

# Agenda

Ordinary Meeting of Council  
Tuesday, 26 February 2019

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

Commencing at 6.00pm

**Council:**

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

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AGENDA FOR THE ORDINARY MEETING OF SURF COAST SHIRE COUNCIL  
TO BE HELD IN THE COUNCIL CHAMBERS, 1 MERRIJIG DRIVE, TORQUAY  
ON TUESDAY 26 FEBRUARY 2019 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 22 January 2019 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:**

**PUBLIC QUESTION TIME:**



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**1. PETITIONS & JOINT LETTERS**

Nil

**2. RESPONSIBLE & PLANNING AUTHORITIES**

Nil

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### 3. OFFICE OF THE CEO

#### 3.1 Workplace Health and Safety Report - February 2019

**Author's Title:** Co-ordinator WHS

**General Manager:** Chris Pike

**Department:** People & Culture

**File No:** F17/309

**Division:** Culture & Community

**Trim No:** IC19/223

**Appendix:**

Nil

**Officer Direct or Indirect Conflict of Interest:**

**Status:**

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

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

Yes

No

Yes

No

**Reason:** Nil

**Reason:** Nil

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#### **Purpose**

The purpose of this report is to present strategic and significant Workplace Health and Safety (WHS) issues to the Council.

#### **Summary**

The strategic and significant WHS issues relating to the period 12 January 2019 to 6 February 2019 are included in this report.

#### **Recommendation**

That Council notes the Workplace Health and Safety Report - February 2019.

### 3.1 Workplace Health and Safety Report - February 2019

#### **Report**

#### **Background**

Council adopted the SCS-038 Councillor Workplace Health and Safety policy at its 27 November 2018 ordinary meeting. The policy requires the Council to receive information regarding strategic or significant WHS issues to enable it to fulfil its responsibility to provide leadership on workplace health and safety issues.

Council's safety framework is comprised of the policies relating to health and safety, internal audit program, strategies to address key focus areas identified through the management review process and OHSMS18001/4801 certification.

Strategic focus areas identified as part of Council's safety framework are:

- Occupational Violence & Aggression
- Manual Handling
- Mental Health
- Incident & Hazard reporting.

#### **Discussion**

Current and emerging WHS issues relating to Council's safety framework are detailed in Table 1 below:

**Table 1 – Safety Framework Issues**

Safety Framework element	Issues arising
Policies & Procedures	<ul style="list-style-type: none"> <li>• Policy and procedure reviews in progress: SCS-014 Workplace Health &amp; Safety, WHS 1.0 Issue Resolution, WHS 13.0 Legal Compliance, MPP 032 Asbestos Management</li> </ul>
Internal WHS Audit program	<ul style="list-style-type: none"> <li>• Two internal audits have been completed during February</li> <li>• No internal audits completed during January.</li> </ul>
Strategic Focus Areas <ul style="list-style-type: none"> <li>• Occupational Violence &amp; Aggression</li> <li>• Manual Handling</li> <li>• Mental Health</li> <li>• Incident &amp; Hazard reporting rates</li> </ul>	<ul style="list-style-type: none"> <li>• Risk management funding of \$4400 obtained from workers compensation insurer to assess physical and psychosocial job demands for high intensity roles</li> <li>• Next Management review: 14 March 2019</li> </ul>
OHSMS18001/4801 Certification	<ul style="list-style-type: none"> <li>• Next audit due: 26 April 2019</li> </ul>

**Table 2 – Other emerging WHS Issues**

Other emerging WHS issues are detailed in Table 2 below:

Emerging Issues	Description
Notifiable incidents (to WorkSafe)	<ul style="list-style-type: none"> <li>• No notifiable incidents were reported in the reporting period</li> </ul>
Reportable incidents (to police and/or other authorities)	<ul style="list-style-type: none"> <li>• No incidents were reported to authorities in the reporting period</li> </ul>
WorkSafe improvements	<ul style="list-style-type: none"> <li>• Two WorkSafe improvement notices relating to asbestos management were formally closed</li> </ul>

#### **Financial Implications**

None

#### **Council Plan**

Theme 5 High Performing Council  
 Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives  
 Strategy Select Strategy

#### **Policy/Legal Implications**

This report aligns with SCS-038 Councillor Workplace Health & Safety Policy.

### **3.1 Workplace Health and Safety Report - February 2019**

#### ***Officer Direct or Indirect Interest***

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

#### ***Risk Assessment***

No risks have been identified.

#### ***Social Considerations***

Not applicable

#### ***Community Engagement***

Not applicable

#### ***Environmental Implications***

Not applicable

#### ***Communication***

Not applicable

#### ***Options***

##### Option 1 – Note the Workplace Health & Safety report

This option is recommended by officers as it demonstrates Council's commitment to workplace health and safety and complies with the Councillor Workplace Health & Safety policy.

##### Option 2 – Do not note the Workplace Health & Safety report

This option is not recommended by officers as is contradictory to the procedures outlined in the Councillor Health and Safety policy.

#### ***Conclusion***

It is recommended that Council notes the Workplace Health and Safety Report for February 2019.

#### 4. GOVERNANCE & INFRASTRUCTURE

##### 4.1 Project Budget Adjustments and Cash Reserve Transfers - February 2019

**Author's Title:** Coordinator Management Accounting      **General Manager:** Anne Howard

**Department:** Finance      **File No:** F18/850

**Division:** Governance & Infrastructure      **Trim No:** IC19/273

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

#### Summary

The project budget adjustments relating to February 2019 are included in this report. All figures in this report are exclusive of GST.

#### Recommendation

That Council:

1. Approves the Project Budget Adjustments outlined in Tables 1 to 4 in this report.
2. Approves the following net change to cash reserves resulting from the project budget adjustments listed in this report:

<b>Funding Sources</b>	<b>Transfers From/ (To) Reserve</b>
Accumulated Unallocated Cash Reserve	1,580
Asset Renewal Reserve	(174,710)
Developer Contributions Reserve	200,000
Waste Reserve	14,788
<b>Grand Total</b>	<b>41,658</b>

#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - February 2019

##### 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 \$
Fleet Management System	Asset Renewal Reserve	Council's fleet management system is at the end of its life, and is now creating reporting errors that can't be fixed as software is no longer supported by vendor. This project will replace the system and deliver enhancements.	60,000
Bellbrae Heart Space Sculpture Installation	Accumulated Unallocated Cash Reserve	The estimate for sculpture installation costs in the small grant application was based on assumed installation that has proven to not be practical and final installation will incur costs to address VicRoads requirements. The group finds itself facing exceptional circumstances that require additional funds.	1,580
Surf Coast Hwy / Coombes Rd Intersection - Design (RD03)	Developer Contributions Reserve	Design of traffic lights for the Surf Coast Highway and Coombes Road intersection using Torquay / Jan Juc Developer Contribution funds.	200,000
Inclusive Kindergarten Equipment Purchases	Grant Funded	Victorian Government grant agreement executed for Inclusive Kindergarten Facilities Program to purchase kinder equipment.	19,305

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.



#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - February 2019

**Table 2 – Project Budgets Requiring Adjustment**

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Stribling Reserve Terrace Renewal	Asset Renewal Reserve	Detailed design completed and engineers budget estimate greater than current project budget. Scope cannot be changed and still achieve desired outcomes. Actual cost is currently being market-tested through request for tenders but no contract will be awarded until the budget is re-set.	150,000
Anglesea Landfill Flare Maintenance	Waste Reserve	Contractor has reviewed requirements and found that the wiring and control panel needs to be upgraded to meet the new Australian regulations.	58,000
Anglesea Netball Club Shelters	Contribution Funded	Funding agreement signed with club for contribution to project.	9,580
Anglesea Netball Club Shelters	Contribution Funded	Club agreement to increase contribution to ensure budget adequate for scope requested.	5,000
Fischer Street (Zeally Bay Road to Highlander Road) - Renewal	Asset Renewal Reserve	Increased pavement construction requirements identified through design phase has resulted in higher cost estimate for works. Preferred option is to reduce the scope of the 2018-19 project and deliver the remaining works as a new project in 2019-20.	(262,600)
Anglesea Recreation Sports Club - Asset Protection	Contribution Funded	Funding agreement with community amended to acknowledge additional community contribution to add security lighting to scope.	693
Economic Development Strategy	Grant Funded	Funding agreement with Victorian Government executed.	195,000
Asset Condition Audits	Asset Renewal Reserve	Seeking release of funds to undertake data capture and condition audit of Council's Water Sensitive Urban Design drainage features.	75,000
Great Ocean Road Bus Terminus	Grant Funded	Contribution from PTV confirmed to cover additional scope costs to locate the bus terminus on the Great Ocean Road, rather than the initial location on Strathmore Drive.	10,500

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 - February 2019

**Table 3 – Projects to be closed**

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Anglesea Landfill Composting Area D&C	Waste Reserve	Scope complete. Savings and contingency to be returned to source.	(43,212)
Connewarre Equestrian Facility Rehabilitation	Project Savings Account	Project complete and savings can be returned to source.	(1,800)
Winchelsea Town Centre Beautification	Project Savings Account	Scope complete and savings to be transferred to Winchelsea Sculptures Project W8394. Projects are linked by grant funds to be acquitted together.	(1,165)
DAMP Implementation - All Terrain Vehicle and Bikes	Project Savings Account	Equipment purchases complete. Savings to be returned to source.	(14,607)
Hesse Street Renewal (Princes Hwy to End)	Asset Renewal Reserve	Scope complete and savings to be returned to source.	(20,104)
Anglesea Arthouse Internal Refurbishment	Asset Renewal Reserve	Scope complete and savings to be returned to source. Life of Project budget \$20K and actual cost \$18,799. 2018/19 carry forward of \$1,201 not required.	(1,201)
Anglesea Arthouse Sheds Renewal	Asset Renewal Reserve	Scope complete and savings can be returned to source. Life of Project budget \$295,286 and actual cost of \$294, 684. Contingency carry forward \$5,433 unused.	(6,035)
Winchelsea Former Shire Hall Roof Replacement	Asset Renewal Reserve	Scope complete and savings to be returned to source.	(2,075)

The following budget transfers detailed in Table 4 represent projects, that due to exceptional circumstances, the Chief Executive Officer has approved project budget adjustments that now require Council ratification.

**Table 4 – Ratification of CEO Approved Transfers**

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Cape Otway Road Bridge Strengthening	Grant Funded	Fixing Country Roads Grant funding.	172,236
Cape Otway Road Bridge Strengthening	Asset Renewal Reserve	Fixing Country Roads Grant funding.	(167,695)

**Table 5 – 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	606	252	(210)
Budgeted Annual Surplus/(Deficit)	159	(449)	(462)	(500)
Allocations through Adopted Budget	(566)	-	-	-
Transfer for Digital Transformation	(2,500)	(730)	-	-

#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - February 2019

<b>Accumulated Unallocated Cash Reserve</b>	<b>2018-19 \$'000</b>	<b>2019-20 \$'000</b>	<b>2020-21 \$'000</b>	<b>2021-22 \$'000</b>
Transfer for Recreation and Open Space	-	825	-	-
Net Allocations During Year	(1,505)	-	-	-
February Net Allocations Proposed	(2)	-	-	-
<b>Closing Balance *</b>	<b>605</b>	<b>252</b>	<b>(210)</b>	<b>(709)</b>

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

**Table 6 – Allocations during current financial year**

<b>Accumulated Unallocated Cash Reserve</b>	<b>2018-19 \$'000</b>
<b>Net Allocations During Year</b>	
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)
July 2018 - Eastern Reserve Land Purchase	(720)
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)
September 2018 - Sale of Hendy Main Road Mount Moriac Blocks	663
October 2018 - Positive Ageing Service Review	(0)
October 2018 - Records Management Program - BC 17/18	(2)
October 2018 - Rural Hinterland Strategy	(10)
November 2018 - Modewarre Cricket Training Facility	(30)
November 2018 - RACV Water Harvesting Agreement Licence	(4)
November 2018 - Stribling Reserve Stadium Ventilation	(40)
November 2018 - Anglesea Cricket Pavilion Upgrade Stage 1	(61)
January 2019 - Mt Moriac Depot Rehabilitation Stage 1	(13)
January 2019 - Bellbrae School Second Crossing	(5)
January 2019 - Great Ocean Road Regional Tourism - Centenary Celebration	(25)
January 2019 - Alcohol and Other Drug Action Plan 2018-2021	(15)
<b>Net Allocations (From)/To</b>	<b>(1,505)</b>
<b>February Net Allocations Proposed</b>	

#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - February 2019

Bellbrae Heart Space Sculpture Installation	(2)
<b>February Net Allocations (From)/To</b>	<b>(2)</b>

##### **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.

##### **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 February 2019 and ratify the project budget adjustments relating to the finalisation of accounts for the prior year.

#### 4.2 Performance Reporting (Council Plan Incorporating the Health and Wellbeing Plan, and LGPRF Indicators) 31 December 2018 Year-to-Date

**Author's Title:** Coordinator Governance & Corporate Planning      **General Manager:** Anne Howard

**Department:** Governance & Risk      **File No:** F16/850

**Division:** Governance & Infrastructure      **Trim No:** IC18/2039

**Appendix:**

1. Council Plan (Incorporating the Health and Wellbeing Plan) 2017- 21, Year Two Action Plan (D18/60540)
2. Council Plan 2017-21 6 Month Progress Snapshot to December 2018 (D19/17163)
3. Council Plan 2017-21 Strategic Indicators December 2018 Year-to-Date Performance (D19/14866)
4. LGPRF Service Indicators - December 2018 Year-to-Date (D19/14857)

**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

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#### **Purpose**

The purpose of this report is to present to Council the 2018-19 December progress report against key strategic plans including the Council Plan (incorporating the Health and Wellbeing Plan) 2017-2021 and the Local Government Performance Reporting Indicators (LGPRF) as per statutory reporting requirements.

#### **Summary**

The Governance and Management Checklist contained in the Local Government (Planning and Reporting) Regulations 2014 specifies performance reporting requirements against the Council Plan and service performance reporting requirements referred to in section 131 of the *Local Government Act 1989*.

Council adopted the Council Plan (incorporating the Health and Wellbeing Plan) 2017–2021 in June 2017 and adopted an annual action plan to deliver strategies contained in the Plan in July 2018, refer appendix 1.

The December year-to-date performance report against the Council Plan action plan adopted by Council in July 2018 is attached at appendix 2.

The December year-to-date performance report against the strategic indicators contained in the Council Plan (incorporating the Health and Wellbeing Plan) 2017–2021 is attached at appendix 3.

December year-to-date against the service performance indicators contained in the Local Government (Planning and Reporting) Regulations 2014 is attached at appendix 4.

#### **Recommendation**

That Council receives and notes the December 2018 year-to-date performance reports for the:

1. Council Plan (incorporating the Health and Wellbeing Plan) 2017–2021 actions and strategic indicators, refer appendices two and three.
2. Local Government (Planning and Reporting) Regulations 2014 service performance indicators, refer appendix 4.

## 4.2 Performance Reporting (Council Plan Incorporating the Health and Wellbeing Plan, and LGPRF Indicators) 31 December 2018 Year-to-Date

### Report

#### Background

The Governance and Management Checklist contained at Schedule One of the Local Government (Planning and Reporting) Regulations 2014 requires Council to confirm that:

1. Council has a Performance Reporting Framework in place and the date of effect (Item 16)
2. Council receives a 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 (Item 17)
3. Council receives six-monthly reports measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Local Government Act 1989 (Item 20).

#### Discussion

Council adopted the Council Plan (incorporating the Health and Wellbeing Plan) 2017–2021 in June 2017.

The Plan contains five themes, each of which includes a number of strategic objectives and strategies.

An annual action plan to deliver the strategies in the Council Plan was adopted in July 2018. A statistical summary of the December year-to-date results in delivering against the action plan is included below.

**Table 1 – Six-monthly progress for actions**

Themes & Objective	Strategies	2018 – 2019 Actions #1	Progress			
<b>Community Wellbeing</b>						
a) Support people to participate in and contribute to community life	3	12	12			
b) Support people to be healthy and active	4	6	5			1
c) Improve community safety	2	2	2			
d) Provide support for people in need	4	7	7			
<b>Environmental Leadership</b>						
e) Drive the use of renewable energy	2	2	2			
f) Improve the re-use of resources	4	10	10			
g) Support local food production	1	1	1			
h) Retain and enhance rural land for appropriate and sustainable use	3	4	4			
<b>Balancing Growth</b>						
i) Ensure infrastructure is in place to support existing communities and provide for growth	6	19	19			
j) Strengthen township boundaries and support unique township character	3	3	1			2
k) Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire	4	5	5			
<b>Vibrant Economy</b>						
l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community	4	7	6			1
m) Facilitate high quality events throughout the year	1	4	4			
n) Strengthen the vitality of town centres	1	2	2			
o) Support key industry sectors such as surfing, tourism, home-based, construction and rural	4	10	10			

#### 4.2 Performance Reporting (Council Plan Incorporating the Health and Wellbeing Plan, and LGPRF Indicators) 31 December 2018 Year-to-Date

Themes & Objective	Strategies	2018 – 2019 Actions #1	Progress			
businesses						
<b>High Performing Council</b>						
p) Ensure Council is financially sustainable and has the capability to deliver strategic objectives	4	5	5			
q) Ensure that Council decision-making is balanced and transparent and the community is involved and informed	3	4	4			
r) Provide quality customer service that is convenient, efficient, timely and responsive	5	7	5			2
s) Ensure the community has access to the services they need	4	5	5			
<b>December year-to-date</b>	<b>62</b>	<b>115</b>	<b>109</b>			<b>6</b>

Note #1: 2018 – 2019 actions endorsed by Council on 24 July 2018

#### Legend

Work in progress	Met or exceeded	Not met	No action 2017 -18

A high level summary report against the annual action plan is attached at appendix 2.

The Plan also includes 10 strategic indicators as the basis of measuring Council's performance in improving important outcomes for the community. A summary of Council's performance against the strategic indicators contained in the Plan is included at appendix 3.

The December year-to-date Service Performance report against the LGPRF indicators contained in the Local Government (Planning & Reporting) Regulations 2014 is attached at appendix 4. A number of cost indicators are not able to be reliably reported against until 30 June 2019 due to the requirement for end of year financial results.

#### Financial Implications

There are no additional direct costs associated with performance reporting.

#### Council Plan

Theme 5 High Performing Council  
Objective Nil  
Strategy Nil

#### Policy/Legal Implications

This report complies with the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

#### 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 to Council if it does not comply with its legislative obligations.

#### Social Considerations

Ensuring performance against strategies and measures is reported ensures transparency and public accountability.

#### **4.2 Performance Reporting (Council Plan Incorporating the Health and Wellbeing Plan, and LGPRF Indicators) 31 December 2018 Year-to-Date**

##### ***Community Engagement***

Considerable community engagement was undertaken in the development of the Council Plan 2017 – 2021. Council's progress in delivering the strategies and reporting its performance against the measures will be presented to a public Council meeting six-monthly and reported in the Surf Coast Shire Annual Report each year.

##### ***Environmental Implications***

There are no specific environmental implications associated with this report. Reports are made available to the public and other stakeholders electronically via the Surf Coast Shire website.

##### ***Communication***

This report will be incorporated into Council minutes and made available to the public and other stakeholders via the Surf Coast Shire website [www.surfcoast.vic.gov.au](http://www.surfcoast.vic.gov.au).

##### ***Options***

###### Option 1 – Council does not receive and not this report

This option is not recommended by officers as it is contrary to the requirements of the Local Government (Planning and Reporting) Regulations 2014.

###### Option 2 – Council defers receiving and noting this report

This option is not recommended by officers as performance reporting is most useful when it is timely.

###### Option 3 – Council receives and notes this report

This option is recommended by officers as this would support the timely consideration of December year-to-date performance results and open and transparent reporting to the community.

##### ***Conclusion***

This report provides information on Council's performance in delivering against the 2017-2021 Council Plan strategies and strategic indicators endorsed by Council in July 2018 and the strategic indicators contained in the Local Government (Performance Reporting) Framework 2014. Together these will provide a transparent reporting mechanism to the community in relation to Council's performance.



**4.2 Performance Reporting (Council Plan Incorporating the Health and Wellbeing Plan, and LGPRF Indicators) 31 December 2018 Year-to-Date**

**APPENDIX 1 COUNCIL PLAN (INCORPORATING THE HEALTH AND WELLBEING PLAN) 2017- 21, YEAR TWO ACTION PLAN**

**Council Plan (incorporating the Health and Wellbeing Plan) 2017 – 2021  
Year Two Action Plan**

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 2 Action
<b>COMMUNITY WELLBEING</b>			
Support people to participate in and contribute to community life	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	Develop a community development action plan that includes internal mapping, development of a framework and policy.
			Continue to identify, implement and evaluate opportunities for community to be involved in project governance groups.
			Develop a monitoring and evaluation framework that aligns to the community development framework.
			Present Community Project Proposal Master List to Council on a quarterly basis to determine priority projects for feasibility investigation.
			Release an online annual small grants program in September and March
	2	Facilitate and support high levels of volunteering in the community	Identify how Council can strengthen volunteering in the community and implement findings
			Develop and implement processes to achieve National Standards in volunteering.
	3	Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy	Review, update and adopt new Heritage, Arts and Culture strategy
			Implement new Heritage, Arts and Culture strategy
			Undertake further feasibility work on a Surf Coast Shire theatre space
Pursue funding opportunities for the Winchelsea Walk of Honour project			
4	Develop and implement local programs to support Healthy Eating and Active Living	Pilot the implementation of healthy eating priorities identified in the G21 Regional Healthier Eating and Active Living Workplan in a select number of early years settings.	
		Develop a policy and implement program changes to support healthy eating at Winchelsea pool.	

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 2 Action
			Work with Leisure Networks and G21 to increase girls' and women's physical activity across the region.
	5	Implement health and wellbeing impact assessments as part of infrastructure and project planning	No action year two
	6	Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice	Investigate alcohol, tobacco and drug issues and develop an action plan.
	7	Reinforce policies to manage electronic gaming machines	Review the Gaming Policy as part of the comprehensive planning scheme review
Improve community safety	8	Understand community safety issues and needs, and design an appropriate local response	Implement community safety consultation plan and produce a findings report.
	9	Continue to build community resilience to prepare for emergencies	Work collaboratively with other agencies to delivery community engagement activities and other programs that help the community prepare for, respond to and recover from high risk emergencies.
Provide support for people in need	10	Work in partnership with community and agencies to improve young people and their families' access to the services and support they need	<p>Monitor and evaluate the activation of the Kurrambee Myaring Community Centre and Youth Pod in improving access to services and support.</p> <p>Implement Engage and FReeZA initiatives to support the social connection and resilience of young people.</p> <p>Develop and implement an Early Years Strategy.</p> <p>Develop and implement a Youth Development Strategy</p>
	11	Pursue Age Friendly City status	Develop and implement an action plan arising from the Positive Ageing Service Review including establishing the process for achieving Age Friendly City status.
	12	Contribute to the delivery of the Strategic Plan for prevention and addressing violence against women and children in the G21 region	Identify and implement opportunities to support the prevention of violence against women that aligns to G21 Prevention of Violence Against Women Strategy.

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 2 Action
	13	Implement the Accessible and Inclusive Surf Coast Shire Strategic Plan	Deliver a program of access improvements in existing Council buildings
<b>ENVIRONMENTAL LEADERSHIP</b>			
Drive the use of renewable energy	14	Implement the Renewable Energy Roadmap	Work with the community, businesses and relevant organisations to deliver the priority Roadmap actions.
	15	Support the work of the Renewable Energy Taskforce	Facilitate the Renewable Energy Task Force in accordance with the approved Terms of Reference and regularly report progress to Council.
Improve the re-use of resources	16	Develop and implement organic waste diversion pilot program	Develop a plan for implementing the preferred food diversion, including audits, location(s), consultation
			Implement a trial kerbside food diversion program
	17	Develop and implement a waste reduction program to increase the life of the landfill	Work with contractors to recycle e-waste
			Encourage discussion about use of recycled materials in projects and associated procurement approach as part of project charter development
			Continue to collect data from project managers on extent of recycled materials used in projects as part of monthly Program Status Report data collection.
			Develop and implement waste education initiatives for community and business to reduce waste and increase recycling compliance
	18	Review and expand Plastic Wise Program	Continue to ensure markets and events are transitioning away from single use plastics.
Develop an action plan to transition away from single use plastics in sporting clubs.			
Support local groups championing the transition away from single use plastics.			
19	Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas	Maintain quarterly meetings with Barwon Water to discuss project opportunities.	

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 2 Action
Support local food production	20	Develop and implement a local food program in partnership with community	Develop and implement waste education initiatives for community and business to reduce waste and increase recycling compliance
Retain and enhance rural land for appropriate and sustainable uses	21	Finalise and implement the Rural Hinterland Strategy	Complete Hinterland Futures Strategy Implement Hinterland Futures Strategy action plan
	22	Develop partnerships to better manage interfaces between public and private land	Continue to work with Landcare, community groups, private landholders & local businesses on weed & rabbit management and revegetation work
	23	Effectively manage pests, plants and animals on Council land	Develop a new Council Pest Plant & Animal Strategy and implement Council's Rabbit Management Policy
<b>BALANCING GROWTH</b>			
Ensure infrastructure is in place to support existing communities and provide for growth	24	Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections	Utilising existing processes to investigate the needs and barriers of isolated and vulnerable community members in accessing public transport.
			Strengthen representation of Council needs through the G21 Transport Pillar priorities and action plan review
			Advocate for better public transport by delivering actions in Council's Advocacy Program
	25	Explore the potential public transport link to Torquay and the level of rail service on the Warrnambool line	Participate in State Government planning for transit corridor to Torquay
			Advocate for improved levels of service on the Warrnambool line
			Leverage advocacy effort for public transport and transit corridor via the G21 Transport Pillar
	26	Conduct a review of the existing pathway strategy and implement recommendations	Conduct a biennial review of Council's Pathway Strategy.
27	Ensure appropriate funding mechanisms are in place to support future growth including developer contributions	Implement the Torquay/ Jan Juc Development Contributions Plan (DCP) review and develop a Development Contributions Plan / Infrastructure Contributions Plan for Spring Creek Urban Growth Area.	

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 2 Action	
	28	Work with the community and stakeholders to implement the Anglesea Futures program	Provide input and support community engagement into development of the Implementation Framework for the Land Use Plan	
	29	Advocate for supporting infrastructure	Implement actions in Council's Advocacy Program to advocate for supporting infrastructure. Complete the Stribling Change rooms Design project. Complete the Spring Creek Netball Pavilion Upgrade project. Implement the Winchelsea Netball Pavilion Upgrade project. Lead the G21 Regional Hockey Strategy development. Implement the Surf Coast Multi-purpose Indoor Stadium Project. Implement the Yuurrock Soccer Pitch Project at Banyul Warri Fields. Implement the Anderson Roadknight Reserve Masterplan Project. Support the implementation of key Surf Life Saving Club developments at Jan Juc and Anglesea and the Anglesea Motor Yacht Club. Initiate a precinct planning approach to open space planning.	
	Strengthen township boundaries and support unique township character	30	Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this	Implement the recommendations of the Strengthening Town Boundaries discussion paper.
		31	Encourage in-fill development and direct growth to designated areas	No action year two
		32	Develop a communications strategy to explain the implications of living in different planning zones	No action year two

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 2 Action
Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire	33	Advance a Winchelsea and Moriac Development Program	Complete an investigation into a Development Contributions Plan for Winchelsea.
	34	Advance a strategic plan for Lorne	Develop a new structure plan for Lorne that includes economic, social and place making aspects.
	35	Conduct an impact analysis of Torquay's growth including Armstrong Creek	Complete a project charter for a study into the impacts of population growth in and near to Torquay and identify strategic priorities to ensure balanced outcomes.
			Complete a Torquay and Jan Juc Social Infrastructure needs study
36	Explore the impact of increased traffic on the road network including inland transport routes	Complete a biennial review of traffic volumes on key roads in the local road network and review against adopted strategies and plans to ensure that strategic priorities are correct	
<b>VIBRANT ECONOMY</b>			
Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community	37	Support and build capability of businesses and business / tourism groups	Negotiate new funding agreement with Great Ocean Road Tourism.
			Complete an annual Business Survey with trader groups and report on findings by June each year/.
	38	Investigate how the strategic road network impacts on commercial transport	Compare the Hinterland Strategy and the Strategic Road Network Plan to ensure that key infrastructure has been identified and planned for
			Ensure the currency of the priorities identified in Strategic Road Network Plans on an annual basis to assist in understanding commercial priorities
39	Facilitate and enable stronger relationships between industry and education	Investigate a graduate program, traineeships or apprenticeships at Council	
40	Plan for industrial and commercial zones in growing communities	No action year two	
Facilitate high quality events throughout the year	41	Further develop diverse, major and signature events, communication and promotion program	Finalise the Surf Coast Events Policy
			Release an annual funding program to support events in Surf Coast Shire

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 2 Action
			Facilitate high quality events in collaboration with key stakeholders including Cadel Evans Great Ocean Road Race, Rip Curl Pro, Surf Coast Century, Amy Grand Fondo, Falls Festival, Aireys Open Mic Etc. Conduct an annual promotion of the key environmental, economic & social benefits of events
Strengthen the vitality of town centres	42	Identify and support the economic and social drivers of town centres within the shire	Implement the Torquay Town Centre urban design project. Implement an annual township landscape beautification program.
Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses	43	Work with key stakeholders to encourage visitors to stay longer and spend more in the shire	Participate in the Visitor Servicing Project, led by Great Ocean Road Regional Tourism.
			Work with Great Ocean Road Regional Tourism (GORRT) to enhance digital platforms to effectively market the regions
			Explore the feasibility of walking trails in and around the Painkalac Valley.
			Develop a Surf Coast Trails Network Concept Plan
	44	Develop and implement an industry development and attraction program	Complete an Economic Development & Tourism Strategy.
			Develop a regular series of workshops to assist key industry sectors i.e. marketing, business security, exports etc.
			Implement Planning actions from Hinterland Futures Strategy
45	Advocate for and drive the Great Ocean Road visitor economy	Advocate for the Great Ocean Road visitor economy in Council's advocacy program by implementing actions in Council's advocacy program	
		Continue to promote the Great Ocean Road Visitor Economy as a regional priority through regional advocacy opportunities	
46	Develop and implement an agribusiness strategy	Implement agribusiness actions from Hinterland Futures Strategy and G21 Agribusiness Strategy as relevant to Surf Coast Shire	



Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 2 Action
<b>HIGH PERFORMING COUNCIL</b>			
Ensure Council is financially sustainable and has the capability to deliver strategic objectives	47	Establish long-term financial principles and incorporate into the long-term financial plan	Review outcomes of the Local Government Act changes and establish key planning principles to inform the long-term financial plan
	48	Develop and implement an organisational capability and capacity program	Implement the People & Culture strategy
	49	Develop innovative funding partnerships with community, business and government	Identify examples of public/private partnerships undertaken by other Councils or public authorities and present an overview to Council.
	50	Build on relationships with agencies and key stakeholders for the benefit of the community	Strengthen existing and identify and formalise new partnerships with relevant organisations Partner with Deakin University to support a PhD student to investigate the visitor economy
Ensure that Council decision-making is balanced and transparent and the community is involved and informed	51	Prepare for Local Government Act review recommendations	Assess the implications of the revised Local Government Act, consult with relevant stakeholders and develop plans for implementation.
	52	Evolve our community engagement approach to inform strategic Council direction and decision-making	Include deliberative community engagement processes in key strategic processes and decisions. Strengthen and extend Councillor and executive stakeholder group meetings
	53	Use technology to make Council decision-making more accessible	Investigate costs and benefits of live streaming Council meetings
Provide quality customer service that is convenient, efficient, timely and responsive	54	Implement Digital Transformation Program, including opportunities for customer self-service	Continue to implement online planning applications
	55	Investigate the feasibility of a certified quality system	No action year two
	56	Improve how we manage customer requests and complaints	Provide a new function for customers to lodge requests for service online Publish a dashboard report of customer request and complaints handling performance

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 2 Action
	57	Continued reforms in statutory planning service delivery	No action year two
	58	Further update and implement a customer service strategy	Review and update Customer Service strategy.
			Implement new Customer Service strategy
Ensure the community has access to the services they need	59	Review Council-delivered services to ensure they are of high quality and delivering best value	Present annual Business Improvement Program to Council for endorsement.
	60	Conduct service reviews to identify best service delivery model	Deliver Council endorsed annual Business Improvement Program
	61	Advocate for services that are best delivered by others	Advocate for other agencies or levels of governments to deliver services and infrastructure that are best delivered by them by implementing actions in the Council's Advocacy Program.
			Continue to implement State Election Advocacy Program
62	Review arrangements for governance of the coast	Participate in Victorian Government review of governance arrangements on the Surf Coast.	

