayor, ward Councillors and Council's executive team held three strategic community network meetings in the report period, meeting with Moriac Community Network on 14 September, the Anglesea Community Network on 19 September and Deakin University on 4 October.

Council resolved to fully fund one of its advocacy priorities, the widening of Horseshoe Bend Road between South Beach and Blackgate Road, in order to support other related road projects. The VicRoads project to install a roundabout on Surf Coast Highway where it intersects with South Beach Road will require the closure of South Beach Road resulting in greater traffic volumes on Horseshoe Bend Road.

Funding the Horseshoe Bend project in its entirety will mean Council can complete this work before the South Beach Road closure takes effect thereby providing a safe and effective alternative for local traffic.

This report proposes that Council seek funding support to upgrade South Beach between the Surf Coast Highway and Horseshoe Bend as a matter of priority. The South Beach Road roundabout works will likely impact on traffic volumes on South Beach Road creating a need to upgrade the road as a matter of priority. In effect Council would replace the Horseshoe Bend Road priority with the South Beach Road project.

By early October both state Labor and the coalition had announced they would introduce planning controls to protect Surf Coast Shire from negative impacts of growth, including protection of township boundaries through a Distinctive Character designation in the planning scheme.

In October the State Government's Department of Environment, Land, Water and Planning (DELWP) released the Anglesea Futures Land Use Plan. Also in October the State Government released its Great Ocean Road Action Plan.

Council has participated in a working group, convened by the MAV, to support the future of Surf Life Saving. The MAV will be making a bid for funds in the 2019-2020 state budget for professional life saving services.

Changes to advocacy priorities
Based on the activities record above it is proposed to alter Council's advocacy priorities list as follows:

<u>Remove</u>
Ellimatta Reserve sports oval lighting. This project is now fully funded

Horseshoe Bend Road Torquay, road widening project. This project has been fully funded by Council and is underway

<u>Move to long term priorities</u>
Growing Adventure Tourism – Surf Coast Trails. The announcement of the $300,000 feasibility study into a trail network between Torquay and Apollo Bay will inform the Surf Coast Trails project.

6.1 Quarterly Advocacy Priorities Update - October 2018

Add
Widening of South Beach Road, Torquay. The construction of the roundabout at South Beach Road creates strategic imperative to upgrade South Beach Road as soon as possible.

Surf Coast Shire Economic Development Strategy. Council is seeking funding support to develop a shire wide economic development strategy.

Good Times Great Breaks. This is the last year of confirmed funding for this program, which is aimed at managing safety during school leaver celebrations. Council is advocating for funding to continue and be increased.

Financial Implications
As demonstrated successful advocacy can result in a significant funding boost to Council projects. Typically government grants are allocated on the basis of a contribution from Council. Therefore Council needs to consider how its financial contribution to such projects would impact on its capacity to deliver other capital projects in future budgets.

Council Plan
Theme 5 High Performing Council
Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives
Strategy 5.1.4 Build on relationships with agencies and key stakeholders for the benefit of the community

Theme 3 Balancing Growth
Objective 3.2 Ensure infrastructure is in place to support existing communities and provide for growth
Strategy 3.2.6 Advocate for supporting infrastructure

Policy/Legal Implications
The Local Government Act 1989 articulates that a role of a Council includes ‘advocating the interests of the local community to other communities and governments.’

A review of State and Federal Government informs Council’s advocacy program. Council’s advocacy seeks to influence government policy to deliver positive outcomes for the Surf Coast Shire community.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
Failure to determine clear advocacy priorities may limit Council’s ability to achieve support for its priorities. An advocacy plan that clearly articulates priorities and is regularly reviewed mitigates against this risk.

Social Considerations
Council’s advocacy program has the ability to deliver significant benefits to community members. Advocacy has contributed to funding and policy provisions that support many communities within Surf Coast Shire.

Community Engagement
Previous community engagement activities have informed the choice of advocacy priorities. This includes engagement undertaken to develop the Council Plan and incorporated Health and Wellbeing Plan, as well as engagement on masterplans, Developer Contribution Plans and project specific consultation activities.

Environmental Implications
One of the three overarching advocacy themes is Towards Environmental Leadership. Priorities related to this theme are aimed at delivering a net environmental benefit to the shire, including a target to increase use of renewable energy.

Communication
Council will communicate its advocacy priorities through its own communication channels and invite media coverage on the topic. Individual advocacy priorities will be communicated as major milestones occur.

6.1 Quarterly Advocacy Priorities Update - October 2018

Options

Option 1 – Affirm the proposed advocacy priorities

This option is recommended by officers as the advocacy priorities align to Council's strategic priorities as articulated in the Council Plan 2017-21 and through other strategic plans. The three strategic advocacy priorities provide consistency and clarity to potential funding partners on what constitutes Council's priorities. By reviewing and affirming its advocacy list Council can ensure its priorities remain current and aligned to its strategic goals.

Option 2 – Alter the projects in the advocacy program

This option is not recommended by officers as the projects included in the program have been identified as having a close alignment to Council's strategic goals and community expectations.

Option 3 – do not adopt an advocacy program

This option is not recommended by officers as Council's ability to attract funding support is reliant on having a clearly articulated set of priorities and by maintaining a positive working relationship with other levels of government, key community groups and organisations.

Conclusion

Reviewing and affirming advocacy priorities and implementing actions to gain support gives Council its best chance of advocacy success. Maintaining a clearly defined list of advocacy priorities ensures Council is ready for opportunities that may arise and can articulate a compelling narrative about its advocacy objectives.

Recent activities have led to some existing advocacy priorities achieving full funding necessitating an update of the advocacy program list.

6.1 Quarterly Advocacy Priorities Update - October 2018

APPENDIX 1 ADVOCACY PRIORITIES LIST UPDATE 23 OCTOBER 2018

Appendix 1 – Project Information – Surf Coast Shire Advocacy Priorities – October 2018

COUNCIL-LED PRIORITIES

- State Election Priority
DCP = Developer Contributions Plan

Project	Description	Project Cost	Council Contribution
GREAT OCEAN ROAD VISITOR ECONOMY - **State Election Priorities**			
Shipwreck Coast Master Plan (Partner led priority)	Advocate on behalf of partner organisations to gain support for the implementation of the Shipwreck Coast Masterplan and improve visitor connections to Surf Coast Shire. Increasing visitation along the Great Ocean Road will benefit all of its communities and the region's economy.	$174 million	Nil Partner Led
Winchelsea River Loop Walk and Memorial Cairns	This project will connect Winchelsea with pathways along the beautiful Barwon River and provide a new pedestrian bridge. The 'Walk of Honour' will continue to recognise men and women who have served Australia in conflicts by delivering another memorial to compliment the current WW1 Cairn. The pathways, decking and boardwalks will support Winchelsea's growing economy by attracting visitors and will provide better connections for the community.	$830,000	$130,000
Point Grey Redevelopment Lorne (Partner led priority)	A Great Ocean Road Coastal Committee (GORCC) project to deliver new and improved community infrastructure and facilities including: Redeveloping two existing buildings, including: • Stand-alone aquatic and angling clubroom • Improvement to public open spaces • New picnic and BBQ areas	$12 million	Funding support has been requested.
GREAT OCEAN ROAD VISITOR ECONOMY - **Long-Term Priorities**			
Continued investment in Great Ocean Road renewal	Both State and Federal governments have committed to further investment in the Great Ocean Road in recognition of the role it plays in the visitor economy. Funding needs to continue in road renewal to ensure it meets visitor expectation for future years.	As required	Not required. Govt infrastructure
Great Ocean Road Gateway Experience	Creating a 'must do' destination at the beginning of the Great Ocean Road to frame and influence the visitor journey along the Great Ocean Road. This would be achieved through combination of various elements, including: • A Great Ocean Road Gateway experience • An enhanced Australian National Surfing Museum • A visitor transit hub and visitor centre	TBC	$50,000
Project	**Description**	**Project Cost**	**Council Contribution**
Alcoa Site Regeneration – Anglesea	In mid October the State Government released the Anglesea Futures Land Use Plan for the former Alcoa site. Council is pursuing positive environmental and community outcomes for the site consistent with community aspirations put forward through the	TBC	TBC

	consultation.		
Walk the Painkalac	This project is aligned with the Great Ocean Road Visitor Economy. This project proposes establishing a nature-based walking experience that is a unique offering on Great Ocean Road. Feasibility and business case investigation is nearing completion.	$2-3 million	TBC
Growing Adventure Tourism – Surf Coast Trails	Complete the enhancement of the existing Surf Coast Walk to enable dual use by pedestrians and cyclists. Feasibility and design of Stage 2 of the Surf Coast Walk to extend the current trail from Fairhaven to Cumberland River, Lorne set to be investigated through broader DELWP project, announced in September, investigating trails between Torquay and Apollo Bay.	$210,000	$100,000
TOWARDS ENVIRONMENTAL LEADERSHIP - **Long Term Priorities**			
Hinterland Futures	Capitalising on new opportunities in Surf Coast Shire's beautiful and productive hinterland through local food, niche tourism and agricultural exports.	TBC	TBC
Thompson Valley Feasibility and Investment Prospectus	This project explores the feasibility of the use of recycled water in the Thompson Valley area. It will consider aspects such as soil quality, water quality, required infrastructure land availability and market sounding.	$250,000	TBC
Strengthening Town Boundaries	Current town boundaries are capable of accommodating forecast population growth and retain township character. Residential and other urban development will occur within defined settlement boundaries. Surf Coast shire seeks government policies which support Council's land use planning.	Nil	Policy Support
BUILDING OUR FUTURE - **State Election Priorities**			
Stribling Reserve Redevelopment	Completing reserve redevelopment by upgrading male and female change facilities to enable more use for local sport and community events. The project will enhance the capability of the reserve to play a key role in emergency management.	$4 million	TBC
Torquay Town Centre Place Making – Stage One	Improving central Torquay through streetscape works, play and dwell spaces, sculpture treatments and event areas. Delivering these elements would transform the town centre and help grow the Great Ocean Road Visitor Economy and Build for our Future. Stage One of a two stage project.	$6 million	$1 million
Surf Coast Shire Economic Development Strategy	Develop a ten-year strategy to drive positive change through economic development. The strategy would include a situation analysis, a skills and emerging industries audit, a discussion on the economy we need and the key programs that would support future industry and jobs growth and maximise the shire's potential.	$260,000	$65,000
BUILDING OUR FUTURE – Long-Term Priorities			
South Beach Road upgrade	Upgrade of South Beach Road to coincide with a VicRoads' project to construct a roundabout at the intersection of South Beach Road and Surf Coast Highway.	TBC	TBC

Torquay Walking and Cycling Connections (DCP project)	Investing in walking and bike paths will help keep the Surf Coast community an active community and enhance our reputation as a home for major events such as the Cadel Evans Road Race.	$2,600,000	$600,000
Improved Phone and Internet Coverage	Mobile towers are needed in Surf Coast Shire to improve mobile and internet coverage. There is a particular focus on equitable access to the nbn services where towers do not cover all households in a particular location. Due to the topography of the Surf Coast Shire, mobile and internet coverage is poor in many places. Even the larger towns experience poor reception.	Federal Government infrastructure	Not required. Govt infrastructure
Torquay Town Centre Place Making – Stage Two	Improving central Torquay through streetscape works, play and dwell spaces, sculpture treatments and event areas. Delivering these elements would transform the town centre and help grow the Great Ocean Road Visitor Economy and Build for our Future. Stage Two of a two stage project.	$6 million	TBC

N.B. - Projects in DCPs are contractual commitments and Council has a funding obligation to deliver these projects.

KEY POLICY CAMPAIGNS

Policy	Description
Retaining Funding for Councils for Rural Access programs.	Funding of Rural Access programs in councils is not guaranteed beyond 30 June 2019. Funding will transition from the Victorian Department of Health and Human Services (DHHS) to the National Disability Insurance Scheme (NDIS). Council has resolved to provide additional funding to ensure continuity of service and to advocate to the federal government for further Rural Access funding.
Public transport improvements to include: • Investment from the State Government to reroute an existing V/Line service to link Anglesea and Waurn Ponds and the future addition of a V/Line service from Surf Coast Shire to Waurn Ponds • Surf Coast Shire to be included in future planning	Council will advocate that the State Government invest in rerouting a Great Ocean Road bus service so there is a public transport option for travel between Anglesea and Waurn Ponds. Longer term, Council seeks the State Government invest in additional, more direct services into Geelong from Surf Coast Shire. Council will advocate to be included by other levels of government in future public transport planning.
Coastal agency and Great Ocean Road Governance coordination.	Many agencies have coastal management responsibilities in Victoria. Council is advocating for better coordination between agencies to deliver better outcomes for the community and environment. Council encourages the State government to address complexity, clarify roles and responsibilities, promote shared services and reduce or remove inefficiencies in coastal land management. Council also advocates for clearer governance and management of the Great Ocean Road. The Great Ocean Road Taskforce recommendations have been released and implementation will depend on the position of the state government following the November election
Sustainable future for emergency services.	Council will advocate that emergency services (SES, Marine Rescue, and Surf Life Saving) in Victoria are funded adequately by the State Government.
Kinder funding for 15 hours access to continue.	Seeking support from the Victorian Government to deliver its commitment to make Victoria the Education State by advocating to the Federal Government for ongoing funding for 15 hours of kindergarten. Council will support the MAV advocacy campaign to strengthen local government's voice with the federal government.

Retain funding for Good Times and Great Breaks	This is the last year of confirmed funding from the state government for this program, which is aimed at managing safety during school leaver celebrations. Council is advocating for funding to continue and be increased.

PRIORITIES DEVELOPED BY COMMUNITY AND PARTNERS

Project	Description
Barwon Park Fire Protection	Establishing water supply and fire protection systems to protect this heritage and economic asset.
Anglesea Motor Yacht Club Upgrade	Extend & renovate existing clubrooms to better serve the needs of the increased club membership and other community groups, including the addition of a lift for disabled access.
PROJECTS IN COUNCIL'S COMMUNITY DEVELOPMENT PROGRAM	
Deep Creek Reserve Tennis Court multi-use area	Additional activities to be included on the 2 asphalt community tennis courts at Deep Creek Reserve to complement the adjacent play space.
Mt Moriac Reserve Oval 1 net behind goals	Supply and installation of barrier netting behind football goal posts at Mt Moriac Reserve to address safety of participants, spectators and vehicles accessing the reserve and for training and game day functionality.
Mt Moriac Reserve clubroom redevelopment	Seeking federal government support for Mt Moriac Reserve equestrian clubroom redevelopment
Torquay Football Club upgrade	Upgrade of Torquay Football Club interchange boxes
Nautical Rise Indigenous Garden	Funding support sought for Indigenous Garden at Nautical Rise, Torquay
Quay Reserve toilets	Funding sought to construct toilets at Quay Reserve Torquay
Great Ocean Views Reserve	Funding support to undertake Great Ocean Views Reserve activation
Deans Marsh pathways	Funding support for Deans Marsh priority pathways project
Torquay Pre-school Garden	Seeking funding for redevelopment of Torquay Pre-school garden
Anglesea Hall Audio Visual	Funding sought for sound, lighting, projection upgrade at Anglesea Hall
Newling Reserve playground	Funding sought to install an inclusive basket swing at Newling Reserve, Moriac
Torquay Historical Society signage	Funding sought for Torquay and District Historical Society to develop historical walk signage

6.2 G21 Regional Hockey Strategy - Draft for public exhibition

Author's Title:	Recreation Development Officer	**General Manager:**	Chris Pike
Department:	Recreation & Open Space Planning	**File No:**	F17/910
Division:	Culture & Community	**Trim No:**	IC18/1415

Appendix:

1. Draft G21 Regional Hockey Strategy (D18/107154)

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 endorse the draft G21 Regional Hockey Strategy and approve the public exhibition period.

Summary
The G21 Sport and Recreation Pillar have developed the G21 Regional Hockey Strategy to provide clear strategic direction for the sport of hockey in our region for the next ten years.

The development of the strategy has included significant consultation with the hockey community and input from key stakeholders.

The strategic recommendations for Surf Coast Shire are important in ensuring that Council supports the continued growth of hockey in our catchment and provides opportunities for our community to participate in physical activity and experience the associated benefits.

The draft Strategy requires public exhibition to ensure that stakeholders, hockey clubs, players, administrators and the general public have the opportunity to provide feedback prior to the finalisation of the Strategy.

Recommendation
That Council:

1. Notes the collaborative process by which the Draft G21 Regional Hockey Strategy has been developed.
2. Endorses the Draft G21 Regional Hockey Strategy for public exhibition for six weeks.
3. Considers the feedback from the public exhibition period and a proposed final version of the G21 Regional Hockey Strategy at a future meeting of Council.

6.2 G21 Regional Hockey Strategy - Draft for public exhibition

Report

Background

Local government authorities within the G21 region, in partnership with Hockey Victoria, commissioned insideEDGE Sport and Leisure Planning to develop a G21 Regional Hockey Strategy (the Strategy) to guide the overall direction and development of hockey across the G21 region for the next 10 years.

The Strategy focuses on both the built 'on-field' elements of the game (facilities and infrastructure) and the equally important 'off-field' components, including increasing participation levels, building the social hockey format, sports development, resourcing and partnership development.

The identification and assessment of both local and regional needs and the development of practical strategies that can collectively meet local government, hockey and community stakeholder objectives are key outcomes of this project.

Discussion

The development of the draft Strategy focussed on key demographic and participation data, and the findings of comprehensive consultation with the hockey community. Consultation included a workshop with key personnel on 3 April 2018 and a member survey to all Geelong Hockey Association registered players or parents of junior players. Key findings from the workshop and survey are summarised on page 12 of the document.

In the development of the draft Strategy the Project Control Group (PCG) had to ensure a clear differentiation between Regional priorities for the broader G21 region, and Local priorities for each of the five Councils. This was primarily to demonstrate to stakeholders and potential funding partners that the regional recommendations should be addressed separately to local priorities (whilst acknowledging their clear relationship).

The draft Strategy used projected population growth to inform the Strategic Recommendations. Surf Coast Shire is expected to experience an increase in population of 28.9% by 2028, with an additional 7,599 people. Based on a hockey penetration rate of 0.35%, this equates to approximately 27 more local hockey players by 2028; taking the estimated total for Torquay Hockey Club to over 220 players. Hockey Victoria's Facility Development Framework highlights that a club with a minimum 15 teams and 225 players requires a full size single hockey pitch.

The population data helped to support the key Strategy outcome for Surf Coast Shire of a proposed local facility option at Surf Coast Secondary College. This aligns with and supports Hockey Victoria's Facilities Master Plan (2014) which identified a new synthetic pitch in Torquay, and the subsequent Torquay Hockey Club Synthetic Hockey Pitch Feasibility Report commissioned by Council.

The cost of constructing a new synthetic hockey pitch is estimated at between $1.5m - $1.8m. Surface renewal is conducted approximately every 10 years at a current cost of $400,000 which is funded via an annual contribution to a sinking fund by the hockey association/clubs. Given the significant capital development cost, a detailed business case and clear funding model must be established for a new pitch in Torquay.

The proposed local facility option for Surf Coast Shire focusses on multiuse by locating it on Surf Coast Secondary College land where a joint use agreement would be implemented. However, line marking of the pitch must further support multi-use for the school and general community, which may include complimentary sports such as tennis, soccer (training), gridiron, touch rugby, lacrosse and other activities such as basketball or casual games.

The proposed pitch would greatly reduce travel time for local players. This is seen as a significant barrier to participation, both in attracting new players to the sport and retaining existing players. The current arrangement for the Torquay Hockey Club is that junior training alternate weeks between a grass facility in Torquay and Stead Park in Corio, while all senior training and junior and senior games are played at Stead Park in Corio.

6.2 G21 Regional Hockey Strategy - Draft for public exhibition

Draft Strategy outcomes for the Surf Coast Shire
The Strategic Recommendations in the draft Strategy highlight the following outcomes for Surf Coast Shire:

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	SCS RESPONSIBILITY (Initiate, Deliver, Support)
2.2	Following completion of a detailed business case, including a proposed funding model, seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College.	Critical (0-1 year)	Initiate, Deliver
2.7	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.	Ongoing	Initiate, Deliver

Strategic Recommendations to be undertaken by other stakeholders that may have an impact in Surf Coast Shire include:

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	SCS RESPONSIBILITY (Initiate, Deliver, Support)
3.3	Review the hockey player development pathway and identify strategies that minimise participant drop off and support the transition into senior competition.	Medium (3-5 years)	NA
4.1	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.	Critical (0-1 year)	Support
4.2	Increase the number of G21 schools offering Hookin2Hockey programs (currently 110) annually by at least 5% through the establishing greater partnerships with the education sector.	Critical (0-1 year)	NA
5.1	Support GHA to develop a business plan, to be delivered in conjunction with the regional strategy, that provides clear organisational and operational directions for association, its clubs and facility owners.	Critical (0-1 year)	Support
5.2	Review the structure of hockey in the Region and identify preferred management and operational models and joint use agreements for proposed new pitch developments in Torquay and Armstrong Creek West, that will enable facility and participation growth.	High (1-2 years)	Support
6.1	Increase the level of support from Hockey Victoria through the appointment of a G21 Regional Club Development Officer. Explore joint funding models for supporting this position.	Critical (0-1 year)	NA
6.2	Develop strategies and initiatives in collaboration with clubs to attract and maintain new participants, acknowledging national sporting trends of providing more non-traditional, unstructured and social forms of participation.	High (1-2 years)	NA
6.3	Develop and foster partnerships with other compatible synthetic based sports such as tennis, soccer (training), gridiron, touch rugby and lacrosse to support increased multi / shared use models, and leverage relationships to engage new participant markets.	Medium (3-5 years)	Initiate, Support

Financial Implications
The G21 Regional Hockey Strategy has been developed with a budget of $20,000. This amount has been jointly funded by Hockey Victoria (50%) and the five G21 Councils (50% with each Councils contribution based on a percent of region population). The breakdown is as follows:

- Hockey Victoria $10,000*
- City of Greater Geelong $7,560
- Surf Coast Shire $957
- Golden Plains Shire $690
- Colac Otway Shire $690
- Borough of Queenscliffe $103

6.2 G21 Regional Hockey Strategy - Draft for public exhibition

* Includes a contribution of $5,000 from the Geelong Hockey Association. This contribution consisted of $2,500 on behalf of all nine clubs and $2,500 from the Torquay Tornadoes Hockey Club. The Torquay Tornadoes Hockey Club confirmed that they have no expectation regarding recommendations within the Strategy, and will not receive any recognition of their contribution.

In terms of financial implications for implementing the Strategy, Strategic Recommendation 2.2 highlights the commitment of Council to undertake a detailed business case for a local multipurpose synthetic competition standard hockey pitch in partnership with Surf Coast Secondary College; which will be reliant on a successful budget bid through Council's annual budget process.

The business case will include the development of a proposed funding model for a $1.5M - $1.8M facility. The development of a future facility will be subject to securing a Council contribution through its annual project prioritisation and budget processes (consistent with other recreation and open space projects) and successfully attracting partner funding.

Council Plan
The Council Plan has a number of key objectives and strategies relating to provision of sporting infrastructure and supporting participation in physical activity:

Theme	1 Community Wellbeing
Objective	1.1 Support people to participate in and contribute to community life
Strategy	1.1.1 Develop and implement a program to support communities of place and interest, and to provide opportunities for them to identify and achieve their community aspirations

Theme	1 Community Wellbeing
Objective	1.2 Support people to be healthy and active
Strategy	1.2.1 Develop and implement local programs to support Healthy Eating and Active Living

Theme	3 Balancing Growth
Objective	3.2 Ensure infrastructure is in place to support existing communities and provide for growth
Strategy	3.2.6 Advocate for supporting infrastructure

Policy/Legal Implications
There are no relevant policy or legal implications from the 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 if Council, or another G21 Council, does not endorse the draft Strategy. This would further delay the project. If the strategic recommendations identified in the draft Strategy are developed, each of these will have their own individual risk assessments to be developed at the appropriate time.

Social Considerations
The vision of the Strategy is building a strong, inclusive and sustainable hockey community in the G21 region. The strategic recommendations focus on increasing participation in hockey through improved access to facilities, opportunities for participation and development of the sport. As with all sports, participation in physical activity provides numerous social and health benefits to the community. Council's support of the growth of hockey in the Surf Coast Shire will positively impact the ability of the Torquay Tornadoes Hockey Club to provide opportunities for the community to experience the health benefits of participating in sport.

6.2 G21 Regional Hockey Strategy - Draft for public exhibition

Community Engagement

Extensive community consultation has been undertaken with the G21 hockey community including a stakeholder workshop and regional survey that included the Torquay Tornadoes Hockey Club. The following is a summary of the community engagement methods of the project:

- Establishment of a Project Control Group (PCG) with representatives from Hockey Victoria, Geelong Hockey Association and the five G21 LGAs
- A workshop on 3 April 2018 involving 22 participants from clubs and stakeholders:
    - Newtown City Hockey Club – 4 people
    - Torquay Hockey Club – 3
    - Golden Plains Hockey Club – 3
    - Saints Hockey Club – 1
    - Geelong Hockey Club – 1
    - Hockey Bellarine – 1
    - Kardinia Hockey Club – 1
    - Geelong Hockey Association – 4
    - Hockey Victoria – 1
    - CoGG, SCS, GPS representatives
- A survey to the hockey community with 244 respondents completing the survey
- Development of a State of Play document presented to the PCG for discussion
- Development of two Project Bulletins that were distributed to a range of stakeholders and interested parties

To progress to the next stage, it is anticipated that the community engagement will include:

- A PCG meeting to plan the promotion of the draft Strategy public exhibition to the hockey community and general public
- Public exhibition of the draft Strategy for a 6 week period
- Promotional efforts from all stakeholders to ensure that the hockey community and general public are aware of the opportunity to review the draft Strategy and provide comment
- A PCG process/meeting to review feedback from the public exhibition period and determine any amendments to finalise the Strategy.

Environmental Implications

The proposed local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct would have a minimal impact on the environment as the area currently consists of sporting facilities. An environmental assessment will be completed as required.

Communication

The public exhibition period for the draft Strategy will be from Friday 26 October 2018 until Friday 7 December 2018. The six week timeframe aligns with Colac Otway Shire's minimum public exhibition period.

G21 will host the public exhibition on their website to ensure that one central location is promoted to the community. The central location will also enable monitoring of the number of downloads.

Each Council will undertake their own promotion of the draft Strategy, including website, social media, print media and direct promotion to relevant clubs. The Geelong Hockey Association and Hockey Victoria will play a critical role in ensuring that the hockey community are aware of the draft Strategy and the opportunity to provide feedback.

Options

<u>Option 1 – endorse the draft G21 Regional Hockey Strategy for public exhibition</u>

This option is recommended by officers as it will ensure that the draft Strategy can be reviewed by the community and feedback can be provided. This will enable a final Strategy to be completed and all stakeholders to begin implementation of the Strategic Recommendations.

<u>Option 2 – do not endorse the draft G21 Regional Hockey Strategy for public exhibition</u>

This option is not recommended by officers as it will further delay the project and not allow the community to review the draft Strategy.

6.2 G21 Regional Hockey Strategy - Draft for public exhibition

Conclusion

The G21 Regional Hockey Strategy will provide clear strategic direction for the sport of hockey in our region for the next ten years. The development of the document has included significant consultation with the hockey community and input from key stakeholders. The Strategic Recommendations for Surf Coast Shire are important in ensuring that Council supports the continued growth of hockey in our catchment and provides opportunities for our community to participate in physical activity and experience the associated benefits.

At the conclusion of the public exhibition period, insideEDGE will consider the community feedback, discuss any potential amendments with the Project Control Group (PCG) and then refine the content to complete the final Strategy to be endorsed by Council. The Strategy will also be received by the G21 Board, the four other G21 Council's, Hockey Victoria and Geelong Hockey Association.

6.2 G21 Regional Hockey Strategy - Draft for public exhibition

APPENDIX 1 DRAFT G21 REGIONAL HOCKEY STRATEGY

G21
GEELONG REGION ALLIANCE

G21 REGIONAL HOCKEY STRATEGY

AUGUST 2018

Surf COAST SHIRE | Golden Plains Shire | Colac Otway SHIRE | City of Greater GEELONG

ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations, including the Geelong Hockey Association, Hockey Victoria and the five Local Government Authorities comprising the G21 Geelong Region Alliance.

Input and advice from the Project Control Group, consisting of representatives from the above organisations has also assisted in the development of this document.

PROJECT CONSULTANTS

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INTRODUCTION

ABOUT THIS DOCUMENT

The *G21 Regional Hockey Strategy* has been developed to guide the overall direction and development of hockey across the G21 Region for the next 10 years.

This Strategy provides a detailed assessment of both local and regional hockey needs and focusses on the development of practical strategies that can collectively meet hockey, community and local government objectives.

The project area for the G21 Regional Hockey Strategy is inclusive of the five Local Government areas within the G21 Region - Borough of Queenscliffe, City of Greater Geelong, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire. The G21 Region is located 73km South West of Melbourne CBD. The Region has a diverse mix of urban, coastal, rural and industrial areas in addition to pockets of significant development and population growth.

The G21 Region has a current population of 326,513 and covers 8972 sq. km. The Region's population is the fastest growing in Victoria, outside of Melbourne.

This Strategy investigates the issues and opportunities facing hockey on a regional scale, and draws on knowledge and resources provided by the sport and each of the five representative LGAs of the G21 Region Alliance.

The G21 Regional Hockey Strategy builds on the research, evidence and data provided in the State of Play Report developed in May 2018. Facility inspections, stakeholder consultation and planning work previously undertaken has also informed the development of strategic recommendations. These include:

- Detailed G21 hockey facility condition and compliance audit reporting (2015).
- Hockey Victoria state participation overview meetings (February 2018).
- Strategic directions from the Hockey Victoria Strategic Facilities Master Plan (identified February 2018).
- Key recommendations from the King Lloyd Reserve Master Plan (2010).
- Key recommendations from the Torquay Hockey Club Synthetic Pitch Feasibility Study assessed (February 2018).
- Geelong Hockey Association (GHA) Participant Survey distributed and results analysed (March 2018).
- Department of Education consultation – via relevant G21 schools conducted (March 2018).
- GHA Club Administrator Workshop conducted (April 2018).
- G21 Regional Hockey Strategy Participant Survey Summary Report completed (May 2018).
- Fortnightly Project Control Group (PCG) meetings.

Collation and analysis of the above information has been crucial to the development of the Strategic Framework (outlined on page 31), with key priorities and recommendations identified to guide the development of hockey in the G21 Region to 2028.

DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviated terms are used within this document.

ABBREVIATION	DEFINITION
Strategy	References throughout this document are made to the 'Strategy'. The term 'Strategy' refers to the project as a whole.
LGA	Local Government Authority.
G21	**G21 Geelong Region Alliance** – A formal alliance between the City of Greater Geelong, Shires of Surf Coast, Colac Otway and Golden Plains and Borough of Queenscliffe.
G21 S&R Pillar	**G21 Sport and Recreation Pillar** – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region.
ABS	**Australian Bureau of Statistics** – Statistical report on Children's Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand.
Forecast.id	**Forecast.id** delivers population forecasts to councils across Australia and New Zealand, and forecasts how the population, age structure and household types will change between now and the future.
SRV	Sport and Recreation Victoria.
Regional Hockey Facility	In this strategy the term 'Regional Hockey Facility' refers to a facility similar to Stead Park.
Single or purpose built hockey pitch	In this strategy the term 'single or purpose built hockey pitch' refers to a pitch that is used for hockey only.
Multiuse / multipurpose hockey pitch	In this strategy the term 'multiuse' or 'multipurpose' hockey pitch refers to a pitch that is being used or will be used for other activities by compatible sports such as soccer, tennis, touch, lacrosse etc. These pitches are generally multi-lined but can still host competition games and events/tournaments.
Local club venue	In this strategy the term 'local club venue' refers to existing venues where local clubs are based or are using for training purposes.
Satellite / training / non competition venue	In this strategy the term 'satellite / training / non competition venue ' refers to all hockey facilities other than Stead Park that are only being used for training purposes. These are generally smaller pitches that are not to competition standard.
Competition venue	In this strategy the term 'competition venue' refers to full size pitches that are being used for competition purposes i.e. Stead Park.

EXECUTIVE SUMMARY

Hockey is a popular sport in Victoria with 21,913 players (19,273 playing members and 2,640 Hookin2hockey players). In the G21 Region the Geelong Hockey Association (GHA) is responsible for the delivery and development of the sport and its 1,131 registered participants.

There are nine local hockey clubs affiliated with the GHA, including three clubs that have formed in the past five years - Torquay Hockey Club, Hockey Bellarine and the Golden Plains Hockey Club. Despite the addition of these new clubs, registered hockey participation numbers have declined by 318 players in the past three years.

There are currently 5 hockey pitches within the G21 Region, of which three are located on Council land and two on school land. Whilst the provision of pitches meets the required pitch to population ratio of 1 :100,000, a number of key constraints prevent more people from participating, these include:

- Travel time to venues – whilst the regional facility at Stead Park, Corio services current demand well, it is the only competition venue in the region and travel presents a barrier to participation.
- Facility capacity – a number of existing hockey pitches are the non-preferred grass surface without floodlighting.
- Access – limited access is available to hockey clubs at venues located on education land.

To address the decline in player numbers the sport and its stakeholders, including LGAs and schools, must work together to address these barriers, along with delivering more flexible and non-structured programs to enable and support future growth.

Evidence collected via local and regional stakeholder groups has provided further support for the strategic direction of hockey across G21. Groups surveyed as part of the Strategy's development identified a range of priorities and opportunities for hockey.

Upgrades to existing or the development of new facilities should be guided by the principle of shared use. Based upon this principle, the development of multi-purpose facilities for use by hockey will support a range of participation outcomes including non-structured and competition formats.

As a key growth area, planning for hockey within the G21 Region is critical to ensuring the prosperity of the sport into the future.

Achieving the vision of **building a strong, inclusive and sustainable hockey community in the G21 Region** will require support and implementation of the following key focus areas.

PARTICIPATION – increasing participation through ongoing facility development and delivery of flexible and innovative programming opportunities.

FACILITY ACCESS – increasing the capacity of and access to existing club facilities and reducing the travel time for players.

SPORT DEVELOPMENT – providing resources that assist in the efficient and effective management and governance of the sport and securing a sustainable hockey footprint in the Region.

Six strategic priority areas have been identified to guide the future development of hockey in the G21 Region over the next 10 years. Specific recommendations under each strategy are provided later in this report.

STRATEGIC PRIORITY 1	Provide functional and accessible hockey facilities.
STRATEGIC PRIORITY 2	Increase capacity of existing facilities and deliver new pitches to meet future demand.
STRATEGIC PRIORITY 3	Increase hockey participation through improved programming.
STRATEGIC PRIORITY 4	Embrace new formats that engage new participants.
STRATEGIC PRIORITY 5	Adopt strategies that support the development of sustainable clubs.
STRATEGIC PRIORITY 6	Promote hockey in the Region through collective marketing strategies and initiatives.

1. Functional and accessible hockey facilities

Plan and deliver functional and accessible hockey facilities that meet the current and future needs of the sport. This includes upgrades to existing and development of new hockey facilities that provide a suite of satellite and competition standard venues.

2. Increase the capacity of existing facilities and deliver new pitches to meet future demand

Prioritising floodlighting projects and delivering new competition standard pitches will service the needs of the sport in line with the regions population growth.

3. Increase participation through improved programming

Delivering flexible and affordable hockey programs that engage existing members and attract new players will be key to reversing the current downturn in participation.

4. Embrace new formats and engage new participants

Hockey in the Region must embrace Hockey Victoria's new social hockey programs (Hockey Sixers, J-Ball and KE40) to attract new people to the game and continue to deliver Hookin2hockey in local schools.

Hockey Victoria's Strategic Plan 2017-2020 outlines the vision to diversify hockey participation opportunities to encompass new modified social hockey formats.

To reach its ambitious goal of 15,000 new or re-engaged participants by 2020, Hockey Victoria have been introducing the new social hockey formats across Victoria, both regionally and in metropolitan Melbourne. The new formats are designed so they can be delivered on both full-size hockey pitches and training pitches, reducing the travel related barriers.

More specific to the G21 region, Hockey Victoria have partnered up with Geelong Hockey Association and Surf Coast Shire to deliver J-Ball and Hockey Sixers at Stead Park and in Torquay in 2018 and 2019. It is anticipated that these new opportunities will attract additional 500 participants by the end of 2019 in the G21 region. Over the next 2-3 years, Hockey Victoria plans to introduce social hockey across each LGA in the G21 region, increasing hockey participation opportunities.

5. Implement strategies that support the development of sustainable clubs

Providing support to the GHA and affiliated clubs through the delivery of strategic planning and improved resources will ensure a sustainable hockey footprint in the G21 Region.

6. Promote hockey through collective marketing strategies and initiatives

Increasing the profile of hockey in the Region through innovative marketing strategies and the recruitment of a dedicated Hockey Victoria resource.

PROJECT CONTEXT

PROJECT METHODOLOGY

This Strategy has been delivered in five key stages and is due to be finalised and adopted by project partners by December 2018. The following diagram outlines project timelines and associated key tasks to be delivered during each stage. The project is currently in Stage 4.

STAGE ONE
Project Establishment
January 2018
Project commencement, agreed project plan, timeframes and communications plan.

STAGE TWO
Situation and Supply Analysis
February – March 2018
Literature review, demographic and participation analysis, facility mapping, audit data review and stakeholder consultation.

STAGE THREE
Vision, Principles and Framework
March – April 2018
Governance and management benchmarking, Key Findings Report, Draft Strategy framework and vision developed.

STAGE FOUR
Strategy Development
June - November 2018
Facility distribution and gap analysis, Draft Strategy development, prioritised regional and municipal action plans formulated and public exhibition of Draft Strategy.

STAGE FIVE
Final Strategy and Summary Document
November – December 2018
Final G21 Regional Hockley Strategy developed and endorsed by stakeholders.

CURRENT PROJECT STAGE

PROJECT PARTNERS AND CONTRIBUTIONS

The G21 Regional Hockey Strategy has been jointly funded by the five G21 Councils and Hockey Victoria. The Hockey Victoria funding included a 50% contribution by Hockey Geelong. G21 acknowledges that the contribution by Hockey Geelong was on behalf of the nine affiliated hockey clubs, noting that the Torquay Tornadoes Hockey Club provided an additional contribution.

The Torquay Tornadoes Hockey Club have confirmed that they have no expectation regarding recommendations within the Strategy, and will not receive any recognition of their contribution.

PROJECT OUTCOMES

The following project outcomes will be delivered through the Final G21 Regional Hockey Strategy:

- Identification of infrastructure and sports development requirements highlighting participation, governance, resourcing and partnership needs.
- Clear direction and timelines regarding stakeholder responsibilities to collectively deliver initiatives to support the future growth of hockey within the Region.
- Analysis of key demographic and participation trends to guide Regional priority recommendations and the implementation plan.
- Alignment of current and future participation needs with previously conducted research and reporting to deliver a clear plan for the future.
- Detailed facility analysis and venue mapping to determine participant facility access arrangement and travel times.
- Identification of gaps and opportunities within the current hierarchy of facilities and infrastructure.

STRATEGIC DRIVERS AND CONTEXT

Hockey Victoria Facilities Master Plan (2014)

Although the G21 geographical region does not perfectly align with the Hockey Victoria West Metropolitan Zone, all G21 Clubs sit within this Zone, and are therefore classified as metropolitan clubs.

The Hockey Victoria Facilities Master Plan identified two key priorities for the development of hockey within the G21 Region:

- Development of a new synthetic pitch in Torquay.
- Facilitation of greater access to pitches at Geelong Grammar and Geelong College schools.

As a result of the above recommendations, Geelong College is utilised on an ongoing basis by two local hockey clubs (Geelong College Hockey Club and Geelong Hockey Club). The synthetic multi-purpose pitch at Geelong Grammar school is utilised by the GHA as an overflow pitch for training and junior competition purposes.

The recommendation for the development of a synthetic pitch in Torquay outlined in the Master Plan triggered the Surf Coast Council to commission the Feasibility Study (2015) to determine the viability of the development of a new pitch within the municipality.

City of Greater Geelong (CoGG) Draft Settlement Strategy (2018)

The Draft Settlement Strategy projected the overall population of the CoGG to reach 390,000 by 2036. A large proportion of this growth will be experienced in the Armstrong Creek, and Northern and Western Geelong growth areas. These three planning areas will collectively contribute an additional 110,000 residents.

Further to this, the Armstrong Creek West Precinct Structure Plan (2012) and the Armstrong Creek West Precinct Development Contributions Plan (2013) identify that the Stage 1 (Armstrong Creek, Marshall, Charlemont) development will include recreation and open space provision (with a proposed multi-use regional synthetic hockey facility planned for Armstrong Creek West). As per the Development Contributions Plan for the Armstrong Creek West Precinct, the indicative trigger for the provision of the regional active open space precinct is 4,500 dwellings.

Hockey Victoria (HV) Player and Stakeholder Research (2018)

Research conducted by La Trobe University for Hockey Victoria to understand statewide participation trends determined the following:

- 95% of participants indicated that they would be playing hockey in 12 months time.
- 86% indicated that they would still be participating in 3 years time.
- The average age of a Victorian hockey player is 38 years.
- Hockey in Victoria has a relatively even male to female participation rate of 54% to 46% respectively.
- 59% of active, current players have another family members playing the game.

Regarding HV's development and expansion of social and unstructured forms of the game such as J-Ball, Hockey Sixers and KE40, the study highlighted the following:

- 86% of active, current players indicated they would be interested in participating in a new format of hockey.
- 77% of inactive former hockey players indicated that they would be interested in playing a new format of hockey, should it be available.

King Lloyd Reserve Master Plan (2010)

King Lloyd Reserve is situated approximately three kilometres southwest of the Geelong Central Activities Area.

The reserve is approximately 6.3 hectares in size and whilst a large portion of the reserve has been formed into sports fields, there are expansive conservation zones along its eastern and south-eastern edges which have been re-vegetated to support broader environmental management objectives for the area.

King Lloyd Reserve is currently tenanted by the:

- Newtown City Hockey Club
- Murgheboluc Cricket Club
- Geelong Touch Football Association.

The aim of the Master Plan is to develop a plan that can be used to guide the future development of the reserve having regard to user and community aspirations, whilst enhancing the natural ambience and character of the park.

The key strategic directions proposed in the King Lloyd Reserve Master Plan were to:

1. Improve the overall landscape amenity and quality of the reserve by planting additional trees within the reserve and along its edges, and by corralling vehicles to defined roads and car parks. (Ongoing).
2. Convert the surface of the sports fields to warm season grasses to create a more sustainable and durable playing surface in summer, and assess the condition and efficiency of the existing automated irrigation system in the main sports field. (Done.)
3. Install a new turf table onto the main sports field. Remove the existing cricket practice nets and construct a new set of practice nets (comprising three concrete wickets with permanent netting and four turf practice wickets with temporary netting) in a location to be determined pending the availability of the land north of the reserve. (3 synthetic and 2 turf provided).
4. Install a shelter and store on the second sports field. (Not started).
5. Seal Windsor Road and install speed humps (or similar) to slow traffic, and remove car parking from around the playground to improve the safety of the entry area. (Not started).
6. Reconfigure and expand the main car park to increase the number of spaces (to 104 spaces), and form a new unsealed access road to the lower sports field and provide car parking for 15 cars. (Not started).

The Master Plan also considers the development of a synthetic hockey pitch to the north of King Lloyd Reserve. Feasibility of this project will require a detailed investigation into the future development of a synthetic hockey facility prior to any funding commitment being made.

Torquay Hockey Club Synthetic Pitch Feasibility Study (2015)

Commissioned by Surf Coast Shire, the Feasibility Study investigated the potential for the development of a floodlit pitch in Torquay and explored the existing offering of facility provision within the Region, along with participation trends and current and future needs of the club.

The following findings were delivered in the report:

- A need for an additional synthetic hockey pitch to be developed within the G21 Region in the next 5-10 years. However, demand for a synthetic multi-purpose pitch within Torquay to service the Surf Coast Shire and neighbouring Armstrong Creek could be justified within the next 3-5 years, pending continued population growth.
- Travel times to Geelong for regular training and matches creates barriers to local hockey growth within Torquay.
- Site specific investigations into potential site options for a synthetic pitch development in Torquay were conducted, with Surf Coast Secondary College being the most viable due to key partnership opportunities, location, land availability, site capacity and existing community infrastructure.
- The estimated cost for a new pitch and floodlighting at the Surf Coast Secondary College was estimated to be approximately $1.5 - $1.8 million.

REGIONAL AND LOCAL HOCKEY ISSUES

Sport, government and community stakeholders were engaged via workshop and survey to identify the key issues, constraints and opportunities influencing the planning, provision and growth of hockey in the G21 region.

This section of the report details the key issues and challenges facing hockey in the Region and what the sport and G21 LGAs will need to focus on to ensure hockey is well supported in the future.

The issues and challenges outlined below are both asset based and sports development related, and have informed both the strategic framework and local and regional recommendations.

Building the capacity of existing facilities

With the exception of a pitch in Torquay, the number of existing hockey pitches in the G21 region is considered adequate for the current number of players. However, the number of synthetic pitches and the infrastructure and amenities offered at these facilities is not meeting the needs of the sport, now and into the future.

Consultation with local hockey clubs identified strong support and evidence for the need to invest in the upgrade of existing hockey facilities. The key facility issues raised by clubs were a lack of suitable pitch provision (including undersized and grass pitches) and an absence of supporting infrastructure to meet the minimum standards of the sport.

A summary of existing facility issues is provided below.

Stead Park

- Operating at near of full capacity and provides limited opportunity for any additional programming.

King Lloyd Reserve

- As there is currently no synthetic surfaces appropriate for competition, any provision of floodlighting on the turf field would primarily support training at a lower level only. As per the King Lloyd Reserve Master Plan, the provision of a synthetic pitch is identified as a future opportunity to increase hockey participation. The provision of dedicated floodlighting for hockey should be incorporated into the synthetic pitch development in accordance with the Master Plan.

Geelong College

- Multi-purpose pitch with limited availability for hockey due to regular use by other school sports.
- Lack of floodlighting restricts use for hockey, limited car parking and noise issues for residents.

St Ignatius College

- Undersized (3/4) pitch restricts competition play.
- The lack of floodlighting limits venue capacity.
- No changeroom amenities.

Geelong Grammar

- Multi-purpose pitch with limited availability for hockey due to use by other school sports.

Travel a significant barrier to participation

With fewer hockey pitches within reach of the general population compared to football ovals or basketball courts, there is a general acceptance of the need to travel to play hockey. However, the constant demand on time poor parents to drive their children significant distances to play hockey is seen as a major issue to growing the game in the Region.