**4.2 Performance Reporting (Council Plan Incorporating the Health and Wellbeing Plan, and LGPRF Indicators) 31 December 2018 Year-to-Date**

**APPENDIX 2 COUNCIL PLAN 2017-21 6 MONTH PROGRESS SNAPSHOT TO DECEMBER 2018**

## Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 6 Month Progress Snapshot to December 2018

### Community Wellbeing

- Council received the findings of a feasibility study to develop a theatre in the Surf Coast Sport and Recreation Centre in Torquay.
- Council applied to state and federal government grant programs to complete the Winchelsea Walk of Honour project.
- Council appointed the Positive Ageing Advisory Committee to help develop an action plan to respond to aged care reforms and achieve official 'Age Friendly City' status for the Surf Coast.
- Council learned it had been successful in its application for \$53,000 from the State Government to support gender equity and prevention of violence against women work across the Surf Coast. As part of this funding, Council will introduce the 'Baby Makes 3' parenting program for all first-time parents from January 2019.
- Council received a research report on local community safety issues and needs on the Surf Coast. Noting the low levels of crime in the community, Council committed to better promoting existing community safety work, developing a CCTV policy and expanding the No Falls Program for older citizens to more towns across the Shire.
- Council's biannual small grants program provided funding to 23 new community projects worth just under \$39k.
- Council completed investigations into the feasibility of eight community projects including Deans Marsh Reserve Festival Stand and Surf Coast Football Club new pavilion.

### Environmental Leadership

- Council has continued to effectively manage pest plants and animals on the land it manages in collaboration with other public and private land managers. Council's rabbit program is being delivered in accordance with Council's Rabbit Management Policy which is due to be reviewed later in 2019.
- Council has been working with its Renewable Energy Task Force to implement the Renewable Energy Roadmap across the Shire. For Council's operations, renewable energy has risen from approximately 3% in 2015 to 12% in 2018 with plans to reach 25% by mid-2020.
- The Anglesea Food Organics Pilot commenced in late 2018 with food scraps, garden waste and other organics collected at the kerbside being diverted from landfill and put to good use in parks, gardens and farms.
- Council has commenced delivery of a three year Local Food Action Plan that aims to create environmental, social and economic opportunities in the production, consumption, processing and distribution of local food across the Shire.
- Council's Plastic Wise Policy for Events and Markets, the first of its kind in Australia, was updated in collaboration with event operators, community groups and the Great Ocean Road Coast Committee. The policy, and actions that have occurred from this program have gained international interest and is an LGPro 2019 Award finalist.
- Council has participated in preliminary workshops with DELWP on the Distinctive Areas & Landscapes project to be led by the State Government which has implications for "Strengthening Town Boundaries" project.

### Balancing Growth

- The Hinterland Futures Strategy was revised in accordance with Council's October 2018 resolution to include a new bushfire risk report, modified maps and place a greater emphasis on agriculture and environmental values. Further changes required following CFA input.
- The Anglesea Futures Land Use Plan was finalised by DELWP and publicly released following significant advocacy from Council on community issues.
- Background technical work has been completed and work continues to progress on the Lorne Structure Plan including an economic/retail supply report.
- Council completed a land supply monitoring report on residential land in the Shire.

## Vibrant Economy

- Council facilitated high quality events in collaboration with key stakeholders including the Surf Coast, Amy's Gran Fondo Century, Kite-Surf World Cup Torquay, Falls Festival, Pier to Pub and NightJar Festivals and Cadel Evans Great Ocean Road Race.
- Council released its annual funding program to support events in the Shire in September and confirmed funding of \$88,000 for 24 major and community events at its January 2019 meeting.
- Council facilitated workshops with key industry sectors during the Small Business Festival held in Torquay, Winchelsea and Anglesea with 110 people attending the workshops that included mentor sessions.
- Council has appointed consultants for the implementation of the Torquay Town Centre Urban Design Project. Assessments have been completed and draft guidelines submitted in February 2019.
- Council completed its first annual business survey with 117 businesses participating. The findings will be used to identify support and advocacy areas as well as provide a snapshot of business sentiment for benchmarking.
- SurfCoast.Localised online directory was launched in September 2018 and is now being actively used by 293 Surf Coast businesses.
- Council released the request for tender for the Economic Development Strategy. The project will also include a Skills and Emerging Industries Audit and will be completed in June 2020.
- Council's cultural integration of the Australian National Surfing Museum was implemented resulting in its highest visitation in 17 years attracting 17,354 in 2018. This represented an increase of over 4,000 attendees from 2017.
- Council is playing a key role in contributing to the delivery of the following G21 Sustainable Agribusiness Strategy priority projects:
  - Agribusiness Innovation Roadmap.
  - Developing Export opportunities and small business capacity.
  - Virtual hub.

## High Performing Council

- Council continues strong delivery of capital projects with end of December project expenditure at 98% of target spend at end December 2018.
- Council's planning team continue to implement the online planning application tool with the 'soft go-live' achieved with four test customers in September.
- Number of planning permit applications determined within the 60 statutory days tracking well with 82% determined within this time, compared to the target of 80%
- Digital Transformation program delivery includes successful GL restructure, soft go-live for e-planning platform and smaller internal initiatives that focus on key strategy benefits.
- Adoption of two key policies applicable to Councillors (Workplace health and Safety and Equal Opportunity and Workplace Behaviours)

**4.2 Performance Reporting (Council Plan Incorporating the Health and Wellbeing Plan, and LGPRF Indicators) 31 December 2018 Year-to-Date**

**APPENDIX 3 COUNCIL PLAN 2017-21 STRATEGIC INDICATORS DECEMBER 2018 YEAR-TO-DATE PERFORMANCE**

### Council Plan (including the Health and Wellbeing Plan) 2017-21.

Strategic Indicators – December 2018 year-to-date performance.

Strategic Indicator	Timing	Actual 30 June 2017	Actual 30 June 2018	Target 30 June 2019	Actual 31 Dec 2018 YTD	Comment
1. Improvements in overall quality of life and reported on the following cohorts:- People under 25 People over 65 People with disabilities	Annual	To be developed	To be developed	Develop baseline	N/A	Council has introduced a measure of quality of life in the annual community satisfaction survey which will establish a baseline for future comparison in time for end of year reporting. It will measure the general population rather than particular cohorts as was the initial intention of the indicator.
2. 25% of energy is from renewable sources by 2020	Annual	6%	12%	18% (indexed by 6% annually)	12%	There has been significant growth in solar but the percentage remains at 12% due to growth in overall energy consumption. Updated data expected in early 2019.
3. An increase in housing in Winchelsea and Moriac	Annual	<u>Lots per year</u> Moriac = 1 Winchelsea = 5  <u>Housing starts</u> Moriac = 1 Winchelsea = 14	<u>Lots per year</u> Moriac = 1 Winchelsea = 28  <u>Housing starts</u> Moriac = 5 Winchelsea = 31	<u>Lots per year</u> Moriac = 2 Winchelsea = 24  <u>Housing starts</u> Moriac = 3 Winchelsea = 25	<u>Lots per year</u> Moriac = 0 Winchelsea = 39  <u>Housing starts</u> Moriac = 3 Winchelsea = 31	Lot creation varies each year due to the decisions made by private developers. Housing statistics are dependent on the supply of land. The baseline data reflects our average over three years.
4. Maintain satisfaction in planning for population growth in Torquay / Jan Juc (Annual Community Satisfaction Survey)	Annual	Population Growth 2017 = 51	51	49	N/A	The annual survey will be commence in February 2019. Ongoing work strengthening town boundaries and distinctive areas and landscapes with the State Government.
5. Increased access to public transport including trains, public buses and	Annual	To be developed	To be developed	Develop baseline	To be developed	Council is continuing to work with Government departments to

Strategic Indicator	Timing	Actual 30 June 2017	Actual 30 June 2018	Target 30 June 2019	Actual 31 Dec 2018 YTD	Comment
community buses.						deliver a public transport route between Anglesea and Waurin Ponds. Funding has been received to install four new bus shelters which will be installed before 30 June 2019.
6. Rolling median unemployment rate for the shire does not exceed 3.5%	Twice yearly	Sept. 2017 2.5%	2.43%	=/<3.5%	N/A	The unemployment rate and labour force for Surf Coast Shire at 30 June 2018 was 2.43% and 16,642 respectively.
7. Meet the financial benefits targets in the long term financial plan	Annual	\$453,000	\$550,000	\$557,793	N/A	Calculations will be completed as part of end of financial year reporting.
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	To be developed	To be developed  38  1,111	30  TBC	26  TBC	A review of online forms in the first six months of the year has led to a reclassification of the 38 forms resulting in 26 forms meeting the definition of an online form. Four self-service transactions are planned to come on line during 2018-19 leading to a target of 30 online forms.
9. Increased performance rating for Customer Service in the Annual Community Satisfaction in Local Government Survey	Annual	Overall performance 2017 = 61	>61 (life of plan)	62	N/A	The annual survey will be commence in February 2019.
10. 80% of planning permit applications are determined within 60 statutory days by the end of the term of the plan	Twice yearly	PPARS result 71.02%	80%	80%	82%	Year-to-date result ahead of target.



**Legend**

Work in progress	Met or exceeded	Not met

N/A = No result available

N/R = Not reported

YTD = Year-do-date

TBC – To be confirmed

**4.2 Performance Reporting (Council Plan Incorporating the Health and Wellbeing Plan, and LGPRF Indicators) 31 December 2018 Year-to-Date**

**APPENDIX 4 LGPRF SERVICE INDICATORS - DECEMBER 2018 YEAR-TO-DATE**

December 2018 year-to-date report – LGPRF Service Indicators 2018-19.						
Service Performance Indicators Service indicator/measure	Results					Material Variations and Comments
	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	31 Dec 2018 YTD	
<b>Aquatic Facilities</b>						
<b>Satisfaction</b>						
<i>User satisfaction with aquatic facilities (optional)</i>	0.00	0.00	0.00	0.00	0.00	A customer service survey has not been conducted during 2018-19.
[User satisfaction with how Council has performed on provision of aquatic facilities]						
<b>Service standard</b>						
<i>Health inspections of aquatic facilities</i>	1.00	0.00	1.00	1.00	1.00	Health inspections of Council operated aquatic facilities are required to be conducted once every calendar year.
[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]						
<b>Health and Safety</b>						
<i>Reportable safety incidents at aquatic facilities</i>	0.00	0.00	0.00	0.00	0.00	There were no reportable incidents to 31 Dec 2018.
[Number of WorkSafe reportable aquatic facility safety incidents]						
<b>Service cost</b>						
<i>Cost of indoor aquatic facilities</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	Council does not operate an indoor aquatic centre.
[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]						
<b>Service cost</b>						
<i>Cost of outdoor aquatic facilities</i>	\$15.09	\$8.40	\$8.13	\$6.89	N/A	Service costs will be available with end of financial year reporting.
[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]						
<b>Utilisation</b>						
<i>Utilisation of aquatic facilities</i>	0.27	0.24	0.23	0.26	0.10	Mid-year data reflects the fact that Council operates its outdoor pool on a seasonal basis from December to March and so data covers only a part of the season.
[Number of visits to aquatic facilities / Municipal population]						
<b>Animal Management</b>						
<b>Timeliness</b>						
<i>Time taken to action animal management requests</i>	0.00	1.00	1.00	1.00	1.00	Current practice is to initiate

December 2018 year-to-date report – LGPRF Service Indicators 2018-19.						
Service Performance Indicators Service indicator/measure	Results					Material Variations and Comments
	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	31 Dec 2018 YTD	
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]						action on animal management requests within 1 day.
<b>Service standard</b>						
<i>Animals reclaimed</i>	87.00%	85.48%	91.07%	90.85%	89.36%	
[Number of animals reclaimed / Number of animals collected] x100						
<b>Service cost</b>						
<i>Cost of animal management service</i>	\$57.18	\$55.96	\$57.03	\$42.93	\$0.00	Service costs will available with end of financial year reporting.
[Direct cost of the animal management service / Number of registered animals]						
<b>Health and safety</b>						
<i>Animal management prosecutions</i>	3.00	0.00	0.00	0.00	0.00	No prosecutions have been initiated to date.
[Number of successful animal management prosecutions]						
<b>Food Safety</b>						
<b>Timeliness</b>						
<i>Time taken to action food complaints</i>	0.00	1.55	2.07	1.63	2.05	
[Number of days between receipt and first response action for all food complaints / Number of food complaints]						
<b>Service standard</b>						
<i>Food safety assessments</i>	105.00 %	104.09 %	107.04 %	98.62%	99.34%	Based on six months inspections.
[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						
<b>Service cost</b>						
<i>Cost of food safety service</i>	\$743.14	\$521.55	\$510.29	\$440.41	N/A	Service costs will available with end of financial year reporting.
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]						
<b>Health and safety</b>						
<i>Critical and major non-compliance outcome notifications</i>	100.00 %	98.39%	99.37%	98.84%	94.59%	
[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						

December 2018 year-to-date report – LGPRF Service Indicators 2018-19.						
Service Performance Indicators Service indicator measure	Results					Material Variations and Comments
	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	31 Dec 2018 YTD	
<b>Governance</b>						
<b>Transparency</b>						
<i>Council decisions made at meetings closed to the public</i>  [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%	19.35%	Council remains committed to open and transparent decision making with 25% of confidential resolutions subsequently released to the public.
<b>Consultation and engagement</b>						
<i>Satisfaction with community consultation and engagement</i>  [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	60.00	54.00	59.00	57.00	N/A	The annual survey will commence in February 2019.
<b>Attendance</b>						
<i>Councillor attendance at Council meetings</i>  [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%	65.56%	Councillor on approved leave of absence.
<b>Service cost</b>						
<i>Cost of governance</i>  [Direct cost of the governance service / Number of councillors elected at the last Council general election]	\$42,184	\$44,127	\$44,888	\$42,876	N/A	Service costs will available with end of financial year reporting.
<b>Satisfaction</b>						
<i>Satisfaction with Council decisions</i>  [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	N/A	The annual survey will commence in February 2019.
<b>Home and Community Care (HACC)</b>						
<b>Timeliness</b>						
<i>Time taken to commence the HACC service</i>  [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	N/R	N/R	N/R	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National
<b>Service standard</b>						
<i>Compliance with Community Care Common Standards</i>	78.00%	100.00 %	N/R	N/R	N/R	

December 2018 year-to-date report – LGPRF Service Indicators 2018-19.						
Service Performance Indicators Service indicator/measure	Results					Material Variations and Comments
	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	31 Dec 2018 YTD	
[Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100						Disability Insurance Scheme and Commonwealth Home Support Program.
<b>Service cost</b>						
<i>Cost of domestic care service</i>	\$0.00	\$69.42	N/R	N/R	N/R	
[Cost of the domestic care service / Hours of domestic care service provided]						
<b>Service cost</b>						
<i>Cost of personal care service</i>	\$0.00	\$62.38	N/R	N/R	N/R	
[Cost of the personal care service / Hours of personal care service provided]						
<b>Service cost</b>						
<i>Cost of respite care service</i>	0.00	67.68	N/R	N/R	N/R	
[Cost of the respite care service / Hours of respite care service provided]						
<b>Participation</b>						
<i>Participation in HACC service</i>	27.00%	26.99%	N/R	N/R	N/R	
[Number of people that received a HACC service / Municipal target population for HACC services] x100						
<b>Participation</b>						
<i>Participation in HACC service by CALD people</i>	13.00%	20.75%	N/R	N/R	N/R	
[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100						
<b>Libraries</b>						
<b>Utilisation</b>						
<i>Library collection usage</i>	8.84	8.92	8.94	8.60	4.26	This indicator has been calculated from 6 months data and is indicative only. It reflects only a half year of loans.
[Number of library collection item loans / Number of library collection items]						
<b>Resource standard</b>						
<i>Standard of library collection</i>	85.00%	77.92%	76.80%	76.89%	76.89%	This indicator has been calculated from 6 months data and is indicative only. This indicator is normally produced annual at year end.
[Number of library collection items purchased in the last 5 years / Number of library collection items] x100						
<b>Service cost</b>						
<i>Cost of library service</i>	\$4.31	\$5.27	\$5.36	\$5.84	N/A	Service costs will be available with end of financial year reporting.
[Direct cost of the library service / Number of visits]						

D19/14857

December 2018 year-to-date report – LGPRF Service Indicators 2018-19.						
Service Performance Indicators Service indicator/measure	Results					Material Variations and Comments
	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	31 Dec 2018 YTD	
<b>Participation</b>						
<i>Active library members</i> [Number of active library members / Municipal population] x100	19.00%	19.88%	19.43%	18.77%	13.57%	This indicator has been calculated from 6 months data and is indicative only. This indicator is normally a measure of annual performance.
<b>Maternal and Child Health (MCH)</b>						
<b>Satisfaction</b>						
<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	98.00%	101.76 %	98.45%	96.78%	96.95%	
<b>Service standard</b>						
<i>Infant enrolments in the MCH service</i> [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 %	99.39%	
<b>Service cost</b>						
<i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$88.06	\$82.62	\$85.54	N/A	Service costs will be available with end of financial year reporting.
<b>Participation</b>						
<i>Participation in the MCH service</i> [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%	65.79%	Staffing has not kept up with growth of service. Reminders to families have been delayed.
<b>Participation</b>						
<i>Participation in the MCH service by Aboriginal children</i> [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%	75.00%	Families accessing Watharung. This service is not on CDIS (software program) and DET instructed not to close clients. In addition a small amount of clients (19) therefore the % reads high.

D19/14857

December 2018 year-to-date report – LGPRF Service Indicators 2018-19.						
Service Performance Indicators Service indicator/measure	Results					Material Variations and Comments
	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	31 Dec 2018 YTD	
<b>Roads</b>						
<b>Satisfaction of use</b>						
Sealed local road requests	22.63	17.68	39.51	40.03	N/A	Result available at end of financial year.
[Number of sealed local road requests / Kilometres of sealed local roads ] x100						
<b>Condition</b>						
Sealed local roads maintained to condition standards	100.00 %	99.65%	100.00 %	100.00 %	N/A	Result available at end of financial year.
[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100						
<b>Service cost</b>						
Cost of sealed local road reconstruction	\$27.06	\$59.75	\$29.78	\$69.39	N/A	Service costs will available with end of financial year reporting.
[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]						
<b>Service cost</b>						
Cost of sealed local road resealing	\$8.23	\$8.84	\$6.38	\$6.95	N/A	Service costs will available with end of financial year reporting.
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]						
<b>Satisfaction</b>						
Satisfaction with sealed local roads	65.00	61.00	61.00	59.00	N/A	The annual survey will commence in February 2019.
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]						
<b>Statutory Planning</b>						
<b>Timeliness</b>						
Time taken to decide planning applications	76.00	90.00	48.00	48.00	64.00	VicSmart & minor approvals no longer within the measure. 2018-19 will form a new baseline for future comparison.
[The median number of days between receipt of a planning application and a decision on the application]						
<b>Service standard</b>						
Planning applications decided within required time frames	65.00%	56.02%	71.02%	78.73%	83.05%	
[(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						
<b>Service cost</b>						
Cost of statutory planning service	\$1,747	\$1,471	\$1,141	\$1,480	N/A	Service costs will available with

D19/14857



December 2018 year-to-date report – LGPRF Service Indicators 2018-19.						
Service Performance Indicators Service indicator/measure	Results					Material Variations and Comments
	30 Jun 2015	30 Jun 2016	30 Jun 2017	30 Jun 2018	31 Dec 2018 YTD	
[Direct cost of the statutory planning service / Number of planning applications received]						end of financial year reporting
<b>Decision making</b>						
<i>Council planning decisions upheld at VCAT</i>	75.00%	76.47%	80.95%	50.00%	60.00%	
[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						
<b>Waste Collection</b>						
<b>Satisfaction</b>						
<i>Kerbside bin collection requests</i>	73.80	68.46	88.94	107.46	N/A	Data is reported on an annual basis at the end of financial year.
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000						
<b>Service standard</b>						
<i>Kerbside collection bins missed</i>	3.35	3.40	4.39	6.30	N/A	Data is reported on an annual basis at the end of financial year.
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000						
<b>Service cost</b>						
<i>Cost of kerbside garbage bin collection service</i>	\$39.90	\$83.65	\$86.36	\$83.54	N/A	Service costs will available with end of financial year reporting.
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]						
<b>Service cost</b>						
<i>Cost of kerbside recyclables collection service</i>	\$29.77	\$31.26	\$30.92	\$31.49	N/A	Service costs will available with end of financial year reporting.
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]						
<b>Waste diversion</b>						
<i>Kerbside collection waste diverted from landfill</i>	55.00%	54.26%	54.76%	55.06%	N/A	Data is reported on an annual basis at the end of financial year.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100						

### 4.3 Quarterly Report - Road Management Activities - October to December 2018

**Author's Title:** Manager Engineering Services

**General Manager:** Anne Howard

**Department:** Engineering Services

**File No:** F18/1655

**Division:** Governance & Infrastructure

**Trim No:** IC19/180

**Appendix:**

Nil

**Officer Direct or Indirect Conflict of Interest:**

**Status:**

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

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

Yes

No

Yes

No

**Reason:** Nil

**Reason:** Nil

#### Purpose

The purpose of this report is to provide Council and the community with an overview of key road management activities carried out during the period October to December 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 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:

- 92% of reactive inspections (arising from customer contact) were completed within target timeframes
- 100% of programmed inspections (scheduled by Council) were completed within target timeframes
- 99.6% 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
- 97.5% 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:

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

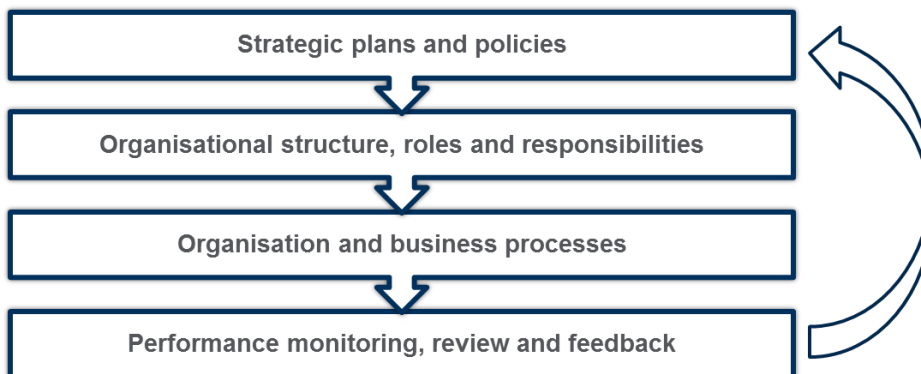
### 4.3 Quarterly Report - Road Management Activities - October to December 2018

#### 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 regarding a range of road-related activities with a focus on outcomes and achievements against key objectives where they have been set.

##### Discussion

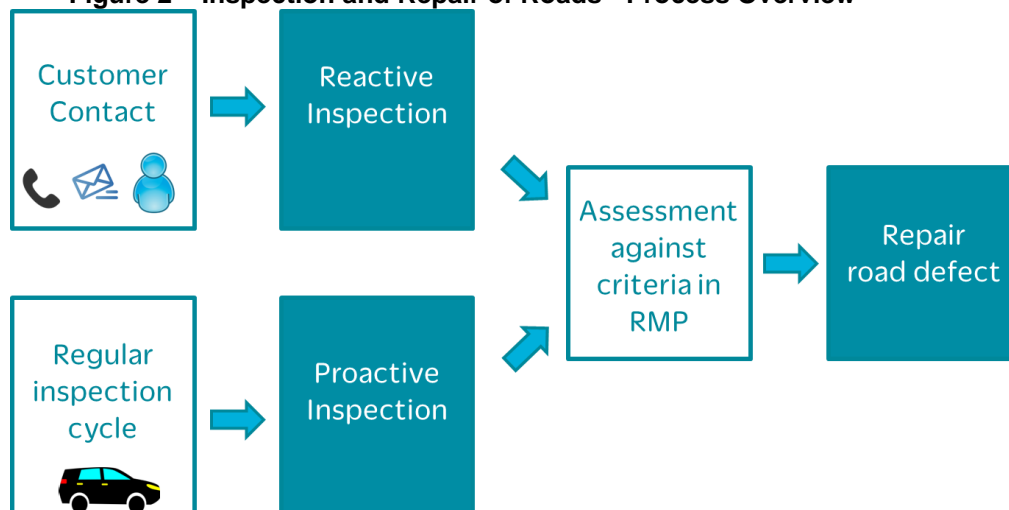
The report has been broken down into a number of sections to assist with the presentation of the information.

#### 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**



### 4.3 Quarterly Report - Road Management Activities - October to December 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**

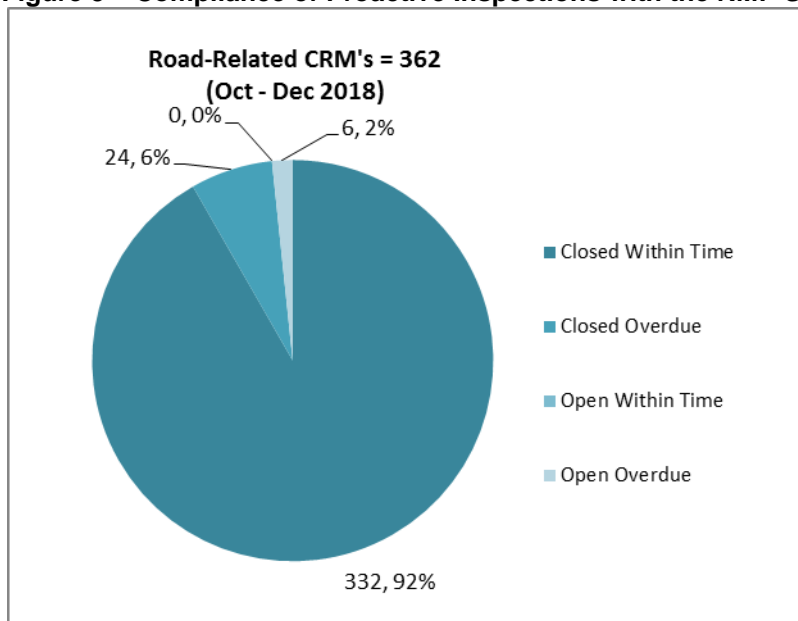


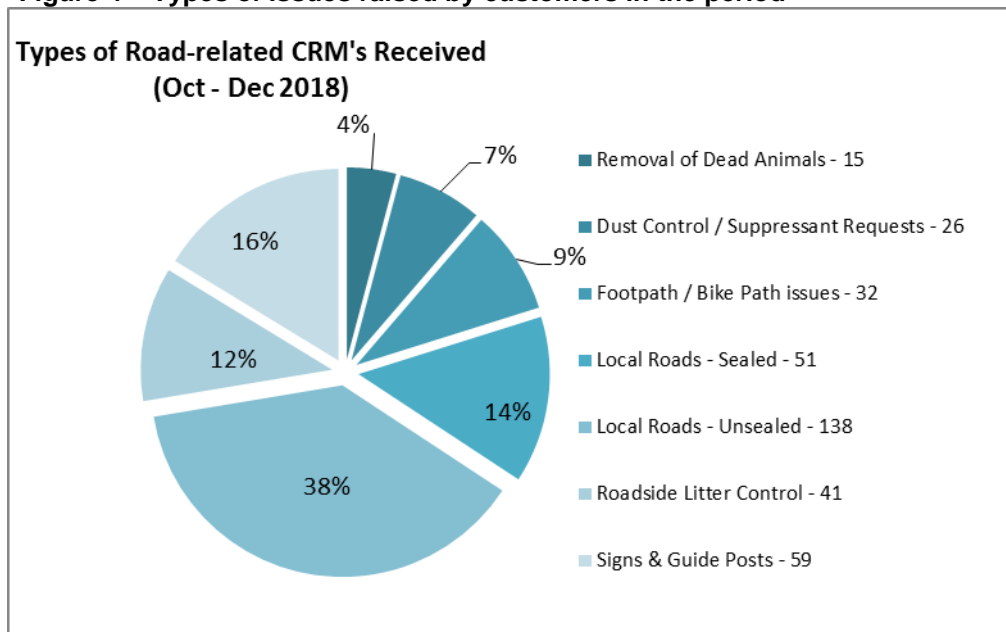
Figure 3 indicates that of the 362 inspections arising from customer requests, 332 (i.e. 92%) were completed within the target timeframes.

Six 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.

4.3 Quarterly Report - Road Management Activities - October to December 2018

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



Over half of the customer requests relate to unsealed roads. 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	1359	426	1359	0
Road - Lorne	396	132	396	0
Road - Winchelsea	332	345	332	0
Footpath - Torquay	726	97	726	0
Footpath - Lorne	32	4	32	0
Footpath - Winchelsea	50	7	50	0
<b>Totals</b>	<b>2895</b>	<b>1011</b>	<b>2895</b>	<b>0</b>

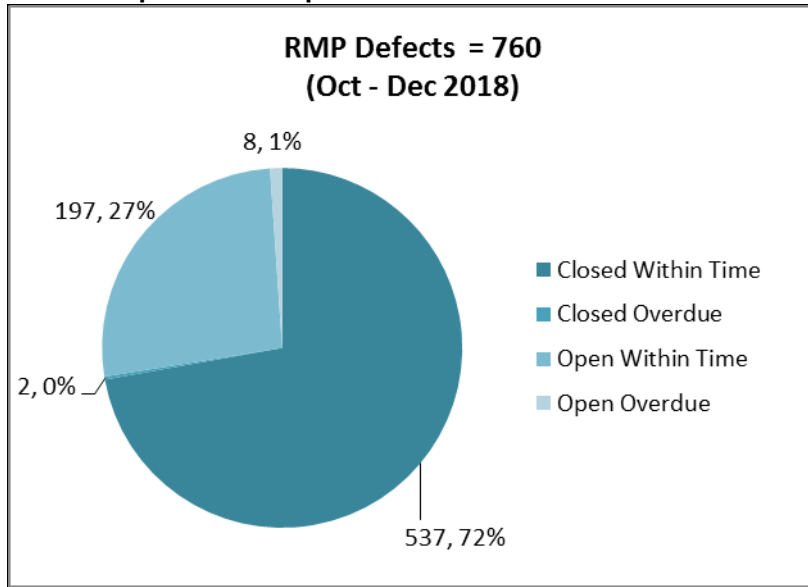
All programmed inspections were completed within the timeframes set in the RMP.

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

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

### 4.3 Quarterly Report - Road Management Activities - October to December 2018

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

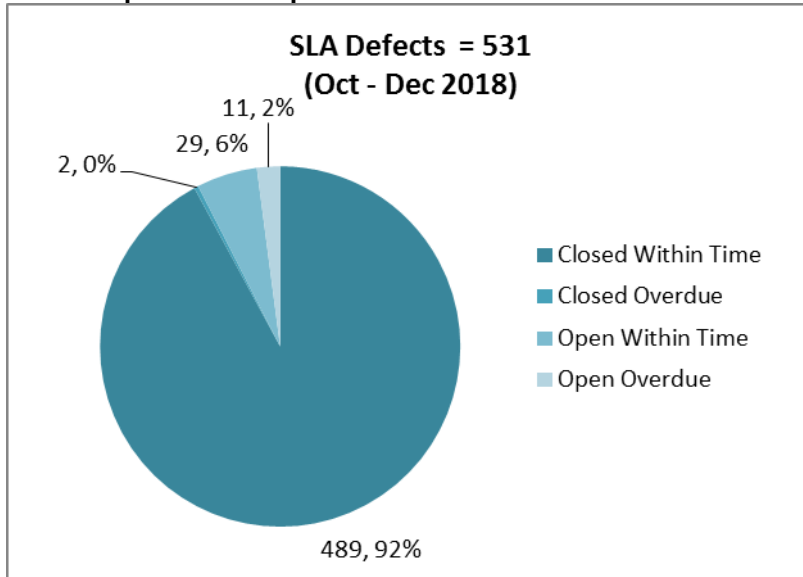


Of the 539 defects repaired in the period, 537 of these were completed within the target timeframes in the RMP, representing 99.6% of completed tasks.