The G21 region has a land area of approximately 9,000 square kilometres and local hockey players are currently travelling an average of 30 minutes to participate. Just over a quarter of respondents (26%) to the online survey are travelling less than 20 minutes (return trip) to access their local hockey facility, with 21% travelling 31-40 minutes, 20% travelling 41-60 minutes and 14% traveling between 1-1.5 hours. In addition, 73 surveyed respondents highlighted the need for additional competition pitches to minimise travel time.

Increasing the capacity of existing pitches to make them more training and competition friendly, and strategically locating any new pitches will help to address these issues.

Gaps in existing hockey provision in G21

This Strategy supports the priority recommendations for hockey identified in Hockey Victoria's Facilities Master Plan 2014 - development of a new synthetic pitch in Torquay and greater access to Geelong Grammar and Geelong College pitches.

With a membership base of approximately 200 the Torquay Hockey Club have no dedicated facility and currently use Stead Park for competition purposes, and a grass oval at the Torquay Sports Precinct for training.

In 2015 a local report on the feasibility of developing a full size synthetic hockey pitch in Torquay identified demand for a synthetic multi-purpose pitch pending continued population growth. The Feasibility Study also identified travel to central Geelong pitches for regular training and match play as a key barrier to local hockey growth within Torquay.

Increase the profile and make it more affordable

Greater marketing and promotion for hockey within the Region and reducing the cost to participate are seen as critical issues working against participation growth. Addressing these constraints through the implementation of this Strategy will be a high priority for the sport.

CONSULTATION ANALYSIS AND KEY DRIVERS

To guide the development of the G21 Regional Hockey Strategy, a detailed stakeholder consultation program was undertaken. A summary of key themes and findings from the consultation are outlined below. These themes form the basis of future directions and together with the data analysis and research inform the key drivers for strategic planning.

The following stakeholder consultation activities were undertaken:

- Meetings with the Project Control Group (ongoing).
- Online Hockey Participant Survey (244 responses received). Summary of responses provided in Appendix 2.
- Club Representative Workshop.
- Hockey Victoria future directions meetings (March).
- Geelong Hockey Association consultation (ongoing).

FACILITY ACCESS

- Lack of accessible facilities within a reasonable distance (30 minutes drive one way) is a key barrier to participation.
- Support for additional facilities in key growth areas of Armstrong Creek (regional) and Torquay (local), and opportunity to develop facilities at King Lloyd Reserve.
- Support for additional satellite facilities to address current training facility access issues and reduce drive time.
- Developing partnerships with educational stakeholders to increase facility access.

EXISTING FACILITY CONDITION

- Increase the standard of existing facilities to meet the current and future needs of clubs and participants.
- Lack of suitable pitch provision (full-sized / synthetic).
- Lack of suitable, localised supporting infrastructure to meet the minimum standards of the sport.
- Investment in facility upgrades through stakeholder partnerships.

ENGAGEMENT & PARTICIPATION

- Improve existing GHA and club marketing strategies to engage new participants.
- Utilisation of social media platforms to increase the profile of hockey within the Region.
- Increasing the programming offering, with a particular focus on social hockey formats.
- Development of pathways to retain players and support the transition between junior and senior competition.

FINANCIAL CONSTRAINTS AND SUSTAINABILITY

- Current fees and charges have raised affordability issues for clubs and are not sustainable long term.
- The need to develop partnerships with local government, Hockey Victoria and Sport and Recreation Victoria to further initiatives for making hockey more affordable for participants.
- Implementation of a Club Development Officer to support ongoing club development, administration and marketing processes.

POPULATION GROWTH DRIVING DEMAND

G21 POPULATION PROJECTIONS

G21 Regional growth

The G21 Region is the fastest growing region in Victoria outside of Melbourne's metropolitan area.

The principal population centre of the Region is located in Geelong, however significant growth is expected throughout other municipalities of the G21 Region over the next 10 years.

Key population projections for the G21 Region have been sourced from Forecast.id and include:

- The G21 Region currently has a population of 326,513 with a total population of approximately 383,805 expected by 2028 (+57,292 residents).
- Relatively even population growth is expected across the 0 – 64 year age cohorts, with a slightly higher increase in the 35 – 44 year age bracket. The number of 65+ year olds will increase by 30% over the next ten years.
- Key Regional growth areas include the North and West Geelong, Armstrong Creek, Torquay, Mount Duneed, Bannockburn and Marshall – Charlemont.

Demographic change

The demand for hockey and the way it is delivered will continue to change as the population of the G21 Region grows. The way in which Australians are consuming sport is evolving, with a shift toward more social and unstructured forms of play, over traditional competition formats. A key factor to increasing participation in the Region will be to plan for and improve access to facilities for casual hockey use.

The map below outlines predicted growth to 2028 for each of the five G21 LGA's.

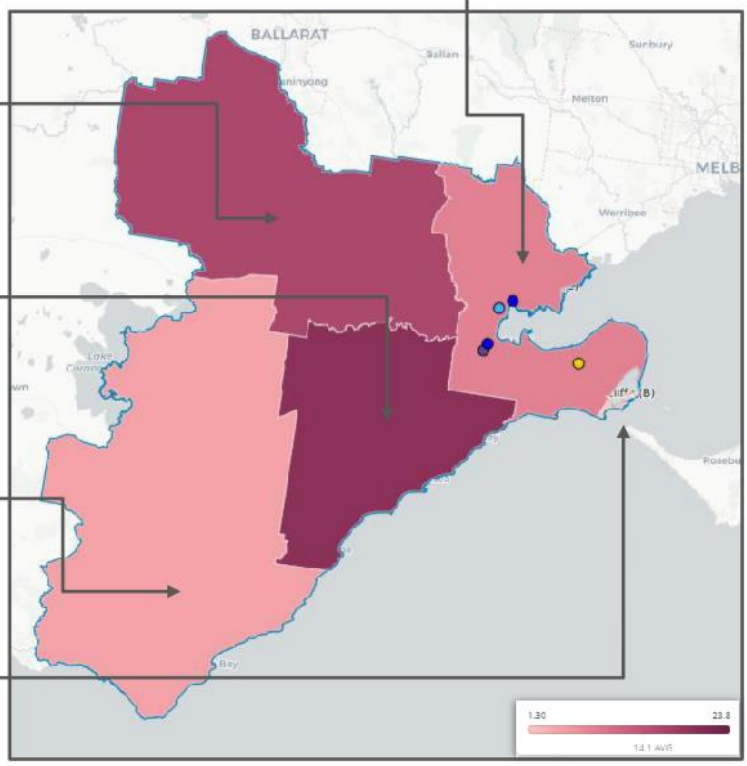
City of Greater Geelong
Projected change (2018 - 28):
+ 17.6%
Population growth by 2028:
43,383

Golden Plains Shire
Projected change (2018 - 28):
+ 21.9%
Population growth by 2028:
4,997

Surf Coast Shire
Projected change (2018 - 28):
+ 23.8%
Population growth by 2028:
7,599

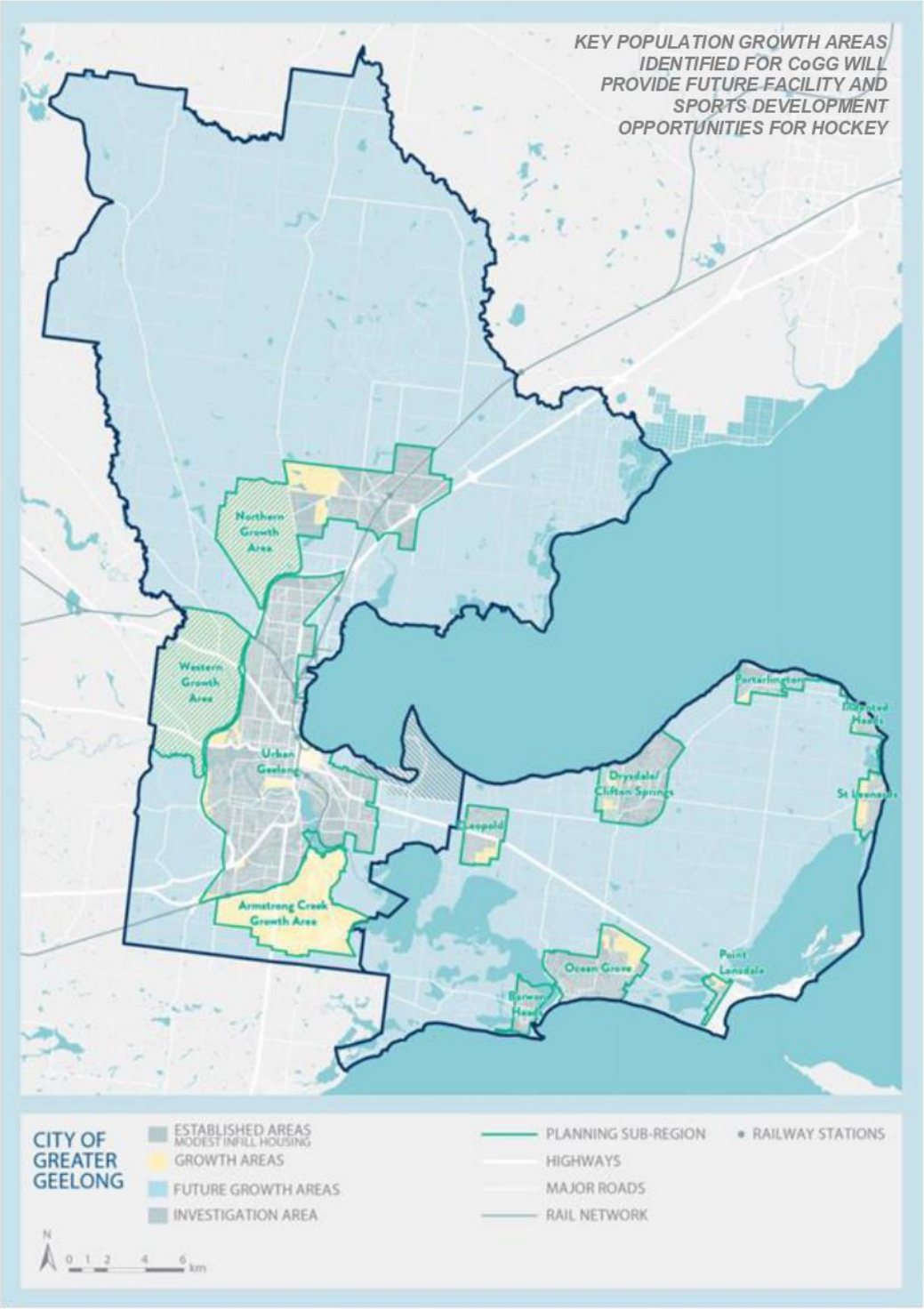
Colac Otway Shire
Projected change (2018 - 28):
+ 5.9%
Population growth by 2028:
1,276

Borough of Queenscliffe
Projected change (2018 - 28):
1.2%
Population growth by 2028:
38
Source Vic Future



G21 LGA population growth map to 2028 – Source Forecast.id

CoGG GROWTH AREAS



LOCALISED GROWTH

A brief overview of the G21 Region collectively and of each municipality individually is provided below. These summaries highlight key population and demographic growth over the next 10 years (to 2028) and demographics relevant to hockey within the G21 Region.

City of Greater Geelong (CoGG)

- The principal population centre of the G21 Region.
- Greatest growth (established suburbs) include:
  - Armstrong Creek +10,817 residents (+167%).
  - Mount Duneed +4,209 residents (232%).
  - Marshall - Charlemont +3,583 residents (125%).
- The Northern Geelong growth area, in Lovely Banks, is anticipated to deliver up to 18,000 new dwellings for a population of approximately 50,000 residents.
- The Western Geelong Growth Area, in Batesford, is anticipated to deliver up to 22,000 new dwellings for a population of approximately 60,000 residents.
- Greatest resident population increases expected in the 35 - 44 and the 75 - 84 age cohorts.

Surf Coast Shire (SCS)

- Torquay (including Torquay, Torquay North, Old Torquay and Torquay West) is one of the highest growth areas in the G21 Region with an additional 7,599 residents expected by 2028.
- Of this growth, the greatest age cohort increases are expected in the 70 - 84 year age bracket.

Golden Plains Shire (GPS)

- Bannockburn will experience the greatest population growth in the Golden Plains Shire to 2028, with an additional +2,300 residents (+41%).
- Relatively even growth across all age cohorts.

Colac Otway Shire (COS)

- The population within the Colac Otway Shire will increase by 1,276 to 22,924 in 2028. Colac West and Elliminyt will experience the most growth.
- The greatest growth will be experienced in the 10 - 14 year age bracket.
- Decreases are expected in the 20 - 29 and 55 - 64 age cohorts.

Borough of Queenscliffe (BoQ)

- The Borough of Queenscliffe's future population forecast suggests minimal growth between 2018 and 2028 (+38 residents).

Regional trends and observations

- Greater Geelong is the largest of Victoria's regional hubs, all of which are experiencing increasing population growth and urbanisation. This provides strong support for the development of a regional hockey facility within the proposed Armstrong Creek West Regional Sports Precinct.
- 76% of the Region's population reside within the CoGG. In 2028, CoGG is expected to still contribute this percentage of the total Regional population.
- Despite having a high percentage of older adult population, significant population growth is forecast in the age cohorts of 5-14 years and 35-44 year, suggesting younger families (and potential hockey participants) will move to new development areas such as Armstrong Creek.
- As per the table below, the total number of additional competition hockey participants expected across the Region by 2028 is +200, if the current player to population rate (penetration) of 0.35% is applied.
- In addition to the growth in competition hockey numbers, the implementation of social hockey within the region should see approximately 500 new people playing one of the new social hockey formats by the end of 2019.

LGA	2018 population	2028 forecast population	Change (#)	Change (%)	Potential growth in hockey participants between 2018 and 2028 (if applying individual LGA 2018 player penetration rate)
City of Greater Geelong	247,068	290,450	+43,383	+17.6%	+152
Surf Coast Shire	31,937	39,536	+7,599	+28.9%	+27
Golden Plains Shire	22,859	27,856	+4,997	+21.9%	+17
Colac Otway Shire	21,648	22,924	+1,276	+5.9%	+ 4
Borough of Queenscliffe	3,001	3,039	38	+1.2%	+0
Total	**326,513**	**383,805**	**57,293**	**+76%**	**+ 200 (total competition players – 1,331 in 2028)**

Future population and potential competition player growth by LGA (does not include social players).

STATE OF PLAY - HOCKEY IN THE G21 REGION

SUMMARY OF HOCKEY IN G21

G21 HOCKEY PROVISION

The following analysis provides a summary of existing provision and participation trends across the G21 Region from 2015 – 2017.

Participation numbers are based on Hockey Victoria's affiliate member database and reference to the State of Play Report (refer Appendix 1).

- **5** G21 hockey venues
- **3** Shared school facilities
- **5** Synthetic grass pitches
- **2** Natural grass pitches

- **111** **Hookin2Hockey Club Participants** (outside the school network)
- **604** **Junior players** (11-17 years)
- **416** **Senior and dual registered players** (18+ years and registered at 2 or more clubs)

1,131
Total number of G21 participants
(-318 from 2015)

0.35% penetration rate
(G21 Region population divided by number of players)

1 in every 289
G21 residents play hockey

45% female
55% male
Participants

Average G21 hockey player age is 20 years

63% of participants are under 18 years of age

CURRENT FACILITY PROVISION

The G21 hockey facilities are located centrally in the Region, within the City of Greater Geelong. The Geelong Hockey Association (GHA) is the governing and administrative body for hockey within the G21 Region and utilise seven pitches across the five venues identified below. Nine local clubs occupy these facilities, with six utilising Stead Park as their home competition venue. Maps of the location of each facility in the context of the Region and the City of Greater Geelong are provided on the following page.

Stead Park - Corio
2 hybrid synthetic grass pitches
Home clubs: Corio HC, Golden Plains HC, Hockey Geelong, Kardinia HC, Saints HC and Torquay HC
Lighting provided (500 lux)

King Lloyd Reserve - Newtown
2 natural grass pitches
Home club: Newtown HC
No lighting provision
(funding to install training standard lighting is imminent)

Geelong College - Newtown
1 synthetic grass pitch
Home clubs: Geelong College HC and Geelong HC
No lighting provision

St Ignatius College - Drysdale
1 sand based synthetic grass pitch
Home club: Bellarine HC
No lighting provision

Geelong Grammar - Corio
1 synthetic grass pitch
Training / overflow venue
No home club
Lighting provided (lux level unknown)

At present, the current hockey facility offering within the G21 Region exceeds industry benchmarking for the current population, as identified in the table below.

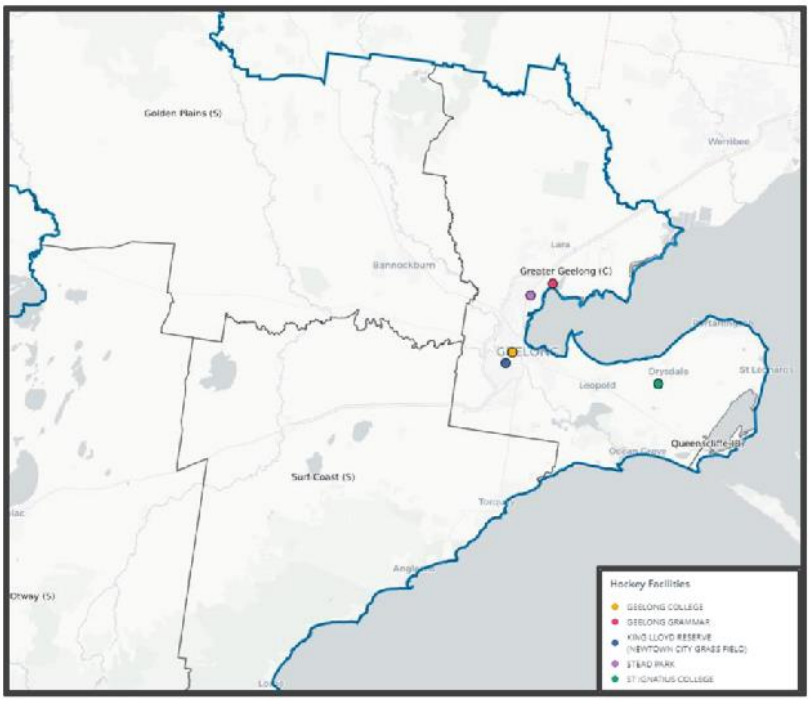
City of Greater Geelong hockey synthetic pitch planning benchmarks are also well catered for (currently outlined as 1:100,000 per head of population - in accordance with Hockey Victoria provision guidelines).

G21 Region pitch to population provision ratio	1 : 46,635
City of Greater Geelong average pitch to population provision ratio	1: 35,295
Surf Coast Shire average pitch to population provision ratio	0: 31,937
Golden Plains Shire average pitch to population provision ratio	0: 22,859
Colac Otway Shire average pitch to population provision ratio	0: 21,648
Borough of Queenscliffe average pitch to population provision ratio	0: 2,934

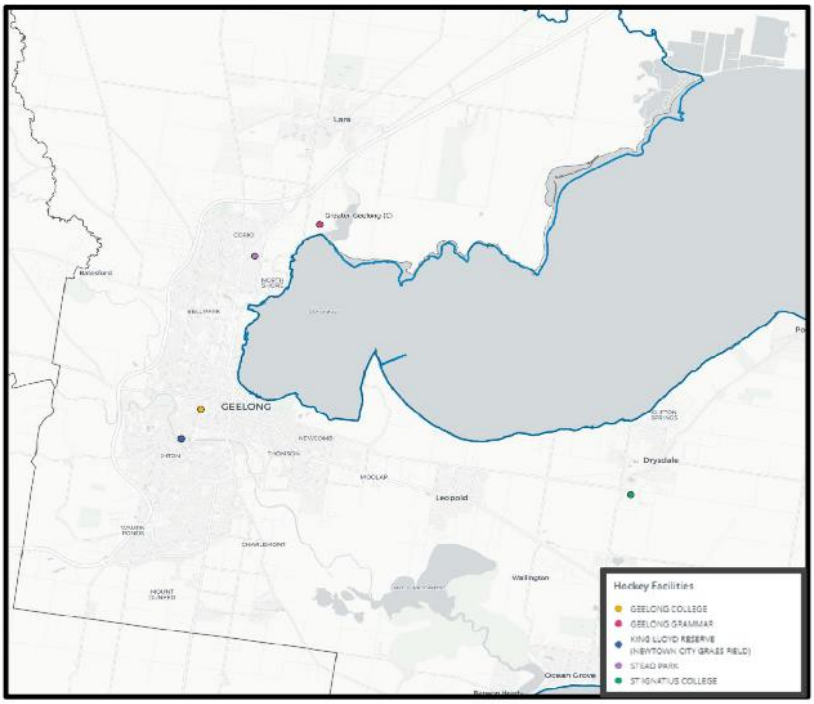
If no further hockey pitches are developed in the G21 Region to 2028, the forecast pitch to population ratio will be 1: 76,765 - which is within Hockey Victoria's recommended pitch to population guideline of 1:100,000.

Ratios should be used as a guide only as there are many other local demographic, facility quality, venue access, frequency of use and service driven demands that are not taken into account. Also for hockey, there are differences between metro and regional facilities when considering factors such as population, player catchment, travel and use.

MAPS OF CURRENT FACILITIES



Map of current hockey facilities within the context of the G21 Region.



All current hockey facilities are located within the City of Greater Geelong.

PARTICIPATION TRENDS

The table below provides an overview of GHA club membership for three years (2015 - 2017) and provides the following participation trends over that period.

- Overall, hockey player numbers in the G21 region has experienced a decline of 274 participants (-16.7%) from 2015 to 2017.
- Hockey Geelong representative teams have also declined since 2015 (-280 participants). GHA attributes this to a number of local challenges facing the sport, such as lack of available time and ease of facility access.
- It is further noted by GHA that in recent years participants have chosen to only participate in local competitions.
- Eight of the nine GHA clubs experienced a decline over the three year period (88.9% of clubs).
- Hockey Victoria advised that state-wide approximately 25% of members stop playing each year, but they also gain another 25% each year.
- Corio Hockey Club's significant decline in membership is attributed to their ability to field only one GHA team in the 2017 season, highlighting the need for the implementation of sustainable club initiatives.
- The only club to increase their membership numbers over the period was the Torquay Hockey Club (+23), despite not currently having a local training base. At present, the Club train on a shared use grass football oval and travel to Stead Park (approximately 30 minutes one way by car) for training and competition purposes.
- Six out of the nine clubs experienced a participation incline or decline of 20 players or less over the three year period.
- Several clubs indicated via the online survey that the current condition of their home facility is directly impacting the opportunity for future membership growth.

Club	2015	2016	2017	Plus / Minus (#)	Plus / Minus (%)
Corio Hockey Club	53	50	7	-46	-86.8%
Geelong College Hockey Club	83	64	68	-15	-18.1%
Geelong Hockey Club	142	152	129	-13	-9.2%
Golden Plains Hockey Club	80	70	75	-5	-6.3%
Hockey Bellarine	122	186	120	-2	-1.6%
Kardinia Hockey Club	82	82	74	-8	-9.8%
Newtown City Hockey Club	323	380	294	-29	-9.0%
Saints Hockey Club	115	160	72	-43	-37.4%
Torquay Hockey Club	173	225	196	23	13.3%
Hockey Geelong (Rep teams)	276	278	96	-180	-65.2%
Total	**1449**	**1647**	**1131**	**-318**	**-21.9%**

Hockey membership numbers by club – 2015 to 2017

KEY AREAS FOR HOCKEY PARTICIPATION

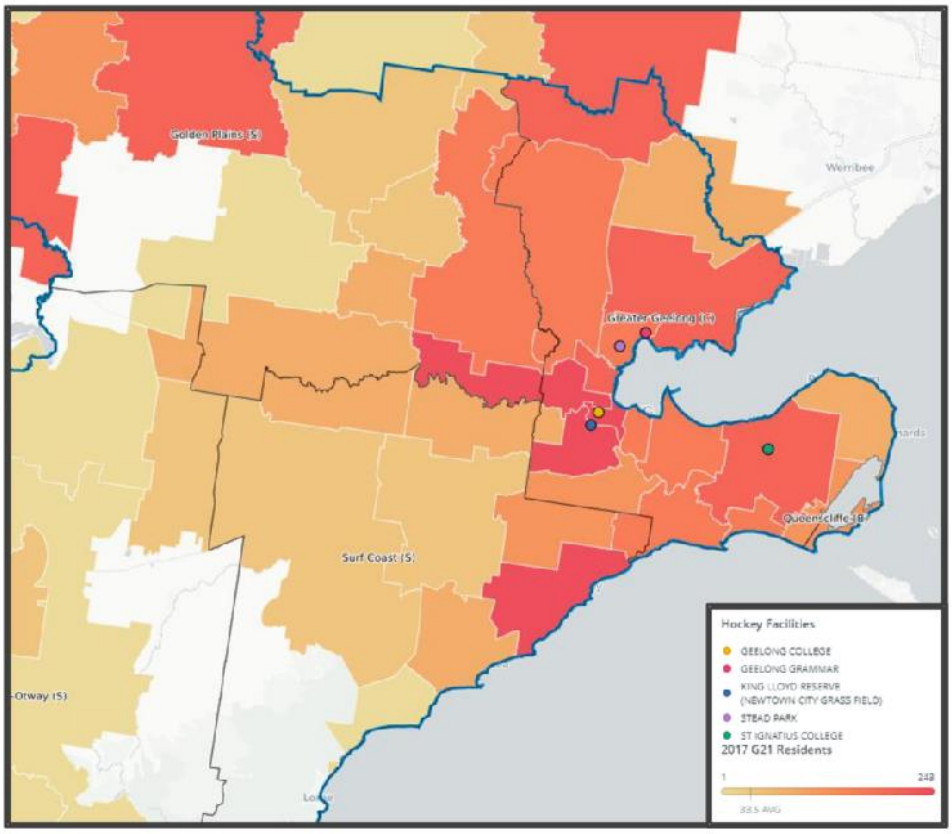
The map below provides a visual representation of current hockey players living (by post code) and playing (by home club) within the Region. The heavy red colour indicates the highest areas of hockey membership. Key participation hot spots by post code for hockey in the region include:

- **3216 - Waurn Ponds, Grovedale, Highton, Marshall, Wandana Heights and Belmont (242 players)**
- **3228 - Torquay, Bellbrae, Jan Juc and Bells Beach (154 players)**
- **3220 - Geelong, South Geelong, Newtown (148 players)**

Players living in Central Geelong have convenient access to Stead Park where all senior competition hockey in the G21 Region is currently played. These players are generally within an acceptable distance of 20 minutes or approximately 20kms (one way trip) of their facility.

Players living within postcode 3228 (Torquay and surrounds) are required to travel almost 30 minutes (30km) one way to access Stead Park. The distance to reach the second most accessible facility, St Ignatius College is approximately the same however presents even greater access issues.

G21 postcodes to the north (3351 and 3352) also have a reasonably high number of hockey participation, however these encompass multiple suburbs and townships that filter outside the G21 region. The high number of members in these areas indicate that adjacent competitions in Ballarat and surrounding areas is having minimal impact on player retention within G21.



2017 membership numbers by residential post code

CATCHMENT AND TRAVEL TIMES

The blue highlighted area shown in the map below indicates an approximate 30 minute drive time (one way) from the five CoGG hockey facilities. Approximately 92% (1,030) of G21 hockey club players live within the blue area (30 minutes drive time) of CoGG hockey facilities.

The map also provides an indication of the number of players travelling from metropolitan Melbourne, particularly the western fringe between Melbourne and Geelong, to play in the Geelong Hockey Association competition. There are several players participating in the local competition that live in Ballarat.

A breakdown of player travel times for the four venues with home clubs is provided below.

Stead Park - (Hockey clubs - Corio, Golden Plains, Hockey Geelong, Kardinia, Saints, and Torquay)

- 520 combined members
- A total of 60% live within a 30 minute drive of the facility.

King Lloyd Reserve (Hockey club - Newtown)

- 294 members
- A total of 88% live within a 30 minute drive of the facility.

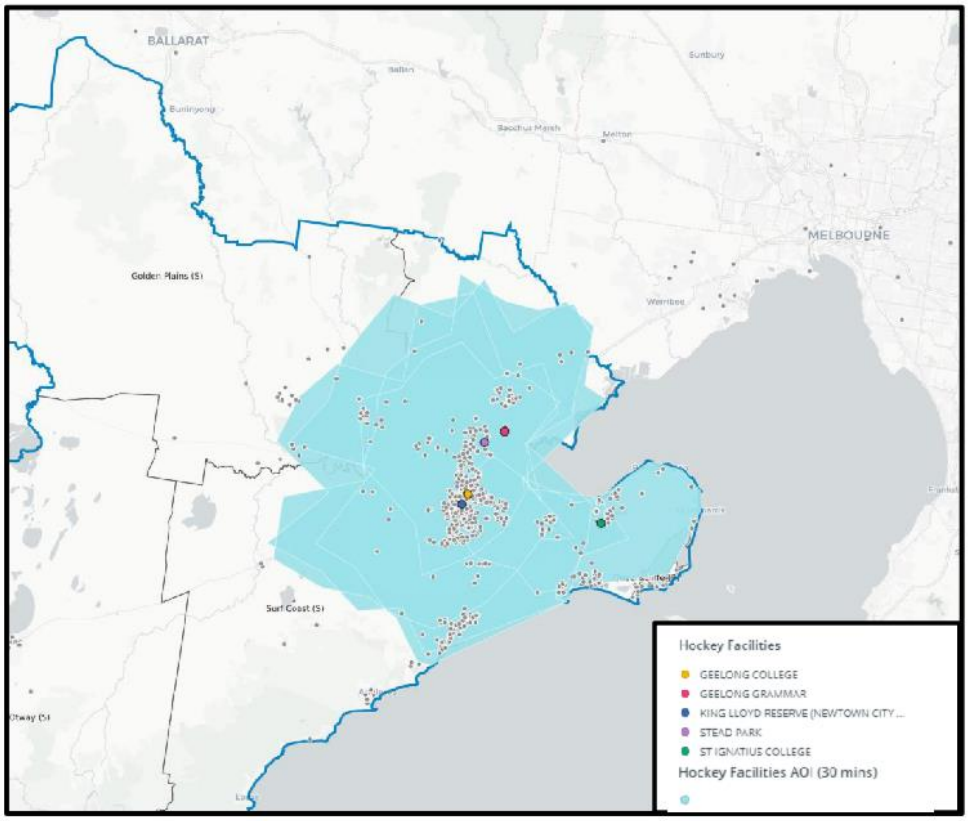
Geelong College (Hockey clubs - Geelong College, Geelong)

- 197 combined members
- A total of 87% live within a 20 minute drive of the facility.

St Ignatius College (Hockey club - Bellarine)

- 120 members.
- A total of 75% live within a 30 minute drive of the facility.

The provision of future synthetic pitches will have a positive impact on travel times.



30 minute facility access drive time

SOCIAL HOCKEY

Changes in participation driven by lifestyle choice and the demand for shorter, less structured formats of sport is driving the need for the implementation of more social formats. The Geelong Hockey Association and its clubs are encouraged to embrace this change to increase participation.

2016 AusPlay data, along with research undertaken by Hockey Victoria and La Trobe University, supports the delivery of casual forms of hockey to meet the evolving requirements of the current hockey participant.

In response Hockey Victoria, with support from VicHealth, has developed three new forms of hockey to encourage increased and new participation.

J-Ball is delivered on a small hard court (43m x 22m) making it more geographically accessible. The game is played over 3 x 10 minute quarters with modified equipment, that is provided to each participant weekly, eliminating the high competition registration fees and need to purchase equipment.

Aimed at past players who are not affiliated with a club and can participate without committing to regular training and competition, Hockey Sixers is a fast, fun, free-flowing version of hockey played on a smaller field, with 6 players on each team, making it more accessible and easier to get a team together.

KE40 is a new social cardio program aimed to increase and maintain fitness, and develop hockey skills. The program is delivered in conjunction with junior training and competition and is targeted at involving parents of existing participants.

FACILITY DEVELOPMENT

HOCKEY VICTORIA FACILITY HIERARCHY

Hockey Victoria's Strategic Facilities Master Plan (2014) proposes a hierarchy to guide the future provision of hockey facilities across the state.

Although it is recognised that there are variations and different interpretations of the hierarchy when considering existing facilities, the aim is to provide guidance for the establishment and appropriate provision levels for new facilities. It also provides stakeholders with an understanding of the minimum facility requirements for each level of the hierarchy.

According to the proposed hierarchy levels the G21 Region has one Premier Level Facility – Stead Park, which is also currently considered as the Regional Centre for hockey in the G21 region.

The remaining four hockey venues are 'club' or local level facilities despite some of them not meeting the minimum requirements for this level of facility classification. For these facilities to meet the minimum requirements for a true club level facility the following initiatives would be necessary.

King Lloyd Reserve:

- Development of a synthetic surface, floodlighting and associated infrastructure (as per the Master Plan).

St Ignatius College:

- Implementation of pitch floodlighting, upgrades to pitch playing area to full size and construction of player change facilities.

Geelong College:

- Implementation of pitch floodlighting.

Geelong Grammar:

- Introduction of a home club.

FACILITY TYPE	STATE FACILITY	PREMIER LEAGUE FACILITY	REGIONAL FACILITY	CLUB FACILITY
PREFFERED SURFACE TYPE	2 x water based synthetic	Water based or hybrid synthetic	Hybrid synthetic (capacity for use by other sports)	Sand based, hybrid or natural turf
LIGHTING	1,000 to 2,000 lux	>300 lux	>250 lux	>200 lux
AMENITIES	Player, umpire & officials change rooms, covered team benches &media amenities	Player & officials change room, team benches	Player change rooms, team benches	Player change rooms (2), team benches
SUPPORTING INFRASTRUCTURE	300 seats spectator area, electronic scoring, parking	Covered and uncovered viewing areas, scoreboard, parking	Viewing areas, scoreboard, parking (half pitch desirable)	Viewing areas, scoreboard, parking (half pitch desirable)

HV FACILITY DEVELOPMENT FRAMEWORK

Hockey Victoria's Strategic Facilities Masterplan also includes a facilities development framework and guidelines for the future planning of hockey facilities.

These guidelines provide demand triggers for the establishment of new clubs through to the need for a two pitch facility, and are designed to assist clubs and local councils to plan for the future growth and development of hockey.

The diagram below provides an indication of where the existing G21 hockey venues sit within the development framework, recognising that all may not perfectly align.

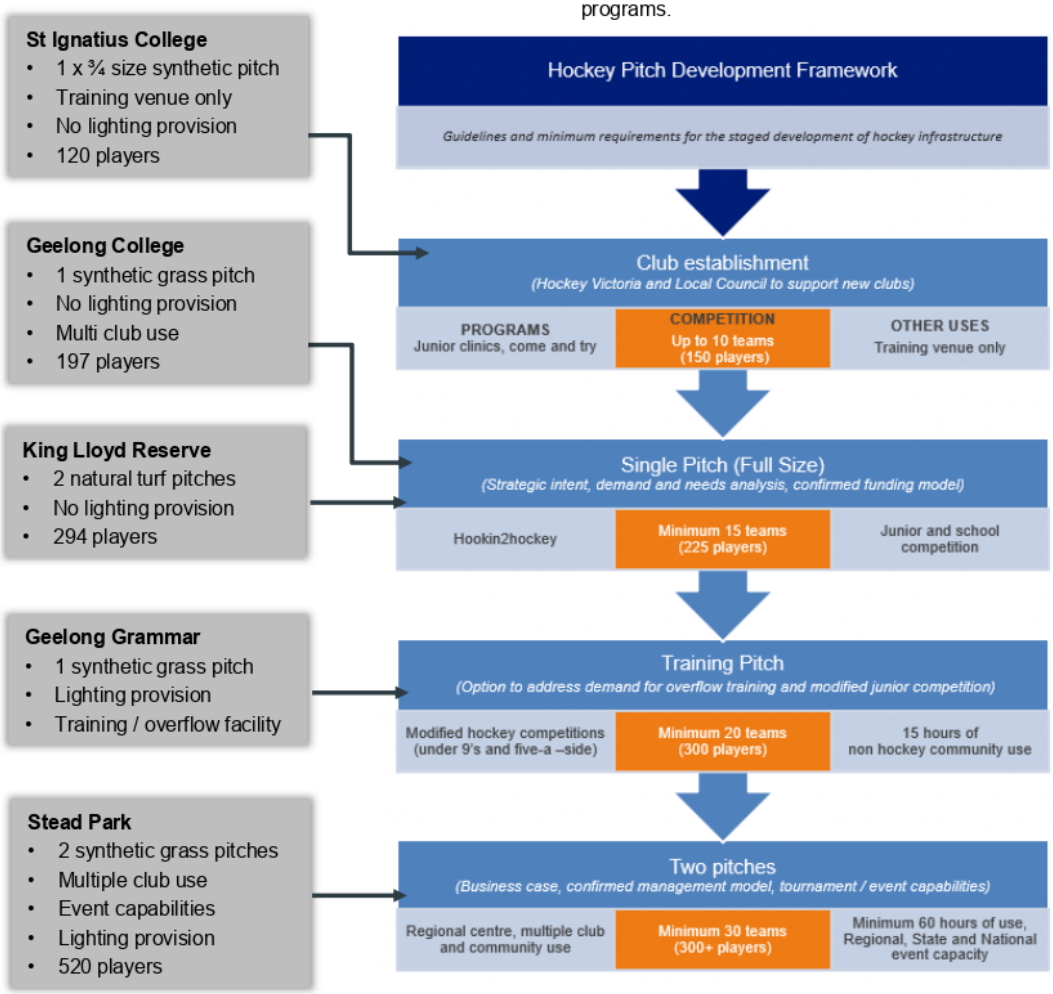
Investment in new, or the upgrade of existing pitch provision within the G21 Region should consider this development framework and aspire to achieve facility provision requirements and associated programming deliverables.

For the purposes of the G21 Regional Hockey Strategy a training pitch is considered a fenced synthetic surface that is half or quarter of the size of a regular competition pitch.

The continued growth of Hookin2hockey and the introduction of social hockey programs provides support for the future development of multi-purpose training pitches to complement competition venues. These smaller pitches are looked on favourably by Hockey Victoria as they provide safe warm up areas and a facility for under 8's and modified hockey programs.

Although Hockey Victoria does not consider grass pitches as a suitable surface for competition or training, grass is still relevant in some country areas and junior programs.

The preferred model for Hockey Victoria is to develop full size synthetic competition hockey pitches that are either single or multi-purpose (depending on levels of use), and half or quarter size pitches for training / modified programs.



OPPORTUNITIES OUTSIDE GEELONG

Further analysis of 2017 membership data identified key participation hot spots in areas outside of central Geelong that have no (or very limited) hockey provision.

The map below highlights multiple players living in established areas of Torquay, Lara, Bannockburn, Leopold, Drysdale and Ocean Grove. These areas provide an opportunity to promote hockey through the local community and school network, and provides support for increasing the capacity of local club facilities.

1. Torquay

A growing club membership base and a current lack of facilities presents an opportunity for the future development of a hockey pitch in Torquay.

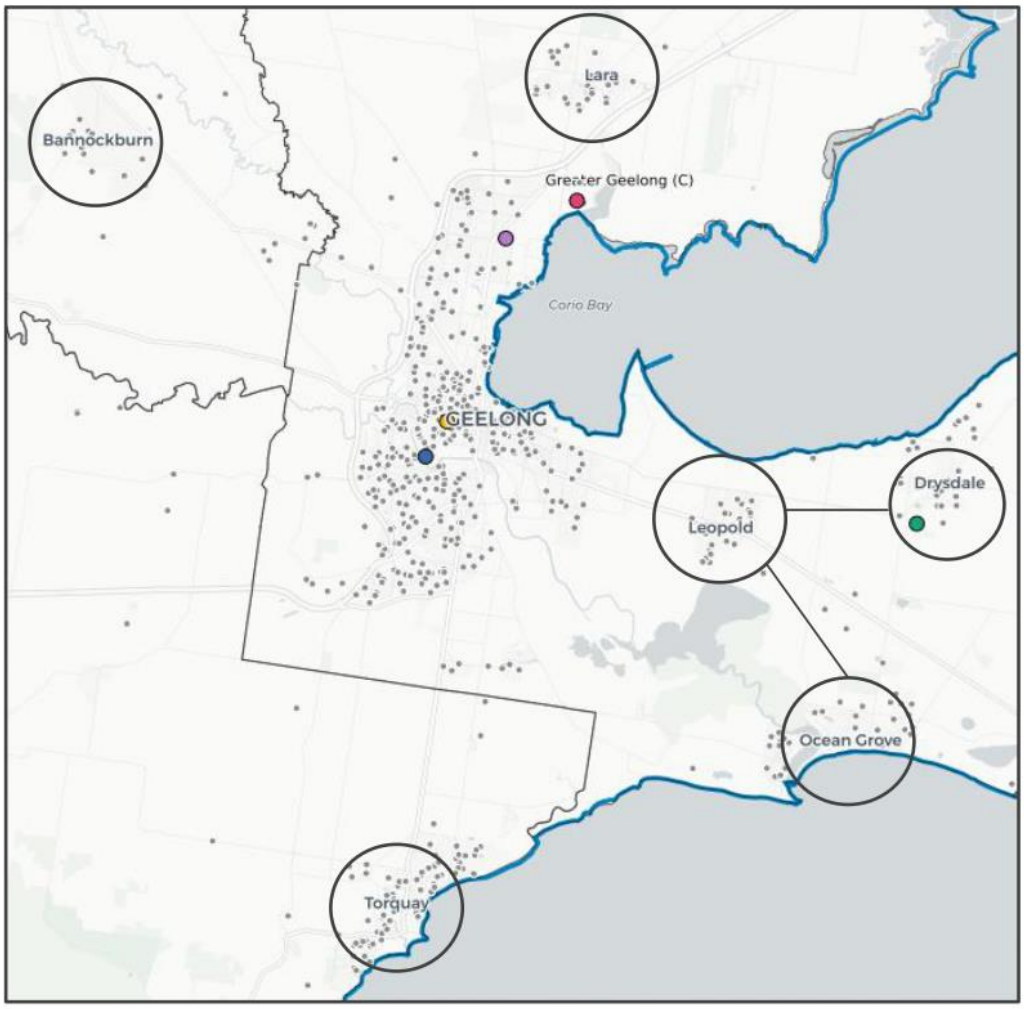
2. Drysdale / Ocean Grove / Leopold

Drysdale, Ocean Grove and Leopold collectively service a current player base of 174 and are geographical within close proximity of each other (15 minutes drive one way).

3. Bannockburn

The small number of hockey players in Bannockburn (members of the Golden Plains Hockey Club) travel a significant distance to play at Stead Park (approximately 25 minutes). With no hockey provision and forecast population growth, there is an opportunity to increase the profile of hockey in Bannockburn.

At present Golden Plains Hockey Club have limited access to a shared grass soccer pitch for junior training at the Bannockburn Recreation Precinct.



Spread of hockey participants outside central Geelong

ARMSTRONG CREEK WEST AND TORQUAY

Further analysis of the current and potential future hockey player catchment within a 10km radius of Armstrong Creek West and Torquay has been undertaken.

Proposed Armstrong Creek West Hockey Pitch (10km radius)

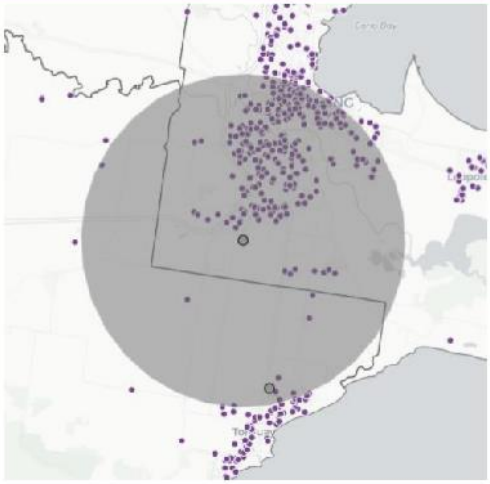
- Hockey players in 2017 – 481
- Dominant postcode - 3216 (242 players)
- Current player to resident ratio - 1:353
- Forecasted players to 2028 – 546
- Player growth 2018 to 2028 - +65 (based on current penetration rate)

CoGG has advised that the two planning areas within Armstrong Creek (Armstrong Creek-Marshall-Charlemont and Grovedale-Mount Duneed-Waurn Ponds) will reach 31,745 and 32,533 residents respectively by 2036.

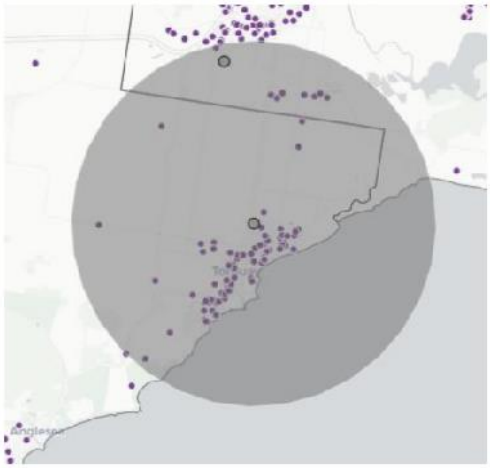
The proposed Armstrong Creek West Regional Sports Precinct (which includes a regional hockey pitch) will be triggered when development (dwellings) reach 4,500. As at August 2018 the number of dwellings was 1,130 (25% of target). The following page provide a map of current and future growth areas within CoGG.

Proposed Torquay Hockey Pitch (10km radius)

- Torquay players in 2017 – 158 (the club has previously had a total membership of approximately 223)
- Dominant postcode - 3228 (139 players)
- Current player to resident ratio - 1:136
- Forecasted players to 2028 – 204
- Player growth 2018 to 2028 - +46 (based on current penetration rate)



Players within 10km radius of proposed Armstrong Creek West hockey pitch



Players within 10km radius of proposed Torquay hockey pitch

STRATEGIC RECOMMENDATIONS

THE FRAMEWORK

The following diagram outlines the strategic framework that will guide the future provision of hockey facilities and developm ent initiatives in the G21 Region to 2028. Six strategic priorities are supported by twelve key objectives that have lead to the development of regional and local hockey recommendations.

G21 HOCKEY VISION: *BUILDING A STRONG, INCLUSIVE AND SUSTAINABLE HOCKEY COMMUNITY IN THE G21 REGION*

GUIDING PRINCIPLES: *TO BE APPLIED TO ALL FUTURE HOCKEY PLANNING AND DEVELOPMENT PROJECTS*

1. FACILITY ACCESS

STRATEGIC PRIORITY 1

PROVIDE FUNCTIONAL AND ACCESSIBLE HOCKEY FACILITIES

OBJECTIVE 1: Partner with the education sector to better utilise existing facilities and influence future development opportunities

OBJECTIVE 2: Increase participation opportunities by advocating for investment in existing facilities (including school facilities).

STRATEGIC PRIORITY 2

INCREASE CAPACITY OF EXISTING FACILITIES AND DELIVER NEW PITCHES TO MEET FUTURE DEMAND

OBJECTIVE 1: Aspire for all existing and future planned hockey pitches to be floodlit to maximise participation opportunities

OBJECTIVE 2: Provide additional club based synthetic pitches in key growth areas and investigate the conversion of existing grass to synthetic pitches

2. PARTICIPATION

STRATEGIC PRIORITY 3

INCREASE HOCKEY PARTICIPATION THROUGH IMPROVED PROGRAMMING

OBJECTIVE 1: Support and develop attractive and affordable hockey programs that cater for existing and new players

OBJECTIVE 2: Support and enable GHA and individual clubs to implement weeknight hockey programs and competitions to address demand

STRATEGIC PRIORITY 4

EMBRACE NEW FORMATS THAT ENGAGE NEW PARTICIPANTS

OBJECTIVE 1: Activate available facilities, including floodlit facilities, to deliver new social hockey formats

OBJECTIVE 2: Support GHA and individual clubs in the ongoing delivery of the Hookin2Hockey program in all G21 primary schools

3. SPORT DEVELOPMENT

STRATEGIC PRIORITY 5

ADOPT STRATEGIES THAT SUPPORT THE DEVELOPMENT OF SUSTAINABLE CLUBS

OBJECTIVE 1: Review governance and administration practices to deliver a collaborative regional approach to hockey delivery

OBJECTIVE 2: Review fees and charges and implement initiatives to reduce participation cost barriers and access to hockey

STRATEGIC PRIORITY 6

PROMOTE HOCKEY IN THE REGION THROUGH COLLECTIVE MARKETING STRATEGIES AND INITIATIVES

OBJECTIVE 1: Use hockey resources to support the GHA in investigating opportunities to increase broader awareness of hockey in the Region.

OBJECTIVE 2: Advocate for additional support from Hockey Victoria through the appointment of a Regional Development Officer

PRIORITY RECOMMENDATIONS - DETAILED ON THE FOLLOWING PAGES

IMPLEMENTATION PLAN

Key project roles have been assigned to individual stakeholder groups to support the initiation, timely delivery and support of strategic directions and recommendations.

Key roles are outlined below:

Initiate

Leading, planning and scoping the range and timing of strategic directions, programs, activities and service provision.

Deliver

On the ground delivery of strategic directions, activities and services to the G21 Region hockey community.

Support

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

To ensure key actions can be achieved, ongoing collaboration between all stakeholders is essential.

Strategic directions have been allocated a level of priority based on their overall impact on the delivery and sustainability of hockey within the G21 Region.

Priority stages are outlined below.

Critical (0-1 year)

A strategic direction that has a serious impact on ongoing service delivery and, without achievement other strategic directions cannot be progressed.

High (1-2 years)

A strategic direction of high importance that underpins sports development and infrastructure improvements across the Region.

Medium (3-5 years)

Strategic direction that contributes to meeting overall Regional Strategy objectives.

Low (5-10 years)

Strategic direction that contributes to overall Regional Strategy improvement activities but do not supersede other objectives.

Ongoing

Strategic direction that will require ongoing commitment by all stakeholders.

PRIORITY 1

FACILITY ACCESS
Provide functional and accessible hockey facilities

OBJECTIVE 1
Partner with the education sector to better utilise existing facilities and influence future development priorities

OBJECTIVE 2
Increase participation opportunities through advocating for investment in existing facilities (including school facilities)

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
1.1	Negotiate improved access and use of existing school facilities at Geelong College and St Ignatius College by strengthening partnerships with the education sector. Utilise these facilities as satellite/training venues to support local demand.	Critical	Hockey Victoria (HV), Geelong Hockey Association (GHA)	GHA	Clubs
1.2	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.	High	GHA, HV	GHA	Clubs
1.3	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire.	Medium	GHA, Golden Plains Shire	GHA, Golden Plains Shire	Clubs
1.4	Support local participation growth in key areas outside of central Geelong (such as Leopold and Ocean Grove) and ensure appropriate access is provided to a suitable training pitch.	Low	GHA, HV	GHA, HV	Clubs
1.5	Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac).	Low	GHA, HV	GHA, HV	GHA, HV

PRIORITY 2

FACILITY ACCESS

Increase the capacity of existing facilities and deliver new pitches to meet future demand

OBJECTIVE 1

Aspire for all existing and future planned hockey pitches to be floodlit to maximise participation opportunities

OBJECTIVE 2

Provide additional club based synthetic pitches in key growth areas and investigate the conversion from grass to synthetic

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
2.1	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.	Critical	CoGG, HV	CoGG, HV	GHA, SRV
2.2	Following completion of a detailed business case, including a proposed funding model, seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College.	Critical	Surf Coast Shire, HV, GHA and Torquay HC	Surf Coast Shire, Torquay HC, HV	HV, GHA, SRV
2.3	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.	High	HV, CoGG, GHA	CoGG, GHA, HV	GHA, Newtown Hockey Club, SRV
2.4	Confirm floodlighting lux levels at Geelong Grammar and identify upgrade opportunities to meet club level (200 lux) or higher standards.	High	HV, GHA	HV, GHA	GHA
2.5	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.	Medium	GPS, HV, GHA	GPS, GHA	HV, SRV
2.6	To support the growth of hockey in the Bellarine, investigate opportunities to increase the size of the pitch to competition standard at St Ignatius College and install lights.	Medium	HV, GHA	HV	GHA, SRV
2.7	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.	Ongoing	All LGAs, HV	All LGAs, HV	GHA

PRIORITY 3

PARTICIPATION
Increase hockey participation through improved programming

OBJECTIVE 1
Support and develop attractive and affordable hockey programs that cater for existing and new players

OBJECTIVE 2
Support and enable the GHA and individual clubs to implement weeknight hockey programs and competitions to address demand

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
3.1	Review occupancy and usage arrangements at Stead Park to ensure the facility is offering fair and equitable access to all clubs, and determine any opportunities for increased use for weeknight competitions or social hockey.	Critical	GHA	GHA	HV
3.2	Explore the capacity and availability of existing multi-use venues at Geelong College and Geelong Grammar, and identify opportunities to implement weeknight programming to meet demand.	High	GHA, HV	GHA, Clubs	HV
3.3	Review the hockey player development pathway and identify strategies that minimise participant drop off and support the transition into senior competition.	Medium	HV, GHA	HV, GHA	GHA, Clubs
3.4	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers.	Low	HV, GHA	GHA, Clubs	LGAs
3.5	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.	Ongoing	HV, GHA, CoGG	HV, GHA, Clubs	LGAs, G21 Pillar

PRIORITY 4

PARTICIPATION
Embrace new formats that engage new participants

OBJECTIVE 1
Activate available facilities, including floodlit facilities, to deliver new social hockey formats

OBJECTIVE 2
Support the GHA and individual clubs in the ongoing delivery of Hookin2Hockey program in all G21 primary schools.

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
4.1	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.	Critical	HV, GHA, Clubs	HV, GHA Clubs	LGAs, Schools
4.2	Increase the number of G21 schools offering Hookin2Hockey programs (currently 110) annually by at least 5% through the establishing greater partnerships with the education sector.	Critical	HV, GHA, Clubs	HV, GHA	GHA

PRIORITY 5

SPORT DEVELOPMENT
Adopt strategies that support the development of sustainable hockey clubs

OBJECTIVE 1
Review governance and administration practices to deliver a collaborative regional approach to hockey delivery

OBJECTIVE 2
Review fees and charges and implement initiatives to reduce participation cost barriers and access to hockey

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
5.1	Support GHA to develop a business plan, to be delivered in conjunction with the regional strategy, that provides clear organisational and operational directions for the association, its clubs and facility owners.	Critical	HV, GHA	HV, GHA	Relevant LGAs, Clubs
5.2	Review the structure of hockey in the Region and identify preferred management and operational models and joint use agreements for proposed new pitch developments in Torquay and Armstrong Creek West, that will enable facility and participation growth.	High	HV, GHA, Clubs	HV, GHA, Clubs	Relevant LGAs
5.3	Hockey Victoria to review affiliation fees to ensure entitlements are reflective of the level of support provided. GHA and clubs to conduct a review process to ensure fees align with club financial sustainability strategies.	High	GHA, Clubs	GHA, Clubs	HV

PRIORITY 6

SPORT DEVELOPMENT
Promote hockey in the Region through collective marketing strategies and initiatives

OBJECTIVE 1
Use LGA resources to support the GHA in investigating opportunities to increase broader awareness of hockey in the Region

OBJECTIVE 2
Advocate for additional support from Hockey Victoria through the appointment of a Regional Development Officer

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
6.1	Increase the level of support from Hockey Victoria through the appointment of a G21 Regional Club Development Officer. Explore joint funding models for supporting this position.	Critical	GHA	HV, GHA	Clubs
6.2	Develop strategies and initiatives in collaboration with clubs to attract and maintain new participants, acknowledging national sporting trends of providing more non-traditional, unstructured and social forms of participation.	High	HV, GHA	HV, GHA, Clubs	SRV, VicHealth
6.3	Develop and foster partnerships with other compatible synthetic based sports such as tennis, soccer (training), gridiron, touch rugby and lacrosse to support increased multi / shared use models, and leverage relationships to engage new participant markets.	Medium	GHA, LGAs	GHA	LGAs, Clubs

MUNICIPAL PRIORITIES – CITY OF GREATER GEELONG

The following recommendations from Priority's 1 – 6 are relevant to the City of Greater Geelong catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (1.2 - High)	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.
Facility Access (2.1 - Critical)	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.
Facility Access (2.3 - High)	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (3.4 - Low)	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers.
Participation (3.5 - Ongoing)	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – SURF COAST SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Surf Coast Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (2.2 - Critical)	Following completion of a detailed business case, including a proposed funding model, seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – GOLDEN PLAINS SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Golden Plains Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (1.3 - Medium)	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire.
Facility Access (2.5 - Medium)	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – COLAC OTWAY SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Colac Otway Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (1.5 – Low)	Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac).
Facility Access (2.7 – Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 – Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

FUNDING AND INVESTMENT

Hockey is a sport that has always made significant financial contributions towards facilities. The sport and local clubs take their responsibility for the ongoing maintenance and replacement of pitch surfaces very seriously and invest heavily in facilities.

The Geelong Hockey Association makes a significant contribution to capital, renewal and maintenance costs of the Stead Park facility. The GHA contributed $250,000 (13%) to the construction cost of the second pitch, fund renewal of the pitch surfaces (estimated at around $400,000 each) and contribute approximately $3,000 per year to the maintenance of the pitch surfaces.

Due to the significant cost to replace a synthetic hockey pitch (approximately $500,000) clubs develop sinking funds to ensure pitches can be immediately replaced when they reach end of life. Hockey Victoria requests that Premier League clubs have a facilities replacement strategy and strongly encourage clubs to negotiate better deals with land owners.

However, this self funding model is challenging for some clubs as the cost of surface replacement continues to rise. Some clubs are unable to raise the funds and rely on the support of state and local government. Investment into synthetic pitches not only needs a funding model for development, but also a strategy and defined responsibilities for renewal and maintenance.

New hockey pitches cost approximately $1.5m to $1.8m and generally rely on a range of funding partners to support delivery. Sport and Recreation Victoria's Major Facilities Funding program provides grants of up to $800,000 for sub-regional and regional sports facilities. This funding opportunity may be suitable when considering a number of diverse funding opportunities for Armstrong Creek West but may not meet the criteria for funding of local level facilities including a proposal for a multiuse synthetic pitch in Torquay.

Development of hockey infrastructure at King Lloyd Reserve will need to be supported by significant investment and demonstrated participation outcomes. Acquiring private land for the development of a synthetic hockey pitch will be a matter for the City of Greater Geelong to consider.

The financial cost of implementing the recommendations outlined in this Strategy has not been determined, however it is critical that key stakeholders, as well as potential funding providers adopt a coordinated approach to the scoping and delivery of these recommendations and recognise the need for multiple funding partners.

Collaboration between Hockey Victoria, GHA and G21 LGAs will be essential to delivering strategic priorities and advocating for funding via election commitments.

APPENDICES

APPENDIX 1

STATEMENT REGARDING THE STATE OF PLAY REPORT

The strategic directions and recommendations in the G21 Regional Hockey Strategy was informed by the State of Play Report developed in May 2018.

The purpose of the State of Play Report was to collate and confirm the accuracy of all research and stakeholder consultation findings, and to present the preliminary directions for PCG approval.

It should be noted that the State of Play Report is considered an internal document only and has been superseded by the development of the G21 Regional Hockey Strategy.

APPENDIX 2

G21 REGIONAL HOCKEY STRATEGY PARTICIPANT SURVEY SUMMARY REPORT - APRIL 2018

KEY SURVEY FINDINGS

The G21 Hockey Survey was distributed to G21 players and officials by Hockey Victoria and the Geelong Hockey Association and was open from 3rd April – 1st May 2018.

Various questions were skipped by respondents, making individual question analysis vary depending on the response rate.

Key highlights from the survey are grouped below in relevant themes.

STRATEGIC PRIORITIES

Respondents highlighted the following as the key focus / priority areas for the G21 Hockey Strategy:

- The need for additional grounds within the Region to minimise facility access travel time (73 responses).
- Reducing the fees / costs associated with participating (46 responses).
- Additional programming opportunities / coaches (35 responses).

PARTICIPATION

- 58% of surveyed respondents attributed their connection with hockey as a direct result of an immediate family member already playing the game.

MOTIVATION

- Almost 40% of respondents identified their motivation to stay connected to hockey was a result of an immediate family members involvement in the game.
- Introduction to hockey through the Hookin2Hockey program was also cited as a significant motivator for hockey participation.

ACCESS AND PROGRAMMING

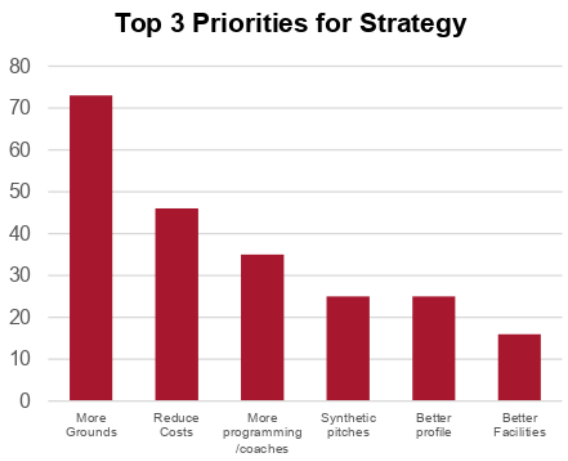
- 90% of respondents play the majority of their hockey at Stead Park, with 80% also identifying this ground at their main training facility.
- Just over a quarter of respondents (26%) travel less than 20 minutes (return trip) to access their local hockey facility, with 14% of respondents traveling between 1-1.5 hour.
- 22% of respondents (31 responses) highlighted the need for additional weeknight programming opportunities.
- 60% of respondents were aware of Hockey Victoria's social game formats, with only 16% of respondents confirming their interest in participating.
- In regard to the number of days respondents accessed their local hockey facility, the highest response was 'twice per week in the winter season'.

DEMOGRAPHICS

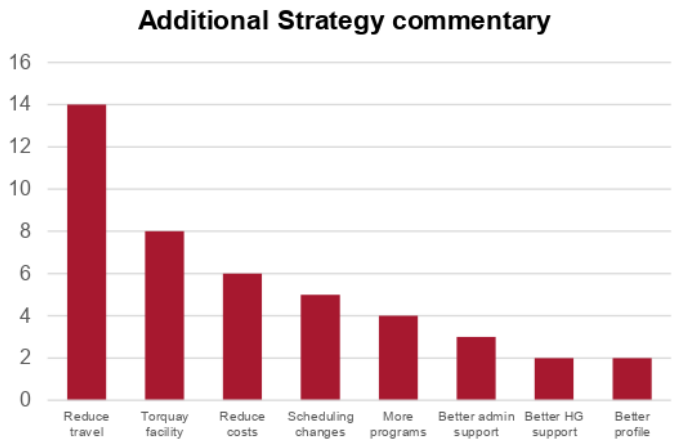
- 244 respondents completed the survey. Of these, 205 (70%) were current players or parents of current players. The remaining 30% were completed by former players or club administrators.
- All nine G21 clubs provided at least one response to the survey, and all but one Hockey Geelong competition grade was represented (Under 8's Summer Competition).
- Almost half of all respondents were over the age of 41 years.
- 76% of surveyed respondents reside within the City of Greater Geelong.
- Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local involvement.
- Over a quarter of respondents (28%) stated their involvement with hockey exceeded 10 years.
- Over half of surveyed respondents (54%) stated "increasing the profile of hockey within the Region" as key to increasing participation.

STRATEGIC PRIORITIES

- 172 respondents identified their top 3 priorities for the Strategy. Of those responses, the following trends were identified:
  - The need for additional grounds within the region to minimise facility access travel time was identified 73 times.
  - Reducing the fees / costs associated participating was cited 46 times.
  - Additional programming / coaches was identified 35 times by respondents.
  - Other key trends highlighted were: Conversion of all pitches to a synthetic surface, increasing the profile of hockey within the region and provision of better quality facilities.
- Respondents were given the opportunity to provide up to three key priorities.

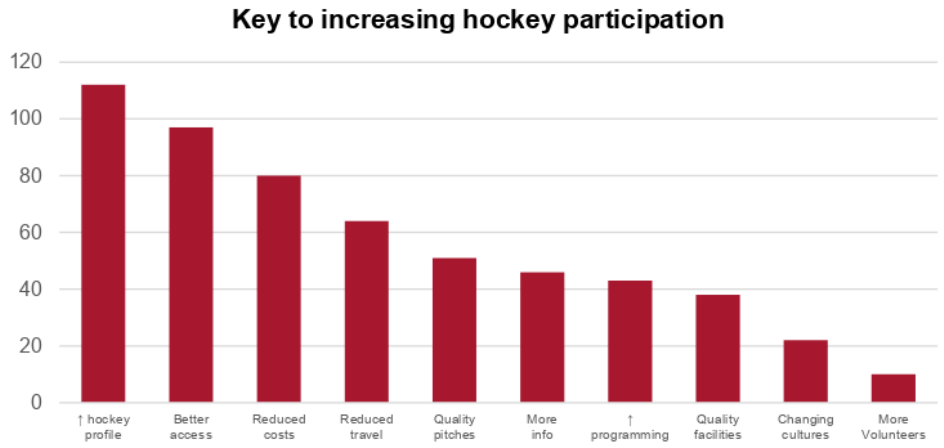


- Respondents were given the opportunity to provide general commentary in regards to G21 Hockey Strategy development, with 57 answers being provided.
- Of the details supplied, key trends were identified as:
  - Additional pitches / facilities required to minimise travel time. 24% (14 responses) identified this as a key consideration for the Strategy.
  - 8 respondents (14%) highlighted the need for the Strategy to explore the provision of a new hockey facility in Torquay.
  - 6 respondents identified the cost of participating / high fees as a key issue hampering hockey participation across the region.

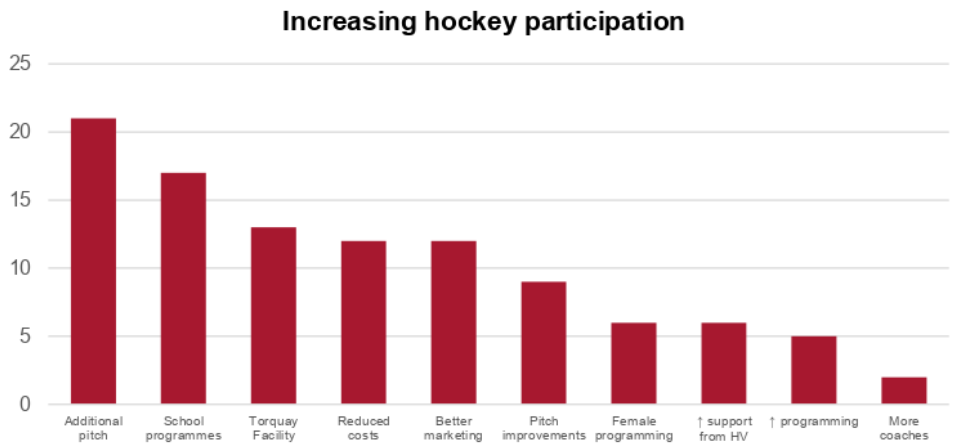


INCREASING PARTICIPATION

- The key to increasing hockey participation indicated by the 206 respondents were identified as:
  - "Increasing the profile of hockey within the region (54%)
  - "Greater access to playing / training fields" (47%)
  - "Decreased costs associated with playing hockey" (39%)
- Respondents were given the opportunity to provide up to three key answers.

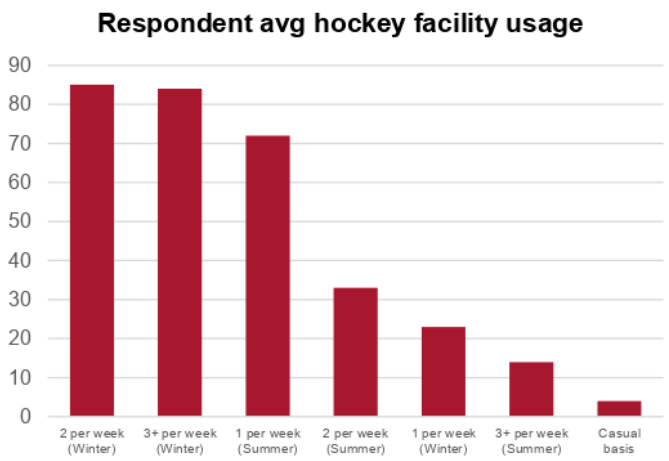


- An additional opportunity was offered to respondents to provide commentary in regards to increasing hockey participation through free text.
- A total of 115 responses were collected, highlighted the following key themes:
  - Provision for an additional ground (21 responses) received 18% of total question responses.
  - Additional hockey programming in schools (17 responses) received 15% of all question answers.
  - Provision for an a synthetic pitch in Torquay was highlighted by 13 respondents (11%).
  - Greater marketing and promotion for hockey within the Region and reduction of costs associated with participating both received 12 responses respectively, accounting for 10% of all responses each.

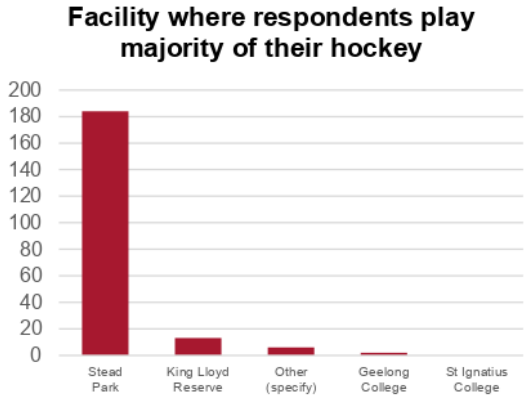


FACILITY ACCESS

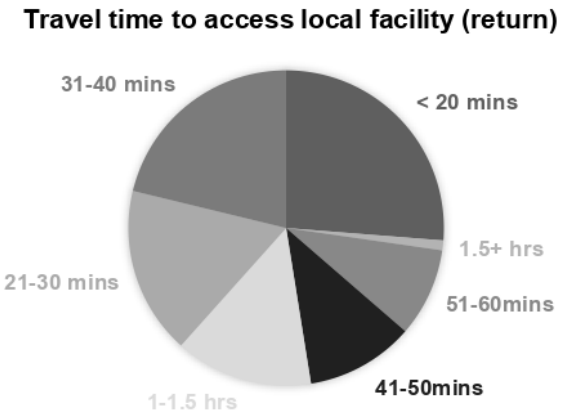
- 206 respondents answered this question, providing a total of 317 responses (up to two per person).
- Of the 317 responses, 85 identified using a hockey facility twice per week in winter, with 84 stating their average as three times per week.
- In summer, 35% of respondents identified using their facility once per week (72 responses.



- As expected, Stead Park accounted for the majority of hockey participation with 184 / 205 responses selecting this facility as playing majority of their hockey (90%).
- King Lloyd Reserve was the second most commonly used venue with 13 responses.
- Of the 205 responses provided for the most prominent training facility, Stead Park accounted for 80% of responses.
- Followed by 'Other' (19 responses). 8 of these identified the Torquay Football Field as their training venue, and 3 identified Ballarat.

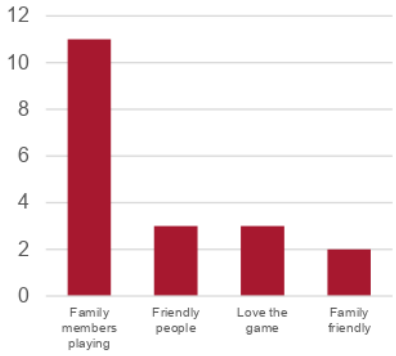


- The second most common drive time was identified as 31 - 40 minutes, accounting for 21% of all responses.
- 14% of respondents (18 / 206) travel between 1 - 1.5 hours to access their local facility.



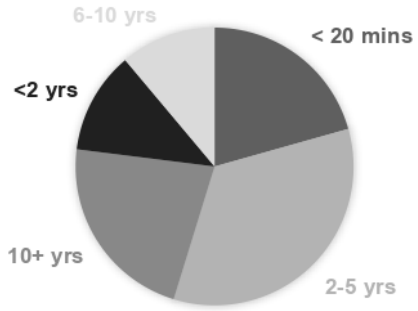
MOTIVATION

Main reason for staying connected to hockey



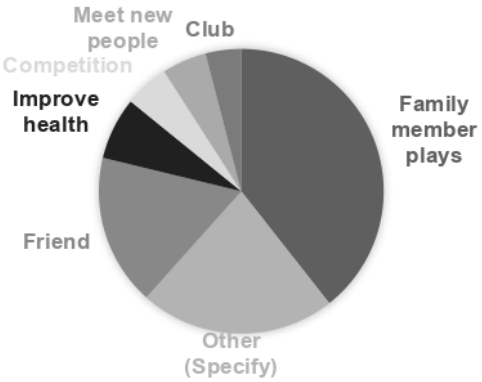
- Only 19 of the respondents provided an answer to this question.
- Of the 96 responses, 58% attributed their connection with hockey as a direct result of an immediate family member already playing the game.

Time involved in hockey within the G21 region



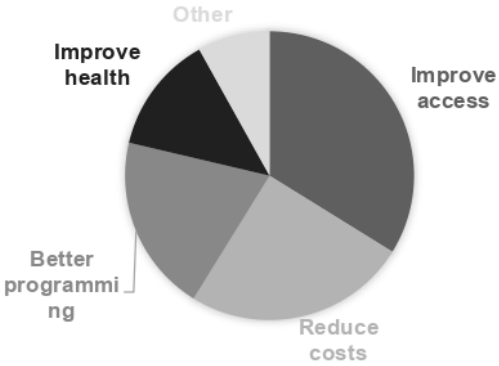
- Of the 206 respondents to provide an answer, 43% have been involved in hockey in the G21 region for 2 - 5 years.
- Over a quarter of respondents (28%) have been involved in hockey for 10+ years.
- 38 respondents skipped this question.

Initial motivation to play hockey



- Of the 206 respondents providing an answer to this question, almost 40% identified an imminent family member playing hockey as the initial motivator to participating.
- Of the 'Other' (22%) responses, 16 outlined the Hookin2Hockey program through their school as the initial motivator for their participation in hockey.

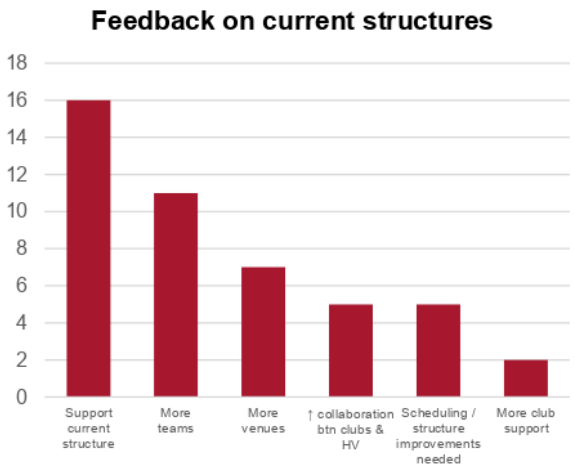
Methods to increase involvement in local hockey



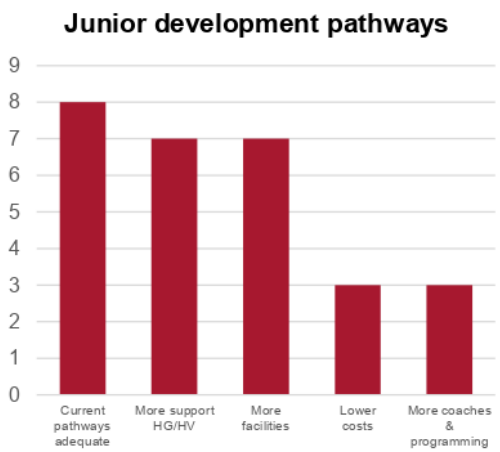
- Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local hockey involvement.
- Reducing costs associated with participating in hockey was identified as another key influence to increasing involvement in hockey.

ACCESS AND PROGRAMMING

- Key themes as a result of a free text question posed regarding the current format of competition structures identified the following:
  - 16 respondents support existing competition structure
  - 11 respondents identified the need for additional teams within G21 competitions
  - Additional venues to support increases in participation.
- A total of 73 responses were provided to this question. A total response rate of 35% completion.

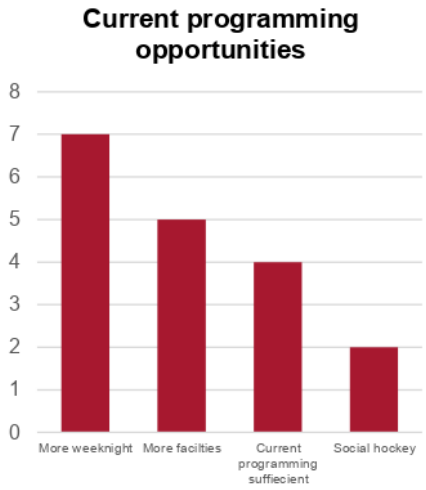


- 65 respondents provided feedback regarding current junior development pathways. Of those responses, the following trends were identified:
  - 8 respondents stated that existing pathways are good / adequate (12% of all responses).
  - 7 respondents identified the need for an additional facility within the region to foster growth, with a further 7 identifying a need for greater support from Hockey Geelong and Hockey Victoria (11% of all responses respectively).
- As a free text commentary question, common trends in answer responses were more difficult to establish.

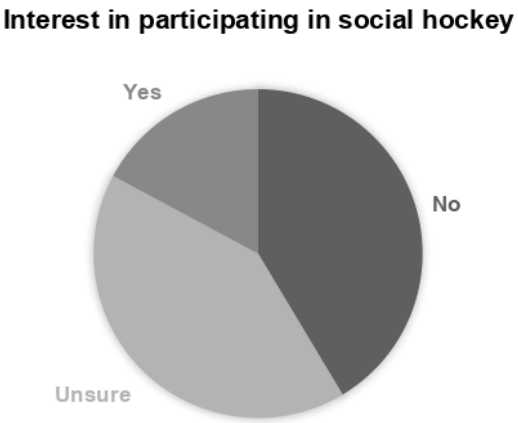


ACCESS AND PROGRAMMING

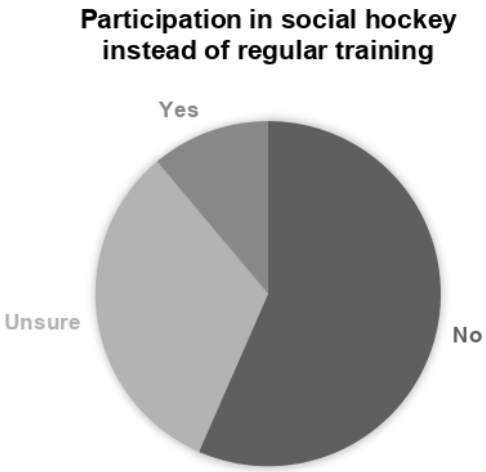
- 31 respondents provided feedback in regard to programming opportunities currently being offered within the G21 region. Of those responses, the following trends were identified:
  - 7 respondents highlighted the need for additional weeknight programming (22% of all responses).
  - 5 respondents identified the need for an additional facility within the region to conduct additional programming (16% of all responses).
  - 4 respondents stated that the current programming offering is sufficient.



- 206 respondents provided an answer identifying their interest in participating in social hockey.
- 85 respondents stated they were unsure if they would participate in social hockey (41% of all responses).
- 85 respondents also stated that they would not participate in social hockey (41% of all responses).
- 36 respondents (18%) said they would participate in a social hockey format if offered locally.

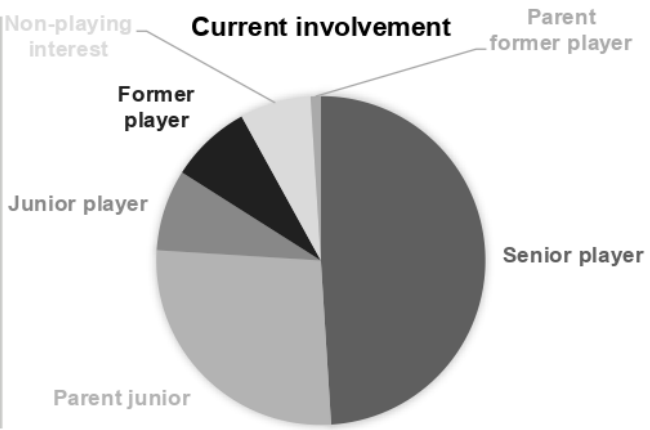


- 115 respondents stated that they would not participate in social hockey instead of regular training sessions (56%).
- 66 respondents stated that they were unsure as to whether they would participate in social hockey instead of their regular training sessions (32%).
- 23 respondents identified their support for social hockey participation over regular training sessions (11%)

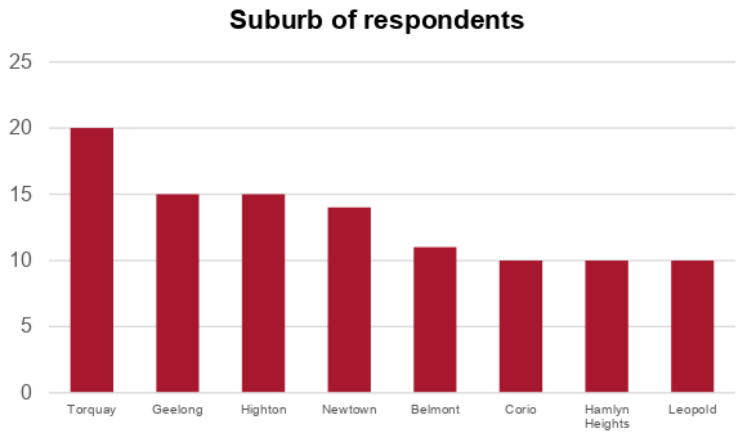


DEMOGRAPHICS

- 244 individuals completed the online G21 Regional Hockey Strategy Participant Survey.
- 49% (119 respondents) were Current Senior Hockey Players, 27% (66 respondents) were Parents of a Current Junior Hockey Players.
- Almost half of all respondents were aged over 41 years (101 respondents). Of these, 56 were female (55%), 44 male (44%) and one respondent did not wish to reveal their gender.

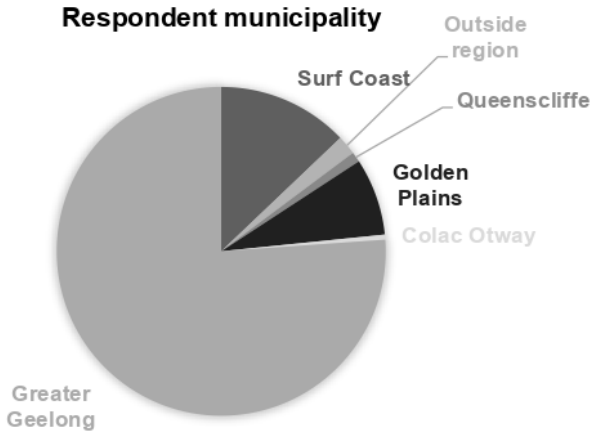


- Of the 206 individuals that supplied suburb information, 10% (20 respondents) were residents of Torquay, 21% (44 respondents) were residents of Geelong, Highton and Newtown.
- 4 respondents live outside of the G21 region with 2 residing in Ballarat and 1 in Richmond.

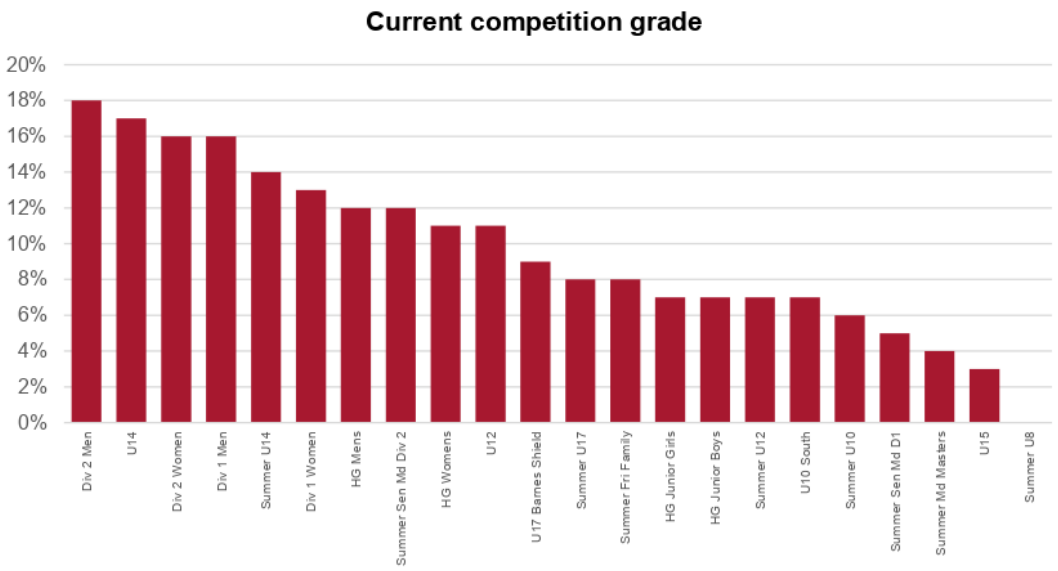


DEMOGRAPHICS

- Of the 206 respondents that provided residential suburb information, 160 (77%) reside within the City of Greater Geelong.
- Almost 2% of all respondents reside outside of the G21 region (4 individuals).



- Of 206 individuals that provided information regarding their current competition grade:
  - 18% of respondents (37) compete in Division 2 Men's
  - 17% play Under 14's
  - And 16% compete in Division 1 Women and Division 1 Men's respectively.
- The only grade to have not had a representative respondent was the Summer Under 8's competition.



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6.3 G21 and Cricket Victoria Barwon Regional Cricket Strategy - Draft for Public Exhibition

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Department:	Recreation & Open Space Planning	**File No:**	F16/1103
Division:	Culture & Community	**Trim No:**	IC18/1663

Appendix:

1. Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy (D18/124477)

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 endorse the Draft G21 Cricket Victoria Barwon Regional Strategy and approve the public exhibition period.

Summary
The development of the Draft G21 and Cricket Victoria Barwon Regional Strategy investigates issues and opportunities facing cricket identified through extensive consultation with the cricket community and the five G21 LGAs (City of Greater Geelong, Surf Coast Shire, Borough of Queenscliffe, Golden Plains Shire and Colac Otway Shire).

The draft strategy has identified five key strategic priorities which aim to improve and develop the sport. These are:

- Priority 1 – Governance and cricket activity management
- Priority 2 – Participation growth
- Priority 3 – Facility provision, capacity and renewal
- Priority 4 – Regional cricket and community centre
- Priority 5 – Resourcing and partnerships.

There are no immediate investment or resource implications for Council in the draft strategy. Further detail regarding future priorities are detailed in the discussion section of this report.

The draft strategy recommends improving the structure and governance of cricket as the critical priority to grow the sport. All G21 LGA's will release the draft strategy for public exhibition from Friday 26 October, 2018 for a six week period.

Recommendation
That Council:

1. Notes the collaborative process by which the Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy has been developed.
2. Endorses the Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy for public exhibition for six weeks.
3. Considers the feedback from the public exhibition period and a proposed final version of the G21 and Cricket Victoria Barwon Regional Cricket Strategy at a future meeting of Council.

6.3 G21 and Cricket Victoria Barwon Regional Cricket Strategy - Draft for Public Exhibition

Report

Background

The Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy aims to guide the future planning and development of cricket across the Barwon region to 2028. The strategy provides a framework to support the future management, development and infrastructure outcomes for the sport. The strategy is a collaborative planning project between the G21 Region Alliance, G21 local government authorities (LGAs), Cricket Victoria, Victorian Government and the local cricket community.

Discussion

Surf Coast is home to seven cricket clubs with a participation base of over 500 players. While some clubs have shown recent growth, equal amounts have experienced a decline in participants.

Club	2016/17 total members	3 season total member growth (2014/15 – 2016/17)	2016/17 total Juniors	3 season junior member growth (2014/15 – 2016/17)	2016/17 total Seniors
Winchelsea Cricket Club	76	+6	19	-10	57
Modewarre Cricket Club	96	+4	31	-9	65
Surf Coast Aireys Inlet Cricket Club	27	-15	2	-24	25
Torquay Cricket Club	118	+22	63	+30	55
Anglesea Cricket Club	98	+18	28	+2	70
Deans Marsh Cricket Club	20	+4	3	-2	17
Jan Juc Cricket Club	113	-28	60	+6	53
TOTAL	**548**	**+11**	**206**	**-7**	**342**

The primary and immediate challenge facing cricket across the G21 Region is the governance and management structure currently in place. This is impacting the viability of all other elements of the game and requires priority addressing for the sport to move forward and this will be led by Cricket Victoria.

The draft strategy concludes that no additional turf wickets are to be implemented (game or practice) within the Barwon region during the life of this strategy or until a governance model review is complete and an aligned and collaborative structure to manage cricket is in place. Modewarre and Torquay Cricket Clubs are our only clubs with a turf wicket and the Winchelsea Cricket Club is now competing in the Bellarine and Peninsula Cricket Association hard wicket competition.

The vision for cricket in the Barwon Region is ‘More cricket, played by more participants, across a diversity of programs and locations’. To achieve this vision, the draft Strategy has identified five key strategic priorities, including:

Priority 1 – Governance and Cricket Activity Management

The structure of cricket within the Barwon region provides a mixed approach to the delivery of services, competitions, programs and activities with a number of separate clubs, associations, committees and player development programs operating independently of each other. Therefore, a review of the current governance and management structure is considered the most immediate priority and challenge facing cricket across the region.

The most critical action under this priority is to ‘Develop an aligned and collaborative structure to manage cricket’ and for Cricket Victoria to lead a stakeholder working party to investigate this in partnership with the cricket community.

It is identified that all other strategic directions cannot progress until this is addressed. A future amended governance model will require coordinated and supported administration through sustainable management, along with broad consultation from leagues, clubs and associations within G21.

6.3 G21 and Cricket Victoria Barwon Regional Cricket Strategy - Draft for Public Exhibition

Priority 2 – Participation Growth
This priority aims to grow cricket, its range of activities, club capacity and profile across the region. It is identified within the draft strategy that cricket in G21 has experienced a decline in participation in recent seasons which is in contrast to the rest of Victoria. In addition, despite considerable improvement in the past two years, female participation rates are very low and clubs and associations require continued support from Cricket Victoria to provide diversified and flexible formats to help address this.
Within this priority is a need for Cricket Victoria to lead a strategic review of current structures and game formats and to work with clubs to introduce diversified programs. This includes engaging and promoting junior, youth and female programs and growing inclusive cricket programs for multi-cultural and Indigenous communities. Along with this wider suite of cricket programs and opportunities, there must be adequate resources to support implementation and ongoing operation.

Priority 3 – Facility Provision, Capacity and Renewal
The Barwon region's unique 'metro meets country' hybrid profile means that there is no one size sits all approach when looking at future cricket facility provision. Of the 155 playing fields in G21, 70% of those are located within the City, 12% in Colac Otway Shire, 11% Surf Coast Shire, 6% in Golden Plains Shire and 1% in the Borough of Queenscliffe.
The provision of playing facilities in G21 aligns with recommendations for both country and metropolitan areas however the unique geographical spread of the region sees varying levels of demand for infrastructure. Due to this, the draft Strategy notes that the prioritisation of new venues and facilities should be led by clubs reaching capacity or within areas of forecast population growth (e.g. Armstrong Creek).

It is identified within the draft Strategy that some existing facilities within G21 are not meeting recommended standards for cricket at a local level. In order to attract investment and subsequent development of these sites, the first critical action under this priority is for Cricket Victoria, G21 LGA's and SRV to assist clubs in developing individual facility renewal plans with projects that promote diversity and inclusion prioritised.

Importantly, the draft Strategy also notes that the development of additional turf pitch playing fields are not supported in the short to medium term given the existing high level of turf pitch provision (within CoGG).

Whilst this provision is commensurate with higher population and participation numbers, it may also be restricting the capacity of existing sites and constraining the flexibility and opportunity for expansion of the game. While ensuring a suitable balance of turf and synthetic pitches will be a key focus for the Barwon Region into the future, there is to be no net gain of turf provision in the Barwon region during the life of this strategy or until 'Priority 1 – Develop an aligned and collaborative structure to manage cricket' is resolved. This also extends to turf practice wickets.

Priority 4 – Regional Cricket and Community Centre
Cricket Victoria has identified a need to deliver and activate regional level Cricket and Community Centres in a number of regions, including G21, to achieve and address the following key roles and functions:

- Participation development – for year-round competition activities, program delivery and school participant development including a venue suitable for finals and events
- Education – provide adequate support, education and training for players, coaches, umpires and off-field support services including volunteers
- High performance – provision of indoor, outdoor, health and fitness infrastructure, particularly within an area where access to such facilities may be limited.
- Shared regional services – to provide a more centralised and streamlined approach to future cricket activities including competition, marketing and promotion.

The delivery of a regional centre includes the opportunity to leverage off existing facilities using a multi-use approach. The draft strategy notes Banyul Warri Fields as one of four potential venues with the others located in CoGG. Cricket Victoria will lead the development of a Project Working Group to assess the future location of this facility. There is limited capacity at Banyul Warri Fields due to high multi-use participation numbers across a range of summer and winter sports.