Of the 221 defects identified and programmed but still to be repaired at the end of the period, 210 of the tasks are still within the target timeframes, representing 95%.

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 531 tasks that relate to the SLA rather than the RMP, 489 were completed within the target timeframes in the RMP, representing 92.1% of completed tasks.

#### 4.3 Quarterly Report - Road Management Activities - October to December 2018

##### 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 commenced with 46% 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.

##### 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
<b>Roads completed this quarter</b>	
Prices Road	End of Seal at Noels Road to Wormbete Station Road
Gum Flats Road	Bald Hills Road To Otway Forest Park
Bambra-Boonah Road	From Ch 8000m To Ch 8870m
Kildean Road	Floodway To Ingleby Road
Hesse Street	Reserve
<b>Roads still to be completed during the balance of the year</b>	
Lorne Avenue	Roadknight Street To John Street
Blackgate Road	Ghazeepore Rd To Anglesea 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
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

#### 4.3 Quarterly Report - Road Management Activities - October to December 2018

<b>Barreet Lane</b>	Deans Marsh Lorne to Pennyroyal Station Road
<b>Broadbent Road</b>	200 metres
<b>Francis Lane</b>	Francis Street To End
<b>Myrtle Lane</b>	Access laneway to Lialeeta Road
<b>Broadbent Road</b>	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**

<b>Road</b>	<b>Section</b>
<b>Roads completed this quarter</b>	
<b>Buckley Road South</b>	Princes Hwy to Atkins Road
<b>Horseshoe Bend Road</b>	Blackgate Road to South Beach Road
<b>Roads still to be completed during the balance of the year</b>	
<b>Blackgate Road</b>	Minya Road to Horseshoe Bend Road
<b>Smith Street</b>	Albert Street To Armytage Street
<b>Summerhills Avenue</b>	Hazel Street To Nr Skyline Court
<b>Alpha Terrace</b>	Minapre Street To Howard Street
<b>Boundary Road</b>	Intersection seal at Gilbert Street
<b>Hesse Street</b>	Armytage Street To Princes Hwy
<b>Menczer Lane</b>	Stuart Ave To Princes
<b>Fernald Avenue</b>	Mawson St To Murray Street
<b>Grays Road</b>	Flaxbournes Road to Forest Road
<b>Point Addis Road</b>	Change of Seal To Car Park Entrance

##### c. New Works and Network upgrades

Work has almost been finalised on the Horseshoe Bend pavement rehabilitation and shoulder sealing project. There is still some minor drainage works and guard rail to finalise on this project. A final seal will be laid in the next financial year.

Work will commence on Buckley Road North and Cressy Road in the next quarter. Design work is 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 third 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

- Sealing of part of Bambra Cemetery road will be finalised in the 3<sup>rd</sup> Quarter to increase road safety.
- Designs have been completed for The Esplanade and Bell Street pedestrian and traffic improvements. This project will be delivered in the 4<sup>th</sup> Quarter of the year.
- Implementation of Road Safety Audit recommendations on Erskine Falls and Ghazeepore Roads in 3<sup>rd</sup> quarter.

##### b. Program Development

- Road Safety Audits have been undertaken on high accident site – Vickery's and Gundry's Road
- Guard rail installation on Mount Duneed and Barrabool Road.
- Development of Camp Road Pedestrian Crossing improvements.
- Signage and line marking at Anglesea School.
- Road Safety Audit undertaken at Torquay Coast Primary school and Deans Marsh Primary School
- Darian Road pedestrian crossing improvements being planned.
- Gilbert Street Precinct Speed Limit reduction to 40kph being planned.



### 4.3 Quarterly Report - Road Management Activities - October to December 2018

#### c. Education and Awareness

Council has recognised that its role in road safety extends beyond the provision and maintenance of 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
Aireys Inlet	Bambra Road
Torquay	Sands Boulevard
Torquay	Pacific Drive
Torquay	St Georges Way
Anglesea	Cameron Road Car Park – Display for new 4hour parking
Torquay	Marine Drive
Anglesea	Tenth Avenue – Christmas Period
Jan Juc	Torquay Boulevard

The speed education campaign for various high speed roads will continue to be implemented over the remainder of year.

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
- Education campaigns on speed, fatigue, alcohol, and trial bike will be delivered.
- A Wiser Driver Course was delivered at Anglesea Community House
- Co-ordination with Vicroads and Parks Victoria on motorcycle messaging on key trailhead access points. A meeting was held in December about co-ordinating the 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

### 4.3 Quarterly Report - Road Management Activities - October to December 2018

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.

#### ***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).

### **4.3 Quarterly Report - Road Management Activities - October to December 2018**

Other observations include:

- Almost half of customer contact relates to the unsealed road network
- 92.1% 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.

#### 4.4 Fixing Country Roads - Round 2 Submissions

**Author's Title:** Manager Engineering Services

**General Manager:** Anne Howard

**Department:** Engineering Services

**File No:** F18/1036

**Division:** Governance & Infrastructure

**Trim No:** IC19/274

**Appendix:**

Nil

**Officer Direct or Indirect Conflict of Interest:**

**Status:**

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

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

Yes

No

Yes

No

**Reason:** Nil

**Reason:** Nil

#### **Purpose**

The purpose of this report is to seek Council's consent to lodge a number of applications to the Fixing Country Roads Round 2.

#### **Summary**

Application for round 2 of the Fixing Country Roads program are now open and Council officers have developed a list of potential projects to be able to submit to Regional Roads Victoria for consideration. These candidates have been developed from Council Road Safety Program and the G21 Regional Roads Transport Plan

#### **Recommendation**

That Council:

1. Authorises the General Manager Governance and Infrastructure to lodge and pursue Fixing Country Roads funding applications for the following projects:
  - 1.1 Horseshoe Bend Road Culvert replacement and improvements, for an estimated project cost of \$900,000;
  - 1.2 Coombes Road rehabilitation and widening, for an estimated project cost of \$830,000;
  - 1.3 Sealing of Messmate Road for an estimated cost of \$900,000;
  - 1.4 Forest Road rehabilitation (item 5 & 7 combined) for an estimated cost \$450,000;
2. Approves the sources of leverage funds proposed in Table 1 within this report for any successful applications.
3. Authorises the Chief Executive Officer to sign Fixing Country Roads funding agreements on behalf of Council for any application that is successful.

#### 4.4 Fixing Country Roads - Round 2 Submissions

##### Report

##### **Background**

The fixing Country Roads Program (FCRP) is the Victorian Government Commitment to regional Victoria to improve the condition of regional local roads. The State budget provides \$100 million over two years to establish this program for regional and rural councils. This Council received \$569,218 from round one of the program. Applications are now open and will close on 18 March 2019 for round 2. Any projects approved must be delivered by June 2020.

##### **Discussion**

Council officers have developed the following projects (Table 1) which could be considered for submission to this funding round. This rounds project will be capped at \$1.5 million per project. The program will not fund business as usual such as road maintenance, road resurfacing or line marking replacement.

Regional Roads Victoria distributed \$30 million in round 1 to 48 councils, a balance of \$70 million remains for round 2. The round two projects require Council contributions with regional councils receiving 50% of the project costs (1 for 1) and Rural Councils 67% of the project costs (2 for 1).

Based on the level of funds available it is not anticipated that Council would receive in excess of the average available funds per Council, but it is considered prudent to increase our chances of success. Due to the assessment criteria officers believe that submitting applications of suitable candidates may generate more funding for Council.

Following initial discussions with Regional Roads Victoria, Coombes Road rehabilitation and widening has been added to the potential candidate list due to its potential to meet the funding criteria.

Council leverage funds could be obtained from a range of sources without impact on other funded projects. The recommended sources of funding are shown in Table 1.

**Table 1 – Project Candidates**

Item	Road Project Candidates	Contribution from Fixing Country Roads	Leverage funds required from Council	Source of leverage funds	Likelihood of meeting funding criteria
1	Sealing of Messmate Road	\$600,000	\$300,000	Gravel Pits Cash Reserve	Good
2	Horseshoe Bend Road Culvert	\$600,000	\$300,000	Asset Renewal Cash Reserve	Good
3	Duffields Rd Roundabout	\$40,000	\$20,000	Asset Renewal Cash Reserve	Poor
4	Lorne Primary School Traffic Works	\$170,000	\$85,000	2019-20 Roads to Recovery allocation	Poor
5	Forrest Road (South of Norton's Road)	\$100,000	\$50,000	Asset Renewal Cash Reserve	Good
6	Coombes Road (Anglesea to Ghazeepore Road)	\$830,000	\$415,000	Combination of Asset Renewal and DCP funds	Good
7	Forrest Road (North of Grays Roads) (maintaining road widths)	\$200,000	\$100,000	Asset Renewal Cash Reserve	Good
8	Bambra-Aireys Inlet Rd (gravel widening in sections)	\$200,000	\$100,000	Asset Renewal Cash Reserve	Poor
	<b>Sub-total</b>	<b>\$2,730,000</b>	<b>\$1,365,000</b>		

A number of the projects that Officers have included in the potential candidates for inclusion in the Fixing Country Roads Program are identified in the G21 Regional Roads Transport Plan.

#### **4.4 Fixing Country Roads - Round 2 Submissions**

Following further consultation with Regional Roads Victoria and the amount of preparation works required officers believe that Messmate, Coombes, Horseshoe Bend and Forest Roads have the greatest chance of meeting the selection criteria and receiving funding. Council Officers will continue to investigate funding options for the balance of projects candidates that are not submitted to round 2 of Fixing Country Roads Program.

##### ***Financial Implications***

If successful these projects would be offered on 2 for 1 State/Council funding contribution. Should the projects exceed its total estimated costs it will be the responsibility of Council to fund the additional costs.

##### ***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

##### ***Policy/Legal Implications***

Under the Road Management Act, Council has a responsibility to provide a road network which is 'as safe for road users as is reasonably practicable'. Applying for this grant opportunity is one action that provides an opportunity to receive external funds to improve this infrastructure.

##### ***Officer Direct or Indirect Interest***

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

##### ***Risk Assessment***

No direct risk to Council, but aims to obtain additional funding to upgrade our roads infrastructure.

##### ***Social Considerations***

The application is an opportunity to significantly improve road infrastructure in this municipality.

##### ***Community Engagement***

A communications plan and a community engagement plan may need to be developed for each individual project if successful to ensure all adjacent landholders and relevant stakeholders are engaged in the delivery of proposed works.

##### ***Environmental Implications***

Any environmental impacts in regards to vegetation or tree removal or trimming will be carried out in consultation with Councils environment and planning department with any impacts kept to a minimum.

##### ***Communication***

As per above a communications and community engagement plan may need to be developed for each individual project if successful, however it is envisaged that the local community will be consulted regarding the works via letter and in person via site meetings as required.

##### ***Options***

###### **Option 1 – Submit grant funding applications**

This option is recommended by officers as these fully funded grants will help improve the road safety on local roads at identified black spot locations. It aligns with recommendations of the 2016-21 adopted Surf Coast Shire Road Safety Strategy.

#### **4.4 Fixing Country Roads - Round 2 Submissions**

##### Option 2 – Do not submit grant funding applicants

This option is not recommended by officers as Council will be required to fund any road safety improvements from its own budget. Could potentially lead to more accidents at these identified locations if road safety improvements are not funded.

##### ***Conclusion***

These Fixing Country Roads funding grant opportunities would provide Council with an excellent opportunity in receiving additional external funds to upgrade Council roads network. These grants are available on a 2 for 1 basis that gives Council the opportunity to upgrade these assets at a third of the costs being contributed by Council.

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#### 4.5 SCS 010 Fraud and Corruption Control Policy

**Author's Title:** Coordinator Risk Management & Legal Services      **General Manager:** Anne Howard

**Department:** Governance & Risk

**File No:** F12/1547

**Division:** Governance & Infrastructure

**Trim No:** IC19/213

**Appendix:**

1. SCS 010 Fraud and Corruption Control Policy V6 - Final for Council Adoption (D18/136778)

**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

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#### **Purpose**

The purpose of this report is to provide the revised SCS-010 Fraud and Corruption Control Policy (the Policy) for Council's adoption.

#### **Summary**

The Fraud and Corruption Control Policy has been reviewed by officers and the Audit and Risk Committee in accordance with the policy review schedule.

The updated Policy is based on AS 8001:2008 Fraud Control and Corruption Control and the review considered the VAGO Report into Fraud & Corruption Control and recommendations from the Internal Fraud & Corruption Review that was completed by Grant Thornton in 2018.

The updated Policy is now being presented for formal adoption by Council.

#### **Recommendation**

That Council adopts the revised SCS-010 Fraud and Corruption Control Policy, as attached at Appendix 1.



## 4.5 SCS 010 Fraud and Corruption Control Policy

### **Report**

#### ***Background***

A complete review of the fraud framework has been undertaken based on AS 8001:2008 Fraud Control and Corruption Control and to take into consideration the release of the VAGO Report into Fraud and Corruption Control and the Fraud Review by Grant Thornton. The Fraud and Corruption Control Policy was due for review in line with Council's policy review schedule.

#### ***Discussion***

Outcomes of the review include:

1. The Policy has been developed in line with AS 8001-2008 Australian Standard on Fraud and Corruption Control.
2. It has been reviewed by the Audit and Risk Committee and Executive Management Team.
3. Modifications to the Policy include:
  - a) Modification to purpose and scope to reflect the requirements of the Australian Standard
  - b) An expanded list of definitions, in particular actions deemed to be fraudulent
  - c) An updated policy statement
  - d) Modified roles and responsibilities including how to make a report
  - e) Reference to Codes of Conduct, Protected Disclosures and IBAC
  - f) Encouragement of ethical behaviours
  - g) External reporting guidance is now included in the Fraud and Corruption Control Plan including the local Council complaint handling flowchart.
4. The Fraud and Corruption Control Policy has been benchmarked against both rural and city councils and state government departments including:
  - a) Brimbank Council - Fraud Prevention Policy
  - b) Wangaratta Council - Fraud Control Policy
  - c) Warrnambool City Council - Fraud Control Plan
  - d) Horsham Rural City Council - Fraud Control Plan
  - e) Government of Western Australia - Fraud and Corruption Control Framework.

#### ***Financial Implications***

Nil

#### ***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***

*Local Government Act 1989*  
*Protected Disclosure Act 2012*  
*Independent Broad Based Anti-Corruption Act 2011*  
*Crimes Act 1958*

#### ***Officer Direct or Indirect Interest***

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

#### ***Risk Assessment***

Supports financial stability through the prevention, detection, investigation and reporting of fraud and corruption.

#### **4.5 SCS 010 Fraud and Corruption Control Policy**

##### ***Social Considerations***

Ability to continue to meet the needs of the community and Council's strategic objectives.

##### ***Community Engagement***

Nil

##### ***Environmental Implications***

Nil

##### ***Communication***

Council officers will be notified after the Policy is adopted. The Policy will be available on council's website.

##### ***Options***

Option 1 – Adopt the Fraud and Corruption Control Policy

This option is recommended by officers as it ensures Council has a robust policy in place that is in line with current best practice.

Option 2 – Request Changes to the Fraud and Corruption Control Policy

This option is not recommended by officers as the policy has been reviewed by key stakeholders and is consistent with current Australian Standards.

Option 3 – Do not Adopt a Policy

This option is not recommended by officers as the Policy is due for review and the update includes important changes recommended by integrity agencies, the Audit & Risk Committee and the Australian Standard.

##### ***Conclusion***

The Fraud and Corruption Control Policy is now ready for adoption having been reviewed by key stakeholders and being consistent with current Australian Standards.

**4.5 SCS 010 Fraud and Corruption Control Policy**

**APPENDIX 1 SCS 010 FRAUD AND CORRUPTION CONTROL POLICY V6 - FINAL FOR COUNCIL ADOPTION**

## COUNCIL POLICY



<b>Fraud and Corruption Control Policy</b>	Document No:	SCS-010
	Approval Date:	February 2019
	Approved By:	Council
	Review Date:	February 2022
	TRIM Reference	D18/136778 Version 6
Responsible Officer:	General Manager Governance and Infrastructure	
Authorising Officer:	Chief Executive Officer	

### 1. Purpose

This policy outlines Surf Coast Shire Council's (Council) commitment to the prevention, detection, investigation and reporting of fraud and corruption.

### 2. Scope

This policy applies to any irregularity or suspected irregularity of a fraudulent or corrupt nature and meets the requirements set out in Australian Standard AS 8001-2008 Fraud and Corruption Control.

### 3. Application

This policy applies to Councillors, Council officers, volunteers, members of special committees, contractors and anyone undertaking business with Council.

### 4. Definitions

Term	Definition
ARC	Audit and Risk Committee
Bribe	The act of paying a secret commission to another individual.
Control	Control is an existing process, policy, device, practice or other action that acts to minimise negative risks or enhance positive opportunities.
Corrupt Conduct	Conduct that would, if proved beyond reasonable doubt at trial, constitute a relevant offence. Relevant offences are Victorian statutory indictable offences or the common law offences of attempt to pervert the course of justice, pervert the course of justice or bribery of a public official.
Corruption	Corruption is dishonest activity where a Councillor, Council staff (employees, volunteers & contractors) or any associated external parties of the Council acts contrary to the interests of the Council and abuses their position of trust in order to achieve some personal gain or advantage for themselves or for another person or entity.
Detrimental Action	Action that is taken in reprisal for making a Protected Disclosure. It includes: a) Action causing injury, loss or damage; b) Intimidation or harassment; and c) Discrimination, disadvantage or adverse treatment in relation to a person's employment, careers, profession, trade or business, including the taking of disciplinary action.  It is an offence for a person to take a detrimental action against a person in reprisal for making a protected disclosure.
EMT	Executive Management Team
Fraud	Fraud is a dishonest activity causing actual or potential financial loss to any person or entity including theft of monies or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity."
GRD	Governance and Risk Department
IBAC	Independent broad-based anti-corruption commission
Improper Conduct	Corrupt conduct or specified conduct that is not corrupt conduct but that if proved would constitute a criminal offence or reasonable grounds for dismissal.

## COUNCIL POLICY



Term	Definition
Investigation	A search for evidence connecting or tending to connect a person – either a natural person or a body corporate –with conduct that infringes the criminal law or the policies and standards set by Council.
Protected Disclosure	The Protected Disclosure Act 2012 provides that a person may confidentially disclose information that shows or tends to show: (a) A person, public officer or public body has engaged, is engaging or proposes to engage in improper conduct; or (b) A public officer or public body has taken, is taking or proposes to take detrimental action against a person.
Specified Conduct	Specified conduct (as defined in the Protected Disclosure Act 2012) that is not corrupt conduct but that, if proved, would constitute a criminal offence or reasonable grounds for dismissal.

### 5. Policy

Surf Coast Shire Council is committed to providing protections to safeguard its reputation, revenue, expenditure and property on behalf of ratepayers by developing an organisational culture:

- that is professional and responsible;
- supports high ethical standards; and
- encourages an environment where fraud, corruption and bribery will not be tolerated.

Council supports the following overarching principles:

- A commitment to the prevention of fraud, corruption and bribery;
- To identify and evaluate significant areas of risk and implement control measures to minimize the risk of fraud, corruption and bribery occurring;
- To detect, investigate and report instances of fraud, corruption and bribery in a timely and fair manner;
- To provide training to ensure all employees understand their responsibilities in the prevention, detection and reporting of fraud, corruption and bribery; and
- Protect Council's reputation in the community.

Council respects of the rights of individuals, and has a commitment to natural justice, protected disclosures and the Charter of Human Rights. Councillors, Council officers, volunteers, members of special committees, contractors suspected of fraud will be treated fairly and afforded natural justice should an investigation be necessary.

### 6. Roles and Responsibilities

#### Council

Council as the body responsible for the good governance of the municipality is responsible for setting the tone for honesty and integrity in the provision of services to the community and the management of the Council's organisation through this policy.

#### Chief Executive Officer

The Chief Executive has principal responsibility for fraud and corruption control and to ensure staff compliance with this policy and associated standards and guidelines, and to ensure that appropriate governance structures are in place.

The Chief Executive Officer also has a legal obligation to report suspected corrupt conduct by public officers (staff, contractors, unpaid workers and Councillors) to IBAC.

## COUNCIL POLICY



### **Audit & Risk Committee**

Council's Audit & Risk Committee has responsibility to review Council's Fraud and Corruption Control Policy every two years and is appointed by Council to assist in protecting against fraud through promoting and monitoring an ethical culture throughout the Council.

The Audit & Risk Committee also receive a fraud and corruption report including training information twice yearly.

### **General Managers**

General Managers are responsible for exercising due diligence in the prevention and detection and reporting of fraudulent activities. General Managers set an example and advise employees of the acceptability or otherwise of their conduct.

### **Managers**

Managers have general responsibilities to:

- Identify risk exposures of corrupt and fraudulent activities within their business units;
- Develop and implement treatment plans identified in risk assessments to eliminate or reduce the risk of fraud and corrupt conduct;
- Monitor and actively manage excessive outstanding leave of staff in risk exposure areas; and
- Report suspected fraud or corrupt activity.

### **Employees, Contractors and Volunteers**

All employees, contractors and volunteers are expected to support the effective implementation and operation of Surf Coast Shire Council's approach to the management of fraud and corruption control.

All staff are responsible for acting with propriety in all Council activities and not use their position to gain personal advantage or to confer advantage, or disadvantage, on any other person. All staff members are to:

- Understand and comply with the Fraud and Corruption Control Policy and Plan and related procedures;
- Assist their manager in the identification, evaluation and mitigation of fraud risk.

### **Governance and Protected Disclosures**

The General Manager Governance and Infrastructure maintains oversight of the development, facilitation and implementation of the fraud control framework and is the Protected Disclosure Coordinator.

The Manager Governance & Risk is the Protected Disclosure Officer. The roles of the Coordinator and Officer are described in MPP 040 Protected Disclosures.

It is the responsibility of the Protected Disclosure Coordinator to receive reports of suspected instances of fraud/corruption, and for maintaining an appropriate recording and tracking system to ensure that all instances of suspected fraud are satisfactorily resolved.

Fraud reporting is completed annually by the Leadership Group.

### **Coordinator Risk Management & Legal Services**

The Coordinator Risk Management & Legal Services will be responsible for:

- Developing, implementing and reviewing the Fraud and Corruption Control Policy and Plan;
- Providing training to the organisation; and
- Maintaining the risk register.

## COUNCIL POLICY



### 6. Codes of Conduct and Protected Disclosures

Council's Codes of Conduct establish a minimum standard of behaviour by employees and Councillors at Surf Coast Shire Council. The Codes provide guidance to help employees and Councillors deal with ethical dilemmas they may face in the workplace including the reporting of fraudulent activity and protecting others against detrimental action in the event a fraudulent activity is reported.

Before reporting wrongdoing staff and Councillors are encouraged to:

- Read Council's
  - MPP 040 Protected Disclosures Procedure
  - SCS 010 Fraud and Corruption Policy
- Be informed and discreet.
- Think about whether your complaint will meet the basic threshold of improper conduct or detrimental action.
- Don't tell others in the organisation that you are going to report the wrongdoing.
- If you want your complaint to remain confidential ask for the protections that apply under the Protected Disclosures Act 2012.

More information can be obtained from the Protected Disclosure Coordinator, General Manager Governance and Infrastructure or the Protected Disclosure Officer, Manager Governance & Risk or IBAC on 1300 735 135 or anyone can [make a report securely online](#).

Council's Fraud & Corruption Control Plan provides more detailed information.

### 7. Records

Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Records documenting the identification of major instances of fraud that were resolved internally. Includes activities associated with the disclosure of fraud.	Governance Services	Destroy 15 years after administrative use has concluded.	Hardcopy records to be retained by Council or APROSS pending destruction.  Electronic records should be maintained in readable format pending destruction.
Records documenting the identification of minor instances of fraud that were resolved internally. Includes activities associated with the disclosure of fraud.	Governance Services	Destroy 7 years after administrative use has concluded.	Hardcopy records to be retained pending destruction.  Electronic records should be maintained in readable format pending destruction.
Records documenting the identification of major instances of fraud that resulted in liaison with external bodies. Includes the report and investigation of fraudulent activities and records documenting liaison with law enforcement authorities.	Governance Services	Destroy 15 years after administrative use has concluded.	Hardcopy records to be retained pending destruction.  Electronic records should be maintained in readable format pending destruction.
Records documenting the identification of minor instances of fraud that resulted in liaison with external bodies. Includes the report and investigation of fraudulent activities and records documenting liaison with law enforcement authorities.	Governance Services	Destroy 7 years after administrative use has concluded.	Hardcopy records to be retained pending destruction.  Electronic records should be maintained in readable format pending destruction.

## COUNCIL POLICY



### 8. Attachments

N/A

### 9. References

AS8001-2008 Australian Standard on Fraud and Corruption Control  
ISO 31000:2009 Risk management - Principles and guidelines

Local Government Act 1989  
Protected Disclosure Act 2012  
Crimes Act 1958  
Independent Broad Based Anti-Corruption Act 2011  
Victorian Ombudsman Investigations Guidelines 2016  
Conflict of Interest Guides - DWELP

Fraud and Corruption Control Plan  
SCS 002 Councillor Code of Conduct  
HR 24 Code of Conduct Policy



#### 4.6 Review of Local Law No. 2 - Council Meeting Procedures and Common Seal

**Author's Title:** Manager Governance & Risk

**General Manager:** Anne Howard

**Department:** Governance & Risk

**File No:** F18/1898

**Division:** Governance & Infrastructure

**Trim No:** IC19/251

**Appendix:**

1. Final Draft - Local Law No. 2 Meeting Procedures and Common Seal (D19/24861)

**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

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#### **Purpose**

The purpose of this report is to consider changes to Local Law No. 2 2019 – Council Meeting Procedures & Common Seal for placing on public exhibition in accordance with sections 119 and 223 of the Local Government Act 1989.

#### **Summary**

Council's current Local Law No. 2 does not sunset until 2028, however opportunities to improve governance and procedures relating to public questions, election of the Mayor (where the vote is tied), notices of motion and other minor administrative changes. Council therefore engaged Terry Bramham of Macquarie Local Government Lawyers to facilitate a review of the Local Law with Councillors and officers.

Under the Local Government Act 1989 (the Act) section 119, Council is required to give notice of its intention to make a Local Law both in the Government Gazette and by public notice. In that notice/gazettal, all persons affected by the Local Law are to be invited to make a submission under section 223 of the Act. A Local Law Community Impact Statement (LLCIS) will also be provided to the public during the exhibition period.

Any public submissions must then be heard and considered for inclusion through a Hearing of Submissions process, after which time the Local Law can be adopted by Council and gazetted. A copy of the final gazetted Local Law is to be submitted to the Minister.

The proposed Local Law is attached and is being recommended by officers for placing on public exhibition, as outlined above.

#### **Recommendation**

That Council approves the proposed Local Law No. 2 of 2019 – Council Meeting Procedures & Common Seal (as at Appendix 1) for placing on public exhibition in accordance with sections 119 and 223 of the *Local Government Act 1989*.

## 4.6 Review of Local Law No. 2 - Council Meeting Procedures and Common Seal

### Report

#### **Background**

Council's current Local Law No. 2 does not sunset until 2028, however a review is now desirable in order to update some sections.

Further updates have been suggested in light of comparison with other Councils' Local Laws and to streamline and clarify procedures.

In 2008 Local Government Victoria and LGPro launched the Better Practice Local Laws website which provides comprehensive instructions and advice in relation to making and reviewing Local Laws. This has been taken into consideration throughout the review process.

#### **Discussion**

Council engaged Terry Bramham of Macquarie Local Government Lawyers to facilitate a review of Local Law No. 2 with Councillors and officers. The final version of the proposed Local Law No. 2 has now been prepared with a summary of the key changes noted below:

- Public Questions – updated procedures to give priority to those submitted by the deadline of 10am on the day of the Council meeting and an opportunity to provide a short submission to Councillors prior to the meeting in relation to an item on the agenda. Questions without notice will only be accepted by specific resolution of Council.
- Notices of Motion – to require that a rationale is provided for the proposed motion and that the Notice is signed by three Councillors (including the mover). It is proposed that an opportunity is provided for the CEO to include a written report at the same meeting the notice of motion is to be considered.
- Election of Mayor – formalising a process for election of Mayor when there is a tied vote.
- Councillors on Leave – tidying up of definitions.
- Revised Forms – public question and notice of motion forms updated.
- Update of the Common Seal to remove the requirement for a witness to sign.
- Miscellaneous improvements to provide clearer explanation, remove outdated practices (e.g. reference to facsimiles and lithographs), ensure the Local Law is future proofed to cater for potential live streaming of Council meetings, further updates and clarification to language and formatting.

Under the *Local Government Act 1989* (the Act) section 119, Council is required to give notice of its intention to make a Local Law both in the Government Gazette and by public notice. In that notice/gazettal, all persons affected by the Local Law are to be invited to make a submission under section 223 of the Act. A Local Law Community Impact Statement (LLCIS) will also be provided for the community's information. (Public submission dates will be included once gazettal and notice dates are known).

Any public submissions must then be heard and considered through a Hearing of Submissions process, after which time the Local Law can be adopted by Council and gazetted. A copy of the final Local Law must be provided to the Minister.

The approximate timeline for adoption of the Local Law is therefore proposed as follows;

Date	Action
Completed	Officer and lawyer review and benchmarking with other Councils.
5 February 2019	Councillor Briefing
26 February 2019	Council meeting resolution to adopt draft Local Law and place on public exhibition
Mid-March 2019	Public notice and Government Gazettal of intention to amend the Local Law including invitation for public submissions. Publishing of Community Impact Statement (LLCIS) with draft Local Law.
Mid-April 2019	Public exhibition period ends (minimum 28 days)
Late April 2019	Hearing of Submissions Committee to consider public comments and hear submissions. Where appropriate, incorporate any amendments suggested during the submissions process.
May 2019	Council to consider submissions and adopt finalised Local Law.

#### 4.6 Review of Local Law No. 2 - Council Meeting Procedures and Common Seal

Date	Action
May 2019	Prepare advertisements for newspapers and Government Gazette.
June 2019	Submit an updated copy to the Minister.
Late June 2019	Local Law No. 2 of 2019 commences.

##### **Financial Implications**

There are no financial implications associated with 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

##### **Policy/Legal Implications**

This process complies with sections 119 and 223 of the Local Government Act in relation to adoption of a Local Law and the public submissions process.

##### **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**

Officers have assessed this proposed Local Law for compatibility with the Charter of Human Rights Act 2006 and Responsibilities and it is not considered that the rights of any individual would be adversely impacted.

There are minor restrictions on allowing the freedom of expression which is necessary to regulate how the public can ask questions or participate in Council meetings. The restrictions are intended to provide for the efficient and orderly conduct of the meetings and are considered reasonable and justifiable pursuant to section 7(2) of the Act.

##### **Community Engagement**

The amended Local Law will be advertised in the Government Gazette and local newspapers, with the opportunity to provide a public submission. Such submissions will be heard, where requested, and consideration given to incorporation into the final version. A Local Law Community Impact Statement will accompany the advertisement.

##### **Environmental Implications**

There are no environmental implications.

##### **Communication**

The required public notices will be published within the local media, on Council's website and in the Government Gazette pursuant to sections 119 and 223 of the Act. A copy of the final Local Law will be made available for public inspection at Council's offices, on the website and forwarded to the Minister.

#### **4.6 Review of Local Law No. 2 - Council Meeting Procedures and Common Seal**

##### ***Options***

##### Option 1 – Adopt the Local Law for public exhibition as presented

This option is recommended by officers as the Local Law has been through a robust review process in consultation with officers, Councillors, legal advisors and through benchmarking against other Councils.

##### Option 2 – Do not update the Local Law at this time

This option is not recommended by officers as there is an opportunity to streamline the meeting procedure to improve the governance of Council meetings.

##### Option 3 – Adopt the Local Law with changes

This option is not recommended by officers as all changes have been researched and benchmarked against other Councils. A number of the changes were recommended by Councillors.

##### ***Conclusion***

Local Law No. 2 – Council Meeting Procedures & Common Seal is due for review in order to correct the Common Seal, incorporate changes requested by Councillors and suggestions from officers. The process outlined above ensures Council complies with its legal obligations and provides an opportunity for public consultation.