Priority 5 – Resourcing and Partnerships
It is identified within the draft Strategy that no single organisation can deliver all activities and priorities alone. Collaboration is required to create cohesive and efficient sports administration, programs, partnerships and infrastructure for the Barwon cricket region.

6.3 G21 and Cricket Victoria Barwon Regional Cricket Strategy - Draft for Public Exhibition

Once the financial impact of implementing proposed actions is known, a coordinated approach to the delivery and funding of priorities is important to achieve collective outcomes.

The critical action under this priority will be for G21 LGAs and Cricket Victoria to actively advocate to the State Government and Cricket Australia for the continuation of Sport G21 and Recreation Victoria's Community Sports Infrastructure Fund 'Cricket Facilities' category along with Cricket Australia's National Facilities Funding Scheme. In addition, project partners will be encouraged to work together to provide structured communication and promotion of the Strategy and its progression.

There is unanimous support for the continuation of the SRV Cricket Facilities funding category by the G21 LGA's and this is a shared view of the G21 Sport and Recreation Pillar.

Financial Implications
The G21 and Cricket Victoria Barwon Regional Cricket Strategy has been developed with a budget of $45,975. This amount has been jointly funded by the five G21 Councils, Cricket Victoria and the Victorian State Government. Each of the G21 Councils contribution is based on a percent of region population. The breakdown is as follows:

- Victorian State Government $31,983
- Cricket Victoria $7,994
- City of Greater Geelong $6,039
- Surf Coast Shire $751
- Golden Plains Shire $508
- Colac Otway Shire $606
- Borough of Queenscliffe $89

There are no financial implications arising from this report. Funding for any action noted in the Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy into the future will be subject to Council's annual project prioritisation and budget processes.

Council Plan

Theme	1 Community Wellbeing
Objective	1.1 Support people to participate in and contribute to community life
Strategy	1.1.1 Develop and implement a program to support communities of place and interest, and to provide opportunities for them to identify and achieve their community aspirations
Theme	1 Community Wellbeing
Objective	1.2 Support people to be healthy and active
Strategy	1.2.1 Develop and implement local programs to support Healthy Eating and Active Living
Theme	3 Balancing Growth
Objective	3.2 Ensure infrastructure is in place to support existing communities and provide for growth
Strategy	3.2.6 Advocate for supporting infrastructure

Policy/Legal Implications
There is no relevant policy or legal implications from the 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 if Council, or another G21 Council, does not endorse the draft Strategy. This would further delay the project. If the strategic recommendations identified in the draft Strategy are developed, each of these will have their own individual risk assessments to be developed at the appropriate time.

Social Considerations
The draft Strategy recognises the need to improve diversity and inclusion in cricket across the Barwon region. There is a strong focus on delivering programs which promote and support female participation, all-abilities as well as Indigenous and multicultural communities.

6.3 G21 and Cricket Victoria Barwon Regional Cricket Strategy - Draft for Public Exhibition

It is noted within the Strategy that female participation in the region is well below the State's average, and a key action under Priority 2 – 'Grow cricket, its range of activities and profile across the Barwon region' is to support local clubs and associations in engaging and growing their female participant base. In addition to strengthening the female cricket pathway, it will be important to diversify and offer more flexible, non-structured formats to engage more people outside of their current traditional player profile.

These opportunities will target participants with time or financial constraints who may not be inclined to participate on a more structured basis. The Strategy also highlights improving female friendly facilities by working with clubs on developing improvement plans that prioritise inclusive outcomes.

Community Engagement
The Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy provides the strategic framework to support and improve cricket across the region over the next 10 years. The Strategy has been driven through extensive engagement with the cricket community including club and school surveys, cricket stakeholder workshops as well as Project Control Groups and Project Reference Groups.

Overarching strategic documents also used to guide the draft Strategy's development include Cricket Victoria's 'Common Ground: A Unified Plan for Victorian Cricket Facilities' (2014), Cricket Australia's National Facilities Audit (2015-2017), Cricket Australia Community Infrastructure Guidelines (2015) and the Victorian Cricket Infrastructure Strategy (2018).

To progress to the next stage, it is anticipated that the community engagement will include:

- A Project Control Group (PCG) meeting to plan the promotion of the draft Strategy public exhibition to the cricket community and general public
- Public exhibition of the draft Strategy for a 6 week period
- Promotional efforts from all stakeholders to ensure that the cricket community and general public are aware of the opportunity to review the draft Strategy and provide comment
- A PCG process/meeting to review feedback from the public exhibition period and determine any amendments to finalise the Strategy.

Environmental Implications
There are no relevant environmental implications from the recommendations contained within this report.

Communication
The public exhibition period for the draft Strategy will be from Friday 26 October 2018 until Friday 7 December 2018. The six week timeframe aligns with Colac Otway Shire's minimum public exhibition period.

G21 will host the public exhibition on their website to ensure that one central location is promoted to the community. The central location will also enable monitoring of the number of downloads. Each Council will undertake their own promotion of the draft Strategy, including website, social media, print media and direct promotion to relevant clubs.

Options
<u>Option 1 – Endorse the Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy for public exhibition</u>
This option is recommended by officers as it will ensure that the draft Strategy can be reviewed by the community and feedback can be provided. This will enable a final Strategy to be completed and all stakeholders to begin implementation of the Strategic Recommendations.

<u>Option 2 – Do not endorse the Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy for public exhibition</u>
This option is not recommended by officers as it will further delay the project and not allow the community to review the draft Strategy.

6.3 G21 and Cricket Victoria Barwon Regional Cricket Strategy - Draft for Public Exhibition

Conclusion

The G21 Cricket Victoria Barwon Regional Strategy will provide clear strategic direction for the sport of cricket in our region for the next ten years. The development of the document has included significant consultation with the cricket community and input from key stakeholders.

The Strategic Recommendations for Surf Coast Shire are important in ensuring that cricket can be a sustainable sport within our catchment and provide opportunities for our community to participate in physical activity and experience the associated benefits.

At the conclusion of the public exhibition period, inside EDGE will consider the community feedback, discuss any potential amendments with the Project Control Group (PCG) and then refine the content to complete the final Strategy to be endorsed by Council.

6.3 G21 and Cricket Victoria Barwon Regional Cricket Strategy - Draft for Public Exhibition

APPENDIX 1 DRAFT G21 AND CRICKET VICTORIA BARWON REGIONAL CRICKET STRATEGY

G21 AND CRICKET VICTORIA BARWON REGIONAL CRICKET STRATEGY

DRAFT REPORT | SEPTEMBER 2018

CRICKET VICTORIA | CRICKET AUSTRALIA | VICTORIA State Government

ACKNOWLEDGEMENTS

This project has been a collaborative effort of a number of partner organisations, in particular Cricket Victoria and the five local government authorities comprising the G21 Geelong Region Alliance.

The consulting team wish to acknowledge the significant contribution made by a number of other stakeholders in the development of the Draft Strategy since it's commencement in 2016. Thank you to the cricket community, umpires, associations, Victorian Country Cricket League, Premier Cricket, local clubs, schools, Geelong Region T20 Group, individuals and organisations that have contributed significant information and feedback throughout the development of the Draft Strategy.

Cricket Victoria and the G21 Region Alliance acknowledges the support provided by the Victorian Government in co-funding the project and Sport and Recreation Victoria representatives whom formed part of the project's Government Reference Group.

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INTRODUCTION

ABOUT THIS DOCUMENT

The *G21 and Cricket Victoria Barwon Regional Cricket Strategy* aims to guide the future planning and development of cricket across the Barwon Region to 2028.

The Strategy focuses on both the built 'on-field' element of the game (facilities and infrastructure) as well as the equally important 'off-field' factors including sport development, increasing participation levels, policy and planning, partnerships and the overarching governance and management of cricket across the Region.

This Draft Strategy investigates the issues and opportunities facing cricket on a regional scale, utilising the knowledge and resources from each of the five representative LGAs of the G21 Region Alliance. It builds on recently collected facility provision and condition data captured as part of Cricket Australia's National Facilities Audit (2016-17), as well as information outlined within the **Key Findings Report.** It provides regional level recommendations and strategic directions for implementation by Cricket Victoria, G21 Local Government Authorities (LGAs) and the local Barwon cricket community.

Other components that have helped inform and shape strategic directions and priority actions include:

- G21 and Cricket Victoria Barwon Regional Cricket Strategy *Key Findings Report (August 2017)*
- Online Club Health Check Survey Analysis Report (April 2017)
- Online Community Survey Analysis Report (April 2017)
- Online Schools Survey Analysis Report (April 2017)
- Directions for Barwon Cricket Region identified in the *Victorian Cricket Infrastructure Strategy* (completed in March 2018)
- Online Premier Club Survey Analysis Report (administered as part of the Victorian Cricket Infrastructure Strategy - 2017)
- Online Association / Competition Survey Analysis Report (administered as part of the Victorian Cricket Infrastructure Strategy - 2017)
- Online Umpire Survey Analysis Report (administered as part of Victorian Cricket Infrastructure Strategy)
- Individual facility condition and compliance audit reports (February 2017)

These documents can be made available from the City of Greater Geelong and Cricket Victoria upon request.

WHY A REGIONAL APPROACH?

Addressing the issues concerning cricket provision and delivery on a regional scale provides many benefits for the sport and project partners.

As the focus of the Strategy is at a higher level, State and Local Government have the opportunity to implement actions in a planned and coordinated manner. The commitment of State Government and peak sporting bodies allows for greater collaboration which assists the targeted provision and future investment in facilities and services, impacting a larger portion of the Victorian community.

Cricket Victoria also acknowledges that each Cricket Region (and local government area) is different, and that their unique characteristics, available resources, structure and mix of programs all need to be considered when planning and delivering facility environments.

It should be noted that this report represents a snapshot in time based on historic information provided by a range of stakeholders and sources, which is liable to change. While care has been taken to ensure that content in this report is accurate and complete, it cannot be guaranteed it is without error of any kind. insideEDGE, Cricket Victoria and participating Local Government Authorities take no responsibility, and disclaims all liability for any error, loss or other consequence which may arise from any information contained within this report.

EXECUTIVE SUMMARY

The G21 and Cricket Victoria Barwon Regional Cricket Strategy has been developed to guide the overall direction and development of cricket across the G21 and Cricket Victoria Barwon Region for the next 10 years.

The Strategy focuses on both the built 'on-field' elements of the game (facilities and infrastructure) as well as the equally important 'off-field' components including sport development, increasing participation levels, policy and planning, partnership development and the overarching governance and management of cricket across the region.

Recommendations made within this Strategy have been based on extensive research and consultation with local, regional and state level stakeholders that represent government, cricket and community clubs, as well as individuals involved in the support and provision of cricket at the community level.

Development of the G21 and Cricket Victoria Barwon Regional Cricket Strategy highlighted five key focus areas that Cricket Victoria, G21 Region LGAs and the local Barwon cricket community will need to address to ensure future growth and sustainability of cricket across the Region. These include:

1. GOVERNANCE AND CRICKET ACTIVITY MANAGEMENT

Cricket community and local government consultation identified the need to restructure and enhance the cricket governance model within the Barwon Cricket Region. Current structures are creating duplication of activities and require significant volunteer resourcing to deliver. Other opportunities for enhancement include the alignment of competition structures, streamlining of talent identification and pathways and providing one central voice for cricket across the Region.

2. PARTICIPATION GROWTH

Cricket participation is diversifying and the market for participants is changing. The Barwon Cricket Region is not currently keeping pace with this change and greater focus is required on maintaining, growing and implementing new junior formats to arrest recent declines and providing an increased focus on female cricket overall. While some clubs have shown recent growth, an equal amount have experienced a decline in participants. Coordinated efforts in growing player, umpire and coaching numbers is also required, as is the sustained and continued focus on growing participation through the school network. This is particularly important in the Region's new growth areas.

3. FACILITY PROVISION, CAPACITY AND RENEWAL

While ground and pitch surface type ratios across the Region are consistent with country and state averages, achieving the right balance of facilities and their location and distribution is important to promote access and use. Planning and investment into the regional cricket facility network that supports diversity in participation, player development, increased capacity, ground access and safe utilisation will be a future focus. Implementation of multi-use options for playing and training facilities and partnering with compatible sports and activities will help to achieve access to a greater range of funding.

4. REGIONAL CRICKET AND COMMUNITY CENTRE

In-line with Cricket Victoria's 10 year Infrastructure Strategy, the regional cricket community have highlighted the need for a regional cricket hub. Development of such a venue will provide cricket with a facility from which to drive central administration and promotion, regional pathway and talent development, junior and senior (male and female) high performance training, cricket industry training and education activities, local to premier competition and hosting of state and national events.

5. RESOURCING AND PARTNERSHIPS

It is acknowledged that no single organisation can deliver all activities, funding and support required to create a collaborative environment for sports administration and development. Cricket Victoria, partnering local government authorities and local organisations will need to dedicate staff, financial and volunteer resources to improve and enhance the sustainability of cricket. An approach that focuses on creating the greatest positive impact via targeted investment and collective communication and promotion of cricket regionally should be adopted.

The following seven actions are considered critical to the improvement of cricket across the Region and will require immediate planning to commence These seven critical actions also set the foundation for the remainder of regional and local actions, and will require a cohesive and coordinated regional approach to implement them.

1. Develop a stakeholder working party to prepare and define the scope and detailed requirements for restructuring cricket governance and management across the Barwon Region. Implement the new governance and management model.
2. Cricket Victoria to conduct a strategic review of current club and association structures (including all formats of the game) and work with key stakeholders to assist club and program sustainability and competition equalisation.
3. Seek to provide a wider suite of cricket programming and competition opportunities including shorter, more flexible cricket and competition formats.
4. Develop a Project Working Group to progress future Regional Cricket and Community Centre planning and development.
5. G21 Region LGAs and Cricket Victoria actively lobby State Government and Cricket Australia for the continuation of the Community Sports Infrastructure Fund's 'Cricket Facilities' category and National Facilities Funding Scheme.
6. Guided by facility audit findings and analysis, support cricket clubs to develop individual facility renewal and improvement programs.
7. Promote and communicate what infrastructure a 'club cricket facility' needs, and what is critical to cricket.

To support the achievement of the proposed strategic direction and objectives highlighted within this Strategy, and to ensure the needs of the Barwon cricket community are met in the short, medium and long-term, 68 strategic directions have been identified for implementation over the next 10 years. These directions are guided by the following five key strategic priorities.

STRATEGIC PRIORITY #1	**Develop an aligned and collaborative structure to manage cricket**
STRATEGIC PRIORITY #2	**Grow cricket, its range of activities, club capacity and profile across the Barwon Region**
STRATEGIC PRIORITY #3	**Maximise the capacity and activation of existing sites and align facilities with future need and demand**
STRATEGIC PRIORITY #4	**Deliver and activate a Regional Cricket and Community Centre**
STRATEGIC PRIORITY #5	**Secure stakeholder support for strategy implementation**

Achieving aligned thinking, commitment to the regional vision and establishing a Region based LGA and cricket network that is delivering consistently and collaboratively will have the single greatest influence on cricket across the Barwon Region. It will also enable Cricket and Government to prioritise and target facility and sport development investment that addresses current and future need.

Recommendations within this Strategy set regional level directions, while allowing emerging opportunities to be harnessed at the local level. As priorities continue to evolve, the periodic monitoring and review of recommendations will be vital in maintaining the relevance of the Strategy through to 2028.

PROJECT CONTEXT

PROJECT STUDY AREA

The project study area includes the five Local Government areas within the G21 Region and aligns with the geographic region of Cricket Victoria's Barwon Region.

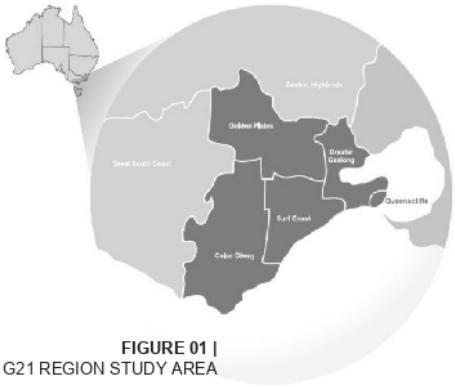


FIGURE 01 |
G21 REGION STUDY AREA

OUTLIERS

Not all cricket sites located within the Golden Plains Shire are included within the project study area. Only those that fall within Cricket Victoria's Barwon Region have been included. These are:

- Bannockburn Victoria Park Recreation Reserve
- Inverleigh Sporting Complex
- Lethbridge Recreation Reserve
- Meredith Recreation Reserve
- Shelford Recreation Reserve
- Teesdale (Don Wallace) Recreation Reserve

Facility audit data for sites located within Cricket Victoria's Central Highlands Region but sit outside the study area has been provided to Golden Plains Shire for their use in local planning.

QUICK FACTS (SEASON 2016/17)

- 5 Local Government Authorities
- 4 local cricket associations
- 1 premier cricket club (Geelong Cricket Club)
- 2 umpires association
- 66 clubs
- 111 sites (155 playing fields)
- 36 turf pitches, 117 synthetic pitches
- 5,718 participants (highest VIC country region total)
- 476 introductory participants (2-11 years)
- 1,752 junior participants (12-17 years)
- 3,490 senior participants (18+ years)
- 98 female participants (2nd lowest region across state)

PROJECT METHODOLOGY

This strategy is being undertaken in five key stages and is to be delivered by September 2018. The following diagram outlines the project's timelines and associated key tasks to be delivered during each stage.

STAGE ONE
Project Establishment
November 2016
Project commencement, agreed project plan, timeframes and communications plan

STAGE TWO
Situation Analysis
December 2016 – June 2017
Literature review, demographic and participation analysis, facility mapping, audit data review and stakeholder consultation

STAGE THREE
Vision, Principles and Framework
July 2017 – December 2017
Governance and management benchmarking, Key Findings Report, Draft Strategy framework and vision developed

STAGE FOUR
Strategy Development
January 2018 - July 2018
Facility distribution and gap analysis, Draft Strategy development, prioritised regional and municipal action plans formulated and public exhibition of Draft Strategy

STAGE FIVE
Final Strategy and Summary Document
July – September 2018
Final G21 and Cricket Victoria Barwon Regional Cricket Strategy developed and adopted by partners.

WE ARE HERE

PROJECT MANAGEMENT

To ensure the project engages with a range of key stakeholders, the City of Greater Geelong and Cricket Victoria (CV) have developed a Project Control Group with representatives from partnering G21 Sport and Recreation Pillar (representing G21 Councils), Cricket Victoria, Cricket Australia (CA), Sport and Recreation Victoria (SRV) and other technical advice staff. The Project Control Group will help guide the overall direction of the project, provide ongoing technical advice, as well as being responsible for approving project recommendations and reporting outputs.

Separate government and cricket Stakeholder Reference Groups have also been established, providing opportunities for other key stakeholders (e.g. local cricket association representatives and Cricket Victoria regional staff) to have input into the development of the Draft Strategy.

The G21 Sport and Recreation Pillar have nominated the City of Greater Geelong to serve the role of Project Manager on their behalf. Cricket Victoria is also a key driver of the project, providing ongoing project management assistance.

PROJECT CONSULTATION PROGRAM

In developing the G21 and Cricket Victoria Barwon Regional Cricket Draft Strategy, the following stakeholder consultation activities have been undertaken:

- Project meetings with the Project Control Group (ongoing)
- G21 Sport and Recreation Pillar presentation (December 2016)
- Online Club Health Check Survey (February, 42 responses received)
- Online Community Survey (February, 137 responses received)
- Online Schools Survey (February, 13 responses received)
- Cricket Stakeholder Reference Group Workshop (May)
- G21 Government Reference Group Workshop including Sport and Recreation Victoria (May)
- Cricket Victoria staff interviews
- Local Association / Competition providers, Victorian Country Cricket League. Cricket Manager-Barwon, umpires and the Geelong Cricket Club have also been consulted directly as part of the Victorian Cricket Infrastructure Strategy project (developed concurrently with this Strategy).
- Meeting with Geelong Region T20 representative
- Detailed review of Key Findings Report by PCG and PRG representatives (November-December 2017).
- Vision and Principles Workshop with PCG (December 2017)
- Project Control Group meeting to review and discuss Draft Strategy content (June 2018)

STRATEGIC DRIVERS AND CONTEXT

Common Ground: A Unified Plan for Victorian Cricket Facilities (2014)

Cricket Victoria has undertaken significant consultation and planning to develop *Common Ground: A Unified Plan for Victorian Cricket Facilities Development*. The following five strategic priority areas have been identified as being critical to the overall planning and development of cricket facilities across Victoria. These directions will help guide the G21 and Cricket Victoria Barwon Regional Cricket Strategy:

- Game and practice facilities
- Regional centres
- Female cricket
- Multi-use facilities
- Planning an investment.

Cricket Australia National Facilities Audit (2015-2017)

Another key driver of the G21 and Cricket Victoria Barwon Regional Cricket Strategy is Cricket Australia's National Facilities Audit. The National Facilities Audit is an initiative designed to establish the future facility needs of cricket across the country. The audit has captured the most detailed set of facility data in the history of Australian cricket and will be the catalyst for the development of facility strategies in each state and territory.

Audits for all G21 and Cricket Victoria Barwon Region cricket venues have been completed as part of the nation wide program. Detailed facility condition and suitability information collected during the audit process provides a platform of baseline data for Strategy partners to monitor and measure over time, in addition to providing the overall basis for cricket facility planning and development across the G21 and Cricket Victoria Barwon region for the next 10 years.

Victorian Cricket Infrastructure Strategy (VCIS 2018)

The VCIS provides an integrated and strategic approach to the future provision of, and investment in cricket facilities across both Metropolitan Melbourne and Country Victoria for the next 10 years. The Strategy identifies a very clear framework for how Cricket Victoria, the cricket community and government stakeholders view the future development of cricket and associated facilities. The VCIS provides detailed assessment, strategic priorities and recommendations for each of Cricket Victoria's 16 Regions.

The VCIS (2018) supports a regional approach to future facility planning and provision via the development of 16 individual regional facility priority implementation plans. Regional facility priorities were developed following extensive data analysis, consultation and engagement with the cricket community and government representatives and from review of state-wide, metropolitan and country specific priorities.

Each regional summary provides a brief overview of the following:

- Regional context
- Population change implications
- Participation trends
- Facility provision summary
- Key facility findings
- 'Big 6' infrastructure priorities
- Strategic responses, priority level and likely stakeholder involvement

The Barwon Region's 'Big 6' infrastructure priorities identified in the VCIS have been referenced within this Draft Strategy and have guided several key facility development, upgrade and renewal related actions.

Cricket Australia Community Facility Guidelines (2015)

Cricket Australia's recent development of the Community Cricket Facility Guidelines provides a consolidated resource of community cricket facility planning, development, management and maintenance information for use by community, government and national cricket industry partners and stakeholders. Recommended provision levels and facility development guidelines will help guide infrastructure related planning directions within this Strategy.

Cricket Australia's Community Facility Guidelines outline the national facility development framework (shown below). The development of individual state / territory facility strategies is a key deliverable within the framework, as is the identification of specific regional facility planning and development priorities.

A number of other strategic documents have been considered in the context of the Draft G21 and Cricket Victoria Barwon Regional Strategy's development, including localised government facility planning documents, sport development strategies, policies and the G21 and AFL Barwon Regional Strategy.

WHAT'S IMPACTING ON CRICKET DELIVERY IN BARWON?

A number of industry and community trends and changes outside of Cricket's control must be considered when planning for the future of the sport.

Changes in community needs, demographics and stakeholder priorities all play a role in shaping future planning directions and decision making. The following factors outlined in the VCIS have been identified as potential influences on the future delivery of Cricket across the Barwon Cricket Region.

State Government Priorities

The Victorian Government's *Active Victoria – Strategic Framework for Sport and Recreation in Victoria 2017-2021* guides the strategic directions for how the government will respond to changes and challenges within the sport and recreation industry.

Future policies in the education sector, stadium precinct development and growth corridor strategies will also inform how and where community and high performance infrastructure is built.

G21 Region LGAs and Cricket Victoria will need to collectively align infrastructure planning responses to these strategic directions in order to maximise future partner investment and benefits from stakeholder collaboration.

Continued commitment from Barwon Cricket Region stakeholders towards meeting future community demands, providing a broad range of inclusive participation opportunities, working collaboratively with partners and supporting events and high performance venue use will be critical to providing an aligned approach to meeting both cricket and government objectives.

Supporting Local Government objectives

Project consultation identified a very strong desire from G21 Region LGAs to work alongside Cricket Victoria and the Barwon cricket community, but it also identified the need to maximise the value of cricket facilities for their local communities.

Cricket is the majority user of outdoor playing fields and associated infrastructure in the summer months across the Barwon Region and has proven itself to be a true partner in shared use community infrastructure. More work is still to be done in planning for and delivering shared spaces that involve cricket, but there is a general recognition that outdoor playing fields and community pavilions will need to be flexible multi-use spaces into the future.

At a state level, Cricket is also seeking to identify solutions within its programming, scheduling and formats to accommodate this more widely. For example, the trialling of portable synthetic wickets that can be used on outfields.

Turf management practices are also a key consideration for local government. Consultation with G21 Region LGAs raised the challenges of cost, location, access to natural resources and gaps in knowledge in order to deliver a quality and affordable solution.

Access to off-field amenities is also a focus for local government as is managing the challenge of increasing demand, maintenance and renewal costs. Cricket's use of clubrooms will also need to attract a benefits based approach to access and support the adaption of facilities to meet the changing needs of local communities (for example inclusive design to meet growing demand in female cricket).

Demographic change

As the Barwon Region population changes so to does the market for cricket. Changes in game formats and programs, increased access to cricket for girls and women, year round competitions and a higher number of 40 plus year olds returning to the game, all play a vital role in determining Cricket's participation markets.

Changes to modified formats of the game have also increased the demand for competition cricket at the younger age level, with more seven, eight and nine year olds being involved in club cricket. It will be increasingly important for cricket to provide and maintain a strong venue footprint in areas where growth in the five to nine year age cohorts is predicted.

Cricket will also need to look at demographic change and growth in female participation due to the increased popularity of the game. The average age of a female cricketer across the Barwon Cricket Region is 17 years compared with 25 years for males. Girls are being introduced to the game earlier than ever before and the school age market for girls (generally seven to fifteen) is the time in which they are most likely to be introduced to the sport. A focus on fit for purpose infrastructure as well as accessible program opportunities will be important.

Funding and investment

As the pressures for public funding continue to be tested across a range of community investment priorities, sport and recreation facilities need to continue demonstrating their value proposition to funders, in particular the local government sector.

Cricket has, at times, suffered from not telling its story and identifying the range of social, economic, physical and cross cultural benefits that it delivers. This will need to change in order to demonstrate the importance of investing in the game.

In addition to the significant community work through the *Harmony in Cricket* program, Cricket Victoria has also shared a healthy relationship with the Victorian Government, having partnered to deliver $12.4M (Victorian Government $10M, Cricket Australia $1.2M and Cricket Victoria $1.2M) worth of investment into community cricket facilities between 2015 and 2019.

Funding and investment levels have also changed from a national cricket perspective with Cricket Australia investing resources into understanding the existing cricket facility landscape, identifying key priorities to support the growth of the game and increasing its National Community Facility Funding Scheme from $600,000 to $1.5M to stimulate further investment into cricket facilities nationally.

DEMOGRAPHIC CONTEXT

G21 Region Population Forecast 2016 - 2031

LGA	2016 population	2031 forecast population	Change (#)	Change (%)	Potential growth in club and community cricket participants between 2016 and 2031 (if applying individual LGA 2016 player penetration rate)
City of Greater Geelong*	234,999	299,274	+64,275	27%	+994 (total 4,627)
Surf Coast Shire*	29,346	40,073	+10,727	36%	+218 (total 815)
Golden Plains Shire*	21,681	29,418	+7,737	36%	+273 (total 1,037)***
Colac Otway Shire*	21,168	22,947	+1,779	+8%	+48 (total 617)
Borough of Queenscliffe**	3,018	3,061	43	+1%	+1 (total 100)
Total	**310,212**	**394,773**	**84,561**	**27%**	**+ 1,534 (total 7,196)**

**Population data source: Forecast id. ** Population data source: Victoria in Future - July 2016*
**** Projection includes total Golden Plains Shire population (whole Shire not part of G21 Region).*

The following provides key cricket demographic and forecast population trends of relevance to this Strategy:

- The typical profile of a Barwon cricket player is a male age 25 years. The average female participant's age across the region is 17 years.
- The average age of players across the state has decreased (2-3 years younger than in 2013/14).
- Like many sports, the majority of Cricket Victoria's club and community cricket participant base is aged between 10-24 years .This trend is consistent across the Barwon Region.
- There is a trend across the state of more mature aged players returning to the game.
- While there is some forecast growth in the younger age cohorts across Barwon (additional 16,730 5-24 year olds between 2016 and 2031), the Region is an aging community with approximately 25% of the population forecast to be 65 years or older by 2031.
- Despite being an aging Region, there is also healthy population growth predicted in the age cohorts of 5-14 years and 35-44 years suggesting younger families (and potential cricket participants) buying in new development areas (e.g. Armstrong Creek).
- Approximately 75% of the Region's forecast population growth between 2016 and 2031 (84,561) will fall within the City of Greater Geelong.
- The suburbs / townships forecast to experience the most growth over the next 10 years include Armstrong Creek (+10,237), Mount Duneed (4,034), Torquay North (3,753), Marshall / Charlemont (3,630), Lara (3,048), Highton / Wandana Heights (2,913) and Curlewis (2,621). Despite the forecast growth in these key areas, it is important G21 Region Councils, Cricket and key stakeholders plan for all future growth areas beyond the immediate high population growth pockets.
- The potential development of new facilities within growth areas in the City of Greater Geelong (and those with notable growth of the typical cricket player) between 2016 and 2026 include Ocean Grove (5,222), Armstrong Creek (4,648), Mount Duneed (1,914), Marshall-Charlemont (1,710) and Curlewis (1,274). Outside of the City of Greater Geelong, Torquay North (1,274) and Bannockburn (915) are also forecast to experience healthy growth in this age cohort.
- Due to increasing urban intensification occurring across several of the Region's suburbs / townships, there is a strong need to invest in existing facilities. This will increase the carrying capacity of venues and their ability to accommodate population growth and subsequent increased usage levels.
- The upgrading and retrofitting of existing facilities within more established areas will be just as important to ensure the aging community continues to be provided for including spectator amenities and accessibility.
- In more highly populated areas with little opportunity for new playing fields to be developed, it will be important to build the capacity of existing playing fields to ensure maximised use and efficiency.
- The Borough of Queenscliffe's future population forecast suggests minimal growth (+43) between 2016 and 2026. Despite this stagnant population it will more than likely mean that any increases in current cricket participation numbers and demand for facility investment will come from pressures created from adjoining growth areas.

STATE OF PLAY

STATE OF PLAY

Since the commencement of the background, research and engagement activities informing the Strategy in 2016, a mass of work has been completed and notable progress has occurred.

We have seen a 30% growth in female participation locally, the introduction of an additional fulltime Cricket Victoria resource by way of a Participation Officer plus an additional Coach and Talent Specialist serving three regions. We have seen stabilisation in overall participation and continued investment into cricket facilities and activity. Most importantly we have see the reconnection of the Barwon Region Cricket Board and key cricket stakeholders – coming together to begin working on the challenges facing cricket across the G21 region. To achieve this level of progress throughout the development process is a testament to the potential of cricket in the G21 region and this Strategy builds on those successes, to guide how cricket is delivered over the next 10 years.

PLEASE NOTE

The following State of Play analysis provides a high level visual summary of known cricket participation trends across the Barwon Cricket Region from 2014/15 – 2016/17. It provides a point-in-time view of the performance of cricket during the development phase. It also provides a summary of existing cricket facility provision and condition.

Analysis has been based on Cricket Victoria's participation database and facility audit data captured as part of Cricket Australia's National Facilities Audit conducted between 2015 and early 2017.

Participation analysis has been conducted on data provided via the MyCricket database. Some data gaps and incomplete fields have been highlighted and every effort has been made by project consultants and Cricket Victoria to clean and prepare data for analysis.

For more detailed facility and participation data please refer to the *G21 and Cricket Victoria Barwon Regional Cricket Strategy – Key Findings Report.*

PARTICIPATION (2016/17)

Please note that the participation baseline data following represents a point-in-time during the development of the Strategy. Each year participation figures will be updated and progress reports provided to local Councils.

5,718 participants
(3.6% decrease from 2014/15)

1.86% penetration rate
(Barwon Region population divided by number of registered players)

476 **Introductory players** (2-11 years)
-126 / -20.9% from 2014/15

98 female participants
(+22 from 2014/15)

1,752 **Junior players** (12-17 years)
+87 / +5.2% from 2014/15

3,489 **Senior players** (18+ years)
-170 / - 4.7% from 2014/15

Average male age: 25 years

Average female age: 17 years

2016/17	GCA	GJCA	BPCA	CDCA	VPC	TOTAL
Overall Participation	**2,475**	**1,614**	**742**	**689**	**53**	**5,573**
Introductory (2-11 years)	20	401	5	47	0	474
Junior (12-17 years)	262	1,212	31	230	7	1,742
Senior (18+ years)	2,193	0	706	412	46	3,357
Female participants	29	35	6	9	0	83
% of 2016/17 Regional participant base	43%	28%	13%	12%	1%	97%

Note: *3% of the Region's 2016/17 participant base (145 participants) were not linked with any of the Barwon Cricket Region's main four associations or Cricket Victoria's Premier competition. This figure includes participants mainly from the Geelong Seniors, Geelong Women's and Old Geelong Cricket Club who all compete in standalone competitions. It also includes participants from one off competitions and events such as the National Cricket Inclusion Championships.*

Please refer to Appendix #2 for more detailed Barwon Cricket Region Participation Analysis.

QUICK FACILITY STATS

155 grounds
36 turf pitch grounds (90% within City of Greater Geelong)
117 synthetic pitch grounds
2 'other' pitch surfaces

2	Regional
67	Community Club (home ground)
26	Community Club (satellite ground)
16	School grounds

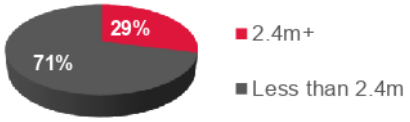
Barwon Region average ground to population provision ratio	**1: 1,981**
City of Greater Geelong average ground to population provision ratio	**1: 3,406**
Colac Otway Shire average ground to population provision ratio	**1: 1,114**
Surf Coast Shire average ground to population provision ratio	**1: 1,957**
Golden Plains Shire average ground to population provision ratio *(Note: This figure includes facilities located within the Barwon Region only. There are an additional six facilities and up to six clubs located within the Golden Plains Shire).*	**1: 3,614**
Borough of Queenscliffe average ground to population provision ratio	**1: 1,509**

If no further cricket grounds are developed across the Barwon Region to 2031, the forecast ground to population ratio will be 1: 2,503, still within Cricket Victoria's planning benchmark.

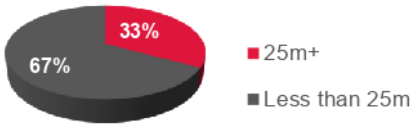
Barwon Region average ground to player ratio (2016/17) **1: 38**

50% of sites across the Region are single playing fields

71% of pitch widths are too narrow



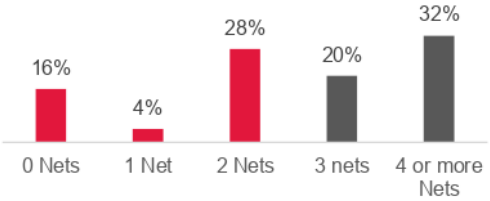
67% of pitch widths are too short



A large percentage of centre synthetic pitch dimensions across the Region no longer meet national guidelines for synthetic pitch dimensions

By 2022, approximately **85 synthetic pitch surfaces** across the Region will require replacement due to poor condition.

Number of Training Nets at 'Club Home' Level Venues



48% of 'Club Home' level venues provide less than three training net lanes (Cricket Australia's recommended minimum level of provision for a 'Club Home' venue)

1/3 of current training net facilities present potential safety issues
(e.g. worn areas on pitch surface, pitch surface lifting, cracks in concrete base)

75% of change room facilities are not considered to be **female friendly**

STRATEGIC FRAMEWORK, VISION AND KEY PRIORITIES

STRATEGIC FRAMEWORK

The following diagram outlines the strategic framework and structure for the provision of cricket facilities and sport development initiatives across the Barwon Cricket Region 2018-2028. Five key strategic priorities will guide the direction for support and will be underpinned by objectives, strategies and actions that can be implemented at the local level.

► BARWON CRICKET REGION
VISION: *MORE CRICKET, PLAYED BY MORE PARTICIPANTS, ACROSS A DIVERSITY OF PROGRAMS AND LOCATIONS*

GUIDING PRINCIPLES

ACCESSIBILITY	SUSTAINABILITY	COMMUNITY BENEFIT	SPORT DEVELOPMENT	PARTNERSHIPS

STRATEGIC PRIORITY 1
GOVERNANCE AND CRICKET ACTIVITY MANAGEMENT

Develop an aligned and collaborative structure to manage cricket

STRATEGIC PRIORITY 2 PARTICIPATION GROWTH	STRATEGIC PRIORITY 3 FACILITY PROVISION, CAPACITY AND RENEWAL	STRATEGIC PRIORITY 4 REGIONAL CRICKET AND COMMUNITY CENTRE	STRATEGIC PRIORITY 5 RESOURCING AND PARTNERSHIPS
Grow cricket, its range of activities, club capacity and profile across the Barwon region	Maximise the capacity and activation of existing sites and align new facilities with future need and demand	Deliver and activate a Regional Cricket and Community Centre	Secure stakeholder support for strategy implementation

STRATEGIC DIRECTION IMPLEMENTATION PLAN

DELIVERING THE *G21 AND CRICKET VICTORIA BARWON REGIONAL CRICKET STRATEGY*

FIRST THINGS FIRST

The primary and immediate challenge facing cricket across the G21 Region is the governance and management structure currently in place. This is impacting on the viability of all other elements of the game and requires priority addressing if the sport is to move forward.

It is important to note that until the overarching priority of this strategy, to 'Develop an aligned and collaborative structure to manage cricket' has been achieved (and the implications for the way in which cricket is managed and delivered across the region understood), the provision of detailed and overly prescriptive actions for the remaining four related priority areas cannot yet be defined, and has therefore been deferred. However; a number of key future directions focused on the general betterment and strategic mapping of cricket development across the region have been provided. This approach ensures that the future implementation of subsequent directions are made simpler and more sustainable as a result of a more aligned governance and management structure.

Through the implementation phases of the Regional Strategy there will be three key roles for stakeholders to play:

Initiate

Leading, planning and scoping the range and timing of strategic directions, programs, activities and service provision.

Deliver

On the ground delivery of strategic directions, activities and services to the Barwon cricket community.

Support

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

The *Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy* has been developed to provide strategic directions that are practical and realistic.

Many strategic directions will require further stakeholder consultation. To ensure key actions can be achieved in a timely manner, continued collaboration between sport and government is crucial.

Proposed strategic directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the Region. A description of each priority level is provided below:

Critical

A strategic direction that has a serious impact on ongoing service delivery and without achievement other strategic directions cannot be progressed.

High

Important strategic direction that underpins sports development and infrastructure improvements across the Region.

Medium

Strategic direction that contributes to meeting overall regional Strategy objectives.

Low

Strategic direction that contributes to overall regional Strategy improvement activities but do not supersede other objectives.

Ongoing

Strategic direction that will require ongoing commitment of sport and government stakeholders.

The following Implementation Plans provide the context and strategic approach to guide cricket and LGA financial and human resource commitment into the future. By creating a focus on collaboration, planning and support for key projects, cricket can continue to build its capacity to realise many of the potential outcomes identified in this Strategy.

PRIORITY 1

GOVERNANCE AND CRICKET ACTIVITY MANAGEMENT

Develop an aligned and collaborative structure to manage cricket

The structure of cricket within the Barwon Cricket Region provides a mixed approach to the delivery of services, competitions, programs and activities, with a number of separate clubs, associations, committees and player development programs, operating independently of each other.

Cricket community and local government consultation identified a need to review, restructure and enhance the way in which cricket is governed and managed to provide a more transparent, consistent and efficient method of cricket delivery across the Region.

There is a need to better define stakeholder roles and responsibilities, in addition to creating greater alignment and coordination of cricket programs, competition and activity delivery. This will assist in addressing regional decline in traditional cricket competition, better capitalise on new junior formats and modified cricket offerings, improve pathway structures and better resource cricket administration across the Region.

Cricket Victoria has recently undertaken a comprehensive review of how cricket is governed at a state level, including investigation into the structure of cricket across Metropolitan Melbourne. While this review was limited to the Metropolitan Cricket network, preliminary discussions with Cricket Victoria (in recognition of its success) have indicated there is interest to assist with a review of the Barwon Cricket Region's governance structure. If supported and endorsed by local stakeholders, Cricket Victoria will provide a greater leadership role in how the sport is managed and delivered across the Region though additional resource allocation.

To achieve the Barwon Region's future vision for cricket (*More cricket, played by more participants, across a diversity of programs and locations*) and be able to implement key strategic actions, it is likely that any future combined governance model will require coordinated and professional administration and a sustainable management model supported through additional resources from Cricket Victoria.

It is important to note that any future governance change within the Region must be supported from the 'ground up' and include direction and ownership from Cricket Victoria, the Barwon Region Cricket Committee (or equivalent) and local cricket associations. Engagement with these stakeholders in conjunction with existing competition providers, clubs and private providers will be imperative to reach an agreed and aligned model.

Club Health Check Surveys completed during the 2016/17 season by Barwon Region Cricket Clubs as part of this Strategy identified the need to not only address how the sport is managed and governed at a regional level, but that individual association and club management and operation processes also need to be a key focus area for improvement in the sport.

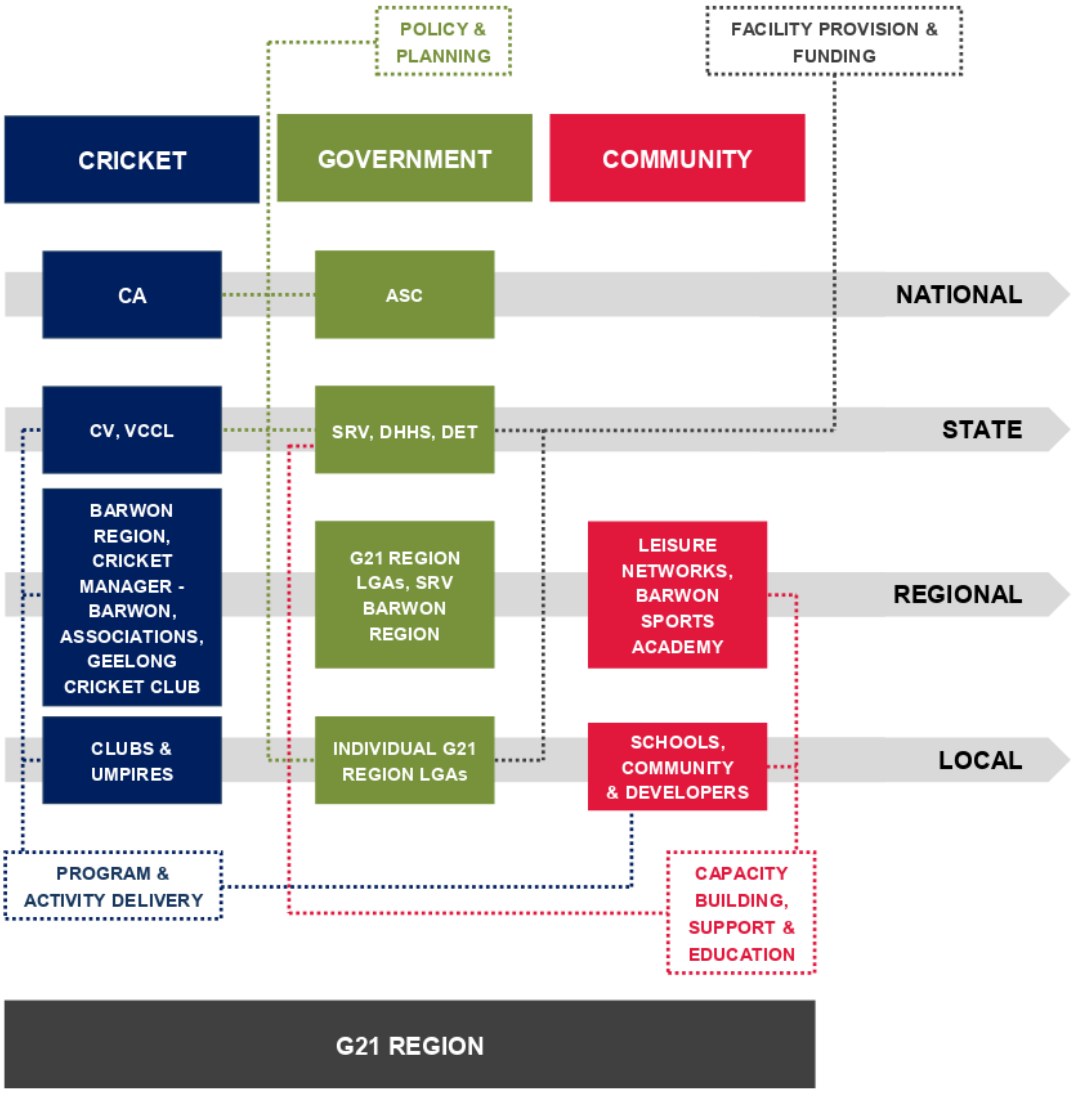
Less than 50% of clubs across the Region, who completed the Club Health Check Survey, have a clearly stated vision and only 7/42 clubs regularly review their club's performance against a strategic plan.

A very high percentage of current club presidents and administrators have held their positions for less than two years, suggesting a recent turn over of club officials and volunteers. While this trend is not unique to the Barwon Cricket Region or local level sporting organisations more broadly, it has inevitably resulted in a considerable loss of important club knowledge, understanding of club policies, processes and systems. This is impacting on the overall efficiency and productivity of club operations and resulting in inconsistent approaches to how the sport is managed and delivered at a local club level.