**4.6 Review of Local Law No. 2 - Council Meeting Procedures and Common Seal**

**APPENDIX 1 FINAL DRAFT - LOCAL LAW NO. 2 MEETING PROCEDURES AND COMMON SEAL**



**Local Law No. 2 of 2019**

**Council Meeting Procedures  
&  
Common Seal**

*(Adopted by Council (to be inserted) 2019)*

**Local Law No.2 of 2019  
Council Meeting Procedures & Common Seal**

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**LOCAL LAW NO. 2 of 2019  
COUNCIL MEETING PROCEDURES & COMMON SEAL**

**PART 1 - PRELIMINARY PROVISIONS**

**1 Title**

- 1.1 This Local Law is titled Local Law No.2 of 2019 – Council Meeting Procedures & Common Seal.

**2 Purpose of Local Law**

The purpose of this Local Law is to facilitate good governance by:

- 2.1 Regulating proceedings for the election of the Mayor and Deputy Mayor;  
2.2 Regulating proceedings of Ordinary and Special meetings of Council;  
2.3 Regulating proceedings of Special Committee meetings;  
2.4 Regulating proceedings of other meetings conducted by or on behalf of Council where Council has resolved that the provisions of this Local Law are to apply;  
2.5 Promoting and encouraging community participation in the system of Local Government by providing mechanisms within the meeting arrangements for the Council to ascertain the community's views and expectations;  
2.6 Regulating and controlling the use of Council's Common Seal; and  
2.7 Repealing Local Law No. 2 of 2018 – Council Meeting Procedures & Common Seal.

**3 Power for Making this Local Law**

This Local Law:

- 3.1 Is made under Sections 5 and 91, and Part 5, in particular Section 111 (1) of the Act; and  
3.2 Was prepared following due consideration of the *Charter of Human Rights and Responsibilities Act 2006*.

**4 Revocation**

- 4.1 Local Law No. 2 of 2018 – Council Meeting Procedures and Common Seal is revoked on the day this Local Law comes into operation, save that any notice or consent given or any business, matter or thing commenced, made or done under the repealed local law is not affected.

**5 Sunset Provision**

- 5.1 This Local Law ceases to operate on the tenth anniversary of its commencement, unless earlier revoked.

**6 Commencement**

- 6.1 This Local Law comes into operation on *(date to be inserted)* 2019.

## 7 Definitions

Unless the contrary intention appears in this Local Law, the following words and phrases are defined to mean:

**'absolute majority'** means a number of votes greater than one-half of the total number of ballot papers (excluding ballot-papers which are rejected) and if necessary includes the vote by lot;

**'Act'** means the *Local Government Act 1989* ;

**'Acting Mayor'** means the Councillor appointed to represent the Mayor in the event of the Mayor and Deputy Mayor's absence or where there is a need to fill the role;

**'agenda'** means the notice of a meeting setting out the business to be transacted at the meeting;

**'amendment'** means a proposed alteration to the wording of a motion without being contradictory;

**'authorised officer'** means a person appointed as such by Council under section 224 of the Act;

**'Chairperson'** means the Chairperson of the meeting and includes acting, temporary and a substitute Chairperson;

**'Chief Executive Officer'** means the Chief Executive Officer of Council, and includes a person acting as Chief Executive Officer;

**'clause'** means a clause of this Local Law;

**'Common Seal'** means the Common Seal of Council;

**'Council'** means the Surf Coast Shire Council;

**'Councillor'** means a Councillor of Council who has taken the oath of office in accordance with Section 63 of the Act;

**'Council meeting'** is, an Ordinary meeting and a Special meeting of Council;

**'day'** means a Council business day;

**'deliver'** means to hand over or mail to a recipient and includes transmission by electronic means, electronic mail or published on Council's internet site;

**'Deputy Mayor'** means the Councillor appointed to represent the Mayor and act in the Mayor's role in the event of the Mayor's absence. Elected in accordance with this Local Law;

**'Formal Motion'** means a motion related to a formal procedure as per Schedule C;

**'gallery'** means the area set aside in the Council chamber or meeting room for the public;

**'Joint Letter'** means a formal application to Council in the form of a letter which has been signed by at least ten people or executive/committee representatives from ten separate entities whose names and physical addresses also appear on the letter. A letter from a single entity or organisation that is signed by multiple parties from that organisation or entity will not be classed as a joint letter;

**'leave of absence'** means a period, approved through Council resolution, where a Councillor will not perform the duties or functions of a Councillor during the period, that may be inclusive of any Ordinary meeting of Council;

**'Mayor'** means the Mayor of Council and/or any person acting as Mayor;

**'meeting'** means an Ordinary or Special meeting of Council or Special Committee meeting;

**'minutes'** mean the collective record of proceedings of Council (meeting records);

**'Municipal district'** means the municipal district of Council;

**'notice of motion'** means a notice in writing conforming with clause 21 and the requirements of Schedule B;

**'offence'** means an act or default contrary to this Local Law;

**'Ordinary Meeting'** means a meeting of Council at which general business of Council may be transacted;

**'penalty unit'** means penalty units as prescribed in the *Sentencing Act 1992*;

**'petition'** means a formal written application addressed to Council, submitted in printed or electronic format without erasure, signed or electronically endorsed by at least ten people whose names and physical addresses also appear, and on which each page of the petition bears the wording of the whole of the petition

**'resident'** means a person who has a place of residence within the Municipal District;

**'resolution'** means a formal determination by a meeting of Council or special committee;

**'Special Committee'** means a special committee established by Council under Section 86 of the Act;

**'Special Meeting'** means a meeting of Council convened in accordance with Section 84 of the Act and is a meeting at which business specified in the notice calling the meeting is transacted;

**'visitor'** means any person (other than a Councillor, or member of Council staff) who is in attendance at a Council meeting or a special committee; and

**'written'** includes duplicated, photocopied, photographed, emailed, faxed, printed and typed.

## PART 2 – THE MAYOR

*(Pursuant to Section 71 of the Act – Election of Mayor)*

### **8 Procedure for Election of Mayor**

- 8.1 Any Councillor is eligible for election or re-election to the office of Mayor.
- 8.2 The agenda for the meeting to elect the Mayor may include:
  - 8.2.1 The taking of the oath of office by each Councillor, under Section 63 of the Act;
  - 8.2.2 The fixing of allowances for the Mayor and Councillors under Section 74 of the Act; and
  - 8.2.3 The appointment of Councillor representatives to various bodies.
- 8.3 The Chief Executive Officer will be the temporary Chairperson of the meeting at which the election of Mayor is to be conducted but will have no voting rights.
- 8.4 The meeting to elect the Mayor shall be held in accordance with the Act.
- 8.5 The Chief Executive Officer shall be responsible for the counting of votes.
- 8.6 The election of the Mayor shall be by a show of hands.
- 8.7 The Councillor who receives an absolute majority of votes cast must be declared elected.
- 8.8 For the purposes of this clause the following will apply:
  - 8.8.1 Nominations must be moved and seconded;
  - 8.8.2 Where only one nomination is received, that Councillor must be declared elected; or
  - 8.8.3 Where two nominations are received:
    - (a) the Councillor with an absolute majority of votes cast must be declared elected; or
    - (b) if all votes cast are equally divided, the election must be determined by lot conducted by the Chief Executive Officer in the presence of the meeting; or
  - 8.8.4 Where there are more than two nominations received, the Councillor who receives an absolute majority at the first round of votes cast must be declared elected, or if no candidate receives an absolute majority of votes, the candidate with the least number of votes must be eliminated as a candidate and a further ballot conducted between the remaining candidates. If there are several candidates, this procedure must be repeated until a candidate receives an absolute majority of votes and that candidate shall be declared elected. If, after elimination of candidates, two candidates remain and those two candidates receive an equal number of votes, the election must be determined by lot conducted by the Chief Executive Officer in the presence of the meeting.
  - 8.8.5 If for the purpose of eliminating the candidate with the least number of votes, two or more candidates have the same least number of votes, the candidate to be eliminated shall be determined by simple majority vote. If there is an equality of votes with respect to the candidate to be eliminated, the candidate to be eliminated shall then be determined by lot conducted by the Chief Executive Officer in presence of the meeting.

### **9 Procedure for Election of Deputy Mayor or Acting Mayor**

Where the Council has resolved to appoint a Deputy or Acting Mayor the provisions contained in clause 8 for the election of the Mayor will apply to the election of the Deputy or Acting Mayor save that the Mayor shall preside over the election.

### **10 Mayor to Take Chair**

- 10.1 After the election of the Mayor is determined, the Mayor must take the Chair.
- 10.2 The Mayor must take the chair at all Council meetings at which he or she is present unless precluded from doing so because of a conflict of interest.
- 10.3 In the absence of the Mayor, the Deputy Mayor, if previously elected, shall take the chair.
- 10.4 If a Deputy Mayor has not been previously elected and the Mayor is absent, a Councillor shall be elected to take the chair, in accordance with the election process in clause 8 save that the Mayor shall preside over the election.

### PART 3 - COUNCIL MEETINGS

*The purpose of this Part is to regulate proceedings at all meetings of the Council.*

#### **11 Chairperson's Duties & Responsibilities**

The Chairperson's duties and responsibilities are to:

- 11.1 Formally declare the meeting open, after ascertaining that a quorum is present and to welcome guest speakers, and other visitors;
- 11.2 At the start of each Council meeting, to recite the Pledge or allocate this role to another Councillor;
- 11.3 Preside over and control the meeting, conduct it impartially and according to this Local Law and established protocols in order to ensure the smooth passage of the business;
- 11.4 Sign minutes of meetings as correct when they have been confirmed;
- 11.5 Present any reports for which he or she is responsible;
- 11.6 Ensure that debate is conducted in the correct manner;
- 11.7 Declare the results of all votes;
- 11.8 Give rulings on points of order and other questions of procedure;
- 11.9 Preserve order, and, if necessary, name offending members; and
- 11.10 Adjourn (when so resolved) or formally declare the meeting closed when all business has been concluded.

#### **12 Quorum**

- 12.1 A quorum is a majority of the number of Councillors entitled to be present and to vote at the meeting.
- 12.2 If a quorum is not present within 30 minutes of the time appointed for the commencement of a Council meeting:
  - 12.2.1 The meeting shall be deemed to have lapsed;
  - 12.2.2 The Mayor must convene another Council meeting and ensure that the agenda for such meeting is identical to the agenda for the meeting which is deemed to have lapsed; and
  - 12.2.3 The Chief Executive Officer must give all Councillors notice of the meeting convened by the Mayor.
- 12.3 If a quorum fails after a Council meeting has begun, the meeting lapses.
- 12.4 If the meeting lapses, the undisposed business must, unless it has already been disposed of at a Special meeting, be included in the agenda for the next Ordinary meeting.

#### **14 Attendance & Notice of Meetings**

*(Pursuant to Section 84 of the Act)*

- 14.1 The Chief Executive Officer must give notice to the public of any meeting of the Council by public notice at least seven days prior to the meeting and via Council's website.
- 14.2 The dates, time and place for all Ordinary Council meetings shall be fixed by the Council from time to time.
- 14.3 An electronic agenda will be delivered to Councillors at least 48 hours before an Ordinary meeting.
- 14.4 Despite subclause 14.3, the Chief Executive Officer may deliver an agenda for a Special meeting to Councillors in less than 48 hours, if the Chief Executive Officer considers that in view of the urgency of the matter(s) this should occur.
- 14.5 Despite subclause 14.3, an item of business which has:
  - 14.5.1 been referred to Council by a Special Committee which has met since the agenda was prepared; or
  - 14.5.2 arisen since the preparation of the agenda, and is the subject of a written supplementary report by a member of Council staff - may be considered by Council if it so resolves.
- 14.6 Members of the public will be requested to sign in before entering the meeting area.

**15 Time Limit for Meetings**

- 15.1 Council meetings must conclude no later than 10pm unless a resolution is carried to extend the meeting (in which case the meeting shall conclude no later than 11pm).
- 15.2 An extension of a meeting will be in a block period of 30 minutes.
- 15.3 After the initial 30 minute extension the meeting must not continue unless a majority of Councillors present vote in favour of its continuance.
- 15.4 In the absence of such continuance, the meeting must stand adjourned to a time, date and place to be then and there announced by the Chairperson.
- 15.5 The Chief Executive Officer must give notice to each Councillor of the date, time and venue to which the meeting stands adjourned and of the business remaining to be considered.

#### PART 4 - BUSINESS: DESCRIPTION & PROCEDURE

##### 16 Conduct of Business

- 16.1 The order of business will be determined by the Chief Executive Officer to facilitate and maintain open, efficient and effective processes of government.
- 16.2 Once an agenda has been sent to Councillors the order of business for that meeting may only be altered by resolution of the Council.
- 16.3 The Chief Executive Officer may include any matter on an agenda, which he or she thinks should be considered by the meeting.

##### 17 Disclosure of Conflicts of Interest

*(Pursuant to Sections 77, 78, 79 and 80C of the Act.)*

A Councillor, or Council officer providing advice to a meeting, must disclose any conflicts of interest in accordance with the Act.

- 17.1 In every case where disclosure of a conflict of interest is made at a meeting, the minutes shall record:
  - 17.1.1 The name of the Councillor or Council officer making the disclosure; and
  - 17.1.2 The type and nature of interest; and
  - 17.1.3 Whether the Councillor left the room prior to discussion of the matter and remained outside while the vote was taken; and
  - 17.1.4 The exact times that the Councillor left the room and returned.
- 17.2 Councillors and Council officers will be required to complete a Conflict of Interest Declaration form for each conflict of interest declared at a Council meeting.

##### 18 Confirmation of Minutes

*(Pursuant to Section 93 of the Act)*

At every meeting of Council the minutes of the preceding meeting(s) must be dealt with as set out below:

- 18.1 If the minutes have been delivered to each Councillor at least 48 hours before the meeting, a motion must be put for the confirmation of the minutes.
- 18.2 If the minutes have not been delivered, they must be read and a motion must be put for the confirmation of the minutes.
- 18.3 The minutes must be signed by the Chairperson of the meeting at which they have been confirmed.
- 18.4 The minutes shall record the business of the meeting and in particular:
  - 18.4.1 The date, place, time and nature of the meeting;
  - 18.4.2 The names of the Councillors present and those who have submitted apologies or been granted leave of absence;
  - 18.4.3 The disclosure of conflicts of interest made by a Councillor and the type and nature of such interest;
  - 18.4.4 Arrivals and departures of Councillors during the course of the meeting;
  - 18.4.5 Each motion and amendment moved and seconded;
  - 18.4.6 The vote cast by each Councillor upon a division;
  - 18.4.7 The total numbers of Councillors voting for, against and abstaining
  - 18.4.8 Questions upon notice and responses if provided at the meeting;
  - 18.4.9 The failure of a quorum;
  - 18.4.10 When requested by a Councillor, a record of their opposition to any motion; and
  - 18.4.11 Closure of the meeting to members of the public and the reasons for such closure.
- 18.5 No discussion or debate on the confirmation of minutes is permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned.
- 18.6 Council may defer the confirmation of minutes until later in the Council meeting or until the next Council meeting if considered appropriate.
- 18.7 Council meeting minutes from meetings that are open to the public will be confirmed in the open section of the agenda. Minutes from closed meetings will be confirmed in the closed section of the meeting.

##### 19 Petitions and Joint Letters

- 19.1 A petition or joint letter must be presented to the next available Ordinary meeting of Council where the petition or joint letter is received at least seven business days before the Ordinary meeting of Council.

- 19.2 A petition or joint letter shall not be presented at a meeting of Council or received by Council unless it meets the definition under this Local Law, unless it is specifically resolved by Council to receive the petition or joint letter in a non-conforming format.
- 19.3 When a petition or joint letter presented to a meeting of the Council relates to a planning application, it will be received by Council at the next available Council meeting and subsequently considered as a formal submission to the planning application whether the application is determined by Council or under delegation.
- 19.4 When a petition or joint letter presented to a meeting of the Council relates to an item of business on the agenda, the submission is to be considered by Council as part of its deliberations on such item.
- 19.5 Unless Council determines to consider it as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition or joint letter, until the next Ordinary meeting of Council after that at which the petition or joint letter has been presented, unless it is addressed under subclauses 19.4 or 19.5.
- 19.6 The Chairperson may disallow any petition or joint letter which is considered to:
- 19.6.1 Relate to a matter beyond the power or duties of Council;
  - 19.6.2 Be defamatory, indecent, offensive, abusive, irrelevant, trivial or objectionable in language or nature;
  - 19.6.3 Be confidential in nature or of legal significance;
  - 19.6.4 Be repetitive of a question already answered (whether at the same or any earlier meeting);
  - 19.6.5 Be aimed to embarrass a Councillor or member of Council staff;
  - 19.6.6 Relate to personnel matters;
  - 19.6.7 Relate to the personal hardship of any resident or ratepayer;
  - 19.6.8 Relate to proposed developments or legal advice;
  - 19.6.9 Relate to matters affecting the security of Council property;
  - 19.6.10 Relate to a matter which has already been acted on;
  - 19.6.11 Relate to any other matter which Council considers would prejudice the Council or any person; or
  - 19.6.12 Relate to a matter for which there is already a primary avenue of redress such as planning permits or amendments which will be addressed through the planning submissions process.
- 19.7 An officer report pertaining to any petition or joint letter may be required at the next Ordinary Meeting of Council (if the petition has not been dealt with in accordance with the provisions of subclauses 19.4, 19.5 or 19.6).

## **20 Public Question Time**

- 20.1 There shall be a public question time of up to 30 minutes, unless extended at the discretion of the Chair, at every Ordinary Meeting of Council to enable members of the public to submit questions to Council.
- 20.2 Questions with notice must be submitted to Council in writing by 10am on the day of the meeting generally in accordance with Schedule A stating the name, address, telephone and email contact details of the person submitting the question.
- 20.3 Questions without notice will generally be disallowed at a Council meeting because it is unlikely that a substantive answer can be provided at the meeting. Questions received without notice (ie. received after 10am on the day of the meeting) will be acknowledged and recorded in minutes only by reference to the person submitting the question and the topic/theme of the question, but the question will not be read, recorded or responded to at the meeting without a resolution of Council.
- 20.4 No person may submit more than two questions at any one meeting.
- 20.5 A question may be disallowed by the Chairperson if it is considered to:
- 20.5.1 Relate to a matter beyond the power or duties of Council;
  - 20.5.2 Be defamatory, indecent, offensive, abusive, irrelevant, trivial or objectionable in language or nature;
  - 20.5.3 Be confidential in nature or of legal significance;
  - 20.5.4 Be generally repetitive of a question already answered (whether at the same or any earlier meeting);
  - 20.5.5 Be aimed to embarrass a Councillor or member of Council staff;
  - 20.5.6 Relate to personnel matters;
  - 20.5.7 Relate to the personal hardship of any resident or ratepayer;
  - 20.5.8 Relate to proposed developments or legal advice;
  - 20.5.9 Relate to matters affecting the security of Council property;
  - 20.5.10 Relate to any other matter which Council considers would prejudice the Council or any person; or
  - 20.5.11 Be aimed to drawing opinions from Councillors about matters that will be considered at the meeting or a future meeting of Council.



- 20.6 All questions must be as brief as possible and no greater than 200 words in length, inclusive of any supporting or contextual information.
- 20.7 No discussion shall be entered into in asking or responding to questions, other than through a request from a Councillor, directed through the Chairperson, for the purposes of clarification.
- 20.8 All questions must be directed to Council as a whole and not to individual or specific Councillors.
- 20.9 The Chairperson may answer a question or nominate a member of Council staff to briefly answer a question. Councillors, other than the Chairperson, will not answer any question relating to an item on the agenda.
- 20.10 Every reasonable attempt will be made to substantively answer a question with notice at the meeting unless the person asking the question has been contacted beforehand and advised of the reason for the question not being answered at the meeting in which case the answer will be provided within five days.
- 20.11 If the nominated member of Council staff advises Council that it is their opinion that the reply to a question should be given in a meeting closed to the public, they must state briefly the reason why the reply should be given in a closed meeting and, unless Council resolves to the contrary, the reply to such question shall be so given.
- 20.12 The question and the name and suburb address of the person who asked the question shall be read out and recorded in the minutes.
- 20.13 The name of the member of Council staff who responded to the question received with notice and their response, if provided at the meeting, shall be recorded in the minutes.
- 20.14 A question shall not be read out unless the person asking the question, or their proxy, is in the gallery at the time it is due to be read.
- 20.15 If the question is not read at the meeting because the person submitting the question or their proxy is not present, it will not be recorded in the minutes of the meeting.
- 20.16 As an alternative to submitting a question with notice to Council under subclause 20.2, a person may lodge a submission not exceeding 200 words, on a matter listed on the agenda, by 10am on the day of the meeting provided that a prior opportunity to make a submission concerning the matter has not been afforded to the person at a Council meeting, Special Committee meeting or Assembly of Councillors.
- 20.17 Any submission received in accordance with subclause 20.16 shall be made available to Councillors prior to the meeting in electronic format. These submissions will not be incorporated into the meeting minutes.

## **21 Notice of Motion**

- 21.1 A notice of motion must:
  - (a) identify three supporting Councillors who are not obliged to move, second or vote in favour of the motion but are of the opinion that the proposed motion relates to a matter sufficiently important that it warrants formal consideration by Council;
  - (b) briefly explain the rationale for the proposed motion; and
  - (c) be lodged in the format provided for this purpose as appearing in Schedule B, either electronically or in writing, with the Chief Executive Officer by 5pm on the seventh working day prior to the date of the meeting to allow sufficient time for the notice of motion to be included in the Agenda for the next Council meeting.
- 21.2 Any supporting documentation must be attached to the notice of motion for inclusion in the agenda, but must not be longer than 500 words inclusive of proposed motion.
- 21.3 The Chief Executive Officer must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- 21.4 Any notice of motion which in the opinion of the Chief Executive Officer or the Chairperson is:
  - (a) defamatory; or
  - (b) objectionable in language or nature; or
  - (c) outside the powers of the Council,must not be accepted by the Chairperson.
- 21.5 Except by resolution of Council, notices of motion before any Council meeting must be considered in the order in which they were recorded in the notice of motion register.
- 21.6 To assist Councillors to make an informed decision regarding a notice of motion, the Chief Executive Officer must provide a written report prior to the meeting at which the notice of motion is to be considered, however the report is not to contain a recommendation.
- 21.7 If all of the three Councillors who have given a notice of motion:
  - 21.7.1 are absent from the Council meeting; or
  - 21.7.2 fail to move the motion when called upon by the Chairperson;any other Councillor may move the notice of motion.
- 21.8 If a notice of motion is not moved and seconded at the Council meeting for which it was included on the agenda, it lapses.
- 21.9 Before the notice of motion is put to the vote, it may be withdrawn by the three Councillors.

**22 Rescission or Amendment**

- 22.1 A Councillor may propose a motion to amend or rescind a previous resolution of Council provided the notice of motion is signed by three Councillors and delivered to the Chief Executive Officer no later than 72 hours following the meeting of Council at which the resolution proposed to be rescinded or amended was adopted.
- 22.2 Notices of Motion to rescind or amend a previous resolution of Council are to be lodged in the format provided for this purpose as appearing in Schedule C.
- 22.3 No action will be taken to implement a resolution on which a notice to rescind or amend the resolution has been given pursuant to clause 22.1.
- 22.4 A notice of motion to rescind or amend a previous resolution of Council shall be deemed to have been withdrawn if not moved at the next meeting at which such business may be transacted.
- 22.5 A Councillor may not propose a motion to rescind or amend a resolution of the Council which has been acted upon.
- 22.6 A resolution will be considered as having been acted upon once its details have been formally communicated to persons affected by or reliant on the resolution or where a statutory procedure has commenced or been carried out.
- 22.7 A second or subsequent notice to rescind or amend an earlier resolution must not be accepted by the Chief Executive Officer until a period of three months has elapsed since the date of the meeting at which the previous motion of rescission or amendment was dealt with.

**23 Formal or Procedural Motions**

- 23.1 Formal or procedural motions, unless otherwise prohibited, may be moved at any time and shall be dealt with in accordance with Schedule C.
- 23.2 Formal or procedural motions require a seconder.
- 23.3 Debate on a formal or procedural motion is not permitted and the mover does not have a right of reply.
- 23.4 A formal motion cannot be amended.

**24 Urgent Business**

- 24.1 Business must not be admitted as urgent business unless:
  - 24.1.1 It relates to or arises out of a matter which has arisen since distribution of the agenda; and
  - 24.1.2 It cannot safely or conveniently be deferred until the next Ordinary meeting; and
  - 24.1.3 The Council resolves to admit an item considered to be urgent business.
- 24.2 Items of Urgent Business are to be supported by an officer's report.
- 24.3 Notices of Motion will not be admitted into urgent business and will be dealt with in accordance with clause 21.
- 24.4 Unless a majority of Councillors present resolve to deal with another matter as Urgent Business, no business can be transacted at a Council meeting unless it appears on the agenda.

**25 Reports from Officers**

- 25.1 Any report(s) by Officers to a Council meeting must contain a recommendation except for a report responding to a notice of motion, and be in the appropriate report style format.
- 25.2 When Officer reports are before a Council meeting and after all Councillors have asked any questions in relation to the report, the Chairperson must then ask a Councillor to move an appropriate motion. If the motion is seconded the motion is dealt with in the normal manner.

**26 Reports from Committees**

- 26.1 Any report(s) by a Special Committee or an Advisory Committee to a Council meeting must contain a recommendation and must be listed on the next scheduled Council meeting agenda.
- 26.2 When the report(s) of a Committee is before a Council meeting:
  - 26.2.1 The Chairperson must ask whether any Councillor wishes to speak to any report and record the item number of any such report; and
  - 26.2.2 After all Councillors have indicated the reports which they wish to speak to, the Chairperson may ask for a motion to adopt all reports to which no requests to speak have been expressed and proceed to deal with that motion.
  - 26.2.3 The Chairperson of the Audit and Risk Committee may request a report be tabled at any Council meeting.

**27 Councillors seeking Leave of Absence**

- 27.1 Any Councillor seeking leave of absence for a period of time from Council duties must do so and provide the reason for the leave of absence at a prior Council meeting or, if this is not practicable, the Councillor must give the Chief Executive Officer written notice of their intention to do so and the stated reason prior to the Council meeting.
- 27.2 A Councillor who will be absent from a Council meeting but who does not intend to seek leave of absence, should convey their apology to the Mayor's office beforehand to enable the apology to be disclosed to the meeting.
- 27.3 In the event that a Councillor is incapacitated or unable to provide written notice of their intention to seek a leave of absence from Council, the Mayor shall provide this written notice to the Chief Executive Officer including the stated reason, prior to the Council meeting.

**28 Confidential Reports**

*(Pursuant to Section 89 of the Act.)*

- 28.1 The Chief Executive Officer must ensure that a report is classified as confidential if the Chief Executive Officer considers it has been prepared for consideration in respect of a matter which is expected to be the subject of a resolution under section 89(2) of the Act to close the Council meeting to the public while that report is discussed.
- 28.2 The Chairperson must call for a motion to close the meeting to the public and this motion must be carried prior to commencing any business pertaining to confidential reports. The time of this motion must be recorded in the minutes of the meeting.
- 28.3 The motion must contain the reasons why the meeting is being closed to the public by referencing that it is pursuant to section 89(2) of the Local Government Act and inserting the appropriate clause for each closed item. All confidential reports to be considered must be listed as part of this motion.
- 28.4 The Chairperson must advise those present in the public gallery that an item is required to be considered in a closed meeting and request that they vacate the chamber while the confidential matter(s) is discussed and determined.
- 28.5 The Chairperson must call for a motion to re-open the meeting to the public. This motion must be carried and the time recorded in the minutes of the meeting.
- 28.6 If an item or recommendation is to be moved out of the closed part of the meeting:
  - 28.6.1 The Chairperson must call for a motion to move all or part of the item or items into open Council; and
  - 28.6.2 That report or section must be included in the minutes of the Ordinary meeting showing the Council decision that was made in the closed section of the meeting.
- 28.7 All items that are considered confidential pursuant to Section 89 of the Act remain confidential, inclusive of report content, recommendations, motions, and resolutions until Council has passed a resolution that specifying that all or part of the information is no longer confidential.

## PART 5 - CONDUCT OF DEBATE AND RULES OF SPEAKING

### 29 Addressing the Council Meeting

- 29.1 Councillors and any other person addressing the Chair must refer to the Chairperson as:  
29.1.1 'Madam Mayor'; or  
29.1.2 'Mr Mayor'; or  
29.1.3 'Madam Chair'; or  
29.1.4 'Mr Chair'  
As the case may be.
- 29.2 All Councillors other than the Mayor must be addressed as Councillor (surname).
- 29.3 All members of Council staff must be addressed as Mr or Ms (surname) as appropriate or by their official title.

### 30 Priority of Address

- 30.1 In the case of competition for the right to speak, the Chairperson must decide the order in which the Councillors concerned will be heard.

### 31 Time Limits

- 31.1 A Councillor must not speak longer than the time set out below, unless granted an extension by the Chairperson:
- |   |                |
|---|----------------|
| 31.1.1 The mover of a motion or an amendment:             | 5 minutes;     |
| 31.1.2 Any other Councillor:                              | 3 minutes; and |
| 31.1.3 The mover of a motion exercising a right of reply: | 2 minutes.     |

### 32 Debate

- 32.1 Councillors may stand to address the Chairperson, to move or second a motion or amendment, or to take part in a debate.
- 32.2 The Councillor acknowledged by the Chairperson is to speak and must not be interrupted unless:
- |   |
|---|
| 32.2.1 He or she is called to order; or         |
| 32.2.2 His or her speaking time has expired; or |
| 32.2.3 A point of order is raised; or           |
| 32.2.4 A formal motion is moved.                |
- 32.3 Councillors must designate each other by their official titles during debate and throughout the meeting.

### 33 Conduct of Meetings

- 33.1 A motion or an amendment to a motion must:
- 33.2
- |   |
|---|
| 33.2.1 Not be defamatory;   |
| 33.2.2 Not be objectionable in language or nature;  |
| 33.2.3 Relate to the powers or functions of Council;  |
| 33.2.4 Be in writing, if requested by the Chairperson;  |
| 33.2.5 Except in the case of urgent business, be relevant to an item of bBusiness on the agenda;<br>and |
| 33.2.6 Be moved and seconded, otherwise it lapses.  |
- 33.3 The Chairperson may refuse to accept any motion, amendment or question which contravenes subclause 33.2 or which:
- |  |
|--|
| 33.3.1 Is not relevant to the item of business on the Agenda and has not been admitted as urgent business; or; |
| 33.3.2 Purports to be an amendment but is not consistent with Clause 36 and relevant subclauses.               |
- 33.5 A motion or amendment cannot be withdrawn without the consent of the meeting.

**34 Procedures with Respect to Seeking Clarification or Asking Questions of Officers**

- 34.1 Officers will support the meeting process through provision of reports for the agenda and Councillors should make every effort to seek clarification from officers in advance of the meeting.
- 34.2 Where Councillors need to seek clarification by asking questions of officers during the meeting, that were not able to be asked prior to the meeting, such questions need to be:
  - 34.2.1 Directed through the CEO;
  - 34.2.2 Relevant to an item on the agenda;
  - 34.2.3 Seeking genuine clarification of a matter that is not already addressed in the officer's report;
  - 34.2.4 Not objectionable in language, nature or tone;
  - 34.2.5 Not intended to draw officers into debating a matter or justifying a recommendation; and
  - 34.2.6 Seeking re-iteration of an answer that was provided prior to the meeting;
  - 34.2.7 Not designed to canvass matters or disseminate information to the public.

**35 Procedures with Respect to Recommendations and Motions**

- 35.1 The Chairperson will summarise the report recommendation.
- 35.2 The Chairperson will call for a mover and seconder.
- 35.3 If there is no mover and/or seconder the motion lapses.
- 35.4 The Chairperson shall ask immediately after a motion is moved and seconded and after the mover has spoken to the motion (or deferred speaking), whether it is opposed. If no opposition is indicated the Chairperson may then put it to the vote, without debate.
- 35.5 The mover of a motion has the right of reply with respect to the debate on his or her motion immediately before the vote is taken, but that right of reply is lost if an amendment to the motion is carried.
- 35.6 Apart from the mover's right of reply referred to in sub-clause 35.5 a Councillor may only speak once on the motion.
- 35.7 The mover of a motion must not introduce new material when exercising any right of reply.

**36 Procedures with Respect to Amendments and Foreshadowed Motions**

- 36.1 No notice needs to be given of any amendment to a motion.
- 36.2 Amendments must be dealt with one at a time.
- 36.3 An amendment must be relevant to the motion upon which it is moved.
- 36.4 An amendment must not amount to a direct contradiction of the motion.
- 36.5 The mover or seconder of a motion cannot move an amendment to it.
- 36.6 A second or subsequent amendment cannot be moved until the immediately preceding amendment is disposed of, unless both the mover and seconder of the original amendment agree to this.
- 36.7 A Councillor proposing an amendment must first state briefly the nature of the amendment and then move it, without speaking to it.
- 36.8 Chairperson is to ask for seconder.
- 36.9 If the amendment is not seconded the amendment lapses for want of a seconder.
- 36.10 After the amendment has been seconded the Chairperson must call upon the mover of the amendment to speak to the amendment.
- 36.11 After the mover of the amendment has spoken the Chairperson must call upon the seconder to speak to the amendment. The seconder can reserve their right.
- 36.12 After the mover and seconder of the amendment have spoken the Chairperson must call upon any other Councillor who may wish to speak to the amendment.
- 36.13 After any other Councillor has spoken to the amendment or if no Councillor has indicated an intention to speak the Chairperson will put the amendment to the vote.
- 36.14 If the amendment effectively negates the substance of the motion before the Chair, it is ruled to be a foreshadowed motion and shall only be considered in the event that the motion before the Chair is lost.
- 36.15 If an amendment is adopted it becomes the substantive motion and, as such, shall be put to the vote by the Chairperson, or be subject to amendment.
- 36.16 A Councillor cannot move more than two (2) amendments in succession.
- 36.17 With the leave of the Chairperson another amendment or a new motion can be foreshadowed by any Councillor stating in brief terms the nature of it.
- 36.18 A Councillor can only speak once on the amendment.

**37 Interruptions, Interjections, Questions and Relevance**

- 37.1 A Councillor must not be interrupted except by the Chairperson or upon a point of order or personal explanation.
- 37.2 If a Councillor is interrupted by the Chairperson or upon a point of order or personal explanation, he or she must remain silent until the Chairperson has ceased speaking, the point of order has been determined or the personal explanation has been given (as appropriate).
- 37.3 Questions are not to be asked between moving and seconding a motion except to seek clarification on the motion received.
- 37.4 A Councillor must not digress from the subject matter of the motion or business under discussion.

**38 Repeating Motion, Amendment or Question**

- 38.1 Before any matter is put to the vote, a Councillor may require that the question, motion or amendment be read again.
- 38.2 The Chairperson without being so requested may direct the Chief Executive Officer (or other person authorised by the Chief Executive Officer) to read the question, motion or amendment to the meeting before the vote is taken.

**39 Adjournment & Resumption of Adjourned Debate**

- 39.1 The Council may by resolution adjourn a meeting to a later time on the day for which the meeting was called or for a period not exceeding seven (7) days.
- 39.2 When a motion to adjourn a meeting is before the Council, the Chairperson must not allow discussion on the motion to adjourn. If the Council fails to pass the motion to adjourn, the Chairperson must resume the meeting at the item of business under consideration.
- 39.3 The Chief Executive Officer must deliver written notice of an adjourned meeting to all Councillors, except when the meeting is adjourned to a later time on the same day, in which case any form of notice may be given to all Councillors.
- 39.4 If a debate is adjourned by motion, the Councillor moving the adjournment has the right to be the first speaker upon the resumption of debate unless he or she has already spoken to the motion or amendment.

**40 Voting**

*(Pursuant to Section 90 of the Act.)*

- 40.1 Except where a Councillor may call for a division, Councillors must remain seated in silence while a vote is being taken.
- 40.2 Unless this Local Law provides otherwise or Council otherwise determines, voting must be by a show of hands.
- 40.3 The Chairperson may direct that the vote be recounted as often as may be necessary for him or her to satisfy himself or herself of the result.
- 40.7 A Councillor can abstain from voting however, the decision to do so should not be taken lightly. Not participating in decisions taken by Council could be seen as an abrogation of a Councillor's oath of office and responsibility to represent the community.

**41 Division**

- 41.1 Immediately after any motion, amendment or question is put to a meeting and before the next item of business has commenced, a Councillor may call for a division.
- 41.2 When a division is called, the Chairperson must:
  - 41.2.1 First ask each Councillor wishing to vote for the motion to stand. The Chairperson must then state, and the Chief Executive Officer (or person authorised by the Chief Executive Officer to take the minutes of the meeting) must record the names of those Councillors voting for the motion;
  - 41.2.2 Then ask each Councillor wishing to vote against the motion to stand. The Chairperson must then state, and the Chief Executive Officer (or person authorised by the Chief Executive Officer to take the minutes of the meeting) must record the names of those Councillors voting against the motion.
  - 41.2.3 Then if not all Councillors have declared either for or against the motion, ask each Councillor wishing to abstain to stand. The Chairperson must then state, and the Chief Executive Officer (or person authorised by the Chief Executive Officer to take the minutes of the meeting) must record the names of those Councillors abstaining from voting.

- 41.3 The Chairperson must declare the result of the vote or division as soon as it is taken.
- 42 Recording of Opposition or Support for Motion**
- 42.1 Any Councillor may request that his or her opposition to, or support for, a motion adopted by the meeting be recorded. It must then be recorded in the minutes of the Council meeting.
- 43 Recording of Proceedings**
- 43.1 Council will record the proceedings at each Council meeting, unless there is a specific resolution not to do so, and may livestream recordings of open Council meetings. This will take whatever form the Council has decided.
- 43.2 Except where Council conducts the recording, no video or audio recording of proceedings of Council meetings shall be permitted without specific approval by resolution of the meeting.
- 43.3 Council will also make the recordings of open Council meetings subsequently available to the public.
- 44 Points of Order**
- 44.1 A point of order is an objection that the motion, amendment or statement made is:
- 44.1.1 Contrary to this Local Law;
  - 44.1.2 Defamatory;
  - 44.1.3 Irrelevant;
  - 44.1.4 Improper; or
  - 44.1.5 Outside Council's legal powers
- and may be made despite the fact that the Councillor or Chairperson is speaking at the time.
- 44.2 A point of order must be taken by stating:
- 44.2.1 The matter complained of; and
  - 44.2.2 The reason constituting the point of order;
- 44.3 The Chairperson may raise a point of order without it having been made by a Councillor.
- 44.4 When called to order, a Councillor must remain silent until the point of order is decided unless he or she is requested by the Chairperson to provide an explanation.
- 44.5 The Chairperson may adjourn the meeting to consider a point of order but must otherwise rule upon it as soon as it is taken.
- 44.6 The Chairperson must, when ruling on a point of order, give reasons for the ruling.
- 44.7 The Chairperson's ruling shall be final unless the majority of Councillors present at the meeting vote in favour of a motion of dissent that is moved and seconded immediately after the Chairperson's ruling is given.
- 44.8 A motion of dissent must state the provision or practice in substitution for the Chairperson's ruling.
- 44.9 A motion of dissent that is carried must be acted upon by the Chairperson.
- 44.10 Only the mover of a motion of dissent and the Chairperson can speak to the motion before it is put. The mover of the motion does not have a right of reply.
- 44.11 The Chairperson is not required to vacate the chair.
- 45 Suspension of Standing Orders**
- 45.1 The provisions of this Local Law, except the quorum requirements applying under clause 12, may be suspended for any part of a meeting at the Chairperson's discretion. The Chairperson can accept a motion to suspend standing orders where he/she believes the Councillors or Public Gallery need a break due to the intensity or length of the meeting, or to seek technical advice from a person not listed as an official attendee. Such suspension would normally be for five minutes or less.
- 45.2 A suspension is not intended for Councillors to discuss the issue or seek to reach agreement outside a formal debate.
- 45.3 No motion, except one which proposes the resumption of standing orders, may be accepted by the Chairperson or be lawfully dealt with during any suspension of standing orders.
- 45.4 Resumption of standing orders should occur as soon as possible after any discussion or break is concluded.
- 46 Chairperson's Right to Speak**
- 46.1 The Chairperson may address a meeting upon any matter under discussion, following presentations by all Councillors, and is not deemed to have left the Chair on such occasions. The Chairperson may physically 'step away' from the Chair to make their point in a discussion in which case they are not deemed to have left the Chair.

46.2 The Chairperson may choose to vacate the Chair for the duration of any item under discussion whereupon a temporary Chairperson (usually the Deputy Mayor) or other Councillor elected by the meeting through resolution shall take the Chair until such item has been disposed of.

**47 Clarification by Chief Executive Officer or another member of Council staff**

47.1 With the prior consent, or at the request of the Chairperson, the Chief Executive Officer or a member of Council staff may address any item to clarify a statement made by a Councillor during the course of debate.

**48 Ordering Withdrawal of Remark**

48.1 The Chairperson may require a Councillor to withdraw any remark which is defamatory, indecent, abusive, offensive, disorderly or objectionable in language, substance or nature.

48.2 A Councillor required to withdraw a remark must do so immediately without qualification or explanation.

**49 Suspensions**

*(Pursuant to Section 66 of the Act)*

49.1 Council may by resolution suspend from a meeting, and for the balance of the meeting, any Councillor whose actions have disrupted the business of Council, and have impeded its orderly conduct, provided the Councillor in question has received an initial warning from the Chairperson that his/her conduct is, in the Chairperson's opinion, impeding the orderly conduct of the meeting.

**50 Chairperson may Adjourn Disorderly Meeting**

50.1 If the Chairperson is of the opinion that disorder at the Council table or in the gallery makes it desirable to adjourn the meeting, he or she may adjourn the meeting to a later time on the same day or to some later day as he or she thinks proper.

**51 Public Behaviour**

51.1 Any member of the public addressing Council must extend courtesy and respect to the Council and the processes under which it operates and must take direction from the Chairperson whenever called on to do so.

**52 Removal from Chamber or Meeting Room**

52.1 The Chairperson, may ask any Authorised Officer, member of the Police Force or person appointed by Council to maintain security, to remove from the Chamber or meeting room any person who acts in breach of this Local Law.



## PART 6 - COMMITTEES

*The purpose of this Division is to regulate proceedings at Committee meetings.  
(Pursuant to Section 86 of the Act.)*

### Part 1 – Special Committees

#### 53 Application Generally

- 53.1 Except as provided in this Part, if Council establishes a Special Committee, all of the provisions of this Local Law shall apply with any necessary modifications.
- 53.2 For the purposes of clause 53.1, a reference to:
  - 53.2.1 A Council Meeting is to be read as a reference to a meeting of the Special Committee; and
  - 53.2.2 The Mayor is to be read as a reference to the Chairperson of the Special Committee.
- 53.3 The following provisions of this local law do not apply to Special Committees:
  - 53.3.1 All of Part 2
  - 53.3.2 Part 3, clause 13 (Call of the Council)
  - 53.3.3 Part 4, clauses 19 and 20 (Petitions and Public Question Time)
- 53.4 Public participation in a meeting of a Special Committee shall be permitted in accordance with guidelines and policies adopted by Council from time to time.

#### 54 Quorum

- 54.1 The quorum of a meeting of a Special Committee is the number fixed by Council, being at least a majority, or if no number has been fixed, a majority of the number of members of the Committee.

#### 55 Addressing a Special Committee Meeting

- 55.1 It is not necessary for a Member to rise when addressing a Special Committee meeting.

#### 56 Hearing of Submissions

- 56.1 Where Council has set up a Hearing of Submissions Committee to hear public submissions, the following procedures shall apply:
  - 56.1.1 Submissions must be provided by the deadline specified in the public notice/advertisement. For submissions made under the *Planning and Environment Act 1987*, late speakers may be accepted up to 10am on the day of the Hearing of Submissions meeting.
  - 56.1.2 Submitters will be allocated a maximum of 5 minutes to speak to their submission, and applicants a maximum of 10 minutes.
  - 56.1.3 In the case of joint submissions, a maximum of 5 minutes will be allocated per submission and one person shall be nominated to speak on behalf of the submitters.
  - 56.1.4 Requests for variations to the process outlined above shall be decided by the Committee.

#### 57 Application Specifically

- 57.1 Despite subclause 53.1 if Council establishes a Special Committee, Council may resolve that any provisions contained within this Local Law do not apply.

### Part 2 – Advisory Committees

#### 58 Application Specifically

- 58.1 If Council establishes an Advisory Committee, Council may resolve that various provisions of this Local Law apply to that Advisory Committee with any necessary modifications.

**PART 7 – COMMON SEAL**

*The purpose of this Part is to regulate the use of the Common Seal, which is a device which formally and solemnly records the collective will of the Council. The purpose of this Part is to prohibit the use of the Common Seal or any device resembling the Common Seal, as required by section 5 (3)(b) and (c) of the Act.*

**59 Common Seal**

59.1 The Council must authorise the use of the Common Seal by resolution.

59.2 The Common Seal and words to be used accompanying it on any document to which it is affixed are as follows:

*The COMMON SEAL of SURF COAST )  
SHIRE COUNCIL was affixed in the ) [Affix common seal here]  
presence of: )*

.....  
*Chief Executive Officer*

.....  
*Mayor/Deputy Mayor*

- 59.3 The Chief Executive Officer and, either the Mayor or Deputy Mayor of the day, must sign every document to which the Common Seal is affixed. The Common Seal may only be used to sign, seal, issue, revoke or cancel any notice, document, order or agreement pursuant to a decision of Council.
- 59.4 It is an offence for a person to use the Common Seal or any device or representation resembling the Common Seal without authority given by resolution of the Council.
- 59.5 The Chief Executive Officer must keep the Common Seal in safe custody at all times.

## PART 8 – OFFENCES AND PENALTIES

### 60 Offences

It is an offence:

- 60.1 For a Councillor to not withdraw an expression which is considered by the Chairperson to be defamatory, indecent, abusive, offensive, disorderly or objectionable, and to not satisfactorily apologise when called upon twice by the Chairperson to do so.  
*Infringement Notice Penalty: 2 units*  
*Penalty: 5 penalty units*
- 60.2 For any person, not being a Councillor, who is guilty of any improper or disorderly conduct to not leave the meeting when requested by the Chairperson to do so.  
*Infringement Notice Penalty: 2 units*  
*Penalty: 5 penalty units*
- 60.3 For any person, not being a Councillor, who is guilty of any improper or disorderly conduct at the meeting.  
*Infringement Notice Penalty: 2 units*  
*Penalty: 5 penalty units*
- 60.4 For any person to fail to obey a direction of the Chairperson relating to the conduct of the meeting and the maintenance of order.  
*Infringement Notice Penalty: 2 units*  
*Penalty: 5 Penalty Units*
- 60.5 For a Councillor to refuse to leave the chamber on suspension.  
*Infringement Notice Penalty: 2 units*  
*Penalty: 5 Penalty Units*
- 60.6 For any person to use the common seal of Council or any device resembling the common seal without the authority of Council.  
*Infringement Notice Penalty: 10 units*  
*Penalty: 20 penalty units*

### 61 Infringement Penalties

- 61.1 If an offence is committed against this Local Law, the Chairperson shall request the Chief Executive Officer to issue to the offender an infringement notice in a form approved by Council for the relevant number of penalty units as an alternative to a prosecution for the offence.
- 61.2 To avoid prosecution, a person to whom an infringement notice has been issued must pay to Council the amount specified in the notice within 28 days.
- 61.3 A person in receipt of an infringement notice is entitled to disregard the notice and defend a prosecution in court.

This Local Law was made by resolution of the Surf Coast Shire Council on (insert date).

The COMMON SEAL of SURF COAST )  
SHIRE COUNCIL was affixed in the ) [Affix common seal here]  
presence of: )

.....  
Chief Executive Officer

.....  
Mayor/Deputy Mayor

*Record of Statutory Process*

Stage 1 – Adoption for public consultation - Council provided notice to the public of the intention to make this Local Law which was duly advertised in the Victorian Government Gazette publication insert dated insert date and Surf Coast Times on insert date.

Public submissions were invited with a closing date of insert date. No public submissions were received although an organisation submission was provided.

Stage 2 – Final adoption - Council resolved to adopt this Local Law at its meeting held on insert date and this was duly advertised in the Victoria Government Gazette and The Surf Coast Times.



#### **SCHEDULE A – PUBLIC QUESTION TIME FORM**

Public questions will be considered by Council at an ordinary Council meeting subject to receipt by 10am on the day of the meeting. Questions can be emailed to [info@surfcoast.vic.gov.au](mailto:info@surfcoast.vic.gov.au), faxed to 5261 0525 or hand delivered to Council's Offices, 1 Merrijig Drive, Torquay.

All questions must be as brief as possible and no greater than 200 words in length, inclusive of any supporting or contextual information.

Public question time runs for up to 30 minutes prior to consideration of the formal Agenda by Council. Questions will be considered in the following order:

1. Questions with Notice that relate to items on the agenda coming before Council on the night.
2. Questions with Notice that relate to other matters not relating to the agenda.

Questions received without notice (ie received after 10am on the day of the meeting) will be addressed in accordance with clause 20.3 of Local Law No. 2 – Council Meeting Procedures & Common Seal. The question will not be read, recorded or responded to at the meeting without a resolution of Council.

#### **Personal Information**

Date:

Surname:

First Name:

Postal address:

Suburb:

Post Code:

Phone:

Mobile:

Email:

Suburb to be disclosed:      Yes    No

**IMPORTANT INFORMATION:** Please note that as required by Council's Local Law, your name and address will be read out in a public meeting and form part of the minutes of the Council meeting. If you desire that only your name, and not your address, is to be called, please indicate this above.

#### **Questions**

Date of Council meeting:

Subject:

Question(s)      (Please note: There is a limit of two questions per person, per meeting)

*[Insert Council's Privacy Statement]*



**SCHEDULE B - NOTICE OF MOTION**

*This form lodges a notice of intention to move a motion in accordance with clause 21 of Local Law No. 2 – Council Meeting Procedures and Common Seal.*

*Note – Proposed motion and rationale not to exceed 500 words*

I, Councillor \_\_\_\_\_ give notice of my intention to move the following motion at the Ordinary Meeting of Council to be held on \_\_\_\_ / \_\_\_\_ / \_\_\_\_\_, namely:

*(Insert wording of motion)*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Rationale**

*(To be signed by Councillor lodging this notice and two other Surf Coast Shire Councillors)*

\_\_\_\_\_  
**COUNCILLOR                      COUNCILLOR                      COUNCILLOR**

-----

*Chief Executive Officer to complete*

This notice was received by me at \_\_\_\_\_ am/pm on \_\_\_\_\_

\_\_\_\_\_  
**CHIEF EXECUTIVE OFFICER**

**SCHEDULE C – NOTICE OF MOTION TO RESCIND OR AMEND**



**NOTICE OF MOTION TO RESCIND OR AMEND**

*This form lodges a notice of intention to move that a resolution passed by Council be rescinded or amended in accordance with Clause 22 of Local Law No.2 – Council Meeting Procedures and Common Seal.*

I, Councillor \_\_\_\_\_ give notice of my intention to move at the Ordinary Meeting of Council to be held on \_\_\_\_ / \_\_\_\_ / \_\_\_\_\_ that the resolution of Council passed on \_\_\_\_ / \_\_\_\_ / \_\_\_\_\_, namely:

*(Wording of resolution proposed to be amended/rescinded)*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

be rescinded  OR amended  *(Please tick one box)*

and subject to that motion being carried, in its place, Cr \_\_\_\_\_ proposes to move that Council:

*(Wording of proposed motion to replace/amend above)*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*(To be signed by Councillor lodging this notice and two other Surf Coast Shire Councillors)*

\_\_\_\_\_  
**COUNCILLOR**                      **COUNCILLOR**                      **COUNCILLOR**

*Chief Executive Officer to complete*

This notice was received by me at \_\_\_\_\_ am/pm on \_\_\_\_\_

\_\_\_\_\_  
**CHIEF EXECUTIVE OFFICER**

**SCHEDULE D - FORMAL MOTIONS PROCEDURE AND EFFECT**

FORMAL MOTION	FORM	WHO CAN MOVE OR SECOND	IS A SECONDER REQUIRED	MATTERS IN RESPECT OF WHICH MOTION MAY BE MOVED	EFFECT IF CARRIED	EFFECT IF LOST	WHEN MOTION PROHIBITED
Adjournment of debate to later hour/date	That this matter be adjourned until...	Any Councillor	Yes	Any matter except where prohibited	Motion and amendments postponed to the stated time/date.	Debate continues unaffected	(a) During the election of the Chairperson (b) When another Councillor is speaking
Adjournment of debate indefinitely	That this matter be adjourned until further notice.	Any Councillor	Yes	Any matter except where prohibited	Motion and amendments postponed but may be resumed:  (a) At the same meeting upon motion to resume  (b) At any later meeting if on the Agenda.	Debate continues unaffected.	(a) During the election of the Chairperson  (b) when another Councillor is speaking  (c) when the matter is one in respect of which a call of Council has been made  (d) When a motion would have the effect of causing Council to be in breach of a legislative requirement
Adjournment of meeting to later hour/date	That this meeting be adjourned until...	Any Councillor	Yes	Any matter except where prohibited	As per adjournment of debate	Debate continues unaffected	As for adjournment of debate
Adjournment of meeting indefinitely	That this meeting be adjourned until further notice.	Any Councillor	Yes	Any matter except where prohibited	Meeting adjourns until further notice.	Debate continues unaffected	(a) During the election of the Chairperson  (b) when another Councillor is speaking  (c) During a meeting which is a call of the Council.



**SCHEDULE C (Cont)**

FORMAL MOTION	FORM	WHO CAN MOVE OR SECONDER	IS A SECONDER REQUIRED	MATTERS IN RESPECT OF WHICH MOTION MAY BE MOVED	WHEN MOTION PROHIBITED	EFFECT IF CARRIED	EFFECT IF LOST
The closure	That the question be now put.	A Councillor who has not moved, seconded or spoken to the motion or any amendment of it	Yes	Any matter except where prohibited	During nominations for Chairperson (A closure motion shall not be accepted by the Chairperson unless the Chairperson considers there has been sufficient debate for and against the original motion or amendment)	Motion or amendment in respect of which the closure carried is put to the vote immediately, without further debate, subject to any Councillor exercising his or her right to ask any question concerning or arising out of the motion	Debate continues unaffected
Proceeding to the next item of business	That the meeting proceed to the next item of business.	A Councillor who has not moved, seconded or spoken to the motion or any amendment of it	Yes	Any matter except where prohibited	(a) During the election of the Chairperson  (b) When another Councillor is speaking  (c) During a meeting which is a call of the Council  (d) When a motion would have the effect of causing Council to be in breach of a legislative requirement	(a) If carried in respect to a formal motion, its effect is to remove that motion from consideration – no vote or further discussion on the motion until it is placed on an Agenda for a later Council Meeting  (b) If carried in respect to an amendment, its effect is to dispose of the amendment and debate resumes upon the motion.	Debate resumed at point of interruption and continues unaffected

#### 4.7 Council Policy Review

**Author's Title:** Coordinator Governance & Corporate Planning      **General Manager:** Anne Howard

**Department:** Governance & Risk

**File No:** F17/78

**Division:** Governance & Infrastructure

**Trim No:** IC19/257

**Appendix:**

1. Status of Surf Coast Shire Policies - February 2019 (D19/21778)
2. Status of Surf Coast Shire Policies - Proposed Amendments (D19/21980)

**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

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#### Purpose

The purpose of this report is to present the current status of Council Policies and proposed revisions to the review schedule for Council Policies.

#### Summary

Council currently maintains 39 Council Policies that guide Council activities and decision making.

A desktop review of the current status of Council Policies has been conducted by officers and is attached at Appendix 1.

Of the 39 Council Policies, nine are currently overdue for review. Two of those policies are proposed to be revoked and seven are currently under review and proposed for presentation to Council in 2019. (Refer Appendix 2).

The proposed revisions included in Appendix 2 are provided for Council's consideration.

#### Recommendation

That Council:

1. Adopts the proposed review date of 24 September 2019 for SCS-001 Councillor Entitlements Policy.
2. Adopts the proposed review date of 1 September 2019 for SCS-006 Community House Policy.
3. Revokes SCS-007 Kindergarten and Toy Library Policy as this policy is no longer required.
4. Adopts the proposed review date of 30 June 2019 for SCS-009 Infrastructure Special Rate or Charge Scheme Policy.
5. Revokes SCS-014 Occupational Health & Safety (Workplace Health & Safety) Policy as it has been replaced by SCS-038 Councillor Workplace Health and Safety Policy.
6. Adopts the proposed review date of 26 March 2019 for SCS-020 Community Bus Policy.
7. Adopts the proposed review date of 30 June 2019 for SCS-022 Events Policy.
8. Adopts the proposed review date of 30 April 2019 for SCS-030 Waste Facility Fees and Charges Policy.

## 4.7 Council Policy Review

### Report

#### **Background**

Council Policies provide a statement of attitude or intent that Council has towards a specific issue. These issues may be of a legislative nature, an identified high risk, or an issue that requires a clearly stated position of intent and defined boundaries of Council's involvement and what will be achieved. They provide guidance and the basis for decision making. Many policies at the Council level have an external community focus.

#### **Discussion**

Council currently has 39 Council Policies published on the Surf Coast Shire Council website. Of these nine are currently overdue for review.

The following extract from Appendix 2 summarises the proposed revisions together with comments providing background.

**Table 1 - Extract from Appendix 2**

No.	Policy No.	Policy Name	Proposed revision	Comment
1.	SCS 001	Councillors Entitlements	24/09/19	A review of this policy is currently in progress.
2.	SCS 006	Community House	01/09/19	An organisation wide Community Development and Volunteering Strategy is being developed before a review of this policy can be completed. The new strategy will determine Council's principles, approach and direction in relation to community development work, including Community Houses. The strategy will be completed in June 2019. The Community House Policy will be updated by September 2019 to ensure it aligns to the strategy.
3.	SCS 007	Kindergarten & Toy Library	Revoke	Kindergartens are now managed by Council with the exception of Moriac with whom Council has a lease agreement. The policy therefore is no longer required for the purpose of stating Council's relationship with independent kindergartens.
4.	SCS 009	Infrastructure Special Rate or Charge Scheme	30/06/19	A review of the policy was deferred when Council resolved on 13/12/2016 to undertake a strategic review of the unsealed road network. Council adopted the Unsealed Road Network Strategy in March 2018. The proposed introduction of the Local Government Bill in 2018 resulted in a further delay. A review of this policy will now progress with proposed presentation to Council before the end of the 2018-19 financial year.
5.	SCS 010	Fraud Control	26/02/19	A draft policy was referred to the Audit and Risk Committee in November 2018. This policy is being presented to the February Council meeting.
6.	SCS 014	Occupational Health & Safety (Workplace Health & Safety)	Revoke	Policy to be revoked, replaced with SCS-038 Councillor Workplace Health and Safety (WHS) Policy. A management procedure is being drafted to focus on organisational WHS matters.
7.	SCS 020	Community Bus	26/03/19	Scheduled for the March Council meeting.
8.	SCS 022	Events	30/06/19	A review of this policy is currently in progress and is scheduled for the June Council meeting.
9.	SCS 030	Waste Facility Fees and Charges	30/04/19	A review of this policy is currently in progress.

## 4.7 Council Policy Review

### **Financial Implications**

The review of Council Policies is included in operational budgets and no further expenditure is anticipated.

### **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**

The Local Government Act 1989 prescribes the requirement for a number of Council Policies. Council can elect to develop additional policies to meet the specific needs of Council.

### **Officer Direct or Indirect Interest**

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

### **Risk Assessment**

Council Policies provide a framework for Council decision making. There is a risk to Council if policies are not current and reviewed in a timely manner.

### **Social Considerations**

Council Policies provide transparency, accountability and are fundamental to good governance.

### **Community Engagement**

No external community engagement was required for the report. Community engagement is undertaken when required to inform Council Policy development where there is an external focus.

### **Environmental Implications**

Not applicable.

### **Communication**

Council Policies are available on Councils website [www.surfcoast.vic.gov.au](http://www.surfcoast.vic.gov.au)

### **Options**

Option 1 – That Council does not adopt the proposed revisions included at Appendix 2.

This option is not recommended by officers as it may result in a community perception that Council Policies currently overdue for review and published on the website have lapsed and are no longer relevant.

Option 2 – That Council adopt the proposed revisions included at Appendix 2.

This option is recommended by officers as it will provide confidence to the community that Council Policies are current and are being reviewed in a timely manner.

### **Conclusion**

Council Policies form an important part of Council's governance framework by providing a clear position on important issues and direction for Council decision making. It is important therefore that they are current and reviewed in a timely manner.

#### **4.7 Council Policy Review**

##### **APPENDIX 1 STATUS OF SURF COAST SHIRE POLICIES - FEBRUARY 2019**

Status of Surf Coast Shire Policies - February 2019

	Policy No.	Policy Title	Approval Date	Review Date	Status
1.	SCS 001	Councillors Entitlements	13/09/16	August 2016	Overdue
2.	SCS 002	Councillor Code of Conduct	24/01/17	31/10/20	Current
3.	SCS 003	Rates Assistance	24/07/18	July 2021	Current
4.	SCS 004	Place Naming	28/08/18	28/08/20	Current
5.	SCS 005	Strategic Asset Management	11/12/18	01/12/20	Current
6.	SCS 006	Community House	23/06/15	23/06/16	Overdue
7.	SCS 007	Kindergarten & Toy Library	24/08/11	23/06/17	Overdue
8.	SCS 008	Plastic Wise Events and Markets on Council Owned / Managed Land	23/10/18	23/10/21	Current
9.	SCS 009	Infrastructure Special Rate or Charge Scheme	22/04/14	30/06/17	Overdue
10.	SCS 010	Fraud Control	23/08/16	23/08/18	Overdue
11.	SCS 011	Footpath Trading	27/11/18	01/10/23	Current
12.	SCS 012	Signage on Council Owned or Managed Land	24/10/17	30/10/20	Current
13.	SCS 013	Sale of Council Land	27/03/18	27/03/20	Current
14.	SCS 014	Occupational Health & Safety (Workplace Health & Safety)	24/03/15	28/02/17	Overdue
15.	SCS 015	Control of Noise Recreation Reserves	27/11/18	01/11/20	Current
16.	SCS 016	Investment	24/07/18	April 2021	Current
17.	SCS 017	Community Engagement	26/09/17	26/09/19	Due for review this year
18.	SCS 018	Gifts, Benefits and Hospitality	11/12/18	01/12/21	Current
19.	SCS 019	Procurement	27/03/18	30/03/19	Due for review this year
20.	SCS 020	Community Bus	23/06/15	23/06/16	Overdue
21.	SCS 021	Risk Management	23/10/18	23/10/20	Current
22.	SCS 022	Events	28/10/14	01/06/17	Overdue
23.	SCS 023	Election Period (Caretaker)	22/03/16	01/04/19	Due for review this year
24.	SCS 024	Election Advertising Signage	28/06/16	28/06/19	Due for review this year
25.	SCS 025	Capital Works Community Engagement	27/06/17	27/06/19	Due for review this year
26.	SCS 026	Circus	24/10/17	01/10/20	Current
27.	SCS 027	Planning Consultation	24/04/18	01/04/20	Current
28.	SCS 028	Statutory Planning Fee Waiver and Rebate	25/07/17	25/07/19	Due for review this year
29.	SCS 029	Rabbit Management	24/10/17	24/10/19	Due for review this year
30.	SCS 030	Waste Facility Fees and Charges	13/12/16	13/12/18	Overdue
31.	SCS 031	Small Grants Program	28/02/17	28/02/20	Current
32.	SCS 032	Complaints Policy	27/06/17	27/06/19	Due for review this year
33.	SCS 033	Use of Council Facilities	22/05/18	22/05/20	Current
34.	SCS 034	Property Use Agreements	25/09/18	25/09/20	Current
35.	SCS 035	Flag Policy	27/03/18	27/03/20	Current
36.	SCS 036	Native Vegetation Offsets	27/03/18	27/03/20	Current
37.	SCS 037	Contributions to Developments on Land Owned and Managed by Others	22/05/18	22/05/20	Current
38.	SCS 038	Councillor Workplace Health & Safety	27/11/18	01/11/19	Due for review this year
39.	SCS 039	Councillor Equal Opportunity and Workplace Behaviours	27/11/18	01/11/19	Due for review this year
	Current	Due 2019	Overdue	Total	
	20	10	9	39	
	51%	26%	23%	100%	

#### **4.7 Council Policy Review**

#### **APPENDIX 2 STATUS OF SURF COAST SHIRE POLICIES - PROPOSED AMENDMENTS**

**Surf Coast Shire Policies – Overdue for Review**

No.	Policy No.	Policy Name	Date adopted	Review date in adopted policy	Proposed revision	Comment
1.	SCS 001	Councillors Entitlements	13/09/2016	August 2016	24/09/19	A review of this policy is currently in progress.
2.	SCS 006	Community House	23/06/2015	23/06/16	01/09/19	An organisation wide Community Development and Volunteering Strategy is being developed before a review of this policy can be completed. The new strategy will determine Council's principles, approach and direction in relation to community development work, including Community Houses. The strategy will be completed in June 2019. The Community House Policy will be updated by September 2019 to ensure it aligns to the strategy.
3.	SCS 007	Kindergarten & Toy Library	24/08/2011	23/06/17	Revoke	Kindergartens are now managed by Council with the exception of Moriac with whom Council has a lease agreement. The policy therefore is no longer required to state Council's relationship with independent kindergartens.
4.	SCS 009	Infrastructure Special Rate or Charge Scheme	22/04/2014	30/06/17	30/06/19	A review of the policy was deferred when Council resolved on 13/12/2016 to undertake a strategic review of the unsealed road network. Council adopted the Unsealed Road Network Strategy in March 2018. The proposed introduction of the Local Government Bill in 2018 resulted in a further delay. A review of this policy will now progress with proposed presentation to Council before the end of the 2018-19 financial year.
5.	SCS 010	Fraud Control	23/08/2016	23/08/18	26/02/19	A draft policy was referred to the Audit and Risk Committee in November 2018. This policy is being presented to the February Council meeting
6.	SCS 014	Occupational Health & Safety (Workplace Health & Safety)	24/03/2015	28/02/17	Revoke	Policy to be revoked, replaced with SCS-038 Councillor Workplace Health and Safety (WHS) Policy. A management procedure is being drafted to focus on organisational WHS matters.
7.	SCS 020	Community Bus	23/06/2015	23/06/16	26/03/19	Scheduled for the March Council meeting.
8.	SCS 022	Events	28/10/2014	01/06/17	30/06/19	A review of this policy is currently in progress and is scheduled for the June Council meeting.
9.	SCS 030	Waste Facility Fees and Charges	13/12/2016	13/12/18	30/04/19	A review of this policy is currently in progress.