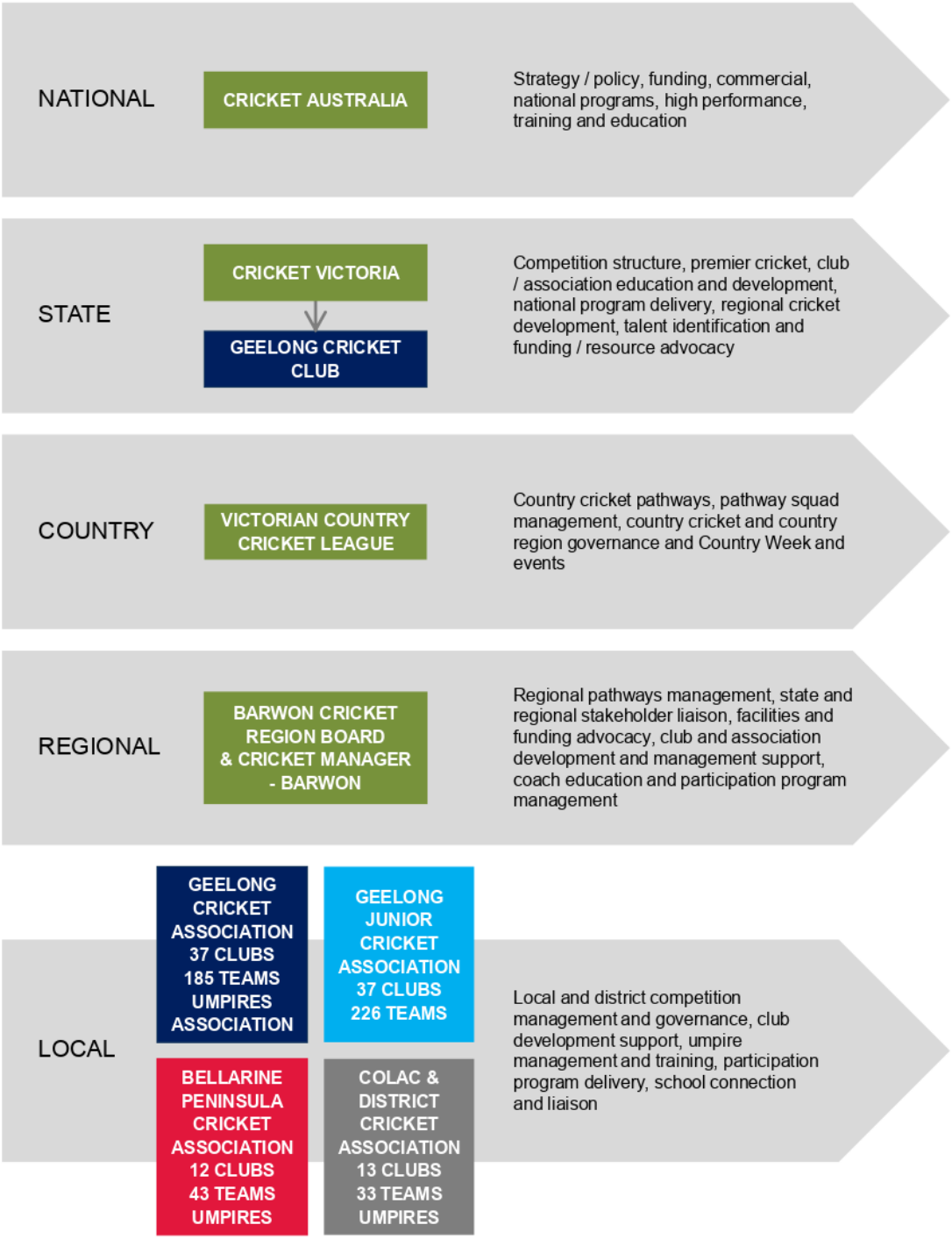
Attracting and retaining volunteers to assist with day to day club operations remains a constant challenge, compounded by the fact that only one in four clubs believe they have clearly defined roles and responsibilities for their volunteers.

A more structured and aligned approach to how the sport is governed and managed will assist in ironing out several of the above mentioned issues, and ensure consistency and improved delivery of cricket across the Barwon Region into the future.

The diagram below provides a visual representation of the Barwon Cricket Region's existing stakeholder framework.



The diagram provides a visual representation of the Barwon Cricket Region's existing governance framework, including core roles and responsibilities of key cricket stakeholders.



STRATEGIC PRIORITY #1 – IMPLEMENTATION PLAN

Develop an aligned and collaborative structure to manage cricket

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
1.1 Develop a stakeholder working party to prepare and define the scope and detailed requirements for restructuring cricket governance and management across the Barwon Cricket Region. (Refer to Appendix #6 for key considerations for re-structure process).	**CRITICAL**	CVIC	CVIC, Associations, Clubs	Barwon Region Cricket Committee, G21 Region LGA representative, SRV Regional staff
1.2 Stakeholder working party to revisit, define and agree on the core purpose and objectives of the future Barwon Cricket Region governance and management model. Establish a new Terms of Reference and operational objectives for future governance and management of the Barwon Cricket Region.	HIGH	CVIC	CVIC, Associations, Clubs	Barwon Region Cricket Committee, G21 Region LGA representative, SRV Regional staff
1.3 Stakeholder working party to review and assess future governance models in line with agreed objectives and evaluate the most appropriate future model and seek endorsement from key stakeholders.	HIGH	CVIC	CVIC, Associations, Clubs,	Barwon Region Cricket Committee, G21 Region LGA representative, SRV Regional staff
1.4 Undertake the necessary steps to restructure cricket governance and management across the Barwon Cricket Region.	HIGH	CVIC	CVIC, Associations, Clubs,	Barwon Region Cricket Committee, G21 Region LGA representative, SRV Regional staff

PRIORITY 2

PARTICIPATION GROWTH

Grow cricket, its range of activities, club capacity and profile across the Barwon Region

Despite recording Cricket Victoria's highest 'Country Region' club participation total for the 2016/17 season, the Barwon Region experienced a 3.6% decrease in overall club participants from 2014/15. This trend is in direct contrast with state-wide participation trends, with increased player numbers being recorded in all player categories across Victoria during the 2016/17 season.

The game of Cricket has changed and evolved over time and continues to do so through new innovations, competition structures and modified formats to attract and retain participants. The Barwon Cricket Region is not currently keeping pace with this change, and as a result participation rates in club and community cricket programs have dropped.

Cricket Victoria's strategic planning for the future is heavily focused on providing the right mix of opportunities to engage with a broader range of participants. Change in participation opportunities is critical to the engagement of people into the sport. A greater focus on providing a range of activities to meet community trends and demands is required across the Region. The recent expansion of the youth girls' cricket competition in Geelong from 4 to 10 teams during the 2017/18 season is a positive example of a change in cricket opportunity across the Region, however demand remains for an even broader suite of cricket competitions and program offerings.

Shorter, more flexible cricket programming and competition formats is heavily supported by the Barwon Region cricket community and presents an opportunity for Cricket Victoria, local associations and competition providers to tap into this increasing target market. The growth of female cricket across the state, in particular Country Victoria presents another avenue to further develop the game as well as engagement and communication with this target group.

Despite the recent expansion of the youth girls' competition in Geelong, the Barwon Region's current participation rate for females remains below Country Victoria and state-wide averages.

Improved coordination and alignment of junior development pathways and programs will assist in the ongoing implementation of Cricket Australia's new junior playing formats and will in-turn increase participation numbers and the overall health and sustainability of cricket across the Region.

The growth of mid-year (winter) cricket competitions provides an opportunity for the Region to attract a wider participant catchment as will the increased levels of 'social' and unstructured cricket participation currently being experienced across the state. There will however be competition with strongly participated winter sports such as AFL and Soccer.

A wider push by Cricket Victoria into more schools via entry level programs resulted in a 41% increase in program participants across the state between the 2015/16 and 2016/17 seasons. Following this lead and increasing the promotion and inclusion of cricket within local primary and secondary school sport programs across the Barwon Region (with assistance from Cricket Victoria Game Development Staff and Cricket Manager - Barwon) will set the foundation for more players being introduced to the game and create greater opportunities to transition them into club cricket.

While diversifying and developing new ways for the Barwon community to access cricket across the Region is a key priority, of equal importance will be ensuring the future growth and sustainability of existing cricket competitions and programs. These competitions and programs are integral to the game locally and to overall club sustainability, and will require adequate support, resourcing and management into the future.

Continuing to advocate for the hosting of high profile competitions and events that lift the profile, interest and overall participation levels in cricket across the Barwon Region (e.g. Men's and Women's Big Bash League matches, international and domestic matches and National Cricket Inclusion Championships) is also a key priority for cricket across the Region. This includes supporting the Geelong Region T20 Group's bid for establishment of a Big Bash team in Geelong.

STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN

Grow cricket, its range of activities and profile across the Barwon Region

STRATEGIC DIRECTIONS		PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
2.1	Cricket Victoria to conduct a strategic review of current club and Association structures (including all formats of the game) and work with key stakeholders to assist club and program sustainability and competition equalisation.	**CRITICAL**	CVIC	CVIC, Associations	Clubs, G21 Region LGAs
2.2	Seek to provide a wider suite of cricket programming and competition opportunities including shorter, more flexible cricket and competition formats. Ensure adequate support and resourcing is provided to local Associations and clubs to assist with implementation of such programs / competitions (e.g. Cricket Australia's new junior playing formats).	**CRITICAL**	CVIC	Associations	Clubs, Schools
2.3	Increase promotion of the Cricket Manager – Barwon, Participation Officer and Talent Specialist roles across the Region and services / support available to local associations and clubs.	HIGH + ONGOING	CVIC	CVIC	G21 Region LGAs, Leisure Networks
2.4	Target future participation and game development human resource investment into key growth areas and new club establishments across the Region (e.g. Armstrong Creek).	HIGH	CVIC	CVIC	G21 Region LGAs, Leisure Networks
2.5	In partnership with Cricket Victoria and Cricket Manager - Barwon, seek to improve the relationship and pathway connection between local grassroots clubs and the Region's Premier Cricket Club, Geelong.	HIGH + ONGOING	CVIC	CVIC, GCC	Clubs
2.6	Seek to improve the coordination and alignment of junior development pathways and programs under an association governed structure, (not the current club by club ad-hoc approach) to minimise the loss of junior players to the game.	HIGH	Associations	Associations, CVIC	Clubs

STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN

Grow cricket, its range of activities and profile across the Barwon Region

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.7 In partnership with Cricket Victoria and Cricket Manager - Barwon, continue to promote and support the recent expansion of the youth girls' cricket competition in Geelong and any other associations or local clubs looking to grow their female participant base.	HIGH	CVIC	CVIC, Associations, Clubs	Schools, G21 Region LGAs, SRV
2.8 In partnership with Cricket Victoria Game Development Staff and Cricket Manager - Barwon, expand promotion of junior development and inclusive cricket programs to include multi-cultural and indigenous communities. This includes supporting policy development and education to clubs to encourage and promote engagement with diverse communities.	MEDIUM	CVIC	CVIC, Associations, Clubs	Schools, G21 Region LGAs, SRV
2.9 Support the growth of mid-year (winter) cricket competitions through increased engagement with competition providers and greater access to available cricket playing fields during the off-season. This includes designing any new playing fields in partnership with winter sporting codes (e.g. AFL, Soccer and Rugby) that enable synthetic cricket pitches to remain uncovered during the winter.	MEDIUM	CVIC	CVIC, Associations, Clubs	G21 Region LGAs, Other sporting codes
2.10 Support clubs to work closely with Barwon Cricket Manager - Barwon and Cricket Victoria Game and Development staff to grow and expand delivery of junior development activities, programs and initiatives and improve connection with local schools.	HIGH + ONGOING	CVIC	CV, Clubs	Schools, School Sport Victoria
2.11 Support Cricket Victoria to conduct regular cricket coaching accreditation and education courses within the Barwon Region and support local people, particularly younger people (via community grants) to undertake training and education courses. Target the recruitment of younger umpires to officiate junior fixtures. This will allow for umpires to be trained at a young age, while also increasing the potential pool of umpires into the future.	HIGH + ONGOING	CVIC	CVIC	Clubs, Associations, Umpires

STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN

Grow cricket, its range of activities and profile across the Barwon Region

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.12 Develop a coach mentoring program in association with Secondary Schools, Deakin University and/or as part of any potential SEDA program within the Region.	LOW	CVIC	CVIC	Schools, Deakin, SEDA
2.13 Continue to advocate for the hosting of high profile competitions and events that lift the profile of cricket across the Region (e.g. Men's and Women's international and domestic matches and National Cricket Inclusion Championships).	HIGH + ONGOING	CVIC	Geelong Region T20 Group	Associations, Clubs, G21 Region LGAs
2.14 Support the Geelong Region T20 Group's bid and advocacy efforts for establishment of a Big Bash team in Geelong.	HIGH + ONGOING	Geelong Region T20 Group	Geelong Region T20 Group	Barwon Cricket community
2.15 Seek to increase promotion of the game locally (e.g. share and promote success stories, facility development works and player achievements) to enable it to compete with rivalling high participation sports (e.g. AFL and Soccer).	MEDIUM + ONGOING	CVIC	CVIC, Associations, Clubs	Barwon Region Cricket Community, Schools, G21 Region LGAs
2.16 Subject to regional governance review and subsequent recommendations, encourage clubs to improve their governance administration and operational performance via Leisure Networks, Cricket Australia and Cricket Victoria available resources.	HIGH + ONGOING	CVIC	CVIC	Leisure Networks, Associations
2.17 In partnership with Cricket Victoria and Leisure Networks, seek to increase support for club volunteers through training and development programs and increased resource support (e.g. club manuals, policies and procedures).	HIGH + ONGOING	CVIC	CVIC	Leisure Networks, Associations
2.18 Continue to administer and implement Club Health Checks annually and report findings.	MEDIUM + ONGOING	CVIC	CVIC	Clubs, Leisure Networks
2.19 Support clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning, volunteer recruitment and retention and club participation and growth.	HIGH	CVIC	CVIC	Leisure Networks, Associations, G21 Region LGAs
2.20 Publish best case studies of local club operations that showcase positive club management and operational outcomes.	LOW + ONGOING	CVIC	Clubs	G21 Region LGAs
2.21 Conduct annual cricket development forums within each of the G21 local government areas in association with regional partners.	HIGH	CVIC	CVIC	Associations, Clubs, Schools, G21 Region LGAs, SRV, Leisure Networks

PRIORITY 3

FACILITY PROVISION, CAPACITY AND RENEWAL
Maximise the capacity and activation of existing sites and align new facilities with future need and demand

BARWON REGION CRICKET FACILITIES

Future planning for both on and off-field cricket infrastructure and playing fields will require a 'Regional direction with local level solutions' approach across the Barwon Region.

The Barwon Region's unique 'Metro meets Country' hybrid profile means there is no one size fits all approach when looking at future cricket facility and supporting infrastructure planning and provision.

155 playing fields across 111 sites make up the Region's current cricket facility landscape. 70% (108) of these playing fields are located within the City of Greater Geelong, 12% (19) in the Colac Otway Shire, 11% (17) within the Surf Coast Shire and the remaining 7% spread across the Golden Plains (6%) and Borough of Queenscliffe (1%). It should be noted that only six of the Golden Plains Shire cricket playing fields fall within the Barwon Cricket Region, with the remaining venues located within Cricket Victoria's Central Highlands Region. For the purposes of this Strategy, sites outside of the Barwon Cricket Region have not been included in overall analysis or factored into future facility directions. These facilities should however be considered in the overall context of this Strategy.

Barwon Region's overall cricket ground to population provision ratio of 1: 1,981 is currently in-line with and comparable to Cricket Victoria's Country Region average, and not surprisingly above the Metropolitan Cricket Region average (1:3,345). Given the 'hybrid profile' of the Barwon Region, a facility provision ratio of approximately 1: 2,600 (state-wide average) is considered to be a future planning benchmark for overall regional facility provision. If no further cricket grounds are developed across the Barwon Region to 2031, the forecast ground to population ratio will be 1: 2,503, still within the planning benchmark.

Looking purely at current and forecast future ground to population provision ratios at a regional level, the assumption could be made that no more cricket fields are required across the Region to 2031. This is not necessarily the case. The Region's unique demographic profile, geographical spread and settlement patterns will see varying levels of demand for future infrastructure across each local government area.

Prioritisation of new venues and facilities should be led only by clubs that are reaching or at capacity, or in areas of forecast population growth (e.g. Armstrong Creek).

In contrast, and if supported by the local cricket community, opportunities to consolidate underutilised facilities and the merging of struggling clubs to improve efficiencies in capital investment and club servicing and delivery should also be explored.

While the total number of playing fields is an important factor in assessing overall facility provision levels for the Barwon cricket community, of equal importance is the type of cricket field provided.

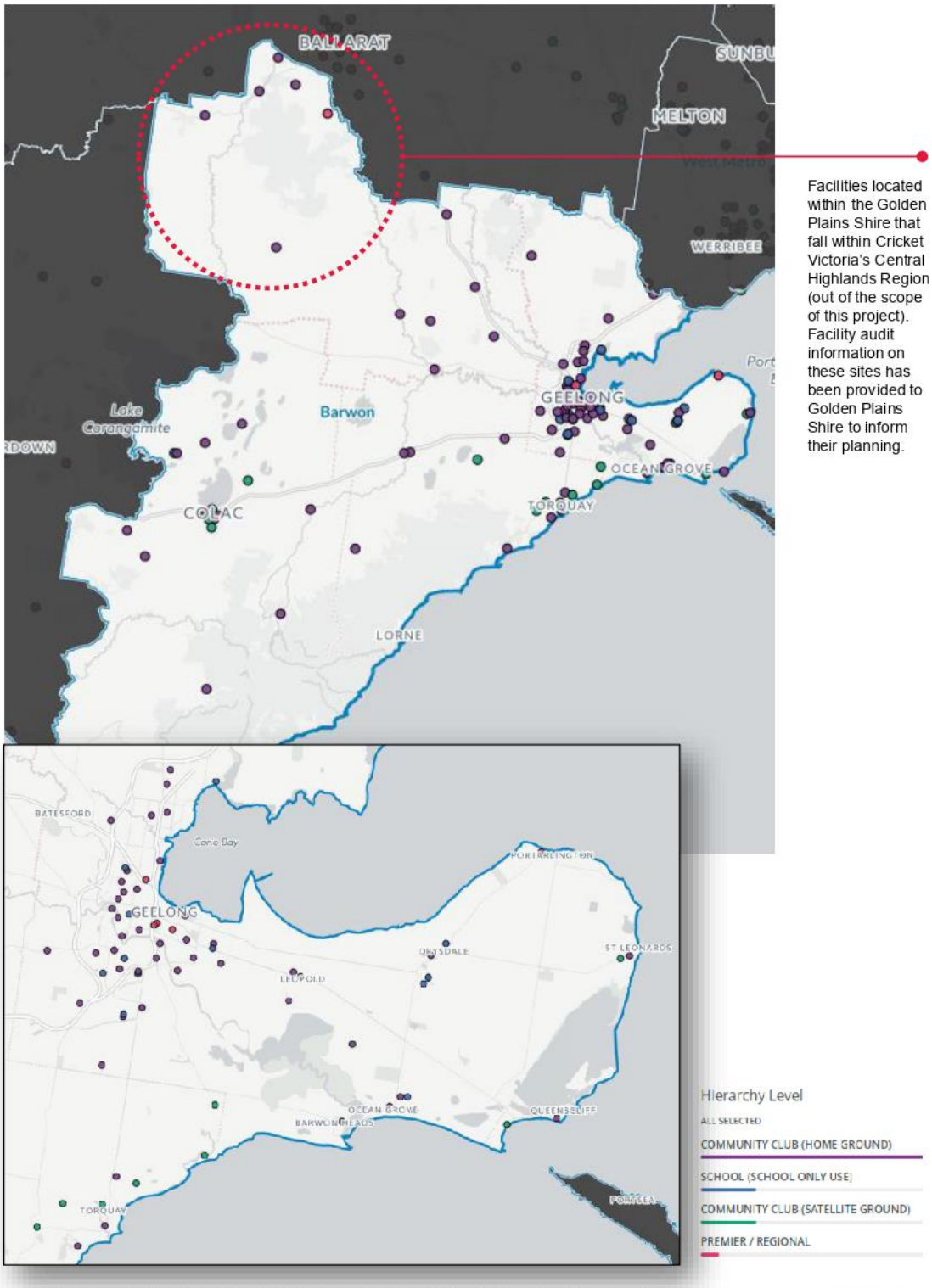
While the Region's overall turf pitch provision level (23% of overall provision) is in fact lower than the average Cricket Victoria Country Region (30%) and state-wide (28%) levels, 90% of this provision (32/36 pitches) is concentrated within the City of Greater Geelong. As identified in the VCIS, a key priority for the Barwon Cricket Region will be assessing the suitability and balance of synthetic and turf cricket pitches in-line with future demand, competition and governance restructuring, and the financial capacity of tenant clubs and facility owners.

The development of additional turf pitch playing fields within the City of Greater Geelong is not supported in the short to medium term given the existing high level turf pitch provision. While this provision level is commensurate with higher population and participation numbers, it may also be restricting the capacity of existing sites and constraining the flexibility and opportunity for future growth and expansion of the game and its varying formats across the wider Barwon Cricket Region.

While ensuring a suitable balance (and the best location) of turf and synthetic pitches will be a key focus for the Barwon Region into the future, there is to be no net gain of turf provision in the Barwon region during the life of this strategy or until 'Priority 1 – Develop an aligned and collaborative structure to manage cricket', is resolved. This extends to the provision of turf practice wickets.

The following page provides a visual representation of the Barwon Region's cricket facilities by level of hierarchy in accordance with Cricket Australia and Cricket Victoria's Community Facility Hierarchy.

Barwon Region Cricket Facility Locations (2016)



Facilities located within the Golden Plains Shire that fall within Cricket Victoria's Central Highlands Region (out of the scope of this project). Facility audit information on these sites has been provided to Golden Plains Shire to inform their planning.

The overall average provision and condition levels of cricket playing fields and supporting infrastructure across the Barwon Region is *generally* of a higher standard than other Country Victoria Regions, as well as several of Melbourne's Metropolitan Cricket Regions.

This is however a regional snapshot provided to each Council, with individual cricket venue facility audit data identifying a number of gaps in existing facility provision and sub-standard conditions across each local government area.

Guided by provided site by site facility provision and condition summaries and detailed individual facility audit reports, a critical priority of this Strategy is for Cricket Victoria and Barwon Region clubs to work closely with local government and schools to develop individual facility renewal and improvement programs.

Priority should be given to facility access, functionality, sustainability and change room facilities and amenities that are inclusive and can sustain concurrent male and female activity. Social areas within pavilions should also provide a welcoming environment that supports and encourages diversified participation and community use.

Several other facility provision and condition findings highlighted through National Facility Audit data analysis and in need of priority attention across the Barwon Cricket Region include:

- 75% (113) of player change room facilities across the Region are not considered to be inclusive (e.g. female friendly in their design.
- The Region's average 'estimated synthetic pitch surface remaining life' of four years is below both the country (5.88 years) and state (5.5 years) averages and the lowest across all Country Cricket Regions indicating a significant renewal program in the short-medium term is needed.
- Only 25% of playing fields across the Region have synthetic pitches that are greater than 2.4m in width (state average 28%). Cricket Australia's Community Facility Guidelines recommend synthetic pitches be equal to or greater than 2.4m in width to increase the likelihood of young players landing their delivery on the pitch and also promoting the craft of spin bowling (wider area required to deliver the ball). The recommended length for synthetic pitches is also 25m or greater with only 30% of the Barwon Cricket Region's pitches meeting this length (state average 29%). This impacts on the quality and condition of safe bowling approaches (e.g. worn natural grass areas often provide uneven surface levels).
- Only 1% of the Region's overall training net provision is recorded as being multi-purpose in design.

A key future focus area for the Barwon cricket community, local government and Cricket Victoria should be centred on increasing the capacity and functionality of existing facilities through projects such as improved playing field surfaces, centre synthetic wicket and training net upgrades and/or replacements, refurbishing player and umpire change rooms and amenities.

BARWON CRICKET REGION FACILITY PRIORITIES

While each G21 Region local government area, township within and individual cricket venue will have their own immediate facility demands and future needs, the following five Region wide facility priorities have been identified for Barwon.

1. Utilise facility audit reports and site by site provision and condition summaries to develop individual LGA and site specific facility renewal programs. Improvements to existing facilities should be prioritised over the development of new in order to focus on strengthening the existing club environment and providing a base from which to leverage into the future. Projects that Increase the carrying capacity, functionality and activation of existing facilities (e.g. refurbished player and umpire change rooms and amenities to encourage greater use and inclusiveness) should be prioritised. Facilities that restrict club and participant growth due to their mix of amenities will limit the ability of clubs and the Barwon cricket community to implement priorities outlined in this strategy.

2. In partnership with Cricket Victoria, local associations and key cricket stakeholders, review the Region's current turf pitch and turf practice net distribution and provision levels (including any relevant Council subsidy provisions and maintenance responsibilities). This review should take place in line with recommended competition and governance restructure resulting from Priority 1 to ensure future provision prioritises and promotes player development and pathway opportunities. In the interim, it is recommended investment toward turf pitch preparation and maintenance be prioritised at:

   - The future Regional Cricket and Community Centre
   - Premier Cricket grounds
   - At venues that promote and accommodate player development and pathway opportunities (e.g. host representative cricket competitions and training programs).

3. Deliver and activate a Regional Cricket and Community Centre to extend cricket service provision across the Region.

4. Utilise facility and club membership data to develop prioritised upgrade and renewal plans for synthetic centre cricket pitches and synthetic practice facilities. Ensure future centre synthetic pitch replacements are in accordance with Cricket Australia's recommended dimensions.

5. Continue to plan for the development and activation of new multi-purpose cricket facilities in Armstrong Creek to accommodate forecast population and participation growth.

The key facility priorities and directions outlined in this Strategy are consistent with those highlighted within the VCIS. This provides a consistent and aligned approach and analysis from local through to state level priorities.

Note: This Strategy does not provide individual club/venue master plans, costing structures or proposed capital works programs. These will continue to be developed at the discretion of LGAs, in consultation with users, pending analysis of identified facility gaps and venue usage requirements. Please Refer to Appendix #5 for a proposed Funding Framework and #4 to help inform priority infrastructure projects.

NATIONAL FACILITIES AUDIT (2017)

The following table provides a high level summary of the Barwon Cricket Region's facility provision and condition ratings collected during Cricket Australia's National Facilities Audit.

PROVISION

Synthetic and Turf Pitch Provision Comparisons

Centre pitch surface type	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Centre turf pitch provision (#)	36	38.4	42.6	40.5
Centre turf pitch provision (%)	23.2%	29.75%	27.15%	28.32%
Centre synthetic pitch provision (#)	117	78	95.38	86.7
Centre synthetic pitch provision (%)	75.5%	60.47%	60.75%	60.62%
Centre 'All Seasons' pitch provision (#)	2	9.3	14.5	11.88
Centre 'All Seasons' pitch provision (%)	1.3%	7.17%	9.24%	8.3%

Synthetic Pitch Length and Width Provision Comparisons

Centre pitch length and width	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Synthetic centre pitch width 2.4m+ (%)	29%	27%	28%	28%
Synthetic centre pitch length 25m+ (%)	33%	34%	25%	29%

Training Net Provision Comparisons

Key on-field facility component	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Synthetic training net provision (total # of sites with training net enclosures)	75	70	77	74
Synthetic training net provision (% of sites with training net enclosures)	68%	70%	70%	70%
Sites with two or more training net pitches (%)	64%	64%	69%	67%
Sites with multi-purpose training net design (%)	1%	2%	3%	2%
Sites with training nets on main playing field surface (%)	46%	31%	30%	30%
Average estimated synthetic pitch remaining life	4 years	5.88 years	5.13 years	5.5 years

Off-field Facility Provision Comparisons

Key off-field facility component	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Number of sites with pavilions	78	77	79	78
Player change room facilities provided (%)	68%	72%	70%	71%
Female friendly change room facilities provided (%)	25%	10%	25%	18%
Umpire change room facilities provided (%)	41%	31%	51%	41%
Female friendly umpire change room facilities provided (%)	50%	19%	37%	28%
Accessible pavilion entry provided (%)	72%	53%	72%	63%
Accessible change room toilet provided (%)	20%	36%	20%	28%
Internal storage provided (%)	49%	29%	66%	48%
Toilets provided (%)	81%	50%	81%	66%

CONDITION

On-field Facility Condition Comparisons

Condition Rating Key

50% = moderate

60%-80% = good

80%-100% = excellent

Key on-field facility component	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Overall playing fields condition rating	75%	74.75%	70.5%	72.63%
Synthetic centre wicket condition rating	69%	64.63%	65.3%	64.97%
Synthetic training net pitch condition rating	72%	67.63%	69.38%	68.5%

Off-field Facility Condition Comparisons

Key off-field facility component	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Main pavilion facility condition rating	72%	66.13%	64.5%	65.32%
Player change rooms and supporting amenities condition rating	69%	60.38%	62.75%	61.57%
Umpire change room condition rating	73%	58.13%	63%	60.57%

STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Maximise the capacity and activation of existing sites and align new facilities with future need and demand

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.1 Guided by facility audit findings and analysis, support cricket clubs to develop individual facility renewal and improvement programs. Prioritise facility upgrades at those venues not currently meeting recommended provision levels or at sites with identified and potential female participation growth. Projects that deliver diversity and inclusion outcomes should also be prioritised (Refer to Appendices #3 and #4 for venue gap analysis).	**CRITICAL**	CVIC	CVIC, G21 Region LGA's, Clubs	SRV, CA
3.2 Promote and communicate what infrastructure a 'club home' facility needs, and what is critical to cricket.	**CRITICAL**	CVIC	CVIC	G21 Region LGAs
3.3 Collectively adopt existing Cricket Australia, Cricket Victoria and SRV planning and facility development guidelines to ensure **any new facilities** are developed to recommended standards and guidelines.	HIGH	CVIC, CA	Barwon Region Cricket Community	G21 Region LGAs, SRV
3.4 In partnership with Cricket Victoria, utilise facility and participation data to increase provision levels of unisex change room areas, supporting amenities and more inclusive social spaces. Encourage joint opportunities for cricket and winter sports to improve inclusive off-field player, umpire and spectator amenities.	HIGH + ONGOING	CVIC	CVIC, Associations	G21 Region LGAs, SRV, Clubs, Barwon Region Cricket Community
3.5 Utilise facility and participation data to incorporate training net facility upgrades / renewal into individual LGA Capital Works Plans and budgets (subject to annual budget bids). Ensure future training net facility upgrades and developments are in accordance with Cricket Australia's recommended guidelines.	HIGH	CVIC	CVIC	G21 Region LGAs, Clubs, Associations
3.6 In accordance with facility audit findings (and at the end of the pitch's concrete base and synthetic surface life), replace existing synthetic wickets in accordance with Cricket Australia's Community Cricket Facility Guidelines (25m+ x 2.4m+).	HIGH	CVIC	CVIC	G21 Region LGAs, Clubs, Associations

STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Maximise the capacity and activation of existing sites and align new facilities with future need and demand

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.7 In line with the VCIS, conduct a review of the Region's current turf pitch and turf practice net provision levels and approach to management (including any relevant Council subsidy provisions, maintenance responsibilities and financial capacity). This review should take place in line with recommended competition and governance restructure resulting from Priority 1.	HIGH	CVIC	CVIC	Clubs, Associations, G21 Region LGAs
3.8 Support Cricket Victoria and AFL Victoria's current Turf Wicket Pilot Program aimed at identifying strategies and processes that can assist in addressing the challenge of turf wicket preparation prior to season commencement.	HIGH - ONGOING	CVIC, AFLV	CVIC, AFLV	G21 Region LGAs, Associations, Clubs, Barwon Region Cricket Community
3.9 Support land owners / managers to manage the carrying capacity of existing playing fields with high use, and / or the view to increase use, through education and resourcing. This includes increasing education on ground maintenance and turf wicket management requirements and best practices to local clubs.	HIGH + ONGOING	CVIC	CVIC	G21 Region LGAs
3.10 Continue to plan and deliver new cricket playing field developments and supporting infrastructure in growth areas across the Region (e.g. Armstrong Creek).	HIGH + ONGOING	CVIC	CVIC	G21 Region LGAs, SRV, Commercial partners, developers
3.11 Explore opportunities for synthetic cricket pitches to remain uncovered during winter (without limiting or impeding on winter usage).	LOW + ONGOING	CVIC	CVIC	G21 Region LGAs, CA, Associations, Clubs
3.12 Where appropriate, G21 Region LGAs collaborate on options for shared access of under-utilised venues that could support increased oval demands (this includes across municipal boundaries).	MEDIUM + ONGOING	CVIC	CVIC	G21 Region LGAs, Associations, Clubs, Barwon Region Cricket Community
3.13 Consider options for the potential consolidation of underutilised facilities and merging of struggling clubs to improve efficiencies in capital investment and club servicing and delivery.	MEDIUM + ONGOING	CVIC	CVIC	G21 Region LGAs, Associations, Clubs, Barwon Region Cricket Community

STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Maximise the capacity and activation of existing sites and align new facilities with future need and demand

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.14 Capitalise on the City of Greater Geelong's strong turf cricket pitch provision by advocating for the hosting of future competitions, events and programs.	MEDIUM + ONGOING	CVIC	COGG	Associations, Clubs, Barwon Cricket Community
3.15 Seek partnership opportunities with the education sector and local government to access and support the management of cricket infrastructure at education facilities (for both new school developments and existing venues).	MEDIUM + ONGOING	CVIC	CVIC, DET	G21 Region LGAs, SRV, Schools
3.16 Project partners to continue to explore innovations in facility materials and products to increase carrying capacity and reduce ongoing maintenance costs.	LOW + ONGOING	CVIC	CVIC	G21 Region LGAs, Barwon Cricket Community

PRIORITY 4

REGIONAL CRICKET AND COMMUNITY CENTRE

Deliver and activate a regional level Cricket and Community Centre

Up to 13 Regional Cricket and Community Centres have been identified for strategic delivery across Victoria. In conjunction with the Victorian Government, local government, education sector and cricket communities, Cricket Victoria is implementing a range of centres to support the delivery of the game. Cricket Victoria's short term focus is on the state's regional (country) areas, including the Barwon Cricket Region.

Key drivers for the development of Regional Cricket and Community Centres across Victoria, as identified through the VCIS, include:

- State Government's recent investment into supporting the development of Regional Cricket and Community Centres across Country Victoria.
- The current under provision of purpose built, publicly accessible Regional Cricket and Community Centres across the state (particularly in rural and regional areas).
- Cricket communities in rural and regional areas are currently challenged by long distance travel and associated costs to access higher quality cricket facilities and services.
- There is a significant lack of indoor cricket training facility provision integrated within the club network and a very high reliance on commercial centres to perform this function.
- Limited opportunity for the hosting of higher profile cricket events and competitions in regional areas that could benefit local clubs and their cricket communities.
- Cricket Victoria has identified the need to provide greater collective administrative support within several strategic geographical locations across the state.
- A more streamlined approach to collectively and consistently promoting cricket from a centralised location is vital to the successful alignment and delivery of future cricket programs and competitions across Victoria.

It is recommended the future Barwon Regional Cricket and Community Centre seek to achieve and address the following key roles and focus areas:

1. **Participation development centre** – The centre should provide opportunity for 12 months of the year competition activities (all ages / genders), be a designated finals and events venue, serve as a program centre and schools development venue.
2. **Education focus** – A key focus of Regional Cricket and Community Centres is ensuring the provision of adequate off-field support, education and training. This includes, but is not limited to, player, coaching, umpiring, off-field support services and ground management initiatives.
3. **High performance** – Ensuring the provision of adequate indoor, outdoor, health and fitness infrastructure and services to accommodate high performance training should be a key focus. This needs to be balanced with broader community and grassroots programming, activity provision and access.
4. **Shared regional services** – A more centralised and streamlined approach to future cricket activity and competition delivery, marketing and promotion is a key focus area for Regional Cricket and Community Centres.

The selection and evaluation of the most suitable venue to accommodate a Regional Cricket and Community Centre within the Barwon Region will require careful consideration in relation to the location and access, long-term sustainability, capacity to leverage existing site amenities and the ability to integrate within Barwon's existing local and regional cricket facility and competition network.

Several sites across the Region have been raised as potential locations for development of a future Regional Cricket and Community Centre. These include:

- Kardinia Park West (Geelong)
- West Oval (Geelong)
- Polwarth Oval / Banyul-Warri Fields (Torquay)
- Armstrong Creek (new facility)

It is recommended a Working Group including representation from Cricket Victoria, State Government, G21 Region LGAs and key Barwon Region cricket stakeholders be established to further progress venue investigation at the above mentioned sites (or any other potential locations) and planning for the future development and management of a Regional Cricket and Community Centre in Barwon.

Please refer to Appendix #3 for a summary of proposed Regional Cricket and Community Centre planning and development principles, management success factors and recommended facility provision levels.

STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

Deliver and activate a regional level Cricket and Community Centre

STRATEGIC DIRECTIONS		PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
4.1	Develop a Project Working Group (PWG) including representation from Cricket Victoria, State Government, G21 Region LGAs and key Barwon Region cricket stakeholders to progress future Regional Cricket and Community Centre Planning and Development.	**CRITICAL**	CVIC	CVIC	SRV, G21 Region LGAs, key Barwon Cricket Region stakeholders
4.2	In consultation with the PWG, investigate and identify potential locations (new or existing) for development of a Regional Cricket and Community Centre in the Barwon Region. Assess the suitability of potential locations in accordance with recommended Regional Cricket and Community Centre infrastructure and supporting amenity requirements (see Appendix #3 for details).	HIGH	CVIC	CVIC	G21 Region LGAs, SRV, Key Barwon Cricket Region stakeholders
4.3	Conduct a site feasibility and benefits assessment on identified location/s for future Regional Cricket and Community Centre development.	HIGH	CVIC	CVIC	G21 Region LGAs SRV, Key Barwon Cricket Region stakeholders
4.4	Develop service guidelines and activity, business and management plans for the Barwon Regional Cricket and Community Centre.	HIGH	CVIC	CVIC	G21 Region LGAs, SRV
4.5	Finalise site selection and partners for development of the Barwon Regional Cricket and Community Centre.	HIGH	CVIC	CVIC	G21 Region LGAs, SRV, Key Barwon Cricket Region stakeholders
4.6	Cricket Victoria, State Government, G21 Region LGAs and commercial partners to secure funding and finalise investment plans.	HIGH	CVIC	CVIC	SRV, G21 Region LGAs, Commercial partners, Key Barwon Cricket Region stakeholders

STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

Deliver and activate a regional level Cricket and Community Centre

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
4.7 Cricket Victoria and G21 Region LGAs investigate options to develop a joint sinking fund (due to facility servicing all five Council areas in the Region) that supports future Regional Cricket and Community Centre facility upgrade and renewal requirements.	HIGH	CVIC	CVIC	G21 Region LGAs
4.8 Publish and communicate the key purpose and drivers of the Barwon Regional Cricket and Community Centre.	HIGH	CVIC	CVIC	SRV, G21 Region LGAs, key Barwon Cricket Region stakeholders
4.9 Post development and 12 months of operation, generate a case study to highlight the Barwon Regional Cricket and Community Centre's unique characteristics and benefits.	LOW + ONGOING	CVIC	CVIC	SRV, G21 Region LGAs, key Barwon Cricket Region stakeholders and wider cricket community

PRIORITY 5

RESOURCING AND PARTNERSHIPS
Secure stakeholder support for strategy implementation

A stakeholder wide commitment to planning, communication, cooperation, ownership and implementation of strategic priorities and local projects will help to ensure the future sustainability and improvement of cricket provision across the Barwon Cricket Region. An approach that focuses on creating the greatest positive impact via targeted investment and collective communication and promotion of cricket regionally should be adopted.

This Strategy is the first step for cricket and government to collaboratively determine future investment into both sport development and facility upgrades at a strategic level. It also formalises the steps project partners have taken to balance the conflicting needs of sport and government, by collaboratively prioritising future investment into both cricket's on and off-field requirements.

For cricket to continue to grow and maximise participation, and for LGAs to continue to understand the sport's needs, promote healthy and active communities and maximise facility usage and investment outcomes, this collaboration must continue. Continuing to collaboratively plan sport development initiatives and facility renewal based on cricket's changing participation trends and projections will allow for more targeted investment into the sport. This will in-turn maximise facility usage, ensure new infrastructure developments are strategic and support cricket's participation growth and diversification.

No single organisation can deliver all activities or the funding and support that is required to create a collaborative environment for sports administration and development across the Barwon Region. Cricket Victoria, partnering local government authorities and local organisations will need to dedicate staff, financial and / or volunteer resources to improve and enhance the sustainability of cricket across Barwon, now and into the future.

Influencers and Shapers

While future Barwon Cricket Region management is encouraged to develop and build on partnerships and regular communication with a variety of stakeholders, research conducted throughout the development of this Draft Strategy has identified the following key stakeholders (in no particular order) who will be influential 'shapers' of the future cricket landscape across Barwon, and hence should be considered priority groups to assist with the delivery and implementation of this Strategy.

- **State Government** - as a financial supporter and strategic partner in the identification of a suitable location and development of a Regional Cricket and Community Centre.
- **Local Government** - as the provider of existing cricket facilities and contributors to their ongoing improvement and development, in addition to the planners of future facilities.
- **Cricket Victoria -** as the sport's peak sporting body and organisation responsible for setting both sport and facility development planning direction. Cricket Victoria will also play a key role in supporting the review of the Region's governance and management structure as well as talent identification and high performance squads.
- **Local associations -** as the coordinators of how cricket competition is managed, governed and delivered across the Region.

- **Kardinia Park Stadium Trust** - as the statutory authority established under the *Kardinia Park Stadium Act, 2016* responsible for the administration, promotion and management of the Kardinia Park Stadium Trust Land.
- **Local clubs** - as the delivers of cricket activities and programs in a family friendly environment that encourages inclusive participation and player development.
- **Barwon Sports Academy -** as a potential pathway provider for aspiring cricketers.
- **Leisure Networks -** as a potential resource to assist in increasing the skillset and capacity of club volunteers to deliver sport and club development initiatives outlined in this Strategy.
- **Barwon Region T20 Group -** as a strong supporter and platform for increasing the profile of cricket across the Barwon Region at an elite competition and event level.
- **Education institutions** - schools, teachers and their staff who will introduce and drive cricket activities for students, connect with local clubs and potentially make their grounds and facilities available for community use.
- **Other local sporting associations** - as joint users of existing community sporting facilities that cricket clubs use and share (e.g. AFL and Soccer).

Funding and Strategic Investment

It is recognised that LGAs have a strategic commitment to providing for all sport and recreation in their area and that competition for funding is high between sporting codes and projected increases in participation.

The financial impact of implementing proposed actions has not yet been determined, however it is critical that key stakeholders and potential funding providers adopt a coordinated approach to the scoping and delivery of actions and recognise the need for joint funding and resourcing. Establishing strategic partnerships and improving collaboration across key sport, government and community stakeholder groups will better enable local government and key project partners to secure funding for both facility upgrades and sport development initiatives.

Cricket Victoria and Cricket Australia continue to support investment into the game through increased staff resources, development of the National Community Cricket Facility Guidelines and the recent release of Cricket Victoria's 10 Year Infrastructure Strategy. Cricket Australia's National Facility Funding Scheme has also recently been introduced by cricket to support facility owners / managers in the development, upgrade and renewal of fit-for-purpose cricket facilities.

LGA investment could be further supported by State Government with provision of alternate funding models. Models that consider the capacity of LGAs to combine existing multiple applications, provision of alternate funding streams between minor and major facility upgrade investment (a funding category between $100,000 and $500,000) and support of investment that recognises current participation and supports 'retention and stability' of participation, not just participation growth, should be considered into the future.

STRATEGIC PRIORITY #5 – IMPLEMENTATION PLAN

Secure stakeholder support for strategy implementation

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
5.1 G21 Region LGAs and Cricket Victoria actively work in partnership State Government and Cricket Australia for the continuation of the Community Sports Infrastructure Fund's 'Cricket Facilities' category and National Facilities Funding Scheme.	**CRITICAL**	CVIC	CVIC	G21 Region LGAs, SRV, CA
5.2 Develop a Communications Plan to inform key stakeholders of the G21 and Cricket Victoria Barwon Region Cricket Strategy and the future direction for cricket across the Region for the next 10 years.	HIGH	CVIC	CVIC	G21 Region LGAs, Associations, Clubs, Barwon Region Cricket Community
5.3 The already established G21 Region LGA and Cricket Victoria Reference Group meet twice a year to review the initiatives from this Strategy and to act as a further consultative process for cricket and G21 Region LGAs.	ONGOING	CVIC	CVIC	G21 Region LGAs, Associations, Clubs, Barwon Cricket Community
5.4 In partnership with key stakeholders, strengthen the profile and image of cricket throughout the Barwon Region via increased lobbying, promotion, marketing and communication.	ONGOING	CVIC	CVIC, Associations, Clubs, Barwon Cricket Community	G21 Region LGAs
5.5 Project partners work collaboratively to identify alternate funding streams to support infrastructure investment.	ONGOING	CVIC	CVIC	G21 Region LGAs, Potential funding partners
5.6 Continue to identify and support local projects eligible for Victorian or local, state or federal government investment.	ONGOING	CVIC	CVIC	G21 Region LGAs, CA, SRV, Clubs
5.7 Cricket Victoria, associations and AFL Victoria (AFLV) collaborate to identify venues accessed by female participants across both sports to maximise potential funding opportunities.	ONGOING	CVIC, AFLV	CVIC, AFLV	G21 Region LGAs, SRV
5.8 Communicate annual LGA facility improvement priorities to Cricket Australia and Cricket Victoria and seek input on funding application development.	ONGOING	G21 Region LGAs	G21 Region LGAs	CA, CV, SRV

STRATEGIC PRIORITY #5 – IMPLEMENTATION PLAN

Secure stakeholder support for strategy implementation

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
5.9 Continue to work in partnership with state sporting associations and other bodies on multi-use, joint facility and precinct planning projects in order to maximise sports investment into key future projects.	ONGOING	CVIC	CVIC	G21 Region LGAs, Other state sporting associations, SRV
5.10 Encourage and promote cricket's flexibility and willingness to share facilities with other sports, demonstrating improved facility use, sustainability and a greater diversity of opportunities for the community.	ONGOING	CVIC	CVIC, Associations, Clubs, Barwon Region Cricket Community	G21 Region LGAs, other sporting codes
5.11 Liaise with Cricket Victoria and Leisure Networks to confirm what programs and resources are available to assist with club and sport development initiatives recommended within this Strategy.	HIGH	G21 Region LGAs	G21 Region LGAs	G21 Region LGAs, Leisure Networks
5.12 Seek to develop and improve existing relationships with primary / secondary schools, universities and TAFE programs to encourage and promote junior participation and facility access for cricket programing and competition opportunities.	MEDIUM + ONGOING	CVIC	CVIC, Education Department	G21 Region LGAs, SRV, Schools
5.13 Initiate annual 'State of Play' Reports, ensuring collective understanding and progress of participation, sports development and facility improvement activities.	MEDIUM	CVIC	CVIC	G21 Region LGAs, Associations, Clubs
5.14 Investigate opportunities to improve cricket's relationship with the Barwon Sports Academy and aligning talented cricketers to existing pathway and support programs.	MEDIUM	CVIC	CVIC	Barwon Sports Academy, Associations, Clubs
5.15 Continue dialogue with the Geelong Region T20 Group and support their bid and advocacy efforts for the establishment of a Big Bash team within the City of Greater Geelong.	HIGH + ONGOING	Geelong Region T20 Group	Geelong Region T20 Group	Barwon Cricket Community
5.16 G21 Region LGAs continue to support the Cricket Victoria Local Government Forum held every two years.	MEDIUM + ONGOING	G21 Region LGAs	G21 Region LGAs	CVIC
5.17 Conduct annual cricket development forums within each of the G21 local government areas in association with regional partners.	MEDIUM + ONGOING	CVIC	CVIC	G21 Region LGAs, Assocs / Clubs, Schools, SRV, Leisure Networks

STRATEGY IMPLEMENTATION

Implementation of identified facility priorities, planning, sports development and partnership objectives will require collaboration, investment and a commitment of human resources from all Barwon Region Cricket Associations, Cricket Victoria, government and industry stakeholders.

The *Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy* is an aspirational 10-year plan designed to be practical and realistic in its implementation.

It is important to note that stakeholder policy, community demand and priorities change over time. As a result, strategic priorities and recommendations are subject to available funding and resourcing and should be regularly monitored to ensure their ongoing alignment with stakeholder objectives.

In addition to changing stakeholder policies, shifting community demand and priorities, local government faces competing investment priorities, funding pressures and a broader focus to accommodate a range of sports in facility renewal and development, therefore there is a need for cricket to continue to advocate for and on behalf of their sport across the Region.

The financial impact of implementing proposed actions has not yet been determined, however it is critical that key stakeholders and potential funding providers adopt a coordinated approach to the scoping and delivery of actions and recognise the need for joint funding and resourcing.

Identification of funding streams beyond traditional funding partners and a coordinated approach to accessing funding will be critical to the delivery of strategic outcomes.

The Region's LGAs, Cricket Victoria and local associations should look to implement a collaborative approach to State Government for funding provision, particularly relating to the Community Sports Infrastructure Fund's Cricket and Female Friendly Facilities funding categories.

Other funding options available to achieve facility improvements will be Cricket Australia's National Community Facility Funding Scheme, LGA Capital Works Programs and club contributions to fill the gap in infrastructure renewal generally overlooked by other funding bodies. Non-traditional funding partners such as community bank programs, commercial investment and sponsorship should also be investigated.

Recommendations within this Draft Strategy set regional level directions, while allowing emerging opportunities to be harnessed at the local level. As priorities continue to evolve, the periodic monitoring and review of recommendations will be vital in maintaining the relevance of the Strategy through to 2028.

Implementation objectives are set out in a priority framework. However, annual goal and target setting will be required by Strategy partners. Formal evaluation of the Strategy by the project partners will be required to ensure ongoing and consistent alignment with cricket and LGA objectives. Strategy implementation will also need to recognise and accommodate the differing decision making processes and priorities of each project partner within the Region.

CRITICAL ACTIONS

To support the achievement of proposed objectives highlighted within this Draft Strategy and to ensure the needs of cricket are met in the short, medium and longer-term, seven Critical Actions have been identified. These Critical Actions are high priorities and should be used to inform each project partners long term planning. It is not expected that all project partners will be able to deliver all Critical Actions in the short and medium term.

CRITICAL ACTION #1	Develop a stakeholder working party to prepare and define the scope and detailed requirements for restructuring cricket governance and management across the Barwon Region. Implement the new governance and management model.
CRITICAL ACTION #2	Cricket Victoria to conduct a strategic review of current club and association structures (including all formats of the game) and work with key stakeholders to assist club and program sustainability and competition equalisation.
CRITICAL ACTION #3	Seek to provide a wider suite of cricket programming and competition opportunities including shorter, more flexible cricket and competition formats.
CRITICAL ACTION #4	Develop a Project Working Group to progress future Regional Cricket and Community Centre planning and development.
CRITICAL ACTION #5	G21 Region LGAs and Cricket Victoria actively work in partnership State Government and Cricket Australia for the continuation of the Community Sports Infrastructure Fund's 'Cricket Facilities' category and National Facilities Funding Scheme.
CRITICAL ACTION #6	Guided by facility audit findings and analysis, support cricket clubs to develop individual facility renewal and improvement programs.
CRITICAL ACTION #7	Promote and communicate what infrastructure a 'club cricket facility' needs, and what is critical to cricket.

MONITORING, MEASURING AND EVALUATING

To ensure stakeholders are successful in achieving mutual objectives in an efficient and effective manner, regular reviews of strategic directions are paramount. The following monitoring and review process will be led by Project Partners to ensure that the G21 and Cricket Victoria Barwon Regional Cricket Strategy remains relevant for all stakeholders.

APPENDICES

APPENDIX #1

OVERVIEW OF KEY FINDINGS REPORT

A number of key sport, government and community stakeholders were engaged to identify issues, constraints and opportunities influencing planning, provision and growth of cricket across the Barwon Region.

The G21 and Cricket Victoria Barwon Regional Cricket Strategy – Key Findings Report (2017) explores these documented issues, opportunities and constraints in detail and were presented and analysed under the following three key themes:

1. Participation and Game Development
2. Facilities
3. Management and Operations

A high level summary of key findings and assessment of regional strengths, weaknesses opportunities and challenges for cricket across the region follows. This assessment has been used as the basis from which to develop future strategies and recommendations.

PARTICIPATION AND GAME DEVELOPMENT

STRENGTHS

- Highest country cricket region participation total for the 2016/17 season (5,718), 300 more than the second highest country region
- Fourth highest region player penetration rate (16 regions) across the state
- Based on current penetration rates, the Region is forecast to experience an increase market of over 1,500 participants between 2016 and 2031 (total 7,196 players)
- The presence of the Geelong Cricket Club provides opportunity for local players to progress though the player development pathway to premier cricket without having to leave the region. Dedicated Barwon Pathway coaches and talent identification resources are also in place
- Local associations provide a combination of two day, one day and modified cricket competitions and programs (e.g. T20 matches) attracting a wider target and player catchment base
- Presence of the Geelong Seniors and the Geelong Women's Cricket Clubs and youth girls' competition in Geelong provides participation opportunities for players outside of the 'typical Barwon cricketer' (27 year old male)
- Growing regional population that will produce future demand and interest in cricket programming and competition opportunities
- Hosted previous and secured future National Cricket Inclusion Championships

WEAKNESSES

- Declining participation numbers between 2014/15 and 2016/17 seasons
- Low levels of female participation
- Challenges in attracting new players to the game
- Lack of cohesion and partnerships (player pathway) between local grassroots clubs and the Region's premier club
- Low level investment toward junior programs and player development pathway
- Low levels of engagement with and investment toward attracting players from participation target groups (e.g. CALD community, Indigenous, females)
- High level of uncertainty and angst relating to the changing competition structure of the Geelong Cricket Association
- A lack of qualified and experienced coaches across the Region (across all levels of competition)
- Smaller country clubs struggling for both on (players) and off-field (volunteers and administrators) numbers
- A lack of promotion of the sport locally (e.g. social media and local newspapers)

OPPORTUNITIES

- Increased access to shorter, more flexible cricket programming and competition formats
- Implementation of Cricket Australia's new junior playing formats
- The growth of mid-year (winter) cricket competitions
- Increased levels of 'social' and unstructured cricket participation
- Improved coordination and alignment of junior development pathways and programs
- The growth of female cricket across the state, in particular Country Victoria
- The return of the more 'mature' aged cricketer to the game
- A review of local competition structures to ensure a more competitive balance
- Increased promotion and inclusion of cricket within local primary and secondary school sport programs
- Greater investment in coaching and junior development / pathway programs
- Increased promotion of the game locally
- Continued hosting of high profile competitions and events that lift the profile of cricket across the Barwon Cricket Region
- Increased number of qualified coaches and umpires
- Develop / improve cricket's relationship with the Barwon Sports Academy

CHALLENGES

- Players leaving their local areas and clubs to play for Geelong's premier team / higher level competitions
- Managing the transition from introductory programs to junior competitions
- Competing against other highly participated sports for players
- Capacity to cater for the 'returning more matured aged player' trend as well as senior, junior and introductory programs
- Clashes between junior and senior match times
- Managing increased participation in non-traditional program and competition formats
- Providing competition structures that accommodate female cricket participation without impacting on other female sports in the Region
- Guaranteeing sports participation into the future may be a challenge for some areas experiencing minimal population growth
- The length of time required to play cricket
- The ability and capacity of grassroots clubs and associations to roll-out national programs
- Managing the emergence of player payments and the impact this can have on not only the competitive balance of on-field competition but the financial pressures it can place on clubs

FACILITIES

STRENGTHS

- Presence of GMHBA Stadium and the Kardinia Park Sports Precinct enables the hosting of regional, state and national cricket competitions and events
- Provision of both synthetic and turf pitch ovals provides opportunity for players to experience both versions of the game
- Grounds of all facility hierarchy levels are provided within the Region
- 2016 ground to population ratio is comparable with other country regions across the state
- Ground to player ratio is consistent with state-wide ratio
- Detailed facility condition and functionality information is available via Cricket Australia's National Facilities Audit
- Approximately 75% of clubs have future development plans for facilities at their respective venues
- Local government planning and financial support for cricket specific facility upgrade and renewal projects
- Increased levels of cricket specific facility funding becoming available from State Government and Cricket Australia
- Average pitch condition rating of 72% rates 5th out of 16 regions and above the state average of 68.5%. The playing field condition rating of 75% is also above the state average of 72.6%
- Average synthetic training net pitch condition of 72% is above the state average of 68.5%

WEAKNESSES

- A number of aging, dysfunctional and non-compliant facilities that are prohibiting club growth and programming opportunities
- 90% of the Region's overall turf pitch provision is situated within the City of Greater Geelong
- The quality of supporting spectator amenities and social amenities (e.g. shade, shelter and seating) was rated as average to very poor by the local community
- Low level of indoor cricket facility provision across the Region
- No regional level Cricket and Community Centre within Region
- Only 1% of the Region's training net provision is recorded as being multi-purpose in design
- Below state and country region average remaining synthetic pitch surface life expectancy
- Only 25% of playing fields across the Region have synthetic pitches that are greater than 2.4m in width and only 30% are 25m or greater in length
- A lack of connection and partnerships with local schools
- High reliance by clubs on external funding support (mainly local government) for facility improvements

OPPORTUNITIES

- Recently introduced cricket specific funding schemes ($12.4M between 2015 and 2019)
- Utilisation of facility audit data to develop individual facility renewal and improvement programs
- Increasing inclusive facility provision with a focus on female friendly design
- Delivery and activation of a regional level Community Cricket Centre
- Improved access to appropriately developed school oval facilities
- Planned new facility development in identified growth areas (e.g. Armstrong Creek)
- Increased levels of multi-use design features in facilities, in particular training net facilities
- A review of the Region's current approach to turf wicket provision (including Council subsidy provisions and maintenance responsibilities)
- Increased support and education to local clubs from Cricket Victoria on turf pitch preparation and maintenance
- Replacement of existing synthetic cricket pitches in accordance with Cricket Australia's preferred dimensions

CHALLENGES

- Uncertain long term commitment by Cricket Australia and State Government toward cricket specific funding programs
- Capacity of existing facilities to support participation growth, particularly junior teams and female participation
- Reliance on the local community and club members to maintain and develop their facilities
- The 'pre-season creep' by winter sports (mainly AFL and soccer) placing increased demands on venues and contributing to overuse, non-prepared turf pitches and potential conflict with tenant sports
- Aligned support from cricket stakeholders as to the most appropriate and feasible location for a regional level Cricket and Community Centre
- The challenge of better justifying the 'value of cricket' and organised sports with Councils currently prioritising mass participation activities and informal sport and recreation pursuits

MANAGEMENT AND OPERATIONS

STRENGTH

- Strong cricket culture that values the game's tradition
- Long serving volunteer base providing a strong knowledge of cricket's history in the local area
- Increased levels of engagement and communication between local government, cricket associations and competition providers
- Improving relationships between summer and winter tenants
- Increased resourcing dedicated to game and market development in the Barwon Cricket Region
- Strong support and interest in cricket from local government (e.g. facility management capital investment, COGG funding and wicket maintenance agreement)
- G21 Pillar and Leisure Networks resource support
- 80% of clubs have a clear understanding of their club's purpose and key objectives
- 95% of clubs adhere to their adopted constitution / rules and 98% have a code of conduct for their players, player parents, coaches, members and general club stakeholders
- 36/42 clubs reported being in a strong financial position

WEAKNESSES

- Unclear and fragmented approach to management and governance of the sport across the region
- Lack of communication and strategic alignment between local associations and competition providers
- Unclear role, purpose and services provided by the Barwon Region Cricket Committee
- Varying levels of support provided by peak sporting bodies to higher level and more successful associations and clubs and the smaller, less powerful / influential associations and affiliated clubs
- Less than 50% of clubs across the Region feel they have sufficient levels of volunteer support to assist with day to day club operations and management
- Only 28% of clubs who completed the Club Health Check Survey have a strategy and actively implement it to attract new people onto their respective committees
- 7/42 clubs who completed the Club Health Check Survey regularly review their club's performance against a strategic plan
- Less than 50% of clubs across the Region have a clearly stated vision and only 26% believe they have clearly defined position descriptions outlining roles and responsibilities for club officials

OPPORTUNITIES

- Implementation of a new overarching governance and management structure for cricket across the Region to improve strategic alignment and efficiencies in how cricket programs and services are delivered across a regional level
- Increased support and investment from Cricket Victoria staff and recently appointed Cricket Manager - Barwon
- Increase promotion of the Cricket Manager - Barwon role across the Region and services / support available to local associations and clubs
- Increasing the profile of the Barwon Region Cricket Committee and increasing communication levels between the committee and all associations and clubs
- Reviewing the current make-up (including development / review of the Committee's Terms of Reference) of the Barwon Region Cricket Committee to ensure equal representation across all Barwon Region associations and affiliated clubs and members
- Increased support for club volunteers through training and development programs and increased resource support (e.g. clubs manuals and policies)
- Improved association administration processes and levels of communication with key stakeholders including local Councils and clubs

CHALLENGES

- The capacity of clubs to recruit, train and retain volunteers
- Shifting to a more professional approach to sport and facility management and administration
- Ensuring equality in support provision across all clubs and competition levels (e.g. facility funding allocations and human resources)
- Determining whose role and/or responsibility it is to support club development initiatives (e.g. Cricket Victoria, Council, Leisure Networks, local associations) and then being able to implement this delivery
- Implementing a new governance and management structure across the Region that generates greater strategic alignment and improved efficiencies (e.g. sharing of resources) between associations and key cricket stakeholders
- Changing the culture and views of cricket 'traditionalists' in terms of how the sport should be managed and developed moving forward
- Revisiting existing Council policies and processes and ensuring they are supporting sport and club growth across the Region

APPENDIX #2

Geelong Cricket Association Detailed Membership Trends and Breakdown

Please note that the participation baseline data following represents a point-in-time during the development of the Strategy. Each year participation figures will be updated and progress reports provided to local Councils.

2016/17 Season							2015/16 Participants	2015/16 – 2016/17 +/-	Member Category				
Club	Total	Intro	Jnr	Snr	M	F	Total	Overall change	Intro	Jnr	Snr	M	F
Guild CC	**98**	2	8	88	98	0	**54**	44	-11	8	47	44	0
Alexander Thomson CC	**79**	1	17	61	70	9	**46**	33	-2	12	23	24	9
North Geelong CC	**108**	1	18	89	99	8	**76**	32	-3	15	20	23	8
Bell Park CC	**99**	0	9	90	99	0	**81**	18	-5	5	18	19	-1
Winchelsea CC	**64**	0	7	57	63	1	**48**	16	0	0	16	17	-1
Manifold Heights CC	**81**	4	19	58	80	1	**68**	13	-10	18	5	12	1
Lethbridge CC	**58**	1	7	50	58	0	**46**	12	1	0	11	12	0
Lara CC	**99**	0	2	97	99	0	**88**	11	0	0	11	11	0
Bannockburn CC	**50**	0	5	45	50	0	**42**	8	-1	3	6	8	0
Grovedale CC	**69**	0	5	64	69	0	**61**	8	-2	4	6	8	0
Modewarre CC	**73**	1	7	65	68	0	**66**	7	-3	-4	14	2	0
Newcomb & District CC	**90**	1	15	74	90	0	**84**	6	-7	12	1	7	-1
Little River CC	**51**	0	8	43	51	0	**47**	4	-2	4	2	4	0
Inverleigh CC	**34**	0	4	30	34	0	**30**	4	0	4	0	4	0
Meredith CC	**35**	2	4	29	34	0	**34**	1	2	-1	0	0	0
Highton CC	**74**	0	7	67	73	1	**74**	0	-5	0	5	0	0
Geelong City CC	**69**	0	7	62	69	0	**71**	-2	-1	-1	0	-2	0
St Peters CC	**67**	0	4	63	67	0	**71**	-4	0	-1	-3	-4	0
Bell Post Hill CC	**64**	0	4	60	64	0	**68**	-4	-5	4	-3	-4	0
South Barwon CC	**102**	0	4	98	102	0	**108**	-6	-3	1	-4	-6	0
Marshall CC	**85**	2	4	79	85	0	**92**	-7	-2	1	-6	-6	-1
Surf Coast Aireys Inlet CC	**27**	0	2	25	27	0	**34**	-7	-2	-2	-3	-7	0
Torquay CC	**64**	0	9	55	64	0	**71**	-7	-8	6	-5	-7	0
Teesdale CC	**39**	0	3	36	39	0	**46**	-7	0	0	-7	-7	0
Leopold CC	**54**	0	4	50	54	0	**62**	-8	-1	2	-9	-8	0
Anakie CC	**25**	0	0	0	25	0	**34**	-9	-2	-2	-30	-9	0
East Belmont CC	**90**	3	3	84	90	0	**99**	-9	0	-1	-8	-9	0
Corio Bay Cricket & Sports Club	**40**	0	2	38	40	0	**50**	-10	-3	1	-8	-8	-2
St Albans Breakwater CC	**57**	0	4	53	57	0	**69**	-12	-1	-2	-9	-11	-1
Murgheboluc (Geelong) CC	**79**	0	6	73	79	0	**93**	-14	-1	3	-16	-14	0
Shelford CC	**20**	0	2	18	20	0	**35**	-15	-2	2	-15	-15	0
Geelong West CC	**61**	0	22	39	53	8	**76**	-15	-20	18	-13	-23	8
Newton & Chilwell CC	**99**	0	6	93	99	0	**118**	-19	-1	-2	-16	-18	-1
Thomson CC	**56**	3	0	53	56	0	**79**	-23	3	-3	-23	-23	0
St Josephs CC	**109**	0	24	85	109	0	**141**	-32	-11	9	-30	-32	0
Corio CC	**41**	1	4	36	41	0	**74**	-33	-3	2	-32	-33	0
Waurn Ponds Deakin CC	**65**	1	3	61	65	0	**109**	-44	0	0	-44	-44	0
Total	2,475	23	259	2,168	2,440	28	2,545	-70	-111	115	-99	-95	18

Geelong Junior Cricket Association Detailed Membership Trends and Breakdown

2016/17 Season							2015/16 Participants	2015/16 – 2016/17 +/-	Member Category				
Club	Total	Intro	Jnr	Snr	M	F	Total	Overall change	Intro	Jnr	Snr	M	F
Leigh Districts CC	36	6	30	0	35	1	0	36	6	30	0	35	1
Collendina CC	35	13	22	0	35	0	13	22	11	11	0	22	0
St Peters CC	61	27	34	0	61	0	39	22	16	6	0	22	0
Bell Park CC	34	16	18	0	34	0	17	17	7	10	0	17	0
Portarlington CC	16	9	7	0	15	1	0	16	9	7	0	15	1
Lara CC	97	31	66	0	92	5	82	15	0	15	0	11	4
Torquay CC	54	6	48	0	54	0	40	14	3	11	0	14	0
North Geelong CC	62	25	36	0	58	4	48	14	12	1	0	10	4
Guild Cricket Club	14	6	8	0	14	0	0	14	6	8	0	0	0
Wallington Cricket Club	11	4	7	0	11	0	0	11	4	7	0	11	0
Bannockburn CC	48	27	21	0	48	0	40	8	9	-1	0	8	0
Newtown and Chillwel CC	114	30	84	0	114	0	108	6	6	0	0	7	-1
St Leonards CC	15	1	14	0	15	0	12	3	1	2	0	4	-1
Thomson CC	31	10	21	0	31	0	30	1	1	0	0	1	0
Anglesea CC	28	6	22	0	28	0	27	1	4	-3	0	3	-2
Queenscliff CC	48	15	33	0	48	0	47	1	3	-2	0	1	0
Manifold Heights CC	35	6	29	0	32	3	35	0	1	-1	0	-2	2
Inverleigh CC	0	0	0	0	0	0	0	0	0	0	0	0	0
Lethbridge CC	0	0	0	0	0	0	0	0	0	0	0	0	0
Waurn Ponds Deakin	0	0	0	0	0	0	0	0	0	0	0	0	0
St Josephs CC	97	12	85	0	97	0	98	-1	4	-5	0	2	-3
Ocean Grove CC	57	7	50	0	56	1	59	-2	1	-3	0	-3	1
Jan Juc CC	57	12	45	0	56	1	59	-2	-3	1	0	-3	1
Murgheboluc (Geelong) CC	56	11	45	0	52	4	59	-3	-3	0	0	-5	2
Winchlesea CC	12	9	3	0	11	1	15	-3	-1	-2	0	-4	1
Marshall CC	28	3	25	0	24	4	32	-4	-19	15	0	-4	0
Geelong City CC	69	4	65	0	69	0	77	-8	-1	-7	0	-8	0
Drysdale CC	44	3	41	0	44	0	53	-9	-4	-5	0	-7	-2
Barabool CC	48	26	22	0	47	1	57	-9	8	-17	0	-9	0
St Albans Breakwater CC	20	0	20	0	19	1	30	-10	-7	-3	0	-7	-3
East Belmont CC	49	13	36	0	49	0	60	-11	-3	-8	0	-10	-1
Modewarre CC	23	3	20	0	22	1	34	-11	1	-12	0	-12	1
Surf Coast Aireys Inlet CC	0	0	0	0	0	0	12	-12	-12	0	0	-11	-1
Barwon Heads CC	52	15	37	0	52	0	65	-13	-2	-11	0	-13	0
Geelong West CC	10	0	10	0	10	0	23	-13	0	-13	0	-10	-3
Bell Post Hill CC	39	13	26	0	36	3	53	-14	-2	-12	0	-15	1
Corio CC	11	3	8	0	9	2	25	-14	0	-14	0	-15	1
South Barwon CC	35	10	25	0	33	2	50	-15	-5	-10	0	-15	0
Newcomb and District CC	0	0	0	0	0	0	15	-15	-1	-14	0	-15	0
Leopold CC	40	1	39	0	40	0	56	-16	-6	-10	0	-16	0
Highton CC	46	5	41	0	46	0	66	-20	4	-24	0	-20	0
Little River CC	0	0	0	0	0	0	25	-25	-11	-14	0	-20	-5
Grovedale CC	14	0	14	0	14	0	39	-25	-2	-23	0	-23	-2
Alexander Thomson CC	68	13	55	0	68	0	108	-40	-32	-8	0	-40	0
Total	1,614	401	1,212	0	1,579	35	1,708	-94	3	-98	0	-104	-4

Bellarine Peninsula Cricket Association Detailed Membership Trends and Breakdown

2016/17 Season							2015/16 Participants	2015/16 – 2016/17 +/-	Member Category				
Club	Total	Intro	Jnr	Snr	M	F	Total	Overall change	Intro	Jnr	Snr	M	F
Anglesea CC	**70**	0	0	70	70	0	**60**	10	0	0	10	10	0
Portarlington CC	**76**	4	5	67	76	0	**72**	4	1	3	0	4	0
Collendina CC	**94**	0	3	91	92	2	**91**	3	-2	-1	6	2	1
Newcomb CC	**45**	0	0	45	45	0	**42**	3	0	-1	4	3	0
Wallington CC	**59**	0	3	56	59	0	**57**	2	-2	2	2	2	0
Barwon Heads CC	**73**	1	3	69	72	1	**72**	1	0	3	-2	1	0
Drysdale CC	**55**	0	0	55	55	0	**55**	0	0	0	0	0	0
St Leonards CC	**47**	0	6	41	46	1	**47**	0	-2	1	1	-1	1
Ocean Grove CC	**58**	0	5	53	58	0	**59**	-1	-1	3	-3	-1	0
Barabool CC	**48**	0	2	46	48	1	**53**	-5	0	1	-6	-5	1
Queenscliff CC	**61**	0	1	60	61	0	**74**	-13	-2	-2	-9	-13	0
Jan Juc CC	**56**	0	3	53	55	1	**85**	-29	-3	-4	-22	-30	1
Total	742	5	31	706	737	6	767	-25	-11	5	-19	-28	4

Colac District Cricket Association Detailed Membership Trends and Breakdown

2016/17 Season							2015/16 Participants	2015/16 – 2016/17 +/-	Member Category				
Club	Total	Intro	Jnr	Snr	M	F	Total	Overall change	Intro	Jnr	Snr	M	F
City United CC	**87**	5	24	58	87	0	**75**	12	-4	6	10	12	0
Warrion CC	**71**	6	28	37	66	5	**59**	12	-3	8	7	7	5
Apollo Bay CC	**80**	3	30	47	78	2	**75**	5	-6	8	3	5	0
Forrest CC	**20**	0	1	19	20	0	**18**	2	0	1	1	2	0
Tomahawk Creek CC	**19**	0	1	18	19	0	**17**	2	0	0	2	2	0
Colac West CC	**84**	8	36	40	83	1	**83**	1	0	1	0	0	1
Coragulac CC	**0**	0	0	0	0	0	**0**	0	0	0	0	0	0
Stoneyford CC	**51**	5	19	27	51	0	**55**	-4	0	-1	-3	-3	-1
Deans Marsh CC	**20**	0	3	17	20	0	**24**	-4	0	1	-5	-4	0
Birregurra CC	**51**	3	17	31	51	0	**59**	-8	-2	-7	1	-4	-4
Alvie CC	**55**	5	24	26	55	0	**63**	-8	0	-4	-4	-8	0
Colac CC	**68**	6	19	43	65	0	**82**	-14	-4	4	-14	-17	0
Irrewara CC	**83**	6	28	49	81	1	**100**	-17	-7	-6	-4	-18	0
Otway CC	**0**	0	0	0	0	0	**21**	-21	0	-1	-20	-21	0
Total	689	47	230	412	676	9	731	-42	-26	10	-26	-47	1

APPENDIX #3

REGIONAL CRICKET AND COMMUNITY CENTRE PLANNING AND DEVELOPMENT PRINCIPLES, MANAGEMENT SUCCESS FACTORS AND RECOMMENDED FACILITY REQUIREMENTS

It is recommended the following facility planning and development principles and management success factors be considered when identifying the most appropriate venue and operational model for a regional Cricket and Community Centre within the Barwon Cricket Region.

Proposed principles of a regional Cricket and Community Centre:

1. **Quality** – training and playing areas, and associated facilities and amenities provided and maintained to the highest quality and professional standard.
2. **Integrated** – achieving integration of Victorian and Australian community cricket and high performance pathways to ensure that cricketers, coaches, umpires and administrators are provided the same level of facilities, programs, services and administration, within their geographic region and comparable to other regions across the state.
3. **Cricket first** – cricket requirements need to be met as a priority within the venue, with additional community and commercial uses considered to support sustainable management operations.
4. **Flexible** – common areas (including playing, training and building footprint) must promote shared space in order to maximise flexible uses and package sport and related services together to increase regional capacity.
5. **Inclusive** – while meeting high performance cricket objectives, the site will be developed to ensure access to community, club and representative cricket opportunities, with a particular focus on dedicated junior, female, indigenous and all abilities programs.
6. **Sustainable** – facilities and amenities are designed to create maintenance efficiencies and management structures developed to ensure operational efficiencies are achieved, while having capacity to attract and cater for new participants, deliver events and promote regional tourism.

Regional Cricket and Community Centres should be supported by:

1. **Location and access** – be accessible to those in the region, 12-month service, reduce regional / rural travel to access quality services and facilities, be flexible to accommodate other community needs (relevant to location).
2. **Sustainability** – build on existing high quality / premier venues and services, generate revenue, leverage off other existing associated amenities (e.g. pools, gyms and education amenities), professional management.
3. **Integration** – with CA / CV network and technology, high performance programs / squads, inclusion programs, teams and events, local and regional club / association network, other regionally based high performance sports.

Driving regional Cricket and Community Centre management success:

To drive management success of a future regional level Cricket and Community Centre within the Barwon Region, it is recommended the following success factors be integrated into management and operational practices.

- Align and adopt management model to coincide with detailed design and site master planning roll-out and priorities.
- Adoption and implementation of an overarching Centre governance model.
- Clearly articulated roles and responsibilities for all stakeholders involved within the Centre.
- Recognition that existing and likely future tenants and users are, and will be, at varying levels of capacity and resourcing.
- A high quality maintenance program of on-field, off- field and Centre surrounds must be delivered to represent the regional nature of the Centre.
- Implement an agreed priority of use and community access policy for all Centre areas and infrastructure.
- Ensure that a balance between community use (and associated fees) and commercial users are achieved through facility access.
- Ensure that collective investment and reinvestment in the Centre is achieved from direct Centre operations and revenue generation activities.
- Provide capacity to promote events, sport, the G21 Region, as well as the Centre and its brand.

Recommended regional Cricket and Community Centre facility requirements:

Cricket Australia's Community Cricket Facility Guidelines define a hierarchy of facilities for Australian Cricket. Regional Cricket and Community Centres fall under the Premier / Regional category, which identifies their purpose as, *'A facility that integrates the community cricket pathway and provides connection between club cricket and high performance pathways. Facilities service home clubs, as well as providing for the broader regional cricket catchment'*.

The following tables provide a summary of core facility requirements for a regional Cricket and Community Centre for each of the below key facility components.

1. Pitches and training facilities
2. Site facilities and amenities
3. Club facilities and amenities.

Pitches and training facilities

COMPONENT	REQUIREMENTS
Potential development area required (estimated)	8-10 ha
Playing fields per site (minimum)	1 (min) or 3 (desirable)
Playing field boundary length (75m minimum)	Desirable
Turf pitches per playing field (6-10 pitches)	Required
Warm season grass species	Desirable
Irrigation / access to automated watering	Required
Floodlit playing field 500 lux (1 per site only)	Desirable
Playing field fencing (900mm or 1050mm)	Desirable
Storage for turf pitch covers	Required
Sight screens (pair)	Required
Scoreboard (electronic preferred)	Required
Outdoor turf training pitches (8-12 pitches)	Required
Outdoor synthetic training pitches (2-4 pitches)	Required
Outdoor multi-purpose training facility	Optional
Power to outdoor training pitches	Required
Indoor training pitches (4 minimum) and High Performance amenities	Required

Note: *For 'desirable' amenities, if they can't be delivered within the cricket facility, having access to them in adjacent sites or facilities would be suitable (e.g. school, community facility and commercial centre).*

Site facilities and amenities

COMPONENT	REQUIREMENTS
Spectator seating (structure of 100 seats)	Desirable
Spectator viewing (covered)	Desirable
Spectator viewing (natural shade)	Required
Site / perimeter fencing	Optional
Playground / space or youth activity space within overall precinct	Desirable
Walking path / trail connections	Desirable
Car parking per playing field (50 min spaces) – enough to cater for regional events	Required
Site / venue signage	Required

Club facilities and amenities

COMPONENT	REQUIREMENTS
Pavilion / clubrooms (estimated minimum size of internal building footprint of 600-700m^2)	Required
Player change rooms (per playing field) – 2 x unisex (with minimum of 4 lockable cubicles)	Required
Umpire change rooms (per playing field) – 1 x unisex (with minimum of 2 lockable cubicles)	Required
Kitchen and / or canteen / kiosk	Required
Social / community room (indoors)	Required
Social / BBQ area (outdoors)	Desirable
Public toilets	Required
First aid / medical room / massage room(s)	Desirable
Gym / fitness room	Desirable
Office / administration / meeting	Required
Scorers' box / viewing area	Desirable
Ground maintenance storage	Required
Equipment storage	Required
Training / education room(s)	Required

APPENDIX #4

CLUB MEMBERSHIP MODEL

In order to assess G21 Region Cricket Club's 'on-field' performance, a Club Membership Model has been developed (provided on following page). The model does not consider all potential on-field assessment areas, however does provide a high level snapshot of each club's member growth / decline over the past three seasons. It also provides an overall score which has been calculated using the following scoring tools.

2016/17 'TOTAL MEMBERS SCORE'

Total Members	Score
0-20	1
21-40	2
41-60	3
61-80	4
81-100	5
101-120	6
121-140	7
141-160	8
161-180	9
181+	10

2016/17 'TOTAL FEMALE MEMBERS SCORE'

Total Members	Score
1-10	1
11-20	2
21-30	3
31-40	4
41-50	5

'3 SEASON GROWTH SCORE'

Growth / Decline	Score
1 to 10	1
11 to 20	2
21-30	3
31-40	4
41-50	5
51-60	6
61-70	7
71-80	8
81-90	9
91+	10
-1 to -10	-1
-11 to -20	-2
-21 to -30	-3
-31 to -40	-4
-41 to -50	-5
-51 to -60	-6
-61 to -70	-7

2016/17 'TOTAL JUNIOR MEMBERS SCORE'

Total Members	Score
1-10	1
11-20	2
21-30	3
31-40	4
41-50	5
51-60	6
61-70	7
71-80	8
81-90	9
91+	10

'3 SEASON JUNIOR MEMBERS GROWTH SCORE'

Growth / Decline	Score
1-10	1
11-20	2
21-30	3
31-40	4
41-50	5
51-60	6
61-70	7
71-80	8
81-90	9
91+	10
-1 to -10	-1
-11 to -20	-2
-21 to -30	-3
-31 to -40	-4
-41 to -50	-5
-51 to -60	-6
-61 to -70	-7

CLUB BY CLUB MEMBERSHIP 2014/15 – 2016/17 (A-K)

Club	2016/17 Total Members	2016/17 Total Members Score	3 Season Total Members Growth (2014/15 - 2016/17)	3 Season Members Growth Score	2016/17 Total Junior Members	2016/17 Total Junior Members Score	3 Season Junior Members Growth (2014/15 - 2016/17)	3 Season Junior Members Growth score	2016/17 Total Female Members	Total Female Members Score	Total Score
Alexander Thomson Cricket Club	147	8	15	2	86	9	-4	-1	9	1	19
Alvie Cricket Club	55	3	-14	-2	29	3	-1	-1	0	0	3
Anakie Cricket Club	25	2	-9	-1	0	0	0	0	0	0	1
Anglesea Cricket Club	98	5	18	2	28	3	2	1	0	0	11
Apollo Bay Cricket Club	80	4	8	1	33	4	1	1	2	1	11
Bannockburn Cricket Club	98	5	11	2	53	6	12	2	0	0	15
Barrabool Cricket Club	96	5	-10	-1	50	5	-1	-1	1	1	9
Barwon Heads Cricket Club	125	7	10	1	56	6	4	1	2	1	16
Bell Park Cricket Club	133	7	21	3	43	5	17	2	0	0	17
Bell Post Hill Cricket Club	103	6	-11	-2	43	5	-5	-1	3	1	9
Birregurra Cricket Club	51	3	3	1	20	2	2	1	0	0	7
City United Cricket Club	87	5	18	2	29	3	3	1	0	0	11
Colac Cricket Club	68	4	-20	-2	25	3	-7	-1	0	0	4
Colac West Cricket Club	84	5	-6	-1	44	5	3	1	1	1	11
Collendina Cricket Club	129	7	0	0	38	4	0	0	2	1	12
Coragulac Cricket Club	0	0	0	0	0	0	0	0	0	0	0
Corio Bay Cricket & Sports Club	40	2	-16	-2	2	1	-2	-1	0	0	0
Corio Cricket Club	52	3	-24	-3	16	2	-24	-3	2	1	0
Dean's Marsh Cricket Club	20	1	4	1	3	1	-2	-1	0	0	2
Drysdale Cricket Club	99	5	1	1	44	5	4	1	2	1	13
East Belmont Cricket Club	139	7	-1	-1	55	6	2	1	0	0	13
Forrest Cricket Club	20	1	-1	-1	1	1	1	1	0	0	2
Geelong City Cricket Club	138	7	-6	-1	76	8	-3	-1	0	0	13
Geelong Cricket Club	53	3	-7	-1	7	1	1	1	0	0	4
Geelong West Cricket Club	71	4	-23	-3	32	4	-14	-2	8	1	4
Geelong Women's Cricket Club	16	1	2	1	2	1	0	0	16	2	5
Grovedale Cricket Club	83	5	-37	-4	19	2	-42	-5	0	0	-2
Guild Cricket Club	112	6	19	2	24	3	-2	-1	0	0	10
Highton Cricket Club	120	6	-11	-2	53	6	-13	-2	1	1	9
Inverleigh Cricket Club	34	2	-36	-4	4	1	-20	-2	0	0	-3
Irrewarra Cricket Club	83	5	-11	-2	34	4	-11	-2	1	1	6
Jan Juc Cricket Club	113	6	-28	-3	60	6	6	1	1	1	11

CLUB BY CLUB MEMBERSHIP 2014/15 – 2016/17 (L-Z)

Club	2016/17 Total Members	2016/17 Total Members Score	3 Season Total Members Growth (2014/15 - 2016/17)	3 Season Members Growth Score	2016/17 Total Junior Members	2016/17 Total Junior Members Score	3 Season Junior Members Growth (2014/15 - 2016/17)	3 Season Junior Members Growth score	2016/17 Total Female Members	Total Female Members Score	Total Score
Lara Cricket Club	196	10	13	2	99	10	5	1	5	1	24
Leopold Cricket Club	94	5	-22	-3	44	5	-9	-1	0	0	6
Lethbridge Cricket Club	58	3	-26	-3	8	1	-17	-2	0	0	-1
Little River Cricket Club	51	3	-2	-1	8	1	-9	-1	0	0	2
Lorne Cricket Club	0	0	0	0	0	0	0	0	0	0	0
Manifold Heights Cricket Club	116	6	15	2	58	6	15	2	4	1	17
Marshall Cricket Club	113	6	4	1	34	4	-8	-1	4	1	11
Meredith Cricket Club	35	2	-22	-3	6	1	-1	-1	0	0	-1
Modewarre Cricket Club	96	5	4	1	31	4	-9	-1	1	1	10
Murgheboluc Cricket Club	135	7	0	0	62	7	18	2	4	1	17
Newcomb & District Cricket Club	90	5	-10	-1	16	2	-6	-1	0	0	5
Newcomb Cricket Club	45	2	10	1	0	0	-2	-1	0	0	2
Newtown & Chilwell Cricket Club	213	10	46	5	120	10	36	4	0	0	29
North Geelong Cricket Club	170	9	47	5	80	8	24	3	12	2	27
Ocean Grove Cricket Club	115	6	6	1	62	7	2	1	1	1	16
Old Geelong Cricket Club	78	4	5	1	7	1	1	1	0	0	7
Portarlington Cricket Club	92	5	19	2	25	3	22	3	1	1	14
Queenscliff Cricket Club	109	6	0	0	49	5	6	1	0	0	12
Shelford Cricket Club	20	1	-12	-2	2	1	0	0	0	0	0
St Albans Breakwater Cricket Club	77	4	-9	-1	24	3	3	1	2	1	8
St Josephs Cricket Club	206	10	-28	-3	121	10	-5	-1	0	0	16
St Leonards Cricket Club	62	4	24	3	21	3	19	2	0	0	12
St Peters Cricket Club	128	7	-23	-3	65	7	-16	-2	0	0	9
Stoneyford Cricket Club	51	3	-30	-3	24	3	-21	-3	0	0	0
Surf Coast Aireys Inlet Cricket Club	27	2	-15	-2	2	1	-24	-3	0	0	-2
Teesdale Cricket Club	39	2	-3	-1	3	1	3	1	0	0	3
Thomson Cricket Club	87	4	-1	-1	34	4	3	1	0	0	8
Tomahawk Creek Cricket Club	19	1	-4	-1	1	1	0	0	0	0	1
Torquay Cricket Club	118	6	22	3	63	7	30	3	1	1	20
Wallington Cricket Club	70	4	0	0	14	2	-1	-1	0	0	5
Warrion Cricket Club	71	4	16	2	34	3	8	1	5	1	11
Waurn Ponds Cricket Club	65	4	-53	-6	4	1	-16	-2	0	0	-3
Winchelsea Cricket Club	76	4	6	1	19	2	-10	-1	0	0	6

APPENDIX #5

FRAMEWORK FOR FUNDING ALLOCATION

The following table outlines proposed club management, participation and governance ratings to determine priorities in funding allocation. It is suggested that this Framework be applied where facility upgrade requirements are similar between a number of clubs, but LGA investment capabilities are limited and cannot support all investment requirements simultaneously, or through the one funding pool.

COMPONENT / CAPABILITY	WEIGHTING	CLUB RATING
1. Facility provision and condition gaps as identified by National Facilities Audit.	20	
2. Project is strategically aligned with G21 and Cricket Victoria Barwon Regional Cricket Strategy framework and key priorities.	15	
3. Club has the ability to financially co-contribute (financial and/or in kind) to identified infrastructure upgrade.	10	
4. Club has a detailed five year strategic plan and produces, operates and reports to an annual budget.	10	
5. Club has implemented the required policies and procedures as set by Cricket Victoria, locals associations, leagues and LGAs.	10	
6. Identified growth in Club membership levels (applying use of Club Membership Model).	10	
7. Club supports diversity and delivers inclusive cricket programs (e.g. AAA, indigenous, female and multi-cultural programs).	10	
8. Club is aligned with and / or supports Cricket Australia's introductory junior modified cricket programs.	5	
9. Club actively participates in industry training, club development and accreditation initiatives.	5	
10. Club is financially up to date with relevant Council accounts.	5	
TOTAL	**100**	**/100**

APPENDIX #6

10 KEY CONSIDERATIONS FOR THE GOVERNANCE RESTRUCTURE PROCESS

1. Determine what you are trying to achieve. Be truthful in your self evaluation and realistic in your expectations of partner associations and key stakeholders.

2. Encourage the development of good personal relationships between key people with clear and honest communication.

3. Establish a working party to create a common vision of the 'new' structure without preconceived ideas.

4. Make a formal commitment to the new vision and keep an open mind to outcomes.

5. Agree on a process and timeline that suits your circumstances and requirements. Allow adequate time for planning and consultation, but keep things moving.

6. Conduct business modelling (based on the vision and agreed principles) and then determine structures accordingly.

7. Incorporate fairness, equity and 'non-negotiable' into formal agreements and/or new governance structures (remember the process is one of give and take – be clear about what is non-negotiable and what concession you can live with).

8. Seek independent advice to ensure due diligence is achieved and you meet all the legal requirements – for example constitutions, industrial relations, tax and corporate affairs if applicable.

9. Once the formal process is complete, aim for early positive achievements to get everyone on side. Allow time for cultural integration – creating culture that takes the best from all partners.

10. Above all, communicate to everyone concerned steps at all steps along the way. A well developed communication strategy can you do this most effectively.

Source: Adapted from 'Key Aspects of the Amalgamation Process' are taken from the Government of South Australia, Office for Recreation and Sport, Restructure and Amalgamation - A guide for recreation and sporting organisations.

APPENDIX #7

The Victorian Cricket Infrastructure Strategy (2018) outlines a number of key facility challenges that have been identified as having the greatest impact on cricket infrastructure over the next 10 years. Facility provision and condition analysis, combined with stakeholder consultation has highlighted that several of these challenges are currently being, or will be, experienced within the Barwon Cricket Region including.

Female friendly and inclusive facility design

Only 19% of venues across Victoria (25% within the Barwon Region) were assessed as providing female friendly change room facilities and supporting amenities. Following the recent growth in female participation in cricket, combined with healthy increases in both multi-cultural, indigenous and all abilities player categories, a key focus area for Cricket Victoria and Barwon Cricket Region stakeholders (in partnership with other co-tenant state sporting bodies) will be ensuring not only change rooms and supporting amenities are inclusive in design, but all infrastructure elements promote an accessible, safe and attractive environment for players, umpires, coaches, officials, spectators and family members from all social and cultural backgrounds.

On and off-field facility and supporting infrastructure quality and condition

State-wide facility audit data analysis identified that the general provision and overall condition of facilities (e.g. change room facilities, playing field surface conditions) in Country Victoria were on average of a lower standard than those in Metropolitan Melbourne. With a high proportion of cricket grounds in Country Victoria managed by volunteer Committees of Management on Department of Environment, Land, Water and Planning (DELWP) land, a heavy reliance falls on club volunteers to maintain facilities. These works are often delivered on minimal budgets by volunteers who are not always equipped with the necessary skills and equipment to deliver facility upgrade projects and day to day maintenance tasks. This theme is consistent across the Barwon Region for on-field infrastructure condition, however off-field infrastructure condition levels are in fact higher (on average, several sites are sub-standard) across Barwon than state and Metropolitan Melbourne.

Training net design, renewal and condition

44% of training nets across Victoria (34% within the Barwon Region) were assessed as presenting potential safety issues (e.g. trip hazards from worn or torn synthetic grass areas). This combined with varying, and in many cases unsuitable design structures and provision levels (e.g. less than three training nets) and a state-wide average synthetic surface lifespan of six years (five years within Barwon Region) places the future replacement and/or renewal of cricket training nets as one of the sport's biggest infrastructure and investment challenges over the next 10 years. The provision of multi-purpose cricket training net enclosures at suitable sites across Victoria is also a key infrastructure priority for the sport moving forward.

Synthetic centre pitch (surface) condition and lifespan

The current state-wide average lifespan for synthetic pitch surfaces is five and a half years (4 years within Barwon Region) which presents a challenge for Cricket Victoria, local government and cricket stakeholders. Approximately 800 pitch surfaces across the state (of those able to be assessed) and approximately 90 within the Barwon Region will require replacement over the next five years, at an average of 160 pitch surface replacements per year (18 per year across Barwon Region). Incorporating centre pitch surface replacement and renewal programs into future local government asset management and capital works planning is a key priority for Victorian cricket.