#### 4.8 LED Street Light Program Upgrade

**Author's Title:** Project Engineer

**General Manager:** Anne Howard

**Department:** Engineering Services

**File No:** F17/750

**Division:** Governance & Infrastructure

**Trim No:** IC19/252

**Appendix:**

Nil

**Officer Direct or Indirect Conflict of Interest:**

**Status:**

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

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

Yes

No

Yes

No

**Reason:** Nil

**Reason:** Nil

#### Purpose

The purpose of this report is to recommend Council enter an agreement with Powercor to replace existing street lights with LED equivalents in the townships of Torquay, Anglesea, Aireys Inlet to Lorne, Winchelsea & Moriac; and for Council to approve an additional \$100,000 in funds be allocated to the Street Light Program upgrade.

#### Summary

Council requested Powercor to replace existing street lights with LED equivalent lights. LED technology is superior to existing Mercury Vapour and High Pressure Sodium lights in current use. LED lights use less energy (up to 80% reduction on standard residential light), provide a more uniform light spread, and have a longer working life, therefore require less maintenance.

Powercor has issued four separate agreements to Council to complete the street light upgrade program which requires a customer contribution from Council. The sum total of contribution is \$568,488 (GST exclusive). This fee has been determined in accordance with the Australian Energy Regulator (AER) guidelines.

The remaining funds in Council's allocated budget for the Street Light Program are \$472,504. These funds have been allocated through annual budgets from Council's Business Case funds. It was envisaged that the 2019-20 Business Case funding would see further funding allocated to the Street Light Program, but Council has an ability to complete the immediate program if additional funds are allocated in this financial year.

The shortfall in funds to accept Powercor's agreement now is \$95,984. There may some small ancillary or additional costs and so officers are recommending that an additional \$100,000 be allocated to the current program and avoid further funds to be allocated to this LED program in 2019-20.

The change to LED lights will reduce Council's electricity for public lighting by approx. 33% and reduce operational costs by approx. \$100,000.

#### Recommendation

That Council:

1. Approves the allocation of \$100,000 to the Street Light upgrade program from the accumulated unallocated cash reserve, with \$100,000 of the 2019-20 Business Case funding be transferred to the accumulated unallocated cash reserve through the development and adoption of the 2019-20 Annual Budget.
2. Enters an agreement with Powercor to replace existing standard street lights with LED lights with a Customer Contribution fee of \$568,488 (excl. GST).
3. Authorises the Chief Executive Officer to execute the agreement.

## 4.8 LED Street Light Program Upgrade

### Report

#### **Background**

Council's street light network is made up of P Category (pedestrian or residential lights) and V Category (vehicular – used on major roads and intersections). The majority of these lights are classified as 'standard' lights, which refers to the type or design of street light that Powercor installs. Other light types can be installed by developers during the construction of a new subdivision to enhance the character of a street, these are referred to as 'decorative' lights and are usually painted and have an elaborate design. Lights located on VicRoads managed roads are 'cost shared' with operational costs split between Council (40%) and VicRoads (60%).

In December 2017 Council engaged Ironbark Sustainability to produce a street lighting business case for the replacement of both P Category (pedestrian) and V Category (vehicular) street lights to LED technology. The report recommended Council proceed with the replacement program. (The business case did not include cost shared lights).

Council began a replacement program in 2017-18 by replacing the existing street lights in Jan Juc and half of Torquay. The amount of funding for 2018-19 was increased to allow for a more extensive changeover program.

Powercor is the management authority for street lighting within the Surf Coast Shire. In September 2018 Council officers requested Powercor provide an offer to replace Council's existing standard lights (excluding decorative lights) in the remaining areas of Torquay, Anglesea, Aireys Inlet to Lorne, Winchelsea & Moriac. Powercor provided four separate agreements (one per regional area) to Council in January 2019. This project would complete the replacement of standard street lights within Surf Coast Council.

#### **Discussion**

The change to LED lights will provide Council with a number of benefits:

- a) Street lights are Council's biggest user of energy. The program will reduce Council's carbon emission output from street lights by 33%. Reduced consumption will also equate to lower energy bills resulting in a cost saving to Council.
- b) Due to LED lights having a longer working life and lower failure rate compared to Mercury Vapour and High Pressure Sodium lights, the maintenance fee charged by Powercor to Council for LED lights is approximately half the cost of existing lights. Resulting in another cost saving to Council.
- c) LED lights provide a more uniform light spread across the road reserve and have a higher colour rendition. This provides an improvement to community safety from crime, improves hazard identification for both pedestrians and motorists, and increases pedestrian visibility to motorists resulting in a safer road network.

The current street light technologies of Mercury Vapour and High Pressure are being phased out of use globally, therefore the cost of maintaining these lights will increase with time and eventually Council will have no option but to replace these light types with LED.

#### **Financial Implications**

Powercor have indicated that their maintenance fees for Mercury Vapour and High Pressure Sodium lights will increase at a higher rate compared to LED lights, resulting in operational cost increasing over time. Energy prices are also continuing to increase, the higher rate of energy consumption of the older technology lights will result in higher electricity bills for Council. If the upgrade to LED is not completed, Council will need to allocate additional funds to the Street Light Operational budget.

The savings in reduced operational costs from the change to LED will offset the initial capital investment for this project within 6 years. Based on current prices, the payback period will be shorter with a rise in energy prices and/or Powercor maintenance fees.

#### **Council Plan**

Theme	2 Environmental Leadership
Objective	2.1 Drive the use of renewable energy
Strategy	2.1.1 Implement the Renewable Energy Roadmap

## 4.8 LED Street Light Program Upgrade

### ***Policy/Legal Implications***

The customer contribution from Council to Powercor is for the upgrade of Powercor managed infrastructure for the benefit of Council. As it is not a contract for goods, services, or the carrying out of works procured by Council, it is not subject to section 186 of *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***

Powercor will manage the supply and installation of the LED street lights and removal/recycling of the existing lights, therefore there is minimal risk to Council.

### ***Social Considerations***

The upgrade of the lights to LED will improve lighting levels through residential areas and major intersections, making night time movements safer and easier for pedestrians and motorists. If any issues arise for a resident from the lighting change, Council officers will work directly with those affected to arrive at a suitable outcome.

### ***Community Engagement***

The community will be advised of the project through media announcements.

### ***Environmental Implications***

No environmental impacts are expected during the installation process.

The completed program will reduce Council's carbon emissions and the existing lights will be recycled.

### ***Communication***

Council will return the signed agreements to Powercor. Powercor will issue an invoice to Council for the Customer Contribution. Once the contribution has been paid, Powercor will begin the installation process.

### ***Options***

#### Option 1 – Council approves the additional funding and signs the four agreements with Powercor

This option is recommended by officers as it will allow for all of Council's remaining standard street lights to be changed to LED.

#### Option 2 – Council does not approve the budget increase and only signs three of the four agreements

This option is not recommended by officers as the street lights located between Aireys Inlet and Lorne will not be included within this program and will have to be changed at a later date. Energy savings and reduced operational expenses will be lower with Option 2 compared to Option 1.

#### Option 3 – Council does not sign any of the four Powercor agreements

This option is not recommended by officers as the LED street light program will not proceed, resulting in increased street lighting operational costs to Council and increased carbon emissions.

### ***Conclusion***

Council can enter into an agreement with Powercor to upgrade the existing street light network to LED lights. Powercor will manage the upgrade for Council but will require a Customer Contribution of \$568,488.

Council will need to approve an increase to the LED street light program budget of \$100,000 from the unallocated cash reserve to allow this to proceed. As a result of this project, the energy consumption from street lighting will be reduced by 33% and savings to Council of approximately \$100,000. Through these savings, the project will have a payback period of 6 years.

At the completion of this program, Council will still have approximately another 400 decorative lights and 650 cost shared lights that will need to be replaced with LED equivalents at a later date.

#### 4.9 Instrument of Appointment and Authorisation - Planning and Environment Act 1987

**Author's Title:** Manager Governance & Risk

**General Manager:** Anne Howard

**Department:** Governance & Risk

**File No:** F17/51

**Division:** Governance & Infrastructure

**Trim No:** IC19/229

**Appendix:**

1. S11A Instrument of Appointment and Authorisation - Planning and Environment Act 1987 (D19/17962)

**Officer Direct or Indirect Conflict of Interest:**

**Status:**

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

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

Yes

No

Yes

No

**Reason:** Nil

**Reason:** Nil

#### **Purpose**

The purpose of this report is to seek Council's endorsement for authorised officers under the *Planning & Environment Act 1987* through the updated instrument of authorisation and appointment. This request results from recent staff changes.

#### **Summary**

The Chief Executive Officer appoints the majority of authorised officers under section 224 of the *Local Government Act 1989*, in reliance of Council's delegation to the Chief Executive Officer. However the appointment of authorised officers under the *Planning and Environment Act 1987* cannot be delegated and must be made through resolution of Council.

The attached instrument of authorisation and appointment has been reviewed and updated following recent staff changes. Environmental Health Officer, Emma Monteath, has returned from maternity leave and Jonathan Brett has been removed as he no longer works at Council. Amelia Green, Statutory Planner, has been added.

The updated instrument of appointment and authorisation under the *Planning and Environment Act 1987* is attached for Council's endorsement.

#### **Recommendation**

That Council in the exercise of the powers conferred by section 224 of the *Local Government Act 1989* and the legislation referred to in the attached instrument of appointment and authorisation ('the instrument'), resolves that:

1. The members of Council staff referred to in the instrument as shown in Appendix 1 be appointed and authorised as set out in the instrument.
2. The Chief Executive Officer is authorised to execute the instrument by affixing the common seal in accordance with Local Law No. 2 of 2018 Council Meeting Procedures & Common Seal.
3. The instrument comes into force immediately upon execution and remains in force until Council determines to vary or revoke it.
4. The previous instrument dated 1 February 2019 is revoked.

## 4.9 Instrument of Appointment and Authorisation - Planning and Environment Act 1987

### **Report**

#### ***Background***

The Chief Executive Officer appoints the majority of authorised officers under section 224 of the *Local Government Act 1989*, in reliance of Council's delegation to the Chief Executive Officer. However the appointment of authorised officers under the *Planning and Environment Act 1987* cannot be delegated and must be made through resolution of Council.

#### ***Discussion***

Officers authorised to act under the *Planning and Environment Act 1987* have authorisation to enter sites, gather evidence or serve legal notices etc. if required, as appropriate to their level of experience and qualifications.

The specific authorisations provided through this instrument include:

1. under section 147(4) of the *Planning and Environment Act 1987* – appointment as an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under section 232 of the *Local Government Act 1989* authorisation generally to institute proceedings for offences against the Act and/or any regulations.

The attached instrument of authorisation and appointment has been reviewed and updated.

#### **Summary of changes:**

Environmental Health Officer, Emma Monteath, has returned from maternity leave and Jonathan Brett has been removed as he no longer works at Council. Statutory Planner Amelia Green has also been added.

#### ***Financial Implications***

Not applicable.

#### ***Council Plan***

Theme        5 High Performing Council  
Objective    Nil  
Strategy     Nil

#### ***Policy/Legal Implications***

The appointment of authorised officers under the *Planning and Environment Act 1987* ensures Council is compliant with the legislation and that officers are able to carry out their enforcement roles.

#### ***Officer Direct or Indirect Interest***

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

#### ***Risk Assessment***

The appointment of authorised officers under the *Planning and Environment Act 1987* ensures Council is compliant with the legislation and that officers are able to carry out their enforcement roles.

#### ***Social Considerations***

Not applicable.

#### ***Community Engagement***

Not applicable.

#### ***Environmental Implications***

Not applicable.

#### **4.9 Instrument of Appointment and Authorisation - Planning and Environment Act 1987**

##### ***Options***

##### Option 1 – Endorse the updated instrument of authorisation and appointment

This option is recommended by officers as it will ensure Environmental Health Officers and Local Laws Officers are appropriately authorised under the *Planning & Environment Act 1987*.

##### Option 2 – Not endorse the updated instrument of authorisation and appointment

This option is not recommended by officers as it will limit the authorisations and authority of Environmental Health Officers and Local Laws Officers.

##### ***Communication***

The relevant parties will be notified and the Public Register of Authorised Officers updated.

##### ***Conclusion***

By authorising the relevant officers to act under the *Planning and Environment Act 1987* Council will ensure they have the required authority to carry out their roles within legislated requirements.

**4.9 Instrument of Appointment and Authorisation - Planning and Environment Act 1987**

**APPENDIX 1 S11A INSTRUMENT OF APPOINTMENT AND AUTHORISATION - PLANNING AND ENVIRONMENT ACT 1987**



**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officers" means -

William Cathcart  
Ben Schmied  
Michelle Watt  
Maggie Juniper  
Roger Curnow  
Jennifer Davidson  
Carol Mitchell  
Sarah Smith  
Cameron Hayes  
Michelle Warren  
Karen Hose  
Sally Conway  
Barbara Noelker  
Claire Cowan  
Andrew Hewitt  
Karen Campbell  
Bianca Wilkin  
Amelia Green  
Trent Blackmore  
Nick Helliwell  
James Hamilton  
Shaun Barling

Jozo Majic  
Robert Pitcher  
Trevor Doueal  
Tony Rolfs  
John Bauer  
Luke Shanhan  
Wayne Sandars  
Ben O'Regan  
Rochelle Humphrey  
Callum Thompson  
Brendan Walsh  
Trevor Britten  
Marshall Sullivan  
Donna Groves  
Leah Protyniak  
Jayde Whitten  
Samantha Natt  
Adam Lee  
Sarah Farrer  
Rhonda Gambetta  
Emma Monteath

**By this instrument of appointment and authorisation Surf Coast Shire Council -**

1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officers to be authorised officers for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under section 232 of the *Local Government Act 1989* authorises the officers generally to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

Executed by the Chief Executive Officer on behalf of the Surf Coast Shire Council pursuant to the Council resolution dated 26 February 2019.

The COMMON SEAL of SURF COAST )  
SHIRE COUNCIL was affixed in the )  
presence of: )

.....  
Chief Executive Officer

.....  
Mayor/Deputy Mayor

.....  
Witness

.....  
Date



---

## 5. ENVIRONMENT & DEVELOPMENT

### 5.1 Quarterly Program Status Report - October to December 2018

**Author's Title:** Manager Program Management Office    **General Manager:** Ransce Salan

**Department:** Program Management Office    **File No:** F18/189

**Division:** Environment & Development    **Trim No:** IC19/169

**Appendix:**

1. Project Status - Capital Projects - 31 December 2018 (D19/14724)
2. Project Status - Capital Programs - 31 December 2018 (D19/14722)
3. Project Status - Operational Projects - 31 December 2018 (D19/14725)

**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

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#### **Purpose**

The purpose of this report is to receive and note the Program Status Report for the October to December 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 result of 98% spend for capital projects as at 31 December 2018 target is favourable compared with the result of 81% for same time last year.

The year to date spend as at 31 December 2018 is 42% of the full year target. This is close to the planned position of 45% which is based on historical trend.

#### **Recommendation**

That Council notes the Program Status Report for the October to December 2018 period.

## 5.1 Quarterly Program Status Report - October to December 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.

## 5.1 Quarterly Program Status Report - October to December 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	Actual Spend 2016/17	Actual Spend 2017/18	Spend Target 2018/19
	\$'000	\$'000	\$'000	\$'000
Capital	14,966	19,547	20,527	19,350
Operational	1,922	3,168	1,526	1,957
<b>TOTAL</b>	<b>16,888</b>	<b>22,715</b>	<b>22,053</b>	<b>21,307</b>
	<i>Historically High Figure</i>	<i>Record Spend in previous two years</i>		<i>New Challenge</i>

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

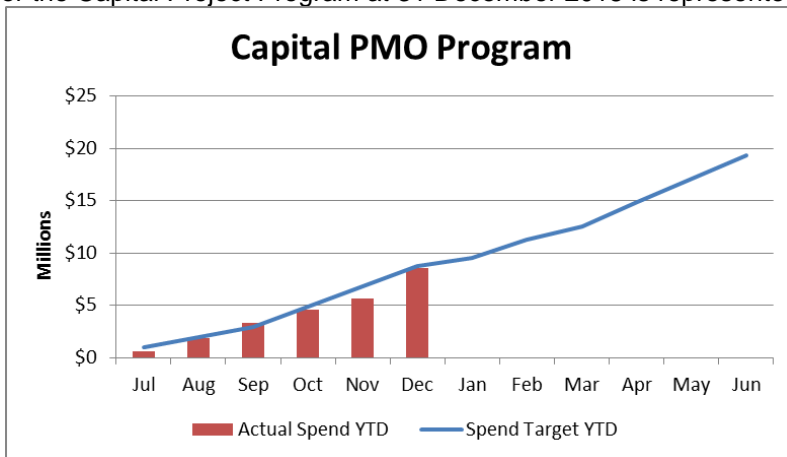
A statement of Capital Works by category for annual budget, year to date budget and actual budget is included in the quarterly Finance Report to Council.

### **Discussion**

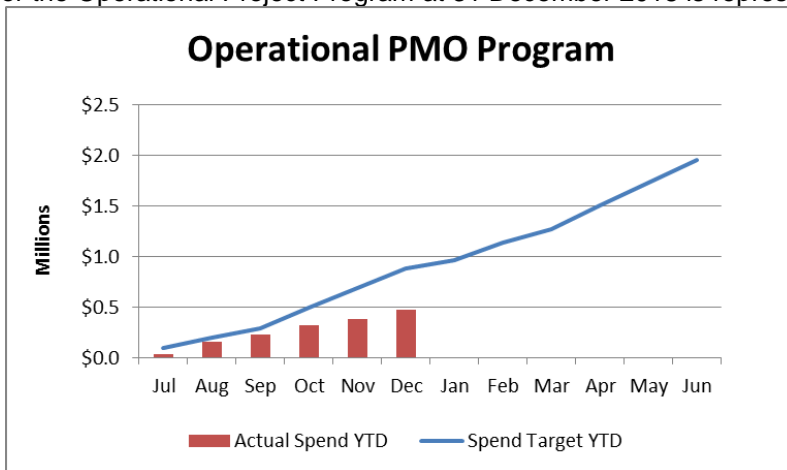
The following results do not include Digital Transformation projects or non-project allocations in the program such as funding for fixed term staff roles or fixed term grants for activities such as Freeza. Separate reports are provided to Council for these items.

**5.1 Quarterly Program Status Report - October to December 2018**

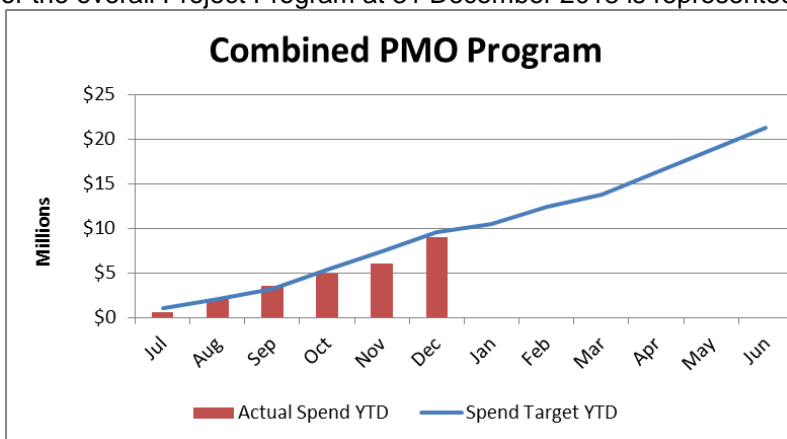
Spend for the Capital Project Program at 31 December 2018 is represented in the graph below:



Spend for the Operational Project Program at 31 December 2018 is represented in the graph below:



Spend for the overall Project Program at 31 December 2018 is represented in the graph below:



## 5.1 Quarterly Program Status Report - October to December 2018

Financial results for the Program at 31 December 2018 are detailed in the table below:

	Capital \$	Operational \$	Total \$
YTD Spend Target	8,707,500	880,650	9,588,150
YTD Actual Spend	8,510,081	468,832	8,978,913
Percentage Actual Spend of Target	98%	53%	94%
Spend during Month	2,874,192	88,235	2,962,427
Value under contract	2,453,404	144,459	2,597,863

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.

The year to date spend result for the Operational Program is low. The January 2018 transfer report recommended that allocations for a number of operational projects be placed in the Adopted Strategy Reserve until there is more clarity regarding potential changes to the Victorian Government planning scheme and recent announcements about Spring Creek development.

There are no other 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.

Project managers are required to provide data on time, cost and scope for each project each month. This supports early identification and resolution of issues.

## 5.1 Quarterly Program Status Report - October to December 2018

The indicators used in monthly reporting for individual project status are described below:

### TIME

Green	Expected to be completed within approved schedule	
Amber	Delayed however expected to be completed within approved schedule	Schedule is over-estimated and it may be possible to reduce approved schedule
Red	Delayed and NOT expected to be completed within approved schedule	

### COST

Green	Expected to be completed within approved budget	
Amber	Budget may not be adequate and use of contingency may be required	Budget is over-estimated and it may be possible to return funds to source early
Red	Budget including contingency will NOT be adequate	

### SCOPE

Green	No material change to scope expected
Amber	Material change to scope may be required
Red	Material change to scope is required OR Scope is yet to be defined

### **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.

### **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 progressing well with a spend result of 98% of the year to date target for the Capital Program and 53% of the Operational Program target. The low result for the Operational Program is related, in part, to uncertainty associated with potential changes to the Victorian Government planning scheme and recent announcements about Spring Creek development.

The overall program spend result is 94% of the 31 December 2018 target.

**5.1 Quarterly Program Status Report - October to December 2018**

**APPENDIX 1 PROJECT STATUS - CAPITAL PROJECTS - 31 DECEMBER 2018**

**PMO Capital Projects as at 31 December 2018**

Project Manager / Actioning Officer to complete these columns
Preloaded Data in these columns
Change red font to black to indicate data entry complete

= Estimate at Completion

1 = green 2 = amber 3 = red

Project Name	Sponsor	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	Status Comment
Mt Moriac Depot Rehabilitation - Stage 1	Ian Stewart	Richard Bain	Engineering Services	494,888	494,888	Jul-18	●	●	●	Relocation of stockyards to Paraparap complete. Minor expenditure in July. Asset handed over. Handed over to Mt Moriac property section in January 2018 and property sold June 30 2018. financial sto be corrected.
Final Seals Deferred - Cape Otway Road	Ian Stewart (check)	John Fitzpatrick	Strategic Asset Management	105,000	101,200	Apr-19	●	●	●	Final seals allocation for Cape Otway Rd Defects and seals.
Final Seals Deferred - Darian Road Reconstruction	John Bertoldi	John Fitzpatrick	Strategic Asset Management	9,000	8,447	Feb-19	●	●	●	Final seals allocation for Darian Road.
Torquay Tigers Cricket Club Practice Facility Improvement Project Stage 1 (For stage two refer to W8356)	Jessica Bennett	Shannon Samuel	Recreation and Open Space Planning	27,000	16,953	Jan-19	●	●	●	Stage 1 works completed Project closure to be completed.
Torquay Tigers Cricket Club Practice Facility Improvement Project Stage 2 (For stage one refer to W8355)	Jessica Bennett	Shannon Samuel	Recreation and Open Space Planning	5,000	5,000	May-19	●	●	●	Stage 2 on hold, pending information from the Cricket Club.
Barwon River Playground Renewal	John Bertoldi	Kane Rogozik	Strategic Asset Management	156,000	156,000	Jul-19	●	●	●	Design works awarded and commenced. Construction will not take place until back end of financial year.
Anglesea Landfill Stage 3D Liner (project split over three work order - also see W8097 & W8098)	John McCartney (Sponsor Delegate to Ian Stewart)	John Fitzpatrick	Engineering Services	674,202	105,374	Feb-19	●	●	●	Contract works complete. Audit reporting to be completed in Dec, EPA approval expected in Feb '19. Project split over three work orders 7379, 8097 and 8098 with net positive estimated variance at completion of \$146,846
Part A - Stage 3D Liner Construction (project split over three work order - also see W7379 & W8098)	John McCartney (Sponsor Delegate to Ian Stewart)	John Fitzpatrick	Engineering Services	902,721	1,175,710	Feb-19	●	●	●	Contract works complete. Audit reporting to be completed in Dec, EPA approval expected in Feb '19. Project split over three work orders 7379, 8097 and 8098 with net positive estimated variance at completion of \$146,846
Part B - Stage 3C Bund Wall Sideliner Extension (project split over three work order - also see W7379 & W8097)	John McCartney (Sponsor Delegate to Ian Stewart)	John Fitzpatrick	Engineering Services	489,076	638,070	Feb-19	●	●	●	Contract works complete. Audit reporting to be completed in Dec, EPA approval expected in Feb '19. Project split over three work orders 7379, 8097 and 8098 with net positive estimated variance at completion of \$146,846
Roadknight Street construction	Ian Stewart	Richard Bain	Engineering Services	75,000	62,034	Jun-18	●	●	●	In house delivery completed in June at lower cost than estimated. July 10 benefiting property owners advised of completion and invoiced for agreed funding contribution.
Township LATM, Parking and Pedestrian Improvements (also relates to W9363)	Mark Gibbons	Aoife Corcoran	Engineering Services	107,035	100	Jun-19	●	●	●	Budget figures incorrect under GL restructure - this budget happened last financial year with any remaining funds to transfer to w8318.
Survey and service location Darian Road (Originally part of original Township LATM project W8360)	Mark Gibbons	Aoife Corcoran	Engineering Services	3,000	3,000	Jun-19	●	●	●	This item should sits under the road safety program listed on next sheet.
Anglesea Arthouse Sheds - Renewal	John Bertoldi	Shannon Samuel	Strategic Asset Management	289,498	289,441	Jan-19	●	●	●	Project closure phase to commence



Project Name	Sponsor	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	Status Comment
Anglesea Shopping Centre Pathway - Renewal Stand Alone Project	John Bertoldi	Tony Potter	Strategic Asset Management	90,000	90,000	Dec-18	●	●	●	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 post xmas holidays (Feb/March 2019).
Spring Creek Rec Reserve Master Plan (Stage 2) - Netball Facility Upgrade	Jarrold Westwood	Ronan Corcoran	Recreation and Open Space Planning	780,000	737,882	Beyond Dec-18	●	●	●	Contractor on site
Kurrabee Myaring Community Centre CY01b - Defects and Minor Works	Chris Pike	Leigh Irvine	Aged and Family Services	6,531,683	663,702	Feb-19	●	●	●	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 completed and shade structure constructed. Further works to be carried out under agreement of the PCG
KMCC Defect Period	Chris Pike	Leigh Irvine	Aged and Family Services	30,000	30,000	Feb-19	●	●	●	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 still to be rectified, sandpit works completed and shade structure constructed. Further works to be carried out under agreement of the PCG
Grass Tree Park (OR05)	Kate Smallwood	Kate Smallwood	Environment and Community Safety	136,383	142,572	Jun-19	●	●	●	Financials currently indicate an over-commitment. Plans in place to hold committed works until options to manage scope and budget reviewed. Potential for request to Council for additional DCP funds.  Current car park off Surf Coast Highway closed in December & revegetation works completed. Funds now fully committed with small project shortfall of \$1,829. Revegetated areas to be watered over summer & project closed out.  Asbestos management works are being managed as project using \$59K allocated in 18/19 budget
Deep Creek Linear Reserve Masterplan Implementation - Paths and Footbridges (OR06)	Kate Smallwood	Ronan Corcoran (Leanne Lucas assist)	Environment and Community Safety	466,370	466,370	Beyond Dec-18	●	●	●	Bridge being fabricated, stakeholder communication being carried out. Leanne Lucas to assist with PM for pathways component
Bells Beach Reserve (OR10)	Rowan Mackenzie	Leigh Irvine	Environment and Community Safety	213,561	213,561	Beyond Dec-19	●	●	●	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)	Anne Howard	Lisa Robinson	Engineering Services	970,000	969,999	Feb-19	●	●	●	Remaining Contract Works for public lighting and guardrail. Guardrail will be installed with Horseshoe Bend Road upgrade guardrail works. Awaiting Powercor and Downer to complete actions. Ian Stewart attempting to get some answers.
Anglesea Cricket Pavilion Upgrade Stage1	Jarrold Westwood	Leigh Irvine interim for John Relayson	Recreation and Open Space Planning	333,287	308,388	Feb-19	●	●	●	Works complete, currently in Defects period until 21/12/19
Winchelsea Entrance Sculptures	Damian Waight	John McCartney	Community Relations	251,490	251,489	Jul-19	●	●	●	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. Awaiting return of new signed Artists Agreement, approved design plans sourced, Seeking additional quotes as poor response for western sculpture fabrication. Artist due to recommence eastern sculptures in December.
Lorne School Traffic Management Upgrade	Mark Gibbons	Mark Gibbons	Engineering Services	155,950	155,498	Dec-18	●	●	●	works complete
Beach Road Path - Alleyne to Kooringa	Ian Stewart	Richard Bain	Engineering Services	122,860	122,860	Beyond Dec-18	●	●	●	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

Project Name	Sponsor	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	Status Comment
Anglesea Landfill Stage 4 Rehab - Design	Ian Stewart	John Fitzpatrick	Engineering Services	57,620	55,000	Jun-19	●	●	●	CARRY FORWARD from 2016/17 i.e. Procurement to be undertaken early 2019 now that the Stage 3 Audit Report is complete (see PRC17-064)
Tarpomatic Style Alternate Daily Cover System Anglesea Landfill	Ian Stewart	Nick Mara interim for John Fitzpatrick	Engineering Services	180,518	149,373	May-19	●	●	●	Tarp system installed and in daily operational use at Anglesea Landfill. Possible purchase of spare tarps before close of project.
Anglesea Bowling Club - Storage Shed and defect period	Shaan Briggs	Leigh Irvine	Recreation and Open Space Planning	40,000	40,000	Jun-19	●	●	●	Defects liability budget to ensure works are complete, prior to April final completion. Works scope to budget
Winchelsea Town Centre Beautification	Matt Taylor	John McCartney	Economic Development and Tourism	275,760	274,595	Dec-18	●	●	●	<p>AP Note: Data / ETC not updated Dec 2018</p> <p>All works including small 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 and all costs accounted for. Project complete except possibly some minor PM costs associated with closure.</p> <p>Part of Winchelsea Town Beautification Project.</p> <p>Works included additional \$54k allocated at November 2017 Council meeting for drainage &amp; kerb works providing total budget of \$264,000 excluding \$8,300 Asset renewal funds for drain replacement.</p> <p>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.</p>
Surf Coast Highway / Beach Road Traffic Lights Construction (RD04)	Anne Howard	Ronan Corcoran	Engineering Services	1,230,092	1,196,361	Dec-18	●	●	●	All works completed, PC issued. Closing project
Reg Bike Route Horseshoe Bend Rd (PC03) - including PRC18-236	Anne Howard	John Fitzpatrick	Engineering Services	1,126,725	1,075,062	May-19	●	●	●	Road widening and sealing works complete. Stormwater/drainage & guardrail works due to be completed by April '19.
Winchelsea Land Purchase	Anne Howard	Anne Howard	Governance and Infrastructure	1,570,000	1,506,353	Unknown	●	●	●	Quotes for fencing in progress
Anglesea Landfill - Road Construction	Neil Brewster	N/A	Engineering Services	352,721	351,736	Oct-18	●	●	●	Wheel cleaning mechanism at exit to prevent spread of soil / clay to adjacent public roads.
Grenville Oval - Deferred landscaping Rye spray out in spring will 2	Travis Nelson	Jason Eales	Facilities and Open Space Operations	18,894	14,015	Jun-19	●	●	●	
Black gate Rd - Horseshoe Bend Rd to Minya Rd	Ian Stewart	Ronan Corcoran	Engineering Services	607,536	602,836	Feb-19	●	●	●	Final seal contracted for February, closure to follow
Torquay Deep Creek Master Plan Implementation (OR06)	Travis Nelson	Jason Eales	Recreation and Open Space Planning	42,496	42,496	Jun-18	●	●	●	Need direction from Anne Howard on whether Council is pursuing 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.
Forest / Grays Road Upgrade (Renewal/Upgrade)	John McCartney (Sponsor Delegate to Ian Stewart)	Ronan Corcoran	Engineering Services	2,080,000	1,728,464	Beyond Dec-18	●	●	●	Works contracted
Local Rds to Market Program: Cressy Rd	John McCartney (Sponsor Delegate to Ian Stewart)	Ronan Corcoran	Engineering Services	1,004,333	1,004,333	Jan-19	●	●	●	Final seal contracted for November, closure to follow. New project being designed for expansion of length of works. Proposed that works be undertaken by in-house civil works crew.
Surf Coast Civic Precinct Microgrid	Rowan Mackenzie	Lisa Robinson	Environment and Community Safety	33,700	33,626	Jan-19	●	●	●	Report has been received. Officers now seeking funding in next year's budget to implement actions. Project to be closed following final PM time allocation and saving (\$75) returned to source.