Synthetic centre pitch dimensions

In addition to ensuring that synthetic pitch surface conditions promote a safe and suitable playing environment, a key priority for cricket is the lengthening and widening of synthetic pitches at the end of their useful life to meet Cricket Australia's guidelines for synthetic pitch dimensions. Approximately 70% (970) of Victoria's existing centre synthetic pitches (69% within Barwon) do not meet these guidelines. Providing a pitch of adequate width is particularly important for junior development (promotes greater enjoyment if juniors are able to land their delivery on the pitch) and also encourages the art of spin bowling with players able to pitch the ball wide on the pitch and spin it in or away from the batter.

Regional Cricket and Community Centre / Indoor cricket facility provision

Very few regional level indoor cricket facilities exist throughout Country Victoria, with cricketers often required to leave their local townships and travel to Metropolitan Melbourne for this level of facility provision and related services (e.g. high performance coaching / winter development). No recognised Regional Cricket and Community Centre currently exists within the Barwon Region, with future development of such a facility being a key priority of Cricket Victoria and this Strategy (see Priority 4).

Travel time / facility location

The spread, and subsequent travel time required, of facilities across the Barwon Region and throughout Country Victoria more broadly is not surprisingly much further than it is in Metropolitan Melbourne. This creates significant time and cost barriers to participation, and while facility provision needs align with demand and local demographics, a review of and more strategic approach (including best use of existing community facilities) to future facility provision throughout Country Victoria is a key priority for the sport over the next five to ten years.

Turf or synthetic pitches?

As of January 2017, Victoria's turf wicket percentage provision was 28.5% of all pitches (648 turf pitches) across the state. 61% of grounds (1,386 pitches) provide synthetic surfaces, with the remaining 10.5% a combination of long pile and concrete surface pitches. Turf pitch provision levels are higher across Country Victoria (33.5%) than Metropolitan Melbourne, due mainly to the more conducive weather conditions and climate in the northern part of the state and the strong turf cricket competition history. Cricket's growth has brought about the formation of many different associations and competitions throughout Victoria. Within these association structures are turf competitions, synthetic competitions and in some cases a hybrid of the two.

Cricket Victoria is working with existing metropolitan cricket associations to deliver a more strategic approach regarding pitch type provision. Ensuring current and future turf / synthetic pitch playing field provision is strategic, financially sustainable, balances player pathway and development while at the same time increasing grassroots participation opportunities, is a key focus area for cricket across Victoria over the next 10 years.

Cricket Victoria will also be exploring opportunities to provide greater support and education to local Councils, clubs and curators on turf pitch preparation and ongoing maintenance practices.

The VCIS highlights assessing the suitability and balance of synthetic and turf cricket pitches across the Barwon Region as a key priority. Future provision must be in-line with demand, competition structure and financial capacity of tenant clubs and facility owners and in consultation with key stakeholders.

Population and participation challenges

In smaller, more rural Barwon Region townships experiencing (or forecast to experience) population decline, it will be important for clubs, associations and government (with Cricket Victoria support) to work in partnership to prioritise facility renewal and upgrade projects that provide maximum community benefit (not just for cricket).

'Seasonal Creep'

The increasing overlap or 'seasonal creep' as it is commonly referred to between winter and summer sporting codes (mainly AFL and soccer with respect to cricket) presents cricket and facility managers with a significant challenge. A growing trend of increasing professionalism at local level sporting clubs is seeing pre-season training periods lengthened for winter sports and in turn demand for extended facility access. This trend combined with winter sporting code finals often extending into mid September limit Council and cricket's access to prepare grounds (in particular turf table areas) prior to season commencement. It also places increased pressure on playing field carrying capacity during the months of December and January when winter pre-season training is in full swing. Cricket Victoria and AFL Victoria is currently exploring approaches to ground management, scheduling of use and maintenance during these periods that promotes shared use where possible as well as ensuring playing field surface conditions and suitability are not compromised for either sport. Encouraging club acceptance of non traditional venues for pre-season training such as gyms, trails and pools, the continued promotion of the AFL Victoria's Pre-season Training Guidelines for Community Football and reinforcement of the Season Determination Agreement between cricket, AFL and State Government at the local level will also support access issues.

Matching facilities with club needs

With ground access and availability continuing to be challenging (particularly in inner urban metropolitan areas of Melbourne), it is important Cricket Victoria continue to work with local Barwon Association / Competition providers, clubs and local government to ensure cricket grounds and supporting infrastructure are being used to optimal capacity, and furthermore promote club and overall sport development and growth. The identification of underutilised sites with capacity for greater programming and/or potential club relocation is a key priority of Cricket Victoria's over the next five to ten years.

Ground availability and capacity

Several of Melbourne's inner urban Metropolitan Regions are being faced with the growing challenge of accommodating population and participation growth with limited availability of open space for new facility development. While this is not a challenge across all G21 Region Councils, new facilities will be required within the City of Greater Geelong to accommodate future participation and population growth.

Access to school facilities

With limited open space available for additional cricket ground developments and a high portion of existing grounds operating at full capacity, increasing access levels to school facilities is a key priority across the state. Accessing school facilities remains a day to day challenge for cricket, as does the more often than not unfit for purpose infrastructure provision at school venues (e.g. access to change rooms, toilets and shelter). With the significant growth in school based programs, Cricket Victoria is committed to working in partnership with the Victorian Department of Education and Training in an effort to increase access to and improve infrastructure provision at school venues to enable more flexible use (e.g. weekend club competition). In addition to weekend access for club cricket competitions, the presence of synthetic surfaces at a large number of primary and secondary schools provides opportunity for increased delivery of modified programs (e.g. Junior formats).

Increased demand for more cricket

Mid-season or 'winter' cricket competitions are significantly increasing in popularity across Metropolitan Melbourne. While this extension to the summer version of the sport is strongly supported by Cricket Victoria, and key to the game's continued growth and sustainability, it does present significant facility access issues (synthetic pitches more often than not covered from April through to September to service winter sporting codes). Designing new playing fields in partnership with winter sporting codes (e.g. AFL, Soccer and Rugby) that enable synthetic pitches to remain uncovered during the winter (e.g. two soccer fields with a synthetic cricket pitch placed in the middle) is a priority for Cricket Victoria.

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6.4 Building Better Regions Fund - Round Three 2018-19

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Division:	Culture & Community	**Trim No:**	IC18/1715

Appendix:

Nil

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 submitting a funding application to the Federal Government's Building Better Regions Fund Round Three in the Infrastructure Project Stream.

Summary

The Building Better Regions Fund (BBRF) is a significant Federal Government funding round with two streams – Infrastructure Project Stream and Community Investment Stream.

The *Infrastructure Project Stream* funds the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provide economic and social benefits to regional and remote areas. The *Community Investment Stream* funds new or expanded local events, strategic regional plans, and leadership and capability strengthening activities. Both streams have a maximum grant amount of $10million. The Community Investment Stream Guidelines that "given the nature of eligible projects we expect most grants will be under $100,000." For Round Three, $200million is available, with up to $45million of this funding earmarked to support tourism related infrastructure projects.

Officers have assessed eligible candidates in Council's project pipeline. The Stribling Reserve Pavilions Redevelopment project is considered Council's strongest application candidate under the Infrastructure Project Stream. Concept designs have identified the scope and cost of a project which will overhaul all player and visitor amenities at the main and netball pavilions. Change facilities at the reserve are the poorest of all football/netball facilities in the Shire as assessed in the 2015 G21 and AFL Barwon Football and Netball Strategy.

Recommendation

That Council:

1. Authorises the Chief Executive Officer to submit the following application to the Federal Government's Building Better Regions Fund Round Three, Infrastructure Project Stream category:
   1.1 Stribling Reserve Pavilions Redevelopment Project – Total project cost $4million consisting of $1.5 million from Council, $500,000 from community and $2 million from the Building Better Regions Fund.
2. Pending the outcome of the funding application, commits to providing the balance of funds required to deliver the Stribling Reserve Pavilions Redevelopment Project in a future budget as follows:
   a) $198,000 from the Open Space Reserve Fund (Lorne allocation); and
   b) Up to $1.802 million from borrowings.
3. Notes the Stribling Reserve Committee of Management's substantial proposed community contribution is subject to successful fundraising and the establishment of appropriate agreements.
4. Notes that the final level of borrowings will depend on future factors including:
   4.1 The extent of the community contribution
   4.2 The capacity of the Accumulated Unallocated Cash Reserve to fund this and other Council priorities
5. In the event that the application is successful, agrees to underwrite the total cost of the project less the grant amount.
6. Authorises the Chief Executive Officer to execute the Building Better Regions Funding agreement on behalf of Council should the application be successful.

6.4 Building Better Regions Fund - Round Three 2018-19

Report

Background
The Building Better Regions Fund (BBRF) is a significant Federal Government funding round with two streams – Infrastructure Project Stream and Community Investment Stream.

The *Infrastructure Project Stream* funds the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provide economic and social benefits to regional and remote areas. The *Community Investment Stream* funds new or expanded local events, strategic regional plans, and leadership and capability strengthening activities. Both streams have a maximum grant amount of $10million. There is a note in the Community Investment Stream Guidelines that "given the nature of eligible projects we expect most grants will be under $100,000." For Round Three, $200million is available, with up to $45million of this funding earmarked to support tourism related infrastructure projects.

This is the third round of the BBRF. Council was successful securing $5million from BBRF round two for the Torquay Multipurpose Indoor Stadium and $360,500 for the Banyul Warri Fields Yurrock Soccer Pitch. The Walk, Ride, Run the Great Ocean Road Community Investment Stream application to the same round ($100,000) was unsuccessful. The Torquay Walking and Cycling Connections application to round one ($2.5 million) was considered ineligible due to missing key documentation but is not considered a strong project in this latest round due to limited capacity to demonstrate economic benefit.

BBRF round three opened on 27 September 2018 and applications for both streams are due 15 November 2018.

Discussion
The BBRF round three guidelines describe the merit criteria which projects will be assessed against as:

1. Economic Benefit (15 points)
2. Social Benefit (10 points)
3. Value for Money (5 points)
4. Project Delivery (5 points)

Officers' assessment of the BBRF funding merit criteria recommend the following project from Council's priority list as a strong application candidate under the Infrastructure Project Stream:

1. Stribling Reserve Pavilions Redevelopment
Scope
This important project will deliver a redevelopment of two pavilions within Stribling Reserve for a range of club and community uses. Features will include:

- New netball pavilion compliant with Netball Victoria guidelines
    - Including change rooms, umpires room, trainers room, office, accessible toilet and storage
- Upgrade of main pavilion compliant with AFL guidelines
    - Including change rooms, umpires rooms, trainers rooms, first aid, kiosk and storage
- New second level to the existing pavilion with northern entry, community spaces and commercial kitchen (required to accommodate main pavilion change room upgrade)
- Inclusion of unisex amenities to promote increased use by the adjacent school and female sporting participants
- Upgrade of amenities to ensure compliance with accessibility standards
- Provision of new public toilets, including accessible toilet.

This project is a key element of the Stribling Reserve Master Plan and is at an concept design stage.

Cost
The cost of this project is estimated at $4million (refer to Financial Implications section below).

Officer's Comments
Council has enjoyed success in securing government funding for several major projects across the shire in the last 2-3 years including Mt Moriac Reserve, Winchelsea Netball, Torquay Netball, Anglesea Bowls, Surf Coast Multi-purpose Stadium, Banyul Warri Fields). The next major project in Council's recreation and open space pipeline is the Stribling Reserve Pavilions Redevelopment project. Officers have been working with

6.4 Building Better Regions Fund - Round Three 2018-19

club and community representatives on designs for facility improvements as defined in the Stribling Reserve Masterplan.
The project provides the opportunity to secure significant government funding in a single application to deliver improvements to netball and main pavilion improvements. Officers recommend this larger project as opposed to smaller stages as the timing of this round of funding aligns with next year's Federal election and therefore presents the best opportunity to progress. It will be very challenging to secure this level of contribution through a State contribution as the project does not align well with Sport and Recreation Victoria major project grant programs and those programs have a funding ceiling which would require a much larger Council contribution.

Other points of note:

- The project is identified in Council's Advocacy program
- If successful the project can commence within 12 weeks of executing a funding agreement as per funding conditions
- The full redevelopment project will provide a greater overall outcome for the community with an enhancement of facilities, opportunities to increase use, provision of compliant amenities and greater sense of identity for the netball and football club.
- The full redevelopment has potential to provide social and economic benefits beyond the core uses of football and netball (e.g. general community use, emergency management, peak season visitor offerings, event support).
- State Government funding via Sport and Recreation Victoria programs is a maximum of $800,000 and unlikely to be a competitive project in their major project categories.

Assessment of other projects
Several other projects in Council's future project pipeline were considered by officers as either not commencement ready and/or a weaker candidate for funding:

- Torquay Town Centre Revitalisation
- Anglesea Bike Park Redevelopment &/or Trails Network
- Winchelsea River Loop Walk
- Great Ocean Road Gateway
- Winchelsea Cricket Club Practice Net Redevelopment
- Torquay Cricket Club Practice Net Redevelopment
- Surf Coast Soccer Club Pavilion
- Mt Moriac Netball/Tennis Pavilion Upgrade
- Winchelsea Adventure Playground
- Torquay Multipurpose Synthetic (Hockey)
- Deans Marsh Oval Drainage & Irrigation
- Hesse Street Tennis and Cricket Changeroom
- Winchelsea Bowls Club Pavilion Upgrade.

Previous applications are also not recommended:

- Torquay Walking and Cycling Connections is considered a lower priority at this time.
- Walk, Ride, Run the Great Ocean Road is within scope of a new State Government project exploring the feasibility of trails between Apollo Bay and Torquay.

Community Investment Stream
Currently no priority projects meet this funding criteria.

Financial Implications
It is expected that the outcome of the BBRF round three application will be known by mid-2019 and therefore Council's contribution can be funded in a future financial year.

Project	Total Cost	BBRF	Club	Council
Stribling Reserve Pavilions Redevelopment Stage 1 – Netball Pavilion Only	$600k	$300k	$25k**	$275k^
Stribling Reserve Pavilions Redevelopment – Stages 1 & 2 – Netball and Main Pavilions	$4m*	$2m	$500k**	$1.5m^

** Estimate – awaiting cost plan*
*** Council required to underwrite community contributions pending transfer of funds^Sources of Council funds (see next slide)*

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Council would be required to contribute $300,000 for Stage 1 and $2million for Stage 1 & 2 (including underwriting the community contribution for either option). An amount of $198,000 is available in the Open Space Reserve for Lorne projects.

The amount that Council will need to borrow could reduce based on factors including:

- The extent of the community contribution
- The capacity of the Accumulated Unallocated Cash Reserve to fund this and other Council priorities.

Council Plan

Theme	1 Community Wellbeing
Objective	1.1 Support people to participate in and contribute to community life
Strategy	1.1.1 Develop and implement a program to support communities of place and interest, and to provide opportunities for them to identify and achieve their community aspirations

Theme	3 Balancing Growth
Objective	3.2 Ensure infrastructure is in place to support existing communities and provide for growth
Strategy	3.2.6 Advocate for supporting infrastructure

Theme	4 Vibrant Economy
Objective	4.3 Strengthen the vitality of town centres
Strategy	4.3.1 Identify and support the economic and social drivers of town centres within the shire

Policy/Legal Implications

The recommendation to seek funding for this project is consistent with Council's 'Recreation and Open Space Project - Planning and Prioritisation Framework' which identified the Stribling Reserve Pavilions Redevelopment as a priority project, is included in the Stribling Reserve Masterplan 2017 and Council's Advocacy program.

The AFL's Preferred Facilities Guidelines and Netball Victoria's Facilities Manual provide Councils with information on the requirements of facilities to best suit the needs of their respective sport. The concept design for the Stribling Reserve Pavilions Redevelopment meets these requirements.

Officer Direct or Indirect Interest

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

Risk Assessment

The provision of new pavilions will provide safe and accessible facilities and reduce the risk to users who have been using the aging facilities that do not meet AFL and Netball Victoria guidelines. Officers consider that this funding round presents the best chance to limit Council's contribution to a level that can be managed within the long term financial plan.

Social Considerations

The project will provide key social benefits to the core user groups and broader community as these facilities are an important place of connection for people of all ages and abilities. Provision of compliant player amenities for both netball and football will enhance the sense of identity for players and spectators alike.

The significant improvement in social and community spaces for both netball and football will provide greater opportunities for socialisation on training nights, game days and special functions. The community rooms will provide a new space for a range of existing and potential activities, programs, events and complimentary uses.

Community Engagement

The Stribling Reserve Master Plan was completed in October 2017. The master plan process included the formation of a Project Control Group (PCG), consultation with user groups and the broader community. The master plan highlighted the need for new a netball pavilion and an expansion and/or second storey development for the main pavilion.

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For the current netball and main pavilions concept design process, Officers have consulted with members of a PCG established for the project. The group includes members of the Stribling Reserve Section 86 Committee of Management who represent the interests of all user groups. A workshop was held on Tuesday 25 September 2018 with the architect, Council Officers and representatives of key user groups including:

- Stribling Reserve Section 86 Committee of Management
- Lorne P-12 School
- Lorne Football Club (including operations volunteers)
- Lorne Netball Club.

The PCG and key user groups will continue to be engaged throughout the design process. At the completion of the concept design Council will seek broader community feedback on the proposed redevelopment.

Environmental Implications
No environmental implications arise from this report. The concept design proposes the majority of the new development within the existing footprint of the main pavilion and netball pavilion. The impact on the adjacent areas would be minimised. The architect's structural engineer confirmed that there is potential for the second level to be constructed on the existing building. A detailed cost estimate will determine whether a demolition and full rebuild or retaining the existing building and undertaking a refurbishment is the preferred option.

Communication
Council has confirmed its advocacy priorities that include the Stribling Reserve redevelopment which have been communicated through council meetings, our website and media. A communications plan will be developed for delivery of this project. As outlined in the Community Engagement section, the PCG is the primary focus of communication on this project.

The Project Sponsor and Project Manager are in frequent communication with the PCG including meetings, emails and provision of design updates. A high level of communication with the PCG will continue, including with user group representatives involved in the workshop.

Options
<u>Option 1 – Submit a BBRF application for Stage 1 & 2 of the Stribling Reserve Pavilions Redevelopment Project</u>
This option is recommended by officers as it aligns to Council's advocacy priorities and is considered Council's strongest project for this funding program. The BBRF funding program is Council's most suitable opportunity to obtain funding for Stage 1 & 2 in one go, and the best chance to fund Stage 2 (main pavilion). The package of both stages provides the highest community benefit which should appeal to the funding body.

<u>Option 2 – Submit a BBRF application for Stage 1 of the Stribling Reserve Pavilions Redevelopment Project</u>
This option is not recommended by Officers as there is potential to secure funding for the full redevelopment project (as outlined above). Stage 1 has potential to secure funding through future State Government grant programs if the BBRF funding application isn't successful.

<u>Option 3 – Submit a BBRF application for a project other than the Stribling Reserve Pavilions Redevelopment Project</u>
This option is not recommended by Officers as this project is the project most suited to this funding program and round. The project is also the next major initiative in the recreation and open space project pipeline.

<u>Option 4 – Do not submit a BBRF application for round three</u>
This option is not recommended by officers as the Building Better Region Fund provides a great opportunity to leverage external funding toward project priorities that will ultimately allow Council funds to be re-directed to delivering other priorities across the Shire.

Conclusion
In line with Council's agreed advocacy priorities it is proposed that Council submits the Stribling Reserve Pavilions Redevelopment Project to the Building Better Regions Fund Round Three.

6.5 CEO Employment Matters Committee Chairperson and Terms of Reference

Author's Title:	Manager People & Culture	**General Manager:**	Chris Pike
Department:	People & Culture	**File No:**	F18/115
Division:	Culture & Community	**Trim No:**	IC18/1665

Appendix:

1. CEO Employment Matters Committee Charter - October 2018 (D18/127608)

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 consider matters relating to the independent Chair of the CEO Employment Matters Committee and the terms of reference of the Committee.

Summary
Council established the CEO Employment Matters Committee in 2014. It is timely to revisit the terms of reference to ensure consistency with the current standard for Advisory Committees, mainly resulting in minor changes with regard to Secretariat support and record keeping.

Council appointed Mark Howes to the position of independent chairperson for an initial term of one year. Council extended this appointment in November 2015 for two years and again in March 2018 to end on 18 January 2019.

The term of the current independent chairperson expires on 18 January 2019. The CEO's mid-year performance review is scheduled for January 2019. The position of independent chairperson should ideally be resolved prior to this process commencing. It is recommended that Council commences the process to appoint an independent chair to the Committee. This will include a recruitment and selection process to identify suitable candidates.

Recommendation
That Council:

1. Adopts the updated CEO Employment Matters Committee Terms of Reference as attached at Appendix 1.
2. Commences the process to recruit an independent chairperson to the CEO Employment Matters Committee.
3. Authorises the Mayor to convene a sub-committee consisting of three members of the CEO Employment Matters Committee for the purpose of shortlisting and interviewing applicants and proposing a preferred candidate to the CEO Employment Matters Committee.
4. Requests that the CEO Employment Matters Committee provides a recommendation to Council on a preferred candidate for the role of independent chairperson.
5. Notes that recruitment advice and support will be provided to the CEO Employment Matters Committee and the recruitment sub-committee by Council's Manager People and Culture.

6.5 CEO Employment Matters Committee Chairperson and Terms of Reference

Report

Background

Charter

Council adopted the CEO Employment Matters Committee Charter on 27 January 2015. The composition of the Committee was four Councillors and one independent chairperson. Council resolved to change the composition of the Committee to include all Councillors and one independent chairperson. In March 2018 Council adopted an amended charter to update the quorum to six members including the Chair and to provide Council with greater flexibility in determining the term and frequency of review of the Chair of the CEO Employment Matters Committee.

Role of Chairperson

The establishment of the CEO Employment Matters Committee with an independent chairperson is considered best practice. Council appointed Mark Howes to the position of independent chairperson of the CEO Employment Matters Committee in 2014. Council extended this appointment in November 2015 for two years and again in March 2018 to end on 18 January 2019.

The CEO Employment Matters Committee is an Advisory Committee to Council as defined in the *Local Government Act 1989*. It will meet at least four times a year, with authority to convene additional meetings as circumstances require. The Committee has authority to advise and make recommendations to Council regarding:

a) Contractual matters relating to the CEO or the person appointed to act as the Chief Executive Officer, including, but not limited to, the following:
   - The appointment of the CEO;
   - Remuneration and conditions of appointment of the CEO;
   - Extension (i.e. reappointment) of the CEO.

b) To conduct the performance reviews of the CEO, and make any recommendations to Council as a result of the review.

c) To perform any other prescribed functions or responsibilities stipulated under the *Local Government Act 1989* or Regulations.

Council supported the role of Independent Chairperson in its February 2018 submission to the Local Government Bill 2018 Exposure Draft recommending:

> *"CEO remuneration policy only allows for obtaining independent advice and does not require it. Suggest this is extended to be a requirement – Surf Coast Shire gets great value from having an independent Chair of the CEO Employment Matters Committee."*

It is assumed that the committee structure will remain unchanged and that the role of independent Chair will continue.

Discussion

Charter

The Charter does not provide clarity regarding meeting procedures or secretariat support and record keeping. It is recommended that the Terms of Reference be updated (as attached) to meet the governance requirements for an Advisory Committee.

Role of Independent Chairperson

Mark Howe's contract ends in January 2019. The CEO's mid-year performance review is scheduled for January 2019. The position of independent chairperson should be resolved prior to this process commencing.

Council needs to commence recruitment activities for the role of independent chairperson for the CEO Employment Matters Committee. An external recruitment process should be undertaken which may take up to three months to conclude (pending Council resolution). Upon selection, the successful incumbent may require some time to gain familiarity with Council processes which could delay the process of the CEO's mid-year performance review.

6.5 CEO Employment Matters Committee Chairperson and Terms of Reference

The Mayor may establish a sub-committee consisting of three members of the CEO Employment Matters Committee for the purpose of shortlisting and interviewing applicants, and proposing a preferred candidate for the role of independent chairperson to the CEO Employment Matters Committee. Ultimately it is the recommendation of the whole committee that would be considered by Council.

Recruitment advice and support will be provided to the CEO Employment Matters Committee and the recruitment sub-committee by Council's Manager People and Culture

Financial Implications
Recruitment costs are estimated at less than $1000 and can be met from within the current year budget. Expressions of interest will be sought through local print media and online mediums.

As per the conditions of the contract, the role of independent chair will attract a standard fee of $600 payable for each meeting attended.

Policy/Legal Implications
This report aligns with the *Local Government Act 1989*.

Officer Direct or Indirect Interest
No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment
The risk in not considering this report would be that the governance of the CEO Employment Matters Committee as defined in the existing Charter may not meet Council's current standard meaning ambiguity about its role and function.

If the role of independent chairperson is not resolved with sufficient lead time to appoint and induct the incumbent there is risk to the continuity and effectiveness of the CEO's mid-year performance review.

Social Considerations
Not applicable.

Community Engagement
Not applicable.

Environmental Implications
Not applicable.

Communication
Manager People & Culture will co-ordinate the recruitment activities and will support Councillors with interviews and selection activities.

The updated CEO Employment Matters Committee Terms of Reference will be distributed to Committee members to take effect immediately.

Options
Option 1 – Adopt the updated terms of reference and commence the process to recruit an independent chairperson, including establishing a sub-committee for recruitment and selection recommendations.

This option is recommended by officers as it results in the terms of reference meeting governance requirements. The expiry of the current contract presents an opportunity to review the role of independent chairperson and bring fresh perspectives to CEO employment matters.

Option 2 – Do not adopt the updated terms of reference and reappoint Mark Howes as independent Chair for a further term of one year.

This option is not recommended by officers as the existing Charter does not meet governance requirements. This option does not provide an opportunity to consider fresh perspectives on CEO employment matters.

Conclusion
This report recommends the commencement of recruitment for the Chair of the CEO Employment Matters Committee and the adoption of an updated CEO Employment Matters Committee Terms of Reference.

6.5 CEO Employment Matters Committee Chairperson and Terms of Reference

APPENDIX 1 CEO EMPLOYMENT MATTERS COMMITTEE CHARTER - OCTOBER 2018

CEO Employment Matters Committee
Terms of Reference
October 2018

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1 Purpose

The CEO Employment Matters Committee is an Advisory Committee appointed, as defined in s3 of the Local Government Act 1989 to assist Council in fulfilling its responsibilities relating to CEO employment matters.

2 Authority

(1) The CEO Employment Matters committee has the responsibility for providing advice and making recommendations to the Surf Coast Shire Council on:

(a) Contractual matters relating to the CEO or the person appointed to act as the Chief Executive Officer including, but not limited to, the following:

- The appointment of the CEO
- Remuneration and conditions of appointment of the CEO
- Extension (i.e. reappointment) of the CEO

(b) To conduct performance reviews of the CEO, and make any recommendations to Council as a result of the review.

(c) To perform any other prescribed functions or responsibilities stipulated under the *Local Government Act 1989* or Regulations.

3 Composition

(1) The CEO Employment Matters committee consists of one independent Chairperson and all Councillors.

(2) A quorum of six members including the Chair will be necessary to transact business of the committee.

(3) The independent chairperson appointed by Council will be a neutral person with appropriate experience.

(4) Persons other than Councillors cannot be appointed to the Committee.

4 Chairperson

(1) The independent chairperson is to be appointed for a minimum term of twelve months with an option to review annually or for a term as otherwise agreed by Council resolution.

(2) The independent chairperson cannot be a Councillor or member of Council staff.

(3) The role of the chairperson will be to:

- Liaise with Committee members to set meeting agendas
- Chair Committee meetings
- Keep minutes of Committee meetings including key deliberations and advice for Council
- Encourage all Committee members to participate in Committee activities
- Determine consensus amongst Committee members in the development of the Committee's advice and recommendations to Council
- Develop formal reports to Council containing the the Committee's advice and recommendations

(4) The chairperson may seek support from the Manager People & Culture in fulfilling this role. See Officer Support section below.

5 Meeting Procedures

(1) The CEO Employment Matters Committee will meet at least four times a year, with authority to convene additional meetings, as circumstances require.

(2) Committee members are required to send agenda items to the Chairperson at least 10 business days prior to the meeting, to Surf Coast Shire staff who will prepare the agenda in consultation with the Chairperson.

(3) Meeting agendas will be prepared by the Chairperson and provided at least seventy-two hours in advance to members, along with appropriate briefing materials.

(4) Minutes will be prepared and distributed to the CEO Employment Matters committee within three working days of the meeting.

(5) Urgent Business

Business must not be admitted as urgent business unless:

- It relates to or arises out of a matter which has arisen since distribution of the agenda; and
- It cannot safely or conveniently be deferred until the next Committee meeting; or
- The Committee resolves to admit an item considered to be urgent business.

(6) Declaration of Conflicts of Interest

If a member of the Committee believes they have a conflict of interest in a matter before the Committee, then that member must declare their interest and not partake in any discussion or decision on the matter. The declaration will be recorded in the minutes of the meeting. A person may have a conflict of interest if they have a personal or private interest that might compromise their ability to act in the public interest.

(7) A record of attendance and matters discussed at an Assembly of Councillors should be retained and added to the Council agenda for noting.

(8) All members of the Committee who are eligible to vote shall have one vote. The Chairperson shall have a casting vote to resolve a deadlock.

6 Responsibilities

(1) The CEO Employment Matters Committee has the following functions and responsibilities:

Recruitment and Contract commencement

(a) The Committee should undertake the recruitment process adopted for the CEO. The Committee must make recommendations to Council on contractual matters of the CEO. This includes making recommendations on:

- Appointment
- Remuneration and other conditions of employment

(b) Should Council determine to contract a recruitment agency the Committee may oversee the appointment of that agency and subsequent steps in the recruitment process.

Annual Review

(a) The Committee must conduct a performance review of the CEO and make recommendations to Council on matters including whether:

- The CEO meets the performance criteria in the contract
- Implement incremental remuneration increases
- Vary performance criteria, remuneration, or other terms of conditions of the contract.

Contract Expiry

(a) As part of a performance review of the CEO, the Committee must make recommendations on whether:

- To reappoint the CEO (6 months leading up to expiration of the CEO's contract of employment)
- Exercise an option to renew the contract
- Early termination of the contract where warranted
- To terminate in accordance with the contract.

Dispute Resolution Procedure

(a) The CEO's employment contract should include a dispute resolution procedure, to deal with disputes arising out of the contract.

7 Fees

(1) Council will pay a fee to the independent Chairperson under section 94AA (6) of the *Local Government Act* 1989. The amount of the fee should have regard to the specific roles and responsibilities the chairperson will undertake.

(2) The Chairperson Fee:

(a) Will be paid to the Chairperson of the CEO Employment Matters Committee immediately following the scheduled committee meetings.

(b) An agreed additional fee will be paid to the independent chairperson for every meeting attended that exceeds the required four (4) meetings in any one year.

Note: The year to year date is based on the anniversary engagement date of the independent chairperson.

8 Change to Terms of Reference

(1) These terms of reference shall be reviewed every three years and only amended or varied by resolution of the Council.

9 Officer Support

(1) To facilitate the operation of the CEO Employment Matters Committee, the Manager People and Culture will provide support as follows:

a) Arrange an induction program for new Committee members focusing on, but not limited to, the roles and responsibilities of the Committee and its relationship with Council and the relevant area of interest.

b) Assist the Chairperson in the preparation of meeting agendas, taking of minutes, circulation of all committee papers, provision of advice to Council via formal reports and other activities identified by that person.

c) Provision of a suitable venue for Committee meetings.

d) Advice in respect of matters before the CEO Employment Matters Committee.

9 Consideration of advice by Council

(1) Council will give due consideration to the advice and recommendations of the Committee.

7. URGENT BUSINESS

Nil

8. PROCEDURAL BUSINESS

8.1 Section 86 Committee Minutes

Author's Title:	Administration Officer, Governance & Risk	**General Manager:**	Anne Howard
Department:	Governance	**File No:**	F18/221
Division:	Governance & Infrastructure	**Trim No:**	IC18/1653

Appendix:

1. Hearing of Submissions Minutes - 18 September 2018 (D18/126640)
2. Hearing of Submission Minutes - 2 October 2018 (D18/126543)

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 receives and notes the following minutes of the Section 86 Committee meetings:
1. Hearing of Submissions – 18 September 2018
2. Hearing of Submissions – 2 October 2018

8.1 Section 86 Committee Minutes

APPENDIX 1 HEARING OF SUBMISSIONS MINUTES - 18 SEPTEMBER 2018

Minutes

Hearing of Submissions Committee
Tuesday, 18 September 2018

Held in the
Council Chambers
1 Merrijig Drive, Torquay
Commencing at 5.00pm

Council:

Cr David Bell (Mayor)
Cr Libby Coker
Cr Martin Duke
Cr Clive Goldsworthy
Cr Rose Hodge
Cr Carol McGregor
Cr Brian McKiterick (Leave of Absence)
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 18 SEPTEMBER 2018 COMMENCING AT 5.00PM

PRESENT:
Cr Clive Goldsworthy (Deputy Mayor)
Cr Libby Coker
Cr Martin Duke
Cr Rose Hodge
Cr Margot Smith
Cr Heather Wellington

In Attendance:
General Manager Environment and Development – Ransce Salan
General Manager Governance & Infrastructure – Anne Howard
Manager Planning & Development – Bill Cathcart
Coordinator Statutory Planning – Michelle Watt

18 members of the public

Not in Attendance:
Chief Executive Officer – Keith Baillie

APOLOGIES:
Cr David Bell (Mayor)
Cr Carol McGregor

Committee Resolution
MOVED Cr Margot Smith, Seconded Cr Rose Hodge
That apologies be received from Cr David Bell and Cr Carol McGregor.
CARRIED 6:0

CONFIRMATION OF MINUTES

Committee Resolution
MOVED Cr Martin Duke, Seconded Cr Rose Hodge
That the Hearing of Submissions Committee note the minutes of the meeting held on 3 July 2018 as a correct record of the meeting.
CARRIED 6:0

CONFLICTS OF INTEREST:
Nil

SUBMITTERS HEARD

1.1 Planning Permit Application 18/0200 - Alterations and Additions to an Existing Dwelling - 9 Smith Street, Lorne
1. Glenn McAllister
2. Gary Enticott
3. Stephen Bayley (Applicant)

1.2 Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne
1. Ian Burch
2. Luisa Heywood
3. John Bruzzaniti
4. Charles Szakiel
5. Peter Gray
6. Mark Ellingbrook

BUSINESS:

1. PLANNING MATTERS 4

1.1 Planning Permit Application 18/0200 - Alterations and Additions to an Existing Dwelling - 9 Smith Street, Lorne 4

1.2 Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne 8

1. PLANNING MATTERS

1.1 Planning Permit Application 18/0200 - Alterations and Additions to an Existing Dwelling - 9 Smith Street, Lorne

Author's Title:	Senior Statutory Planner	**General Manager:**	Ransce Salan
Department:	Planning & Development	**File No:**	18/0200
Division:	Environment & Development	**Trim No:**	IC18/1361

Appendix:

1. Order of Speakers - Hearing of Submissions Committee (D18/115300)

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 hear submissions relating to Planning Permit Application 18/0200 - Alterations and Additions to an Existing Dwelling - 9 Smith Street, Lorne.

Summary
In July 2018 the application relating to Alterations and additions to existing dwelling was publicly exhibited in accordance with the *Planning and Environment Act 1987*.

Summary of Submissions
A total number of 17 submissions were received including 17 objections, summarised as follows:

No.	Submitter	Position	Summary of Submission
1.	Individual	Objector	Use as backpacker accommodation, lack of on-site car parking, fire safety for residents of the property
2.	Individual	Objector	Health and safety of residents of the premises and lack of car parking
3.	Individual	Objector	Use as a boarding house, noise and disturbance and lack of car parking
4.	Individual	Objector	Use as a boarding house, lack of on-site car parking and provision of bars within the building and associated liquor licensing issues
5.	Individual	Objector	Use as backpacker accommodation, lack of on-site car parking
6.	Individual	Objector	Use of premises and adjoining land as backpacker accommodation
7.	Individual	Objector	Use of premises and adjoining land as backpacker accommodation
8.	Individual	Objector	Use as backpacker accommodation, lack of on-site car parking
9.	Individual	Objector	Lack of on-site car parking
10.	Individual	Objector	Lack of car parking and increased noise from residents of the property

1.1 Planning Permit Application 18/0200 - Alterations and Additions to an Existing Dwelling - 9 Smith Street, Lorne

11.	Individual	Objector	Use as a boarding house, lack of on-site car parking and provision of bars within the building
12.	Individual	Objector	Lack of on-site car parking and provision of bars within the building
13.	Individual	Objector	Use as a rooming house, lack of on-site car parking and provision of bars within the building
14.	Individual	Objector	Lack of on-site car parking provision
15.	Individual	Objector	Use as a boarding house, provision of hotel bars and lack of car parking
16.	Individual	Objector	Use as a boarding house, provision of hotel bars and lack of car parking
17.	Individual	Objector	Use as a boarding house, provision of hotel bars and lack of car parking

The issues raised in the submissions will be considered in detail in a report to be presented to the 25 September 2018 Council meeting.

Recommendation
That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit Application 18/0200 - Alterations and Additions to an Existing Dwelling - 9 Smith Street, Lorne and forward to Council for consideration.

Committee Resolution
MOVED Cr Libby Coker, Seconded Cr Heather Wellington
That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit Application 18/0200 - Alterations and Additions to an Existing Dwelling - 9 Smith Street, Lorne and forward to Council for consideration.

CARRIED 6:0

1.1 Planning Permit Application 18/0200 - Alterations and Additions to an Existing Dwelling - 9 Smith Street, Lorne

APPENDIX 1 ORDER OF SPEAKERS - HEARING OF SUBMISSIONS COMMITTEE

Hearing of Submissions
Tuesday, 18 September 2018
5.00 pm
Council Chambers
1 Merrijig Drive, Torquay

ORDER OF SPEAKERS

Environment and Development

1.1 Planning Permit Application 18/0200 – Alterations and Additions to an Existing Dwelling - 9 Smith Street, Lorne

	Submitter Name
1.	Margaret Cartledge
2.	Stephen Bayley (Applicant)

1.2 Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne

Author's Title:	Senior Statutory Planner	**General Manager:**	Ransce Salan
Department:	Planning & Development	**File No:**	18/0045
Division:	Environment & Development	**Trim No:**	IC18/1414

Appendix:

1. Order of Speakers - Hearing of Submissions Committee (D18/115297)

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 hear submissions relating to Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne.

Summary
In May 2018 the application relating to Planning permit application 18/0045 for 14-16 Ocean Road South, Lorne was publicly exhibited in accordance with the *Planning and Environment Act 1987*.

Summary of Submissions
A total number of 26 objections were received, summarised as follows:

No.	Submitter	Position	Summary of Submission
1.	Organisation Owners corporation	Objection	Visual bulk and mass, detrimental impact on adjoining residents Loss of views Impact on public views, Issues landscape plan
2.	Individual	Objection	Large development- improper precedent Need for accommodation Pressure on infrastructure – no gas
3.	Individual	Objection	Loss of ocean views Privacy and noise impact
4.	Individual	Objection	Height Loss of views Decreased privacy proposed west windows/balconies Roof garden maintenance and size of plants
5.	Individual	Objection	Loss of views Privacy Decreased property value
6.	Individual	Objection	VCAT decision to modify Point Grey Apartments for view sharing Proposal could undermine the view line Loss of views Decreased privacy proposed west windows/ balconies/plant and equipment
7.	Individual	Objection	Loss of privacy Loss of views Loss of natural light
8.	Individual	Objection	Decreased privacy proposed west windows/balconies Waste at rear Questioned view analysis Loss of views from living/kitchen level two, bedrooms level loss

1.2 Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne

			of ocean views, landscape and pier Loss of natural light Decreased property value
9.	Individual	Objection	Infrastructure pressure Large development Decreased privacy proposed west windows/balconies Noise Loss of views
10.	Individual	Objection	Overshadow Blocks ocean views Deprives natural light Amenity impact Rear of proposed apartments no sunlight, rear balconies an issue High density impacts safety for Ocean Road Not sensitive to Point Grey
11.	Individual	Objection	Decreased privacy proposed west windows/balconies Bulk will overshadow Loss of views - waves breaking on the reef
12.	Individual	Objection	Loss of views – question view analysis report Pressure on infrastructure Decreased privacy proposed west windows/balconies VCAT decision to modify Point Grey Apartments for view sharing Size of development Lack of parking, bike parking
13.	Individual	Objection	Decreased privacy proposed west windows/balconies Noise , smell plant and equipment offsite impact Pressure on Infrastructure Visual impact Loss of view
14.	Individual	Objection	Loss of view Overshadowing Need for development Infrastructure pressure Privacy issue Not respectful of the area
15.	Individual	Objection	Size and scale To close to north side boundary Traffic noise Library not public
16.	Individual	Objection	Car parking insufficient Frontage inappropriate Inadequate detail for landscaping/roof design Inadequate info on plant and equipment projections Inadequate service area Incorrect information provided
17.	Individual	Objection	Car parking insufficient Frontage inappropriate Inadequate detail for landscaping/roof design Inadequate info on plant and equipment projections Inadequate service area
18.	Individual	Objection	Frontage paving Maintenance ramp on north side impact
19.	Individual	Objection	Loss of view – Pier particularly Decreased property value
20.	Individual	Objection	Loss of view Excessive bulk and height

1.2 Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne

			Insufficient parking Need caveat on tree height No waste area Out of character
21.	Individual	Objection	Excessive bulk, height Lack of articulation Traffic loss of views Insufficient car parking No visitor parking Insufficient storage in the units, refuse, screening for overlooking Unresolved access to café terrace
22.	Individual	Objection	Loss of views due to building configuration – to North Lorne Queries height above natural ground level No verification from an independent Surveyor Sets a precedent Exceeds 8 m height Could height be reduced
23.	Individual	Objection	Loss of views Increasing tourist numbers adding fire risk Additional congestion from accommodation
24.	Individual	Objection	Development opportunities compromised Owners of subject land could object to a development on 12
25.	Individual	Objection	Neighbourhood character compromised Car parking insufficient Overflow on road reserve CHMP to be considered
26.	Individual	Objection	Height and bulk Advertising insufficient Traffic issue Insufficient car parking Waste area Overlooking

The issues raised in the submissions will be considered in detail in a report to be presented to the 25 September Council meeting.

Recommendation
That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne and forward to Council for consideration.

Committee Resolution
MOVED Cr Margot Smith, Seconded Cr Libby Coker
That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne and forward to Council for consideration.
CARRIED 6:0

1.2 Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne

APPENDIX 1 ORDER OF SPEAKERS - HEARING OF SUBMISSIONS COMMITTEE

Hearing of Submissions
Tuesday, 18 September 2018
5.00 pm
Council Chambers
1 Merrijig Drive, Torquay

ORDER OF SPEAKERS

Environment and Development

1.2 Planning Permit Application 18/0045 - Use and Development for a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road - 14-16 Ocean Road South, Lorne

	Submitter Name
1.	Ian Burch
2.	Luisa Heywood
3.	John Bruzzaniti (On Behalf of Owners Corporation Point Grey Apartments)
4.	Charles Szakiel
5.	Matthew Perkovic
6.	Holly McFall – SJB Planning (Applicant)

Close: There being no further items of business the meeting closed at 6.04pm.

8.1 Section 86 Committee Minutes

APPENDIX 2 HEARING OF SUBMISSION MINUTES - 2 OCTOBER 2018

Minutes

Hearing of Submissions Committee
Tuesday, 2 October 2018

Held in the
Council Chambers
1 Merrijig Drive, Torquay
Commencing at 5.00pm

Council:

Cr David Bell (Mayor)
Cr Libby Coker
Cr Martin Duke
Cr Clive Goldsworthy
Cr Rose Hodge
Cr Carol McGregor
Cr Brian McKiterick (Leave of Absence)
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 2 OCTOBER 2018 COMMENCING AT 5.00PM

PRESENT:
Cr David Bell (Mayor)
Cr Martin Duke
Cr Clive Goldsworthy (Deputy Mayor)
Cr Rose Hodge
Cr Carol McGregor (Observer via teleconference)
Cr Margot Smith
Cr Heather Wellington (Observer via teleconference)

IN ATTENDANCE:
Chief Executive Officer – Keith Baillie
General Manager Governance & Infrastructure – Anne Howard
Manager Planning & Development – Bill Cathcart
Coordinator Strategic Planning – Karen Hose
Coordinator Business and Tourism Strategy – Simon Loone
Project Manager – Capital and Operational Projects – Karyn Rice

NOT IN ATTENDANCE:
General Manager Environment & Development – Ransce Salan
General Manager Culture and Development – Chris Pike

25 members of the public

APOLOGIES:
Cr Libby Coker

Committee Resolution
MOVED Cr Margot Smith, Seconded Cr Martin Duke
That an apology be received from Cr Libby Coker.

CARRIED 5:0

CONFIRMATION OF MINUTES

Committee Resolution
MOVED Cr Clive Goldsworthy, Seconded Cr Margot Smith
That the Hearing of Submissions Committee note the minutes of the meeting held on 18 September 2018 as a correct record of the meeting.

CARRIED 5:0

CONFLICTS OF INTEREST:
Nil

SUBMITTERS HEARD
1.1 Draft Hinterland Futures Strategy - Submissions

1. Lisa Jarvis
2. Lisa Jarvis on behalf of Nicholas Brown
3. Deb Campbell
4. Andrew Stewart, Mike Robinson-Koss and Tony Hampton
5. Andrew Stewart on behalf of Otway Agroforestry Network
6. Chris Mason, St Quentin Consulting on behalf of Grossmans South Landowner Group
7. Ann Bullen on behalf of Surf Coast Hinterland Group
8. Ian Campbell
9. John Anderson on behalf of Anseed P/L
10. Keith Grossman
11. Keith Grossman on behalf of Heather Grossman
12. John Blackney via pre-recorded audio media
13. Denis Ryan

BUSINESS:

1. PLANNING MATTERS 4
1.1 Draft Hinterland Futures Strategy - Submissions 4

1. PLANNING MATTERS

1.1 Draft Hinterland Futures Strategy - Submissions

Author's Title:	Coordinator Strategic/Land Use Planning	**General Manager:**	Ransce Salan
Department:	Planning & Development	**File No:**	F17/961
Division:	Environment & Development	**Trim No:**	IC18/1540

Appendix:

1. Order of Speakers - 2 October 2018 (D18/121294)

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 hear submissions relating to the Draft Hinterland Futures Strategy.

Summary
At its meeting held on 26 June 2018 Council resolved to publicly exhibit the Draft Hinterland Strategy for 2 months from 27 June to 24 August 2018.

Summary of Submissions
A total number of 93 submissions were received during the exhibition period and during the two weeks afterwards. Due to the large number of submissions covering such a broad strategy, submissions have not been summarised individually. However, Councillors have been provided with access to a full copy of each submission.

Below is a table summarising the key themes raised in submissions. The key themes have been identified based on the number of submissions received on a particular topic or issue. They are not in priority order.

Key Theme	Topic/Issue
1	Support for the Strategy or particular aspects of the Strategy.
2	Adverse impact of tourism and accommodation on existing and future rural uses including traditional farming and rural lifestyle amenity.
3	Opposition to the Green Break between Spring Creek Urban Growth Area and Bellbrae: Some suggesting investigation of the area for urban development or Low Density Residential development.
4	Deans Marsh: Suggestions for improvement and development of the town and surrounding area e.g. pathway and road improvements; more subdivision; community development. Issue of affordability.
5	Moriac: Cape Otway Road not suitable for tourism with increased traffic and intersection problems; Opposition to the CORA proposal and large scale tourism; suggestions for improvement and development within the township.
6	Environment: the natural environment and environmental values not highlighted enough in the Strategy e.g. values around Lake Modewarre and key directions to protect those values.
7	Agriculture and farming etc. not highlighted enough in the Strategy.
8	Tourism – some opposition to tourism and the economic emphasis in the strategy; also the opposite with some support for both of these.
9	Requests for greater clarity in the Strategy: improvements to the maps; definition of "complementary" uses and wording.
Other Matters Raised:	• Lorne Hinterland should be included in the study area (Rural Conservation Zoned land) • Winchelsea: suggestions for improvements within the township and request for a new structure plan for Winchelsea.

1.1 Draft Hinterland Futures Strategy - Submissions

	• Minimum lot sizes in rural areas are too restrictive: desire to subdivide their land; smaller lot sizes should be permitted. • Improvements to infrastructure required: particularly roads, separation of heavy vehicle traffic, cycling and pedestrian facilities. • Support for the development of a recycled water/irrigation scheme.

The issues raised in the submissions will be considered in detail in a report to be presented to the October Council meeting.

Recommendation
That the Hearing of Submissions Committee receives and notes the submissions relating to the Draft Hinterland Futures Strategy and forward to Council for consideration.

Committee Resolution
MOVED Cr Clive Goldsworthy, Seconded Cr Margot Smith
That the Hearing of Submissions Committee receives and notes the submissions relating to the Draft Hinterland Futures Strategy and forward to Council for consideration.

CARRIED 5:0

1.1 Draft Hinterland Futures Strategy - Submissions

APPENDIX 1 ORDER OF SPEAKERS - 2 OCTOBER 2018

Hearing of Submissions
Tuesday, 2 October 2018
5.00 pm
Council Chambers
1 Merrijig Drive, Torquay

ORDER OF SPEAKERS

Planning and Development

Hinterland Futures Strategy

	Submitter Name
1.	Lisa Jarvis
2.	Lisa Jarvis on behalf of Nicholas Brown
3.	Deb Campbell
4.	Andrew Stewart
5.	Andrew Stewart, Otway Agroforestry Network
6.	Chris Mason, St Quentin Consulting on behalf of Grossmans South Landowners Group
7.	Ann Bullen, Surf Coast Hinterland Group
8.	Ian Campbell
9.	John Anderson, Anseed P/L
10.	James Maund
11.	Lauren Richardson, Urbis on behalf of Keith Grossman
12.	Lauren Richardson & David Mettler, Urbis on behalf of Heather Grossman
13.	John Blackney
14.	Denis Ryan

OFFICE USE: Template Reference: D17/152072

Close: There being no further items of business the meeting closed at 6.30pm.

8.2 Advisory Committee Minutes

Author's Title:	Executive Assistant	**General Manager:**	Ransce Salan
Department:	Environment & Development	**File No:**	F18/221
Division:	Environment & Development	**Trim No:**	IC18/1535

Appendix:

1. Bells Beach Committee, Meeting 9, 19 February 2018 (D18/58057)
2. Bells Beach Committee Meeting 10, 7 May 2018 (D18/122721)
3. Municipal Emergency Management Planning Committee (MEMPC) - 14 September 2018 (D18/132111)

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 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 receives and notes the minutes of the following Advisory Committee meetings:

1. Bells Beach Committee Meeting 9,- 19 February 2018
2. Bellls Beach Committee Meeting 10,- 7 May 2018
3. Municipal Emergency Management Planning Committee (MEMPC) - 14 September 2018.

8.2 Advisory Committee Minutes

APPENDIX 1 BELLS BEACH COMMITTEE, MEETING 9, 19 FEBRUARY 2018

8.2 Advisory Committee Minutes

FINAL MINUTES FOR THE BELLS BEACH COMMITTEE
MEETING 9
19 February 2018
5.45 PM – 7.28 PM

PRESENT :
Committee members: Jane Currie (Chair), Cr. Martin Duke, Adam Robertson, Corrina Eccles, James Dean, Graeme Stockton, Dave Matthews, Andrew Cherubin.

Supporting Officers: Rowan Mackenzie (Manager, Environment and Community Safety, SCS), Leigh Irvine (Project Management, SCS), Kate Smallwood (Coordinator, Environment, SCS) and Gabrielle O'Shea (Environment Officer, SCS).

APOLOGIES:
Cr David Bell, Cahill Bell-Warren

1. Welcome and confirmation of minutes:

Rowan welcomed Jane Currie in her role as the new Impartial Chair for the Committee.
Minutes of Meeting 8 28 August 2017 were confirmed. There was no further discussion around the notes from Workshop 2, 20 November 2017.

DECLARATIONS OF PECUNIARY INTEREST:
NA

GENERAL BUSINESS

2. Staging of the Rip Curl Pro and opportunity for pre-event inspection

Adam gave an update and led a discussion around the upcoming Rip Curl Pro. Key updates included:

Bump in starts on 5 March and bump out finishes on 20 April 2018.

There have been staff changes at the World Surfing League, with Jodie Wilmott being the new WSL representative.

There is a pre-event inspection set for **10am on Monday 26 March 2018**. This is open to all Committee members and will enable everyone to walk around the site with Surfing Victoria representatives to see and discuss management of the event site.

The new prefabricated buildings have had a test run. They will be put together offsite and then craned into place.

The other main infrastructure changes will be a smaller score board, and a raised walkway along the northern branch of the concrete pathway leading to the northern lookout (to cater for 40 people). The walkway will be used by athletes and coaches if the event uses the Winki break. If in use for the event, it will be closed to public access, but at other times free surfers and other visitors will be able to use it. The walkway will be mounted on timber footings resting on the gravel. Committee members want more details on the size and design of the structure and the opportunity to provide comment. Adam will send around the plans for the walkway and advised that surfer access would be maintained during the build/takedown of the structure.

Action: Adam Robertson to circulate plans for the proposed walkway via email.

Action: Committee members to note the Rip Curl Pro Pre-event inspection details (10am Monday 26 March 2018), and attend if convenient.

8.2 Advisory Committee Minutes

3. Rip Curl Pro licence renewal

Rowan gave an update on the licence for staging the Rip Curl Pro. The licence is between Council and Surfing Victoria who stages the event on behalf of the WSL. The licence expires after this year's Pro, and Council's Events Team will organise renewal of the licence. Council will be working with Surfing Victoria on shortening the bump in/bump out period and continuing environmental initiatives. Council and Surfing Victoria will debrief after the 2018 Pro and keep the Committee involved in the renewal process.

Graeme asked if the security staff induction was going to be improved in line with the debrief from last year, and if it was necessary for the camera located beyond the fence for filming of the Winki break to be located in the same location. Adam advised the security staff would be better briefed on the need to keep people off the heathland. The camera location relates to obtaining footage for judges when surfers are using the Winki break. It is not possible to move the camera back to the pathway and still get the necessary footage for judges.

The need for good communications with locals was raised, including onsite signage outlining key dates and changes such as the new walkway.

The potential for the drone doing the filming to assist with monitoring intrusions into the vegetation was raised (occurred on at least one occasion last year).

Council Action: Rowan Mackenzie to keep the Committee involved when the licence is being reviewed ahead of the 2019 Rip Curl Pro.

Action: Surfing Victoria (Adam Robertson) to use onsite signage to maintain good communications with locals about potential disruptions and changes.

Action: Surfing Victoria (Adam Robertson) to see if the drone can be used to monitor intrusions into the vegetation.

Council Action: Gabrielle O'Shea to organise brushmatting to deter people going through fences eg near the lower Winki seat.

4. Event dates for Bells 2018

Event dates for Bells are on the Council website (and shown in Attachment 1).

5. Cadel Evens Ride update

Rowan advised there was no painting on Bells Beach Road during the 2018 event. The Events Team wrote a condition into the event approval requiring the organiser to either prevent or repair any road markings.

6. Timing and arrangements for review of the Coastal Management Plan by September 2018

Rowan outlined the need to review the Coastal Management Plan by September 2018. Council will need to confirm the process with the Department of Environment, Land, Water and Planning, but the vision and principles in the current CMP were agreed to have a least a 10 year life. So the intention is to retain these while looking to update the budget and works program. The consultation around these will be broad, with the community invited to participate in planning sessions.

At the next Committee meeting we will make further decisions around what is in and out of scope, starting with going through an inventory of the status of actions in the existing plans.

8.2 Advisory Committee Minutes

The length of the term of the Committee positions and the advertising/reappointment process was raised. Post meeting, a review of the Terms of Reference confirms the appointment period is three years and the positions are to be publically advertised.

Council Action: Gabrielle O'Shea to prepare an inventory of the status of current actions within the Coastal Management and Implementation Plans for circulation prior to the next meeting, and follow up on the term of appointment of Committee members.

7. Works update

Leigh provided an update on planned works:

a) The Winki pathway will be completed during the last 2 weeks of the Rip Curl Pro bump out to reduce disruption in the car park during construction
b) The pathways to the lookouts will be completed shortly after this. The build time will be 3 to 4 weeks.
c) The design of the rain garden is almost complete and will be circulated shortly.

There was some discussion around the timing of works, particularly of the renewal of the concrete pathways to the Winki lookouts ie should we wait for better weather, worse swell etc. There was Committee support for just getting the works done as soon as possible. It is acknowledged that they may result in disruptions, but it is important for the works to go ahead subject to surfer access being provided for during the works. The Committee wants to see the Construction Management Plan for the works ahead of the works commencing.

There was also the suggestion that the design for the rain garden be peer reviewed.

There was also a suggestion that Big Belly Bins replace the existing bins as part of the works.

Council Action: Leigh Irvine to circulate the Construction Management Plan for the Winki lookout path works for Committee comment.

Council Action: Leigh Irvine to circulate the rain garden design for Committee comment.

Council Action: Leigh Irvine to provide the rain garden design plan to Darren Noyes-Brown for peer review.

Council Action: Leigh Irvine to investigate the installation of Big Belly Bins.

Council Action: Leigh Irvine to include the previously approved bike racks when undertaking the Winki pathway works.

8. Other business

a) Busking at Bells

The Geelong Advertiser contained an article promoting a busking event at Bells.

Council Action: Gabrielle O'Shea to follow up and advise the group that it their proposed event will not be given approval.

b) Swimming at Bells

Committee members have noticed an increasing number of inexperienced swimmers at Bells and people getting into trouble. There was discussion around whether anything can be done about this

Council Action: Gabrielle O'Shea to follow up on the accuracy and suitability of the current signage.

8.2 Advisory Committee Minutes

c) Mural on the Bells toilet block

The mural on the Bells toilet block was discussed including the appropriateness of the snake image and the long term future of the mural.

Council Action: Gabrielle O'Shea to organise an onsite meeting with Corinna Eccles, David Rowe (Heritage Consultant), the original artists and other relevant staff to work through the future of the mural.

d) Maintenance

Several maintenance issues were raised including loose boards and people going off-track on Parks Vic managed land at Southside.

Council Action: Gabrielle O'Shea to follow up on maintenance matters with Council's crew, and Parks Vic on the Southside concerns.

e) Illegal camping

There are regularly campers at Bells. Local laws are patrolling but it is a big problem.

Council Action: Gabrielle O'Shea to check if sites at Bells are on Wiki camps and try to have them removed if listed.

f) Graeme raised the long term future of the west side of Bells Beach Road (overflow car park, and increased public transport to the Rip Curl Pro). There were no detailed discussions at the meeting.

Action: There is the potential to look at the future of the land west of Bells Beach Road as part of the Coastal Management Plan review later this year.

Meeting close: 7.28 pm.

NEXT MEETING
Monday 7 May 2018, 5.30 PM, Shire offices for a 5.45 PM start
Other meeting dates for 2018 – 6 August 2018, 12 November 2018.

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Attachment 1. Bells Beach Surfing Recreation Reserve events 2018

Date	Event	Contingency date (if applicable)	Organiser	Comment
5 January 2018	Bells Bash (cliff top run)	NA	Jan Juc Surf Lifesaving Club	Fun runs of various lengths starting and finishing at Jan Juc Lifesaving Club, passing through Bells on the Surf Coast Walk trail. More details at https://www.registernow.com.au/secure/Register.aspx?E=28027
13 & 14 January 2018	Subway Pro Junior	NA	Surfing Victoria	Two day junior competition between 7am and 6pm. Breaks not in use for the event may be used by surfers not participating in the competition. More details at https://www.surfingaustralia.com/states/vic
5 March to 21 April 2018	Rip Curl Pro 2018	NA	Surfing Victoria	**Set up** for this event will be from 5 March to 24 March. Surfers can continue to use the breaks at Bells and Winki during setup for the Rip Curl Pro but there may be access and parking restrictions. **Rip Curl Pro Trials 2018**, 25 & 26 March. The Trials will make use of one of the breaks within the Bells reserve. The break used will be determined by the conditions on the day and may vary. Breaks not in use for the Trials may be used by surfers not participating in the event. **Rip Curl Pro 2018**, 28 March to 9 April. The Rip Curl Pro will be held sometime over these dates, with the surfing conditions determining the actual times, days and break used. Refer to the World Surfing League website http://www.worldsurfleague.com/ for live updates during the event. The breaks not in use for the competition may be used by surfers not participating in the Pro, but note there will be access restrictions. **Rip Curl Pro pack up**, 10 April to 21 April. During these dates infrastructure for the Pro will be dismantled. Surfers can continue to use the breaks at Bells and Winki during this time but there may be access and parking restrictions.
12 May 2018	Aggregate 3 Torquay Boardriders	13 May 2018	Torquay Boardriders	Breaks not being used for competition will be open to non-competitors. TBC must give five days notice if it intends to use the contingency date (due to poor swell forecast). See TBC website for further details http://torquayboardriders.org.au/
25 to 27 May 2018	Australian Indigenous Titles 2018	NA	Surfing Victoria	Three day competition. Breaks not in use for the event may be used by surfers not participating in the competition. More details will become available at https://www.surfingaustralia.com/states/vic .
30 June	Surf	NA	Surf Coast	Runners just passing through the reserve,

8.2 Advisory Committee Minutes

2018	Coast Trail Marathon		Trail Marathon	mainly between 9am and 11 am http://www.surfcoasttrailmarathon.com.au/marathon/
21 July 2018	Aggregate 4 Torquay Boardriders	22 July	Torquay Boardriders	Breaks not being used for competition will be open to non-competitors. TBC must give five days notice if it intends to use the contingency date (due to poor swell forecast). See TBC website for further details http://torquayboardriders.org.au/
11 August 2018	Aggregate 5 Torquay Boardriders	13 October 2018	Torquay Boardriders	Breaks not being used for competition will be open to non-competitors. TBC must give five days notice if it intends to use the contingency date (due to poor swell forecast). See TBC website for further details http://torquayboardriders.org.au/
8 & 9 September 2018	TOLL Victorian Open Series & Victorian Teams Titles 2018	NA	Surfing Victoria	Two day competition. Breaks not in use for the event may be used by surfers not participating in the competition. More details will become available at https://www.surfingaustralia.com/states/vic .
25 November 2018	Afterglow Trail Run	NA	Tour de Trails	Runners just passing through the reserve, mainly between 6.45 pm and 9 pm. http://www.afterglowtrail.com.au/event-program/

8.2 Advisory Committee Minutes

APPENDIX 2 BELLS BEACH COMMITTEE MEETING 10, 7 MAY 2018

MINUTES FOR THE BELLS BEACH COMMITTEE
MEETING 10
7 May 2018
5.45 PM – 7.50 PM

PRESENT :
Committee members: Jane Currie (Chair), Cr David Bell, Cr. Martin Duke, Adam Robertson (until 6:30pm), James Dean, Graeme Stockton, Dave Matthews, Andrew Cherubin.

Supporting Officers: Leigh Irvine (Project Management, SCS), Kate Smallwood (Coordinator, Environment, SCS) and Gabrielle O'Shea (Environment Officer, SCS), Robyn Lucas (Community Engagement Facilitator, SCS).

APOLOGIES:
Cahill Bell-Warren, Corrina Eccles

1. Welcome

Jane Currie opened the meeting and the order of business changed to hold the Rip Curl Pro debrief first as Adam had to leave early.

DECLARATIONS OF PECUNIARY INTEREST:
NA

GENERAL BUSINESS

2. Rip Curl Pro debrief discussion

Adam gave a general overview of the staging of the event – it was a successful tournament with 46,000 spectators over the event window with a strong link to the appearances of Mick Fanning. The site didn't hit capacity during any session, the first time this has been the case for many years. Looking to next year, the World Surfing League (WSL) has appointed Andrew Stark (the CEO of Surfing Australia) to assist with management of the three WSL Australian events during 2019. It is anticipated Andrew's appointment will further improve staging of next year's Pro.

Items discussed:

a) Days when the event used the Winki break

There were problems on the first day this occurred, with the security staff receiving instructions from Surfing Victoria to locate themselves along the top pathway to prevent people entering the heath and then being moved from this location by the head of security for the WSL (a new person this year). It took around 3 hours to sort out why the security staff were being shifted and during this time 50 to 60 spectators made it onto the heath. They were directed to leave as soon as they were spotted. The problems did not occur on other days at Winki. Adam advised Surfing Victoria would employ up to 6 additional security staff next year to monitor between the Wave car park and Winki when the Winki break is used. Graeme expressed his extreme disappointment that incursions onto the heath occurred and that they were detected by concerned volunteers/spectators rather than paid staff. Strategies and options for preventing this from occurring in future years were discussed eg ways of sorting out the different instructions by WSL and SV to security staff, improved signage, Committee members meeting with WSL representatives such as Andrew Stark prior to the next event, a bond, being involved in the external debrief for the Pro organised by the SCS. There was insufficient time to finalise the discussion with Jane suggesting interested Committee members separately run an assessment process on how the non-compliance occurred and how it could be avoided in the future.

b) Set up take down of the temporary viewing platform at Winki

The platform took a day to set up and a day to take down and low surf days were chosen. Surfing Victoria thought the platform worked well, taking pressure off the beach and providing a good viewing point. The structure was well used by surfers and visitors while in place. Andrew pointed out there were access delays of 1 to 1.5 hours during set up/take down, some surfers were told to go around and a couple of surfers who had entered the water via the platform couldn't exit that way. Suggestions for improving this for future years were altering the set up time eg pre-dawn, better notification so surfers knew in advance they would not be able to come back up for a certain time. These suggestions will be considered by Surfing Victoria if the platform is used again.

c) Use of the new pre-fabricated structure commissioned by the WSL

The structure took 17 days to build and 11 days to pull down. This is significantly longer than the structure used last year which took 3 days to set up. Over the coming months Surfing Victoria will work with the WSL on infrastructure for next year.

d) Toileting issues during the bump in/bump out

Committee members noticed more toileting issues around the Winki car park and across the road this year. Adam explained that it is not easy to set up more portables in the Winki car park (there are currently a couple for competitors) as there is limited access for the pump truck to pump them out.

e) Parking fee

Dave raised local concern with the increased parking fee during the event – up from $2 to $5. Adam advised the charge revenue was partly distributed to the Jan Juc Cricket Club and partly to the property owner who assists with providing land for parking. Adam will be able to work out some parking passes to help limit the local impact but this won't help everyone wanting to free surf during the event

f) Traffic

A lot of people drove to the event this year. Surfing Victoria is currently looking at how to improve traffic management with relevant authorities such as SCS and Victoria Police. It would be great to get more buses taking people to the event. Graeme suggested more bike racks during the event.

Action: Adam Robertson to work with Surfing Victoria and the World Surf League to engage additional security when the event shifts to Winki.

Council Action: Gabrielle O'Shea to follow up on how the Committee can feed into the debrief process for the Rip Curl Pro and to pass on Committee concerns to SCS events staff to inform debrief process.

Committee Action: Interested members to provide input into the debrief process on strategies for preventing a recurrence of the problems when the event switches to Winki.

3. Confirmation of minutes including reporting on outstanding actions

In the minutes of the previous meeting:

a) Andrew raised that discussions about the proposed temporary walkway at the last meeting included advice from Surfing Victoria that surfer access would be maintained during construction but this wasn't included in the minutes. The minutes will be amended to reflect this.

b) On-site signage during Pro bump in/bump out. The variable message board was used and worked well. May change the location next year and include messaging advising caravans and long vehicles not to enter.

c) Use of the drone during the Pro to monitor people on the heath. Adam advised this is not really possible given the drone is focused on the broadcast.

d) Brush matting to deter people going through fences. Gabrielle advised brush matting was installed around the helipad viewing area, the Button lookout and some other vulnerable areas. James advised the area behind the seat at the Winki lookout had been missed.

e) Inventory of Coastal Management Plan actions. Completed and circulated pre-meeting. To be discussed further in CMP review.

f) Works update. To be addressed by Leigh later in the meeting.

g) Proposed busking at Bells. The band was contacted via their webpage and advised they were not able to stage a busking event at Bells.

h) Swimming warning signs at Bells. Gabrielle contacted Surf Lifesaving Victoria for a quote on auditing warning signage in the Bells/Winki area. SLV advised it now does total risk audits not sign audits and provided a quote for $7920 to do the audit. Given Council already pays for regular geotechnical advice and has had a previous sign audit, Council decided to use the Australian Standard for Water safety signs and beach safety flags to guide an update to the aquatic warning signage in the reserve.

i) Mural on the Bells toilet block. Gabrielle advised the second heritage advisor we have been trying to organise an on-site meeting with was not returning calls so we will try to find another suitably qualified person.

j) Camping at Bells. Local Laws staff are visiting Bells regularly, but unauthorised camping is a widespread problem along the coast. Committee members are keen to know the Local Laws number to ring to report campers and unlicensed buses. Bells is listed on Wiki Camps as day use only.

Council Action: Gabrielle O'Shea to follow up on brush matting around the Winki lookout seat.

Council Action: Gabrielle O'Shea to organise a different heritage advisor for the on-site meeting with the Wadawurrung.

Council Action: Gabrielle O'Shea to follow up on details for reporting camping and unlicensed buses and provide this information to the Committee.

4. Coastal Management Plan review

Kate gave a high level overview of the key messaging and the planned review scope:

Key messaging
The Coastal Management Plan sets the direction for Bells until at least 2025. The vision, guiding principles and core values will remain the same as will routine and ongoing works and activities, but Council is required to update the coastal management plan every three years under the Coastal Management Act. The Implementation Plan also needs updating so there is a clear and common understanding of works and activities planned for the next three years.

The update review is proposed to be limited to key areas where the direction in the current CMP is not totally clear, where there were unresolved issues from the public workshops on pathways in November 2017 and a new issue from the Rip Curl Pro set up this year. These are:

- Materials to be used for pathways eg gravel, exposed aggregate, timber or recycled product if there is support for any boardwalks
- Treatment of the steep areas in the lower Bells car park
- Whether there would be support for a permanent elevated boardwalk where a temporary boardwalk was erected during the Rip Curl Pro
- The future of the toilet block – no definite decision sought at this time, just socialising the issue that something needs to be done eg rebuilt, relocated, extensive refurbishment.

Committee members voiced a variety of concerns including – Is Council just engaging on issues they want a pre-determined answer for, why these issues and not others, and can they have other issues included.

Robyn outlined the proposed community engagement approach:

- Discuss the engagement strategies and content with SCS staff and the Committee
- Finalise a Community Engagement Plan
- Develop engagement content eg survey, on-site tour format, videos with subject matter experts for use online
- Focus on on-site discussions with users as there is 'workshop fatigue', but also providing for online input.

There were discussions around use of a van offering coffees on site to encourage participation, walking tours, problems with trolling in online forums and Committee input to the development of the survey.

Committee Action: Members to go through the inventory of works and activities for the past three years and advise Council by 28 May of any additional issues they would suggest for consultation in the CMP review.

Council Action: Kate Smallwood to send out the draft community engagement approach for Committee comment by 18 May

5. Works update

Leigh gave a brief works update:

a) The new Winki kerb on the top pathway is complete. The surf was relatively flat and there were no complaints about inconvenience. James raised the lack of the plinth board and the new gravel spilling onto the vegetation. Leigh advised he had engaged a separate contractor to install the board and repair the fence, starting this week. There is some line marking to still go in. Should happen soon.

b) New fencing/bollards. The fencing contractor and Wadawurrung representatives were onsite last week checking post holes for the proposed works in the Winki car park area that had a registered heritage site identified in the Cultural Heritage Management Plan. No cultural heritage material was found so the works are ready to go as soon as the contractor obtains the timber. Fencing works will include fencing of the northern part of the overflow car park. Graeme raised concerns with this, preferring that the whole overflow car park was fenced from vehicles. There was discussion around why the southern part of the car park was to be left open, what the actions were relating to this in the Implementation Plan (the Implementation Plan includes actions to fence the northern two thirds of the overflow car park to prevent access outside of the Pro and to leave the southern area open), what area was needed by the hang gliders and what was in the hang glider licence. Fencing of the northern two thirds will proceed, though this not will prevent further fencing in the future if any future CMP review results in a changed direction.

c) Treatment of the top of the Winki path leading to the lookout. Leigh showed a design for the treatment of this area including location of the side entry pits, the kerb and the extent of the exposed aggregate landing. In regard to the side entry pits, Leigh advised that after seeking comment on the proposed rain garden at the junction of the two lookout pathways, it was decided that as this area was included in Zone A ie most at risk in the landslide risk assessment, it was not an appropriate location for a rain garden. Instead, side entry pits with secondary treatment will be installed at the top of the path. The Committee made suggestions for the final design of this area including – extend the concrete aggregate so the sides of the two side entry pits are adequately protected and slope the landing away from the connecting gravel path by approx. 40mm so pebbles don't wash back into the area. There was also discussion around how low the works would take to procure. Leigh advised this would be

around two weeks. There will be some disruption to surfers while these works are undertaken. The Committee emphasised the need for clear messaging so surfers know in advance when their access will be impeded.

d) Exposed aggregate pathway to the Winki lookouts. The path to the Button lookout will be completed after the landing works. What we do with the fencing will depend on the decision about the temporary boardwalk put up for the Pro. We will try to keep access as much as possible and the Committee again emphasised the need for onsite advice to surfers ahead of access disruptions.

e) Big belly bins. Leigh advised a big belly bin would be installed at the top of the pathway once the landing/stormwater works were completed.

f) Bike racks. These will be installed closer to the new viewing area shortly by the contractor installing the plinth board. There was a suggestion for more bike racks in the overflow car parking area.

Council Action: Gabrielle O'Shea to follow up on details of the hang gliding licence area.

Council Action: Leigh Irvine to finalise the plan for the landing and stormwater treatment at the top of the Winki pathway, including Committee comments on extent of exposed aggregate and slope of landing, and send out to the Committee within the next two weeks.

Council Action: Leigh Irvine to ensure adequate advance messaging so surfers know about any disruptions during the construction of the landing, and later, the Winki aggregate pathway.

6. Other business

a) Tourist buses at Bells. Concern that unlicensed buses are entering the reserve. What can Committee members do if they see an unlicensed bus?

b) Concern that surfing coaches with paying students are using the reserve without a licence. Methods of tackling this were discussed.

Council Action: Gabrielle O'Shea to follow up on the appropriate way to report an unlicensed tour bus and inform the Committee.

Council Action: Gabrielle O'Shea to follow up with Surfing Victoria how best to contact surfing coaches to let them know they are not to bring paying clients to the reserve.

Meeting close: 7.50 pm.

NEXT MEETING
Monday 6 August 2018, 5.30 PM, Shire offices for a 5.45 PM start
Other meeting dates for 2018 – 12 November 2018.

8.2 Advisory Committee Minutes

APPENDIX 3 MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE (MEMPC) - 14 SEPTEMBER 2018

Municipal Emergency Management Planning Committee

MINUTES

13 September 2018, 10.45am-12.15pm
Surf Coast Shire Council offices, Chambers

Members:

Chair: Rowan Mackenzie – Municipal Emergency Manager (MEM)
Peter Ashton – Surf Coast Shire Council (MERO)
Bernie Sandy – Ambulance Victoria (AV)
Elaine Anderson – Australian Red Cross (ARC)
Phil Kuhne – Dept. of Health & Human Services (DHHS)
Jenny Howell – Forest Fire Management (FFM)
David Roberts – Forest Fire Management (FFM)
Paul Lunny – Life Saving Victoria (LSV)
Aaron Ledden – Parks Victoria (Parks Vic)
Ian Carlton – State Emergency Service (SES)
Kerrie Williams – Surf Coast Shire Council (SCS)
Marianne Messer – VCC Emergencies Ministry
Richard Curwell – Rural Roads Victoria

Apologies: Cr Martin Duke, Mick McGuinness, Wayne Aylmer – CFA, Stephen Pefanis – DEDJTR, Matt Chamberlain – DHHS, Matt Ponsford – LSV, Janet Smartt, Kate Gillan – Lorne Hospital, Brenda Bagally, Craig Stanton, Gareth Rowe – VicPolice

Issue Topic		Points of Discussion	Agreement / Action	R/O
1	**Welcome and apologies**			
1.1	Attendance sheet circulated	*Please place your signature next to your name and mark any changes to your contact information*	Quorum achieved – **yes / no**	
2	**Confirmation of previous minutes**			
2.1	Previous minutes	Minutes of meeting held 24 May 2018 *Moved: Elaine Anderson Seconded: Marianne Messer*		
2.2	Actions outstanding and arising	See action table below.		Chair
3	**Correspondence**			
3.1	Received	• D18/104745 – MEMPC - Updates to the Emergency Management Manual Victoria - Part 4 and Part 7 • D18/87202 – Notification – MEMP Audits and Emergency Management Legislation Amendment EMLA 2018 • D18/91354 – Volunteering Victoria, discontinuing MSEV program and HelpOUT register.		

Issue Topic		Points of Discussion	Agreement / Action	R/O
		• D18/75805 – EMV MEMPC Arrangements for the Coordination of Relief for Single Incidents D18-97224 2018 Red Cross Guidance Note Non-Major Emergency Assistance.pdf		
3.2	Outgoing			
STANDING AGENDA ITEMS				
4	**Regional committees**			
4.1	REMPEC	Regional Emergency Management Planning Executive Committee met last week, review minutes and circulate items as necessary.		Peter Ashton
4.2	Other working groups	The Great Ocean Road Working Group will continue and will meet in December.		Brenda Begally
5	**Sub-committee / Working Group reports**			
5.1	Municipal Fire Management Planning Committee	Meeting of 13 September 2018 The Committee is looking at emergency messaging for tourists.	Circulate minutes of MFMPC.	Wayne Aylmer
5.2	Cross Council Relief & Recovery Committee	This committee last met on 6 August 2018. The committee is currently focusing on: • Procedures for Non-Major Emergencies (previously known as Single Incidents). • Exercise and training for council staff and relief agencies • Reviewing the Relief & Recovery Plan	Circulate minutes of CCRRC, including procedures for Surf Coast Shire for Non-Major Emergencies.	Pete Ashton
5.3	Flood Planning Committee	SES reported that a new template for flood emergency plans has been released. Surf Coast Shire has been scheduled to review their Flood Emergency Plan in March 2019. Rural Roads Victoria (formerly VicRoads) has been doing some work in flood planning on their roads.		Ian Carlton
5.4	Community Impact Advisory Committee (CIAC)	Minutes to be circulated	Circulate minutes of CIAC meetings.	

Issue Topic		Points of Discussion	Agreement / Action	R/O
6	**MEMPLAN UPDATE**			
6.1	MEMPlan updates	Contact directory; Legislative changes; EMMV updates • D18/104745 – MEMPC - Updates to the Emergency Management Manual Victoria - Part 4 and Part 7	Incorporate changes to the EMMV into working draft of Municipal Emergency Management Plan.	KW
6.2	Revision of Municipal Emergency Management Plan	Feedback from *Part 9 – Transition of Response to Recovery Activities* to be reviewed next; and *Part 10 – Emergency Recovery Arrangements* *Next section to review - Appendices*	Action – send on parts 9 & 10 to Phil Kuhne @ DHHS. Circulate MEMP Appendices for review prior to meeting in November.	KW
6.3	MEMPlan Exercise	Colac Otway Shire are hosting an Emergency Relief Centre exercise in November. Horsham Shire recently tested their animals in emergency subplan. Grampians Shire ran a rescue exercise of a worker from wind turbine.	Investigate what other councils do to exercise their MEMP Committees, with a view to running an exercise at a future meeting.	KW / PA
6.4	Revision of risk/s (CERA)	SES provided CERA draft risk profiles for Terrorism & Car Attacks and Mass Gatherings. Committee is to review the profiles and provide comments prior to next meeting when voting will take place.	Recirculate CERA draft risk profiles for Mass Gathering and Terrorism / Car Attack to Committee members for their comment and review. Risk Profiles to be tabled at November meeting to be voted on by the Committee.	Ian Carlton
7	**Community engagement**			All
GENERAL AGENDA ITEMS				
8	**Bushfire Places of Last Resort – Neighbourhood Safer Places (NSP)**	All NSPs in the municipality have been reassessed and found compliant. The Strategic Fire Management Plan is to be amended to include a list of NSPs in the appendices.		Pete Ashton
9	**Coordination Of Relief Following Non Major Emergencies**	EMV has advised change to financial arrangements for coordination of relief following a Non-Major Emergency (previously known as Single Incidents Management. Arrangements are noted in the attached guidelines and documents.		

Issue Topic		Points of Discussion	Agreement / Action	R/O
10	**Incidents**	*Committee to discuss and report on incidents.* DELWP responded to a distressed whale with fishing line entangled.		All
11	**Risk review**	*Committee to discuss and identify emerging community risks.* Agencies are continuing work on the risk of Broderick Road recycling facility in Geelong. Smoke modelling has shown it may impact down to the Surf Coast. An exercise will be held in November.		
12	**Crisisworks**	Demonstration of Crisisworks	Carry over	
13	**Other items**			
OTHER BUSINESS				
14	**AGENCY REPORTS** *By exception*			
14.1		Agency reports received from VCC Emergencies Ministry, Red Cross and DHHS. Issues that affect MEMPC to be table as other agenda Items for discussion.	Investigate if we can use EM Drive for our Committee documents.	KW
15	**MEETING CLOSE**	Next meetings – 22 November 2018		

Assembly of Councillors report required? yes

MEMP COMMITTEE ACTIONS REGISTER			
Date	**Action**	**Status**	**Responsible**
Aug 2017	The Committee to consider exercise opportunities for the MEMP to be tabled at the November meeting.	See agenda item 7.3.	All
Aug 2017	SES to draft a CERA risk profile for Terrorism and Car Attack for review at next MEMPC meeting.	Sep 2018: SES to circulate CERA draft risk profiles for Mass Gathering and Terrorism / Car Attack to Committee members for their comment and review. Risk Profiles to be tabled at November meeting to be voted on by the Committee.	SES

MEMP COMMITTEE ACTIONS REGISTER			
Date	**Action**	**Status**	**Responsible**
Feb 2018	The Fire Committee made a recommendation to the MEMPC that they raise concern with the REMPC regarding the number of large events being held on long weekends and during peak season and the complexities this adds to managing the already high fire risk over the summer season.	Complete	Chair
May 2018	*Part 9 – Transition of Response to Recovery Activities* to be reviewed next; and *Part 10 – Emergency Recovery Arrangements* Need to review council's role in response. Review part 9.	No feedback received.	All
Feb 2018	Develop procedure documentation for activating BPLRs – estimated capacity, onsite infrastructure, car parking capacity, how are gates unlocked, access to nearby halls and buildings etc.	Council is working with the Municipal Fire Management Planning Committee on this piece of work. Complete.	Peter Ashton (MERPs)
Feb 2018	Demonstrate Crisisworks for the MEMPC at a future meeting.	*Carry over*	SCS
Feb 2018	Members to consider potential focus areas for the committee this year.	Ongoing	All

8.3 Assemblies of Councillors

Author's Title:	Administration Officer, Governance & Risk	**General Manager:**	Anne Howard
Department:	Governance	**File No:**	F18/221
Division:	Governance & Infrastructure	**Trim No:**	IC18/1491

Appendix:

1. Assembly of Councillors - Councillor Briefings - 18 September 2018 (D18/122454)
2. Assembly of Councillors - Responsible & Planning Authority Briefing - 25 September 2018 (D18/126415)
3. Assembly of Councillors - Councillor Briefings - 25 September 2018 (D18/126429)

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 receives and notes the Assembly of Councillors records for the following meetings:

1. Councillor Briefings - 18 September 2018.
2. Responsible & Planning Authority - 25 September 2018
3. Councillor Briefings - 25 September 2018.

8.3 Assemblies of Councillors

APPENDIX 1 ASSEMBLY OF COUNCILLORS - COUNCILLOR BRIEFINGS - 18 SEPTEMBER 2018

8.3 Assemblies of Councillors

Assembly of Councillors Record

Description of Meeting: Councillor Briefings	
Responsible Officer: Anne Howard – General Manager Governance & Infrastructure	
Date: 18 September 2018	
In Attendance: Yes (✓) No (X) N/R (Not Required)	

Councillors	✓	**Officers**		**Externals**	
Cr. David Bell, Mayor	✓	Chief Executive Officer - Keith Baillie	✓	Phil Connell - OPLE Pilot Program Lead	✓
Cr. Libby Coker	✓	General Manager Governance & Infrastructure - Anne Howard	✓	Brian Keane – Chair Audit & Risk Committee	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓		
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓		
Cr. Rose Hodge	✓	Acting Team Leader Governance – Claire Rose (minutes)	✓		
Cr. Carol McGregor	X	Manager Environment & Community Safety - Rowan McKenzie	✓		
Cr. Brian McKiterick (Leave of Absence)	X	Coordinator Environmental Health - Adam Lee	✓		
Cr. Margot Smith	✓	Officer for the Protection of the Local Environment - Rob Armstrong	✓		
Cr. Heather Wellington	X	Property & Legal Services Officer – Sophie Stickland	✓		
		Property & Legal Services Officer - Trina Hughes	✓		
		Engineering Services Manager - Ian Stewart	✓		
		Manager Planning & Development - Bill Cathcart	✓		
		Coordinator Statutory Planning - Michelle Watt	✓		
		Coordinator Development Compliance and Local Laws - Andrew Hewitt	✓		
		Business Improvement Officer -Trevor Britten	✓		
		Coordinator Strategic Planning -Karen Hose	✓		
		Senior Strategic Planner - Jorgen Peeters	✓		
		Coordinator Business and Tourism Strategy - Simon Loone	✓		
		Economic Development Officer -Scott Jardine	✓		
		Coordinator Events - Kate Patterson	✓		
		Event Delivery Officer - Lynne Hume	✓		
		Manager people & Culture - Leanne Perryman	✓		
		Manager Recreation & Open Space Planning - Shaan Briggs	✓		
		Community Project Development Officer - Nicky Angus	✓		
		Manager Finance – John Brockway	✓		

8.3 Assemblies of Councillors

MEETING COMMENCED	10.52am	**MEETING CONCLUDED**	4.01pm

Matters considered at the meeting
External Presentation 1: EPA Officer for Protection of Local Environment (OPLE) Pilot Program Update
External Presentation 2: Audit & Risk Committee Chair's Annual Report to Council
1. Confirmation of Councillor Briefing Minutes 4 September 2018
2. Conflict of Interest
3. Mayoral Election Process
4. Audit and Risk Committee 2017-18 Annual Report
5. SCS-034 Property Use Agreements Policy – Review
6. Torquay Market Licence
7. Road Management Plan Update
8. Harvey Street, Anglesea Traffic Management
9. Planning Customer Service Program Annual Review 2017-18
10. 2009 Council Resolution – Sustainable Futures Plan Torquay-Jan Juc 2040
11. G21 Agribusiness Strategy Implementation – 12 Month Progress Report
12. Economic Development Strategy Project Update
13. Aireys Open Mic Event Authorisation Process
14. CEO Employment Matters Committee – Independent Chair and Terms of Reference
15. Funds Available for Community Projects
16. Freedom of Information (FOI) Matters
17. Other Business

Councillor/Officer Declarations of Interest

Councillor/Officer	**Left Meeting (Yes/No)**	**Type & Details of Interest(s) Disclosed**
Cr David Bell (Mayor)	Yes	Cr David Bell declared a direct conflict of interest in Agenda Item 2.4 (briefing item 6) Torquay Market Licence under Section 77A of the Local Government Act 1989. Cr Bell is the proprietor of the Torquay market. Cr David Bell left the meeting at 12.58pm and returned at 1.00pm. Cr David Bell was absent while this matter was being discussed.
Cr Libby Coker	Yes	Cr Libby Coker declared a direct conflict of interest in Item 3.5 (briefing item 13) Aireys Open Mic Event Authorisation Process under Section 77A of the Local Government Act 1989. The nature of the interest being that Cr Libby Coker is an owner of the Aireys Inlet Hotel which is one of the venues hosting the Open Mic. Cr Libby Coker left the meeting at 3.08pm and returned at 3.15pm. Cr Libby Coker was absent while this matter was being discussed.
Keith Baillie (CEO)	Yes	Chief Executive Officer – Keith Baillie declared a direct conflict of interest in Item 4.1 (briefing item 14) CEO Employment Matters Committee – Independent Chair and Terms of Reference under Section 77A of the Local Government Act 1989. The nature of the interest being the matter relates to Mr Baillie's employment and assessment process. Keith Baillie left the meeting at 3.15pm and returned at 3.24pm. Keith Baillie was absent while this matter was being discussed.

Responsible Officer Signature: **Print Name:** Anne Howard

Date: 18 September 2018

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)].

8.3 Assemblies of Councillors

APPENDIX 2 ASSEMBLY OF COUNCILLORS - RESPONSIBLE & PLANNING AUTHORITY BRIEFING - 25 SEPTEMBER 2018

8.3 Assemblies of Councillors

Assembly of Councillors Record

Description of Meeting: Responsible & Planning Authority Briefings

Responsible Officer: Ransce Salan – General Manager Environment & Development

Date: 25 September 2018

In Attendance: Yes (✓) No (X) N/R (Not Required)

Councillors		Officers		Externals	
Cr. David Bell, Mayor	✓	Chief Executive Officer - Keith Baillie	✓		
Cr. Libby Coker *(arrived at 3:40pm)*	✓	Team Leader Governance – Claire Rose (minutes)	✓		
Cr. Martin Duke	✓	General Manager Governance & Infrastructure - Anne Howard	✓		
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓		
Cr. Rose Hodge	X	Acting General Manager Planning – Bill Cathcart	✓		
Cr. Carol McGregor	X	Coordinator Strategic Planning - Karen Hose	✓		
Cr. Brian McKiterick (Leave of Absence)	X				
Cr. Margot Smith	✓				
Cr. Heather Wellington	X				

MEETING COMMENCED	3.36pm	**MEETING CONCLUDED**	4.16pm

Matters considered at the meeting

1. Planning Permit Application 18/0200 – Alterations and Additions to an existing Dwelling – 9 Smith Street, Lorne
2. Conflict of Interest
3. Planning Permit Application 18/0045 – Use and Development of a Residential Hotel (Serviced Apartments) and Alter Access to a Category 1 Road – 14-16 Ocean Road South, Lorne
4. Smart Planning Update
5. Other Business

Councillor/Officer Declarations of Interest

Councillor/Officer	Left Meeting (Yes/No)	Type & Details of Interest(s) Disclosed
Nil declared.		

Responsible Officer Signature: **Print Name:** Ransce Salan

Date: 25 September 2018

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- 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)].

8.3 Assemblies of Councillors

APPENDIX 3 ASSEMBLY OF COUNCILLORS - COUNCILLOR BRIEFINGS - 25 SEPTEMBER 2018

Assembly of Councillors Record

Description of Meeting: Councillor Briefings	
Responsible Officer: Anne Howard – General Manager Governance & Infrastructure	
Date: 25 September 2018	
In Attendance: Yes (✓) No (X) N/R (Not Required)	

Councillors	✓	**Officers**		**Externals**	
Cr. David Bell, Mayor	✓	Chief Executive Officer - Keith Baillie	✓		
Cr. Libby Coker	✓	General Manager Governance & Infrastructure - Anne Howard	✓		
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓		
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓		
Cr. Rose Hodge	X	Acting Team Leader Governance – Claire Rose (minutes)	✓		
Cr. Carol McGregor	X	Accountant - Tim Dickson	✓		
Cr. Brian McKiterick (Leave of Absence)	X	Project Manager - Capital and Operational Projects - John Fitzpatrick	✓		
Cr. Margot Smith	✓				
Cr. Heather Wellington	X				

MEETING COMMENCED	4.17pm	**MEETING CONCLUDED**	5.10pm

Matters considered at the meeting

1. Conflict of Interest
2. Monthly Finance Report – August 2018
3. Monthly Program Status Report Update – August 2018
4. Digital Transformation Program Update
5. Agenda Review – 25 September 2018 - Council Meeting Agenda
6. General Business

Councillor/Officer	**Left Meeting (Yes/No)**	**Type & Details of Interest(s) Disclosed**
Nil declared.		

Responsible Officer Signature: **Print Name:** Anne Howard

Date: 25 September 2018

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9. NOTICE OF MOTIONS

Nil

10. CLOSED SECTION

Recommendation
That Council pursuant to section 89(2)(d) contractual matters and section 89(2)(h) other matters of the Local Government Act 1989, close the meeting to members of the public at pm to resolve on matters pertaining to the following items:

10.1 **Award of Contract T19-006 Grays Road Pavement Widening and Strengthening** (section 89(2)(d) contractual matters)
10.2 **Award of Contract T19-007 - Provision of Plumbing Maintenance Services** (section 89(2)(d) contractual matters)
10.3 **Appointing the Positive Ageing Advisory Committee** (section 89(2)(h) other matters)
10.4 **Confidential Assemblies of Councillors** (section 89(2)(h) other matters)

Close: There being no further items of business the meeting closed at pm.