Project Name	Sponsor	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	Status Comment
Winchelsea Netball Pavilion Upgrade	Jarrold Westwood	Ronan Corcoran	Recreation and Open Space Planning	567,091	592,656	Beyond Dec-18	●	●	●	Committed financials are within base allowance. Sponsor to approve contingency budget to be re-set in BIS according to the charter therefore transfer some funds from Contingency to Base. Transfer table request made to combine with toilet renewal project, part of same contract.
The Painkalac Project	Chris Pike	Karyn Rice	Recreation and Open Space Planning	55,000	56,097	Jan-19	●	●	●	Final report to go to Council in January. Closure meeting held and report in approval process.
Jan Juc Zone 2 Master Plan Implementation 2017/18	Kate Smallwood	Lisa Robinson	Environment and Community Safety	111,850	111,850	Beyond Dec-18	●	●	●	Still resolving design and encroachment issues. PCG have decided to reduce the scope to deliver to budget.
Moriac Pathway Project	Ian Stewart	Richard Bain	Engineering Services	32,000	32,000	Dec-18	●	●	●	Community consultation complete. Budget variation of \$7,000 approved by CEO 1 June 18. Concreting completed Sept 5th Street trees to be provided
Winchelsea Pathway Project	Ian Stewart	Richard Bain	Engineering Services	240,580	240,580	Dec-19	●	●	●	Scoping of project revised. Initial consultation with Barwon River stakeholders completed. Support to scope changes adopted by Committee for Winch. Draft CHMP reports submitted for evaluation, one approved. Land acquisition initiated with discussions with 3 affected owners.
Stribling Reserve Change Rooms Design	Jarrold Westwood	Kane Rogozik	Recreation and Open Space Planning	86,000	60,000	Jun-19	●	●	●	Concept for all pavilions complete and Council have committed to applying for funding to construct. Approval has been given to commence Netball Pavilion detailed design with remaining funds. Detailed design has been awarded to James Deans and works commencing this month.
Stribling Reserve Sports Lighting Upgrade	Jarrold Westwood	Kane Rogozik	Recreation and Open Space Planning	366,961	561,000	Jun-19	●	●	●	Tendered works/cost estimates above available budget. Options have been presented to Council for a resolution at January 22 meeting .
Shopping Centre Improvements - project - Gilbert St - replaces W883	Travis Nelson	Travis Nelson	Economic Development and Tourism	16,468	23,855	Jun-18	●	●	●	Street cleaning works completed. Further works to be planned. Project can be closed out for this financial year. Budget to be carried forward into "Landscaping Carry Forward" project. Works for new project in 2018/19 to be confirmed.
Gnarwarre Road Culvert - Design and Construct (Renewal)	John Bertoldi	Ronan Corcoran	Strategic Asset Management	1,017,004	1,017,004	Beyond Dec-18	●	●	●	Land acquisition in progress
Hesse Street - Reconstruction R2R	John Bertoldi	Ronan Corcoran	Strategic Asset Management	408,000	386,286	Jan-19	●	●	●	works nearing completion, final seal and kerb outstands required
Stribling Reserve Stadium Ventilation	Paul Elshaug	Kane Rogozik	Recreation and Open Space Planning	169,605	169,605	Feb-19	●	●	●	Council committed additional funds required (\$39,506) to award the contract. On site works have commenced and completion expected mid to late January 2019.
Coogoorah Playground Renewal Stand Alone Project	John Bertoldi	Kane Rogozik	Strategic Asset Management	186,000	186,000	Jul-19	●	●	●	Design works awarded and commenced. Construction will not take place until back end of financial year.
Spring Creek Reserve Public Toilet	John Bertoldi	Ronan Corcoran	Strategic Asset Management	127,000	122,139	Feb-19	●	●	●	Contractor on site , completion January

Project Name	Sponsor	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	Status Comment
Bob Pettitt Tennis Courts - Hard Court Renewal	John Bertoldi	Karyn Rice	Strategic Asset Management	70,000	63,700	Nov-18	●	●	●	Project closure phase commenced.
Anglesea Landfill Composting Area D&C	John McCartney (Sponsor Delegate to Ian Stewart)	Nick Mara interim for John Fitzpatrick	Engineering Services	90,000	56,788	Jan-19	●	●	●	Project close meeting held in October. Fully signed Close Report (D18/134412)
Anglesea Landfill Leachate Pond	John McCartney (Sponsor Delegate to Ian Stewart)	Nick Mara interim for John Fitzpatrick	Engineering Services	528,000	520,789	Mar-19	●	●	●	Works mostly completed, PC expected in February. Additional funds may be required from waste reserve to cover additional works required under scope of works i.e. fencing of pond
Anglesea Art House internal refurbishment	John Bertoldi	John Chatterton	Strategic Asset Management	20,000	18,799	Jun-18	●	●	●	Completed
Lorne Historical Society Building Façade	Paul Elshaug	Kane Rogozik	Recreation and Open Space Planning	50,000	50,000	Jun-19	●	●	●	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.
Barwon Valley Pony Club Storage Facility	Jarrold Westwood	Ronan Corcoran	Recreation and Open Space Planning	20,000	9,317	Dec-18	●	●	●	Works complete. Close project
Great Ocean Road Bus Terminus	Ian Stewart	Lisa Robinson (status review)	Engineering Services	99,393	99,393	Beyond Dec-18	●	●	●	Shortfall in funding to be fully funded by PTV. Works programmed to commence and be completed by June 2019. Communications to be issued prior to works commencing.
Surf Coast Multi-Purpose Indoor Stadium	Chris Pike	Leigh Irvine	Facilities and Open Space Operations	12,000,000	11,556,305	Beyond Dec-19	●	●	●	Subdivision and land transfer complete Mantric Architecture now proceeding with agreed layout to develop permit ready plans. Refinement of concept underway with stakeholder engagement session. Works to be completed as per funding agreement milestones with mid/late 2020 finish
Bob Pettitt Reserve Tennis Light Pole Replacement	John Bertoldi	Karyn Rice	Recreation and Open Space Planning	173,000	168,786	Jan-19				Funds to be returned in the January transfer table. Closure meeting completed and report in approval process.
Stribling Reserve Stair Renewal Stand Alone Project	Paul Elshaug	Kane Rogozik	Recreation and Open Space Planning	19,727	23,244	Feb-19	●	●	●	Project complete. Close out occurring.
Eastern Reserve Cricket Practice Net	Jarrold Westwood	Shannon Samuel	Recreation and Open Space Planning	70,000	20,000	Feb-19	●	●	●	Project to be rescoped into a design Project in order to seek grant funding. Consultants engaged and design phase in progress. A grant submission has been undertaken to fund the construction phase of this Project
Anglesea Roundabout and Cameron Park Landscaping	Travis Nelson	Jason Eales	Facilities and Open Space Operations	4,769	5,231	Jun-19	●	●	●	Plant purchase and installation to be carried out before end of June. Works complete. RF note: Jason Eales to check overspend.
Winchelsea Mens Shed Extension	Jarrold Westwood	Leigh Irvine	Recreation and Open Space Planning	18,200	17,000	Feb-19	●	●	●	Works expected complete now closing out.
Connewarre Equestrian Facility Rehabilitation	Paul Elshaug	Paul Elshaug	Recreation and Open Space Planning	6,609	4,809	Jun-18	●	●	●	This project was completed in June. Close Out process underway.
Changing Places Facility Anglesea	Damian Waight	Kane Rogozik	Community Relations	221,223	221,223	Jul-19	●	●	●	Design works in progress with consultation to be undertaken throughout January and closing February 15. Construction will not commence until after Easter



Project Name	Sponsor	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	Status Comment
Changing Places Facility Winchelsea	Damian Waight	Kane Rogozik	Community Relations	147,950	147,950	Jul-19	●	●	●	Design works in progress. Construction will not commence until after Easter. Additional funding required to include renewal of existing toilet, however this will be transferred from renewal budget.
Lorne Skate Park Shelter	Paul Elshaug	Lisa Robinson	Recreation and Open Space Planning	24,026	25,681	Jan-19	●	●	●	Works on site complete. Awaiting final invoice. Contingency may be required. PM costs to be journalled to Community Project Management Support fund.
Hesse Street Pedestrian Bridge Design	Sally Conway	Richard Bain	Engineering Services	27,000	27,000	Apr-19	●	●	●	Scope expanded to include boardwalk under bluestone bridge. CCMA approval of both in stream structures.
Quay Reserve Shelter	Nicky Angus	Lisa Robinson	Recreation and Open Space Planning	16,900	18,155	Jan-19	●	●	●	Works to be completed by 18 January 2019. Contingency may be required. PM costs to be journalled to Community Project Management Support fund.
Cape Otway Road Bridge Strengthening	John Bertoldi	Ronan Corcoran	Strategic Asset Management	221,577	326,172	Beyond Dec-18	●	●	●	CEO Exceptional Circumstances request completed to acknowledge funding agreement with VicRoads has been executed and to add this funding to project account ASAP.
Ellimatta Oval Lighting Upgrade	Jessica Bennett	John Fitzpatrick	Recreation and Open Space Planning	227,000	224,966	May-19	●	●	●	D&L commenced works on site mid-January. <b>Budget amount doesn't include pending \$15k club contribution (Total = \$242,000).</b>
Globe Theatre Reverse Cycle Air-conditioning	Travis Nelson	John Chatterton	Facilities and Open Space Operations	28,000	28,826	Feb-19	●	●	●	Heritage Victoria have approved installation
Pathway Feasibility Birregurra-Deans Mar	Mark Gibbons	Callan Young	Engineering Services	11,000	11,000		●	●	●	
Torquay Football Club Safety Nets Behind	Meredith Kelly	Kane Rogozik	Engineering Services	54,500	54,500	Apr-19	●	●	●	RFQ for supply and install of poles has closed and evaluation underway.
Traffic Management - Winchelsea Town Cen	Mark Gibbons	Lisa Robinson (status review)	Engineering Services	198,500	198,501	Mar-19	●	●	●	Detailed design completed. Posters have been placed around the township. Works to be programmed February / March 2019.
Anglesea Netball Club - Netball Shelters	Jessica Bennet	John Fitzpatrick	Recreation and Open Space Planning	26,000	38,850	Apr-19	●	●	●	RFQ for shelters completed, finalising concrete and fencing quotes. Est. additional \$5k required to complete project (avoid using contingency). <b>Budget amount doesn't include pending \$9,580 club contribution. Total as per charter is \$35,090 - PM checking funding sources to reconcile budget.</b>
Connewarre Riding Club Dressage Arenas	Paul Elshaug	Lisa Robinson	Recreation and Open Space Planning	50,868	48,601	Nov-18	●	●	●	Completed
Anglesea Rec Sports Club - Asset Protect	Travis Nelson	Kane Rogozik	Facilities and Open Space Operations	36,136	36,136	Feb-19	●	●	●	Building works complete. Solar works complete. Alarm installation to occur in January
Cairns Military Remb Winchelsea	Chris Pike	Lisa Robinson	Recreation and Open Space Planning	75,000	75,000	Unknown	●	●	●	Grant opportunities still being investigated. Project yet to be handed over to PM.
RipCurl Nature Strip	Travis Nelson	Lisa Robinson	Facilities and Open Space Operations	41,000	41,000	May-19	●	●	●	Draft plan has been completed and detailed design to be undertaken. Consultation to be ongoing with RipCurl and other businesses. Removal of any trees will be undertaken following Easter. Landscaping, pathway and bollard installation works to be completed following Easter 2019.
Annual Streetscapes Allocation	Travis Nelson	Leanne Lucas	Facilities and Open Space Operations	50,000	50,000	Jul-19	●	●	●	Works have been costed to this budget incorrectly. Have requested rectification to be journalled into correct account. Meeting with the Community rep's scheduled for 29/1/2019 to clarify scope
Torquay and Lorne Waste Drop Off Points (Business Case Project)	Neil Brewster	Lisa Robinson	Engineering Services	20,000	20,000	May-19	●	●	●	
Yurrock Soccer Pitch & Lighting (OR02)	Jarrod Westwood	John Fitzpatrick	Recreation and Open Space Planning	630,500	721,756	May-19	●	●	●	Lighting & pitch works awarded to Commec & Turfcare, works started mid-Jan. Scope and budget review in progress. Contingency may be required. <b>Budget Total as per charter is \$661,000 - PM checking funding agreements to reconcile budget.</b>
South Beach Road Upgrade (RD09)	Ian Stewart	Mark Gibbons	Engineering Services	48,500	48,501	Mar-19	●	●	●	design phase. Detailed design ongoing

Project Name	Sponsor	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	Status Comment
Street Light Upgrades and Maintenance	Mark Gibbons	Petar Zivkovic	Engineering Services	15,000	15,000	Jun-19	●	●	●	New requests for Moriac and Jan Juc
Anderson Roadknight Reserve Master Implementation	Paul Elshaug	Karyn Rice	Recreation and Open Space Planning	171,800	171,800	Sep-19	●	●	●	Consultant engaged and kick off meeting completed. Consultant finalising project schedule and has commenced concept designs.
Fischer Street & Merrijig Drive Roundabout	Mark Gibbons	Lisa Robinson (status review)	Engineering Services	93,000	93,000	Beyond Dec-18	●	●	●	Council briefing complete. Communications plan to be developed.
Grading Projects	Ian Stewart	Tony Potter	Engineering Services	30,000	30,000	Apr-19	●	●	●	Will complete after Xmas when weather is more favourable
Stribling Reserve Terraces (Structure Renewal)	John Bertoldi	Kane Rogozik	Asset Management	136,600	136,600	May-19	●	●	●	Design works underway and scheduled to be complete mid January. Construction works to be tendered in January.
NBN Changeover	Jason Eales	John Chatterton	Facilities and Open Space Operations	27,000	21,826	Jun-19	●	●	●	In progress as NBN rollout occurs
Asbestos Audit	Travis Nelson	John Chatterton	Facilities and Open Space Operations	25,000	23,050	Feb-19	●	●	●	Verification of register in completed
Anglesea Surf Life Saving Club Rede Cont	Shaan Briggs	Shaan Briggs - Actioning Officer	Recreation and Open Space Planning	250,000	250,000	Beyond Dec-19	●	●	●	Club still in planning and fundraising stage.
Jan Juc Surf Life Saving Club Redevelopment Contribution	Shaan Briggs	Shaan Briggs - Actioning Officer	Recreation and Open Space Planning	250,000	250,000	Jun-19	●	●	●	Draft funding agreement is sitting with Club awaiting feedback.
Anglesea Motor Yacht Club Redevelopment Contribution	Shaan Briggs	Shaan Briggs - Actioning Officer	Recreation and Open Space Planning	20,000	20,000	Beyond Dec-19	●	●	●	AMYC have re-submitted their full coastal consent with DELWP. Planning have written to DELWP requesting a meeting to discuss planning permit status. Unlikely to be awarding a construction tender in 2018/19, potential roll over.
Modewarre Cricket Training Facility	Jessica Bennett	Shannon Samuel	Recreation and Open Space Planning	108,370	108,370	Mar-19	●	●	●	Procurement phase in progress. Construction schedule development in progress.
The Esplanade Bell Street Pedestrian Imp (note prior year 17/18 spend was on W8362, this is shown in actuals)	Mark Gibbons	Aoife Corcoran	Engineering Services	244,847	241,097	Jun-19	●	●	●	Project design to be finalised shortly. Consultation process has been commenced. Works scheduled for delivery between February and May. Risk of insufficient budget if lighting requirements are higher than originally estimated. Project contingency and PM were to be provided on top of this budget which is partially grant funded. Funds may be required to complete scope. Speed zone reduction approvals currently underway.
Four New Bus Shelters - PTV Grant	Ian Stewart	Callan Young	Engineering Services	45,397	45,397		●	●	●	currently delivering
92 Merrijig Drive Bus Shelter (Merge with W7759?)	Ian Stewart	Callan Young	Engineering Services	13,405	13,405		●	●	●	bus shelter to be installed by 31/01/2019
Jan Juc Skate Park (Bob Pettitt) - Renewal	John Bertoldi	Shannon Samuel	Recreation and Open Space Planning	27,500	27,500	May-19	●	●	●	Initial site visit completed. Project to complete further investigation to re-estimate renewal costs
DDA Program Annual Allocation	Travis Nelson	John Chatterton	Facilities and Open Space Operations	137,000	137,000	Jun-19	●	●	●	On going program 2018/19 plan
Winchelsea Netball Toilets	John Bertoldi	Ronan Corcoran	Recreation and Open Space Planning	147,000	147,000	Apr-19	●	●	●	Works awarded and design commenced
Fischer Street (Zeally Bay Road to Highlander Road) - Renewal	John Bertoldi	Petar Zivkovic	Engineering Services	692,000	692,000	Jun-19	●	●	●	Change to external delivery. Working on design documentation

Project Name	Sponsor	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	Status Comment
The Esplanade (Bell Street to Gilbert Street) - Renewal	John Bertoldi	Callan Young	Engineering Services	396,000	396,000		●	●	●	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. Internal delivery.
Hesse Street (Princes Hwy to End) - Renewal	John Bertoldi	Aoife Corcoran	Engineering Services	87,000	78,133	Feb-19	●	●	●	Pavement Renewal works completed, asset handover complete Requires close out on finance system.
Anglesea Landfill Flare Maintenance	Ian Stewart	Neil Brewster	Engineering Services	20,000	109,000	May-19	●	●	●	Quote from contractor engaged for flare maintenance work came in at \$75k due to non-compliant wiring. Wiring upgrade to be included in scope of RFQ to be issued in Feb 2019. Request for additional budget to be included in February transfer table.
Solar Compacting Bins	Ian Stewart	Lisa Robinson	Engineering Services	104,000	104,000	Jun-19	●	●	●	RFQ has been drafted and awaiting Project Owner input. Scope to be reduced to meet budget.
Waste Drop Off Relocation (Lorne and Anglesea)	Ian Stewart	Lisa Robinson	Engineering Services	36,000	36,000	Feb-19	●	●	●	Anglesea Landfill relocation complete. Lorne Landfill relocation complete. Security cameras and sensor light options still being explored.
Litter Bin Stand Replacement	Neil Brewster	Lachlan Close	Engineering Services	15,400	15,400	Apr-19	●	●	●	Currently checking all existing stands for replacement
Bennett Street Kerb Renewal Stand Alone Project	John Bertoldi	Richard Bain	Engineering Services	122,500	122,500		●	●	●	
Anglesea Preschool Swing Installation	Jackie Welsh	Lisa Robinson	Aged and Family Services	8,620	8,620	Feb-19	●	●	●	Completed
Land Exchange with RACV	Adam Lee to advise	Adam Lee to advise	Environment and Community Safety	10,000	10,000		●	●	●	
DAMP Implementation - All Terrain Vehicle and Bikes	Trevor Britten	Shaun Barling - Actioning Officer	Business Improvement	41,000	41,000	Dec-18	●	●	●	Purchases completed and equipment in use on patrols. Savings can be returned to source.
Torquay Town Centre Project Stage 1	Chris Pike	Ronan Corcoran	TBC - grant application in progress	1,000,000	0	Unknown	●	●	●	Currently considering possible rescope
Blackspot Program Anglesea - Forest Road from Gum Flats Road to Nortons Road	Ian Stewart	Ronan Corcoran	Engineering Services	446,500	414,280		●	●	●	Various planning reports, vegetation, civil and cultural being finalised , design being finalised.
Blackspot Program Mount Duneed - Horseshoe Bend Road from McCanns Road to west of Thompson Creek	Ian Stewart	Ronan Corcoran	Engineering Services	446,000	446,000	Dec-19	●	●	●	Preliminary project charter created. Awaiting further info from project owner. Time to be rebaselined
Blackspot Program Lorne - William Street from Otway Street to Smith Street	Ian Stewart	Aoife Corcoran	Engineering Services	113,000	109,050	Jul-19	●	●	●	Detailed Design phase completed. Tender scheduled to open the 25th January.
Djila Tjarri Skate Bowl Leak Investigation	Jessica Bennett	John Fitzpatrick	Recreation and Open Space Planning	70,000	69,453	Jan-19	●	●	●	SMEC have provided further design assistance with solution. Confirming quotes for implementation works before seeking further funding from Council
e-Waste Facility Lorne & Winchelsea	Ian Stewart	Ronan Corcoran	Engineering Services	30,000	201,600		●	●	●	Transfer request submitted to add grant funding following execution of funding agreement.
Anglesea Transfer Station e-Waste	Ian Stewart	Ronan Corcoran	Engineering Services	458,700	458,700		●	●	●	Transfer request made regarding funding success
Deep Creek Playground Renewal Stand Alone Project	John Bertoldi	Jason Eales	Strategic Asset Management	95,000	95,000	Mar-19	●	●	●	

Project Name	Sponsor	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	Status Comment
Winchelsea Common Fencing and Improvements	Kate Smallwood	Gabrielle O'Shea	Environment and Community Safety	20,000	58,106	Jun-19	●	●	●	Fencing installed. Now looking at follow up works. Overspend due to contractor invoice not split correctly for two different fencing jobs therefore \$6904 cost to be journalled to PRC19-088.
Smith Street Lorne Footpath Renewal Stand Alone Project	John Bertoldi	Tony Potter	Engineering Services	153,000	119,694	Dec-18	●	●	●	Works near completion
Mt Moriac Reserve Equestrian Pavilion Redevelopment and Mt Moriac Reserve Netball Lighting Upgrade	Jessica Bennett to advise	Leigh Irvine	Recreation and Open Space Planning	1,000,000	1,000,000	Unknown	●	●	●	Project charter currently under development, further milestones to be established based on funding.
Bells Beach replacement of winki Lookout pathways	Rowan Mackenzie	Leigh Irvine	Environment and Community Safety	183,000	183,000	Jun-19	●	●	●	Currently procuring designer for pathways and proposed walkway, construction milestones to be established upon discussion with architect and achievement of funding milestones
Torquay Preschool Swing installation	Jackie Welsh	Lisa Robinson	Aged and Family Services	4,500	4,500	Feb-19	●	●	●	Completed
Winchelsea Preschool Swing Installation Project	Jackie Welsh	Lisa Robinson	Aged and Family Services	5,740	5,740	Feb-19	●	●	●	Completed
Winchelsea Common Future Use Plan Implementation	Jessica Bennett	Leanne Lucas	Environment and Community Safety	200,000	200,000	Unknown	●	●	●	Funding agreement executed and funding received for bike park, fencing and environmental improvements. Charter to be prepared.
Mt Moriac Reserve AFL Lighting Upgrade (Oval 1) and Mt Moriac Reserve Sub Surface Drainage (Oval 2)	Jessica Bennett to advise	Leigh Irvine	Recreation and Open Space Planning	275,000	275,000	Unknown	●	●	●	Project charter currently under development, further milestones to be established based on funding.
Cameron Road - Bus Shelter Installation	Ian Stewart	Callan Young	Engineering Services	1,254	1,140		●	●	●	Works complete. Financial closure to be completed February 2019.
Winchelsea Tearooms Replace roof				0	0		●	●	●	
Buckley Road North Renewal	John Bertoldi	Mark Gibbons	Strategic Asset Management	265,448	265,448	Unknown	●	●	●	In house delivery



**5.1 Quarterly Program Status Report - October to December 2018**

**APPENDIX 2 PROJECT STATUS - CAPITAL PROGRAMS - 31 DECEMBER 2018**

**PMO Capital Programs as at 31 December 2018**

Project Manager / Actioning Officer to complete these columns  
Preloaded Data in these columns  
Change red font to black to indicate data entry complete

= Estimate at Completion

1 = green 2 = amber 3 = red

Program Name	Sponsor	Project Manager	Sponsoring Department	Program Amended Budget (Ex-contingency) \$	Program Estimate at Completion \$	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Status Comment
Bridge Renewal	John Bertoldi	Ronan Corcoran	Strategic Asset Management	57,000	55,575	Beyond Dec-18	●	●	●	Currently awarding works
Building Renewal	John Bertoldi	John Chatterton	Strategic Asset Management	334,208	334,208	Jun-19	●	●	●	In progress. Details in Building Renewals Light version
Court Renewal	John Bertoldi	Kane Rogozik	Asset Management	93,000	62,904	Apr-19	●	●	●	Spring Creek re-surface works awarded and scheduled to commence 21/01/2018. Lorne re-surface works out to tender closing 14/12. Other minor projects are being delivered as required.
Drainage Renewal	John Bertoldi	John Furio	Strategic Asset Management	120,000	120,000	Jun-19	●	●	●	Quote received to replace pipe from rear of 62 Eleventh Av to O'Donohue Rd, however the commencement of work has been held up due to an issue of a tree being damaged. With the drainage problem at Great Ocean Road Service Road, Jan Juc we are investigating an alternative solution to replacing the pipe. Instead of replacing the pipe we are looking at removing the pit in the service road, reconstruct the footpath so the water wont flow into the Barwon Water property and let the water flow around the corner and contain it in the road reserve rather than letting it flow through private properties. With the pipe at the rear of 1 & 2 Tathra Ct we are chasing up with Bartlett's if they have a smaller camera to place up a tight spot in the existing pipe.
Facility Signage Renewal	John Bertoldi	John Chatterton	Strategic Asset Management	10,000	10,000	Jun-19	●	●	●	sign replacement program priorities not finalised
Fencing Renewal	John Bertoldi	Jason Eales	Strategic Asset Management	66,000	66,000	Jun-19	●	●	●	Spring Creek Rec Reserve Fence will require PMO assistance. John Bertoldi to confirm.
Footpath Renewal	John Bertoldi	Tony Potter	Strategic Asset Management	89,000	89,000	Jun-19	●	●	●	Works ongoing.
Heavy Plant Renewal	John Bertoldi	Fleet Officer - Actioning Officer	Strategic Asset Management	1,552,178	1,549,220	Jun-19	●	●	●	Procurement underway. Streetsweeper & Flocon delivered October & Wing Mower (from 2017/18) to be delivered December. Remainder of procurement to commence November. BM / JB to advise RF if adjustment required re income received for insurance claim.
IT Renewal	John Bertoldi	Neil McQuinn	Strategic Asset Management	110,000	110,000	Jun-18	●	●	●	The SAN has been replaced which is the first allocation. Scanner has been replaced. PC's awaiting delivery
Kerb Renewal	John Bertoldi	Mark Gibbons	Strategic Asset Management	10,000	10,000	Jun-19	●	●	●	Design for single location being reviewed
Light Fleet Renewal	John Bertoldi	Fleet Officer - Actioning Officer	Strategic Asset Management	436,000	433,180	Jun-19	●	●	●	Program underway. Replacing one utility, which is on order for Local Laws, purchasing a new utility for Engineering (new position), and replacing Paul Keys utility
Nature Reserve Renewal	John Bertoldi	Gabrielle O'Shea	Environment and Community Safety	45,000	45,000	Jun-19	●	●	●	Works are underway at various sites, with further works planned over the remaining financial year. No PMO assistance required.

Program Name	Sponsor	Project Manager	Sponsoring Department	Program Amended Budget (Ex-contingency) \$	Program Estimate at Completion \$	Close Out Month	Time Status Indicator	Cost Status Indicator	Scope Status Indicator	Status Comment
Park Furniture Renewal	John Bertoldi	Jason Eales	Strategic Asset Management	100,000	100,000	Jun-19	●	●	●	Drinking Fountain replacement and/or component replacement high priority given recent lead level issues in tested water.
Playground Renewal	John Bertoldi	Jason Eales	Strategic Asset Management	72,533	72,533	Jun-19	●	●	●	Soft fall renewal underway. Deep Creek playground installation scheduled for April 2019
Ren_Audit	John Bertoldi	Tym Guthridge	Engineering Services	95,000	93,610	Jun-19	●	●	●	RFQ Awarded. Audits projected to commence 12 November and be completed by 28 Feb 2019. Audits are currently underway. Monthly progress claims will be submitted along with an ongoing update of the audit forms.
Roof Renewal	John Bertoldi	Karyn Rice	Strategic Asset Management	44,538	38,295	Jan-19	●	●	●	Funds returning on February transfer table. Closure reports for approval.
Sealed Road Pavement Rehabilitation Rene	John Bertoldi	Tony Potter	Strategic Asset Management	300,000	300,000	Jun-19	●	●	●	Works ongoing. Asphalt repairs being undertaken under contract T18-005.
Sealed Road Renewal	John Bertoldi	John Fitzpatrick	Strategic Asset Management	582,600	483,877	Jun-19	●	●	●	Reseal contract with Boral. Majority of works program delayed by Boral until Feb/March. Prep work already complete. Buckley Rd South sealing and HSB Rd primerseal completed in Dec '18.
Small Plant	John Bertoldi	Fleet Officer - Actioning Officer	Asset Management	60,000	58,741	Jun-19	●	●	●	D18/35366 - Program to commence in October with Tree Crew equipment replacement. Also 8-10 whipper snippers & 6 chainsaws and various other small plant items for Parks & Gardens
Soft Playing Surface Renewal	John Bertoldi	Glenn Daniels	Strategic Asset Management	130,000	130,000	Jun-19	●	●	●	Program on track.
Structures Renewal	John Bertoldi	Shannon Samuel	Strategic Asset Management	81,045	81,045	Jun-19	●	●	●	Carry forward works from 17/18 completed. New 18/19 works to be planned and scheduled. HMK Kindergarten new deck replacement completed
Unsealed Renewal	John Bertoldi	Tony Potter	Strategic Asset Management	982,000	981,025	Jun-19	●	●	●	Works underway

**5.1 Quarterly Program Status Report - October to December 2018**

**APPENDIX 3 PROJECT STATUS - OPERATIONAL PROJECTS - 31 DECEMBER 2018**

**PMO Operational Projects as at 31 December 2018**

Project Manager / Actioning Officer to complete these columns
Preloaded Data in these columns
Change red font to black to indicate data entry complete

= Estimate at Completion

Project Name	Sponsor	Project Manager	Sponsoring Department	Life of Project Amended Budget (Ex-contingency) \$	Life of Project Estimate at Completion \$	Close Out Month	1 = green	2 = amber	3 = red	Status Comment
							Time Status Indicator	Cost Status Indicator	Scope Status Indicator	
Bells Beach Coastal Management Plan Implementation - Year 3	Ransce Salan	Leigh Irvine	Environment and Community Safety	198,860	198,860	Jun-19	●	●	●	Multi-year program. Operational works related to implementation of Bells CMP. Update of Implementation Plan in progress based on community consultation
IT Strategy Development	Anne Howard	Neil McQuinn	Information Management	850	850	Unknown	●	●	●	Closed and balance of funds transferred to Digital Transformation program of projects.
Environmental Leadership - Year 4	Ransce Salan	PMO - TBC	Environment and Community Safety	342,640	342,640	Beyond Dec-18	●	●	●	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	Jarrod Westwood	Kane Rogozik	Recreation and Open Space Planning	57,700	95,377	Apr-19	●	●	●	Agreement reached between SCS and COM that SCS will undertake scoreboard structure works and COM will undertake screen and software works. Structure works have been awarded and a funding agreement has been signed for LFNC to commit additional funds required for project.
Torquay Jan Juc DCP Review	Anne Howard	Ronan Corcoran	Strategic Asset Management	120,000	114,388	Beyond Dec-18	●	●	●	Multi year project Consultant to submit final report for approval by Council. Officer to Liaise with consultant regarding levy collection and revised project information. Overall project program has been revised from discussion with PCG
Surfing Museum Concept Design Project (Great Ocean Road Experience Project)	Ransce Salan	Karyn Rice	Economic Development and Tourism	124,158	124,158	Jan-19	●	●	●	Business case was presented at Council Briefing August 2018. Further internal discussions concluded that the project would not progress beyond concept at this stage.
Spring Creek PSP and PS Amendment	Bill Cathcart	Karen Hose	Planning and Development	585,896	585,896	Jun-19	●	●	●	Minister for Planning has placed on hold pending review of township boundaries.

Project Name	Sponsor	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	Status Comment
Torquay Central Business Area	Ransce Salan	Sally Conway	Economic Development and Tourism	89,999	89,297	Aug-18	●	●	●	Project delivered. RF to return minor savings to source in January transfer table.
Winchelsea Common CCMA Plains Tender	Rowan MacKenzie	Gabrielle O'Shea	Environment and Community Safety	10,624	14,376	Jun-19	●	●	●	Vegetation management works continuing. Funds almost expended - small balance of \$1,788 remaining.
PS Amendments to Implement Strategic Work (via statutory framework)	Bill Cathcart	Karen Hose - until new resource allocated	Planning and Development	101,362	101,362	Jun-19	●	●	●	Remaining funds to be expended in The Sands amendment subject to council support for the planning scheme amendment 22 January 2019
Local Food - Towards Enviro Leadership	Rowan Mackenzie	Lisa Robinson	Environment and Community Safety	88,634	88,634	Beyond Dec-19	●	●	●	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	Paul Elshaug	Recreation and Open Space Planning	30,000	27,482	Apr-19	●	●	●	Strategy has been finalised following the public exhibition in late 2018. Strategy to be endorsed by G21 Sport & Recreation Pillar, LGAs and G21 Board in March/April 2019.
Winchelsea Golf Club Sustainable Course Irrigation Project	Jarrod Westwood	Kane Rogozik	Recreation and Open Space Planning	119,000	119,000	Feb-19	●	●	●	On site works complete. Asset handover complete. Only outstanding action is for club to invoice Council for left over funds as per funding agreement. Awaiting invoice from club.
Municipal Strategic Statement Review	Bill Cathcart	James Hamilton	Planning and Development	88,000	88,000	May-19	●	●	●	Recommendation to transfer funds to Adopted Strategy Reserve due to uncertainty re Victorian Government policy. Timing and scoping of a major planning scheme review will be undertaken after DELWP undertake the policy neutral Planning Policy Framework translation (planned for early 2019).
Planning and Drivers for Growth - Winchelsea & Moriac / Torquay	Ransce Salan	TBC	Economic Development and Tourism	40,000	40,000	Unknown	●	●	●	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	Shaan Briggs	Karyn Rice	Recreation and Open Space Planning	48,000	48,575	Apr-19	●	●	●	Final strategy has been delivered. To be presented to Council before close out meeting scheduled.
Winchelsea Infra. for Growth Review	Anne Howard	Lisa Robinson	Strategic Asset Management	23,000	23,000	Feb-19	●	●	●	Updated spreadsheet has been discussed to John Bertoldi and Anne Howard. Report being finalised.

Project Name	Sponsor	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	Status Comment
Lorne Structure Plan	Ransce Salan	James Hamilton	Planning and Development	180,000	180,000	Unknown				Stage 1 of project (2017-18): Economic assessment completed in July 2018. Balance carried forward to new allocation for second year of project (multi-year funding). Stage 2: Bushfire Assessment underway. Scoping of project and possible community plan in progress.
Winchelsea Town Beautification Plan	Shaan Briggs to advise	Leanne Lucas	Economic Development and Tourism	50,000	50,000	Unknown				This project funding was 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. Project team is currently reviewing project progress as a charter has not yet been developed
Growing Winchelsea Planning Panel (via statutory framework)	Bill Cathcart	Sally Conway	Planning and Development	10,000	10,000	Feb-19				Sent to Minister for Planning for approval December 2018.
Land Use Monitoring Report & website	Bill Cathcart	James Hamilton	Planning and Development	26,020	26,020	Apr-19				Draft residential land supply report received early September. Draft Industrial land supply report pending. Reporting to Council January 2019
Anglesea Mountain Bike Park and Trails Concept Planning	Shaan Briggs	Karyn Rice	Recreation and Open Space Planning	56,000	56,000	Feb-19				Stage 1B - assessment of sites on Alcoa land - complete. Stage 2 - has recommenced with draft trails strategy due late January.
Surf Coast Shire Theatre Feasibility Study	Chris Pike	Lisa Robinson	Community Relations	27,500	27,300	Dec-18				Complete
Torquay Parking Revenue Study	Ransce Salan	Brendan Walsh	Planning and Development	32,500	30,000	Jun-19				Consultant appointed. Works underway. Report expected end March 2019.
Moriac Stormwater and Septic Study	Ian Stewart	PMO TBC - Replacement for JR	Engineering Services	65,000	65,000	Unknown				
Economic Development Strategy	Matt Taylor	Karyn Rice	Economic Development and Tourism	70,000	70,000	Beyond Dec-19				Preparing for procurement phase from 3 Feb for a 4 week period
Local Government Bill 2018 Implementatio	Anne Howard	Wendy Hope - Actioning Officer	Governance and Risk	40,000	40,000	Unknown				Local Government Bill has lapsed - awaiting reintroduction by new government. Funds proposed to be transferred to the Adopted Strategy Reserve in preparation.

Project Name	Sponsor	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	Status Comment
G21 Agribusiness Strategy Implementation	Simon Loone	Scott Jardine - Actioning Officer	Economic Development and Tourism	30,000	30,000	Unknown	●	●	●	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	John Brockway	Karyn Rice	Finance	28,000	28,000	Jun-19	●	●	●	Project Charter approved 4th December. PMP being drafted. RFQ released
Heritage Study Stage 2C	Bill Cathcart	Samantha Natt	Planning and Development	30,000	30,000	Jun-19	●	●	●	Procurement for consultant underway to complete statements of significance for the heritage overlay.
Torquay Town Centre Urban Design Guidelines	Matt Taylor	Sally Conway	Planning and Development	24,000	24,000	May-19	●	●	●	Hip V Hype appointed to prepare guidelines.
Winchelsea Urban Design Framework	Karen Hose	Barb Noelker	Planning and Development	24,000	24,000	Jun-19	●	●	●	Consultant appointed Sept 2018. Community consultation has commenced. Meetings with consultant commenced
Environmental Study Torquay	Bill Cathcart	James Hamilton	Planning and Development	40,000	40,000	Unknown	●	●	●	Recommendation to transfer funds to Adopted Strategy Reserve due to uncertainty re Victorian Government policy
Shirewide Settlement Strategy	Ransce Salan	James Hamilton	Planning and Development	44,000	44,000	Unknown	●	●	●	Recommendation to transfer funds to Adopted Strategy Reserve due to uncertainty re Victorian Government policy
Implementation of Mosquito Plan	Rowan Mackenzie	Sarah Farrer - Actioning Officer	Environment and Community Safety	10,000	10,000	May-19	●	●	●	Project Charter completed and mosquito trapping program to commence in November 2018. Scope
Grasree Park Asbestos Management Phase	Kate Smallwood	Ronan Corcoran (Leanne Lucas assist)	Environment and Community Safety	57,500	57,500	Jul-19	●	●	●	Procurement phase commenced
Winchelsea EAO Planning Scheme Amendment	Ransce Salan	Michelle Warren	Planning and Development	52,000	52,000	Unknown	●	●	●	Quotations returned - approach being considered/continuing to seek more information
Significant Landscape Study Torquay	Bill Cathcart	James Hamilton	Planning and Development	34,000	34,000	Unknown	●	●	●	Recommendation to transfer funds to Adopted Strategy Reserve due to uncertainty re Victorian Government policy
Spring Creek DCP and PS Amendment	Bill Cathcart to advise	Planner or PMO	Planning and Development	30,000	30,000	Unknown				RF note: Bill Cathcart requested to advise on governance roles 6/12/18. Consider placing in Adopted Strategy Reserve.  Project to commence following approval of Spring Creek PSP (refer PRO17-075)



Project Name	Sponsor	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	Status Comment
Street Light Program Upgrade	Ian Stewart	Petar Zivkovic	Engineering Services	814,000	814,000	Jun-19	●	●	●	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	Chris Pike	Ronan Corcoran	TBC	20,000	3,150	May-19	●	●	●	Scope not likely to provide success, arranging for rescoping of project via Exec.
Food Organics Garden Organics Trial	Ian Stewart	Shannon Samuel	Engineering Services	173,500	173,500	May-19	●	●	●	Project in delivery phase. Communication plan is active and tasks are being executed in accordance to the plan. Trial commenced as per schedule on the 12th of December. Project team working through trial teething issues however in general the trial has so far been well accepted by the broader community.
Winchelsea Integrated Water Mgmt Plan	Ian Stewart	Ian Stewart interim reporting	Engineering Services	40,000	40,164	Unknown	●	●	●	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	Bill Cathcart	Barb Noelker	Planning and Development	34,000	34,000	Unknown	●	●	●	Project on hold pending Council adoption of the Hinterland Strategy in early 2019
Anglesea River Public Health Investigation	Rowan Mackenzie	Nick Mara	Environment and Community Safety	70,000	70,000	Dec-19	●	●	●	Project charter drafted and awaiting PM review. \$75K funding agreement confirmed.
Framework and Reporting - TEL	Rowan Mackenzie	Lisa Robinson	Environment and Community Safety	40,000	40,000	Beyond Dec-19	●	●	●	
Renewable Energy - TEL	Rowan Mackenzie	Lisa Robinson	Environment and Community Safety	147,921	147,921	Beyond Dec-19	●	●	●	
Local Food - Towards Environmental Leadership	Rowan Mackenzie	Lisa Robinson	Environment and Community Safety	2,883	48,638	Beyond Dec-19	●	●	●	Recruitment complete. Local Food Officer commenced 10/9/18, contract until 30/6/2020. Action Plan scheduled for endorsement at November Council Meeting. Budget correction required.
Strengthening Town Boundaries - TEL	Rowan Mackenzie	Lisa Robinson	Environment and Community Safety	35,000	35,000	Beyond Dec-19	●	●	●	Settlement Strategy, Landscape Study and Environmental Study on hold pending the State Government's Distinctive Areas and Landscapes Legislation.

## 5.2 Torquay Town Centre- Small Business Office Space Assessment

**Author's Title:** Principal Strategic Planner  
**Department:** Planning & Development  
**Division:** Environment & Development

**General Manager:** Ransce Salan  
**File No:** F16/1453  
**Trim No:** IC18/2057

### Appendix:

1. Torquay Town Centre Small Business Office Assessment January 2019 (D19/7778)

#### 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 findings of the Torquay Town Centre Small Business Office Space Assessment.

### Summary

In December 2017, Council adopted the Torquay Town Centre Urban Design Framework (UDF), subject to a number of changes which included further work to be undertaken.

One of the changes requested by Council was to undertake further work in relation to the need for additional smaller scale office floor space as identified in the UDF and thereby the need to rezone additional land to provide for this floor space demand.

Consequently, Council officers appointed consultants, Michael Connell and Associates, to investigate further the option to rezone land in Bristol Road (north side) and fronting Pearl Street, between Boston Road and Anderson Street (east and west side) to facilitate small business office space ("The Report").

The report concludes that, given the combination of supply and demand factors, there is not a strong demand for office use in the proposed Bristol Road and Pearl Street sites and therefore no need for a rezoning to support this.

The report goes on to state that there is sufficient supply of space to accommodate projected future demand in other locations (such as Surf Coast Highway, Surf City Precinct) that are attractive to businesses and that space is likely to become available in other parts of the town centre.

The report also recommends that Council continue to monitor the delivery, take-up, and emerging trends of office space in Torquay. In addition to this, the report recommends that Council undertake a wholesale review of all commercial precincts in Torquay/Jan Juc, including the review of the adopted Torquay/Jan Juc Retail Strategy October 2011, to ascertain their current and future role in terms of service provision and where they sit in the retail/activity centre hierarchy.

The report will be used to inform future work undertaken for the town centre including the proposed planning scheme amendment to implement the Torquay Town Centre project into the Surf Coast Planning Scheme. It will also more broadly inform the future work in relation to the broad strategic review of commercial centres in Torquay/Jan Juc.

### Recommendation

That Council:

1. Receives and notes the recommendations contained in the Michael Connell and Associates report in relation to future demand for smaller scale office space in Torquay/Jan Juc.
2. Notes the recommendation to review the current Retail Strategy for Torquay/Jan Juc 2011 including other commercial centres and areas in the Torquay Jan Juc, will be referred to the 2019 budget process for consideration.
3. Notes that the Michael Connell and Associates report will be published on Council's website and relevant landowners in Bristol Road and Pearl Street notified about the report and its availability.

## 5.2 Torquay Town Centre- Small Business Office Space Assessment

### Report

#### **Background**

The Torquay Town Centre Urban Design Framework (UDF) was prepared alongside a Strategic Investment Facilitation Plan as part of the Torquay Town Centre Project. The UDF recommended rezoning the land in Bristol Road (north side) to a zone that would allow small scale office uses, and for land fronting Pearl Street, between Boston Road and Anderson Street (east and west side) to the Commercial 1 Zone with a focus on tourism retail and hospitality to provide additional land for commercial operations now and in the future.

At Council's Ordinary meeting 12 December 2017, Council resolved to adopt the Torquay UDF, subject to a number of changes.

Council did not agree that the level of demand envisaged by the Urban Design Framework for commercial floor space for tourism and hospitality in the Pearl Street area was evident and resolved to rezone a lesser extent of land for retail and hospitality type uses along the Esplanade.

Council also considered it necessary to undertake further analysis into the option to rezone land in Bristol Road (north side) and fronting Pearl Street, between Boston Road and Anderson Street (east and west side). The analysis was required to facilitate medium density housing and small business office space, including a review of whether the same built form controls proposed for Bristol Road should apply in Pearl Street.



Map 1: Location of areas that were considered for small business office space.

The technical assessment into smaller scale office space in Torquay/Jan Juc was undertaken by consulting firm, Michael Connell and Associates, with the final report completed in January 2019.

#### **Discussion**

The technical report (refer to Appendix 1) considered a range of matters such as business growth, increase in local jobs, working from home, space use, trends in small business office space and future office requirements. This enabled the consultant to collate key issues in relation to supply and demand affecting small business office space in Torquay.

Consideration of the above enabled issues to be identified and recommendations to be formulated which lead to a determination about the extent of future small office requirements within the Torquay/Jan Juc area. The following sub-sections provide an outline of key matters considered and issues.

## 5.2 Torquay Town Centre- Small Business Office Space Assessment

### Business and Employment in Torquay

Torquay continues to see growth in population and increased demand for retail, business services, health and community services; its role as the main service centre for the LGA; the presence of the surf industry as a catalyst for entrepreneurial activity; construction businesses having access to a larger regional market; and a strong seasonal tourist market. A decline has been seen in wholesale and manufacturing due to changes in the surf industry, with more overseas manufacture and the companies in Torquay concentrating on design and development.

The Surf Coast LGA and Torquay have experienced strong jobs growth over the last decade. Torquay accounts for over 60% of jobs in the LGA. Within Torquay, population related jobs accounted for 54% of jobs growth, jobs in tourism related industries at 29%, jobs in business related activities at 15%. This growth has mainly been accommodated in additional retail, office and industrial space.

Working from home is also seen to be an emerging trend, which is expected to increase with continued improvements in digital technology.

### Space Use

Within Torquay, businesses are concentrated in several locations:

- Torquay Town Centre: mainly retail, food service, professional services and business services
- West Coast Business Park: mainly large format retail, wholesale and construction services
- Baines Crescent/ Surf City / Surf Coast Highway: surf industry – office, retail and warehousing; other wholesale; medical and allied health; building services; health services; and some professional services.

### Trends in Small Business Office Space

Trends in demand for small business office space is changing due to more people working as freelancers and independent contractors. The result of this means that floor space demand in town centres, including Torquay, will change. Recent trends in the provision of co-working spaces, which allow for greater movement and flexibility, are increasing in popularity.

Demand for traditional office space, which allows for client/patient visitation, will continue particularly in town centre areas. However, business clustering and use of shared space is likely to increase.

### Future Office Requirements

Demand for office space is likely to take a number of forms including traditional town centre office floor space for client/patient visits, demand for service businesses needing larger spaces (gyms, wellness centres), new and emerging businesses that want lower cost space, solo businesses and freelancers requiring access to shared space.

Future office supply is likely to be a mix of traditional office space and co-working space.

### Key Issues

The main issues in relation to floorspace supply and demand impacting office space in Torquay are as follows:

Supply issues:

- In future, additional office space will become available with the redevelopment of sites in Gilbert Street and other parts of the town centre.
- Over time, some shop front retail space may be used for service businesses, requiring a ground floor location.
- Likely future developments on the Surf Coast Highway (including the large “Horse Paddock” site) will include some office space and medical suites.
- With the changes occurring in the surf industry, significant amounts of space are becoming available in the Surf City Precinct. This space will be re-purposed for other uses including office space for small and medium sized businesses.

## 5.2 Torquay Town Centre- Small Business Office Space Assessment

### Demand issues:

- Overall, businesses are using less average space per employee compared with past patterns of space use. This is arising from more efficient use of space through open office plans, shared meeting space, reductions in reception areas and other changes.
- Projected population growth will increase the number of businesses in health and community services and business and professional services. Not all of these businesses will seek a town centre site (and those that do are likely to be accommodated in future space that comes available in the core of the town centre).
- Medical and allied health businesses have tended to locate on the Surf Coast Highway and this pattern is likely to continue into the medium term.
- New enterprises, entrepreneurs and independent consultants/contractors will have a preference to locate in co-working spaces, with their lower costs and flexibility and the ability to be alongside like-minded workers and business people. These businesses are unlikely to locate in new town centre offices with higher rents, which tend to be prohibitive for start-ups or emerging small businesses.
- In response to demand, co-working spaces are being developed in the Surf City Precinct, with the re-purposing of surf industry office and warehouse space. It is likely that other space will be converted to meet demand by medium sized businesses.

The report concludes that the combination of these supply and demand factors mean that there will not be a strong demand for office use in Bristol Road and Pearl Street sites. Sufficient supply of space to accommodate projected future demand will be in other locations that are attractive to businesses (e.g. Surf Coast Highway, Surf City Precinct) and space that is likely to come available in other parts of the town centre (with future redevelopment of sites such as those on Gilbert, Pearl and Boston Streets). Consequently, the report does not recommend that land in this area be rezoned.

### The report recommends:

- That Council does not undertake a rezoning at this stage of the identified areas of Bristol Road and Pearl Street for office use.
- That Council monitors the take-up of the 1600m<sup>2</sup> of new office and retail space in the buildings currently under construction (in Gilbert Street, Pearl Street and Boston Road).
- That Council continues to maintain its database on businesses and floor space use in Torquay Town Centre.
- That Council recognises the trend for small businesses and start-ups to utilise shared space in co-working centres.
- That Council in planning for future office space requirements for Torquay takes account of future uses in industrial space in the Surf City/Baines Crescent Precinct, and other developments on the Surf Coast Highway.
- That Council undertakes a broad strategic review of the commercial hierarchy and centres in Torquay.

The report provides clear recommendations based on sound analysis of existing and future floorspace requirements. The recommendations in relation to monitoring businesses and floorspace will be important to understanding changes in business stock, trends and the need to consider additional land requirements.

The recommendation in relation to the undertaking of a comprehensive review of the commercial hierarchy (as defined in the adopted Torquay/Jan Juc Retail Strategy October 2011) in Torquay has merit as it would provide an opportunity to review not only the retail centre hierarchy but also the existing and future role of other commercial centres. These include the West Coast Business Park and Surf City/Baines Crescent precinct and the interaction within the network of centres. A review of this type would also include consideration of the need to strategically rezone land to accommodate future requirements e.g. whether there may be a need to rezone land for small business office space at that time or in the future.

The report will be used to inform future planning work in relation to the Torquay Town Centre project and more broadly, a wholesale review of commercial centres within Torquay/Jan Juc. It will also be used to inform the proposed planning scheme amendment to implement the Torquay Town Centre project.

## 5.2 Torquay Town Centre- Small Business Office Space Assessment

### **Financial Implications**

Given the report does not recommend rezoning of land at this point in time, there are limited financial implications beyond work that would typically be undertaken as part of standard operational program. The report will be used to inform the implementation of the Torquay Town Centre project into the Surf Coast Planning Scheme, which already has allocated project funding.

Project funding to undertake a broad strategic review of commercial centres in the Torquay/Jan Juc area including a review of the existing Retail Strategy, will be sought through the 2019-20 Council project budget process.

### **Council Plan**

Theme	4 Vibrant Economy
Objective	4.1 Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community
Strategy	4.1.4 Plan for industrial and commercial zones in growing communities
Theme	4 Vibrant Economy
Objective	4.4 Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses
Strategy	Nil
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 report does not result in any policy or legal implications.

### **Officer Direct or Indirect Interest**

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

### **Risk Assessment**

By resolving to support the recommendations contained in this Council report, Council will be in a good position to continue to monitor the take up of office space in Torquay/Jan Juc and undertake a review of existing strategies and commercial centres prior to committing to rezoning any land for small business office space in the Town Centre.

### **Social Considerations**

There are no apparent social impacts stemming from the report.

### **Community Engagement**

No community engagement was required to inform the outputs of the technical report. The purpose of this report stemmed from Council's consideration of the Torquay Town Centre Urban Design Framework which underwent significant community consultation.

### **Environmental Implications**

There are no environmental implications resulting from the report.

### **Communication**

The report will be published on Council's website and relevant landowners in Bristol Road and Pear Street will be notified in writing of its availability.

### **Options**

Option 1 – Receive and Note the findings of the report and officer recommendations within this Council report

This option is recommended by officers as the purpose of the report was a direct resolution of Council at its ordinary meeting of December 2017, which has subsequently led to an informed position about the lack of justification to rezone land in the Torquay Town Centre to facilitate small business office space.

## 5.2 Torquay Town Centre- Small Business Office Space Assessment

### Option 2 – Reject the findings of the report and support the rezoning of land in the affected areas

This option is not recommended by officers as there is no justification as demonstrated through detailed analysis to support a rezoning of any land in the Town Centre for small business office space.

### Option 3 – Reject the findings

This option is not recommended by officers as the consultant adopted a robust methodology that considers both existing and future commercial floorspace context in Torquay and provides sound recommendations that will inform future strategic planning projects.

### **Conclusion**

As a result of the report, there is a clear lack of justification to rezone the land identified in the Torquay Town Centre Urban Design Framework for small business office space in the subject areas. However, there is a need to continue to monitor ongoing office space development within the town centre and also emerging trends in this area and other commercial precincts in Torquay/Jan Juc. There is also a need to look holistically at commercial centres within the Torquay/Jan Juc area to determine their role and hierarchy and ascertain the demand for commercial space in the future.

The technical report will be used as a background to the planning scheme amendment to implement to the broader Torquay Town Centre Project and a future project that undertakes a broad strategic review of all commercial centres in Torquay/Jan Juc.

**5.2 Torquay Town Centre- Small Business Office Space Assessment**

**APPENDIX 1 TORQUAY TOWN CENTRE SMALL BUSINESS OFFICE ASSESSMENT JANUARY 2019**



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**TORQUAY TOWN CENTRE  
SMALL BUSINESS OFFICE SPACE ASSESSMENT**

**MCa  
January 2019**

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## Executive Summary

This report provides an assessment of future demand for smaller scale office space in the Torquay /Jan Juc area. The analysis makes use of a range of available data and information including: ABS data; results of floor space surveys conducted by MCA and Council; and information on new office space being constructed in Torquay Town Centre.<sup>1</sup>

### Business Growth

Torquay has experienced strong growth (2011-2016) in service businesses and jobs, which is driven by a number of factors including: continued growth in population and increased demand for retail, business services, health and community services; its role as the main service centre for the local government area (LGA); the presence of the surf industry as a catalyst for entrepreneurial activity; construction businesses having access to a larger regional market; and a continued strong seasonal tourist market.

At the same time it has experienced a decline in jobs in the wholesale sector and in local manufacturing due to changes in the surf industry.

Overall Torquay remains a small business economy, with most enterprises being small businesses (82% of businesses were sole traders).

### Increase in Local Jobs

ABS data on jobs located in the area are available for Surf Coast LGA and for Torquay (SA2).<sup>2</sup> The area has experienced strong jobs growth over the past decade. The number of jobs located in Surf Coast LGA increased from 6000 in 2006 to 8688 in 2016, an increase of 2688 or 44%. Between 2011 and 2016 jobs in Torquay (SA2) increased from 4226 to 5348, with most growth being in population linked services. Torquay is the major centre for employment, and accounted for 62% of the Surf Coast's jobs in 2016, and almost three quarters of the jobs growth.

At an LGA level the major growth was in: tourism related jobs (accommodation and food service); construction – reflecting the level of housing development; population driven services – education, health; professional and administrative jobs; and in arts and recreation services.

For Torquay the population related jobs accounted for 54% of the jobs growth (611); jobs in tourism related industries for 322 or 29%; jobs in business related activities 215 or 15%. This growth has mainly been accommodated in additional retail, office and industrial space.

### Working from Home

There has been an increase in persons working from home comprising a combination of solo small businesses and some employees, who have jobs in Melbourne and elsewhere. For Torquay-Jan Juc, persons working at home increased by 398 between 2006 and 2016 (from 239 to 637), an increase of almost 170%. For the Surf Coast LGA 1241 persons were working from home in 2016.

Working from home is projected to increase, with digital technologies enabling more people to work remotely and independently. While many in this group will continue to work from home, some will transition to offices as their business grows, creating a demand for co-working space.

### Space Use - Torquay

Businesses in Torquay are concentrated in several precincts: Torquay Town Centre (mainly retail, food service, professional services and business services); West Coast Business Park (mainly large format retail, wholesale and construction services); Baines Crescent/ Surf City / Surf Coast Highway (surf industry – office, retail and warehousing; other wholesale; medical and allied health; building services; health services; and some professional services.)

- Office space in the town centre is mainly occupied by traditional users - banks, financial services, professional services and some allied health services, which require space for client/customer visits.

<sup>1</sup> In 2018 Council officers undertook an audit of existing businesses on land zoned Industrial 3 in the Baines Crescent Estate and West Coast Business Park to determine the number and type of businesses operating from office space without any industrial type use associated. Surf Coast Council has a 2018 data base on businesses and floor space in the Torquay Town Centre, and this was used in this analysis.

<sup>2</sup> This data is available from the ABS Census Working Population Profiles (WPP) for Torquay (Statistical Area Level 2- SA2) and Surf Coast LGA.

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- A health services hub has developed on the Surf Coast Highway to take advantage of lower rents for office space and visibility.
- Office use in the Baines Crescent area comprises surf industry offices, some building industry businesses and a new co-working centre. There are also some other service businesses that need larger spaces (eg. gyms, yoga, and occupational rehab).
- Service businesses in the West Coast Business Park are those requiring larger areas (eg. gym, personal trainers) and several business/professional services companies (marketing & design, architect, ITC services, and employment services).

Several available data bases allowed for a detailed analysis of floor space by type of use for the Torquay Town Centre, Bell Street and the area in and around the Surf City Precinct, Baines Crescent and Surf Coast Highway.<sup>3</sup> The data bases identified a total of 49,219 m<sup>2</sup> of floor space, with the major uses being retail and food service accounting for 60% (29,647 m<sup>2</sup>); office 25% (12,413 m<sup>2</sup>) and wholesale 14% (7159 m<sup>2</sup>).

- Torquay Town Centre operates as a regional service centre for Surf Coast residents and as hub for tourist visitors.<sup>4</sup> Retail and food service (including the CBD and Torquay Central) account for an estimated 17,688 m<sup>2</sup> of floor space (81% of floor space in Torquay Town Centre) - 60% of retail space in the surveyed locations (Town Centre and Surf City/Highway).
- Retail space in the Town Centre is occupied by: 3 supermarkets; cafes/restaurants, food stores and takeaway businesses; clothing and giftware/homewares; hairdressers/beauty; and other retail. Supermarkets occupied around 50% of the estimated retail space.
- There is an estimated 4148 m<sup>2</sup> of office space in the Town Centre, which represents 33% of office space in the surveyed areas.<sup>5</sup> The area in and around the Surf City Precinct has an estimated 7441 m<sup>2</sup> of office space, with 3339 m<sup>2</sup> on the Highway and 4092 m<sup>2</sup> in Surf City (and Baines Crescent). Most of this office space is being used by the surf businesses.

Some new office space is currently under construction in the town centre (9 offices totalling around 1600 m<sup>2</sup>) in 3 mixed use developments (which also include retail shops).

#### Trends in Small Business Office Space

Trends in space use include: reductions in space use per employee; more use of open office plans, including hot desking arrangements; service hubs with shared facilities; growth in co-working centres; and the re-use of converted industrial space for offices and other uses.

The “*gig economy*” has emerged with more people working as freelancers and independent contractors.<sup>6</sup>

These space trends are being driven by a number of factors: higher rents in premium locations and lack of office space in some locations; small businesses wanting to reduce their space costs; increasing numbers of start-up businesses (wanting lower cost space and flexibility); and changes in work space design to enable more collaborative teams.

Co-working spaces reflect a combination of collaborative project work between individuals/small businesses; people wanting more creative work spaces; and aspects of business incubation.

Examples of co-working and shared space were examined in the Sunshine Coast, Byron Bay and Newcastle. A co-working space (Workers Hut) was set up in 2017 in Baines Crescent (occupying a building previously used by the surf industry). Another co-working space is being developed in the Surf City Precinct.

- Start-ups and emerging businesses are attracted to the shared space hubs because of flexibility, lower cost and the proximity to like-minded individuals and the business connections, which can be made on site. Most of the operations are offering small office and studio spaces for businesses as well as co-working desks.

<sup>3</sup> This excludes the West Coast Business Park.

<sup>4</sup> This includes businesses (retail, food service, business services, health services) located in Torquay CBD and the supermarket, retail shops and food service businesses at Torquay Central.

<sup>5</sup> This does not include the total of 1600 m<sup>2</sup> of office space in the 3 new developments under construction in the Torquay CBD.

<sup>6</sup> “Gig Economy” is used to describe the trend for an increasing number of persons who are working independently and flexibly (as freelancers or consultants) on a project basis or task-by-task basis for various employers/businesses. *The Emergence of the Gig Economy* - Thought Leader Paper: Education & Training Policy Team, AI Group August 2016

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- Some spaces have a focus on creative industries: mainly digital media – film, photography, and sound, web site and app developers. They also tend to have a cluster of support services, including marketing and advertising.
- Some centres are highly selective and only have certain types of businesses (eg. ICT and tech start-ups).
- Other centres are more open and have professional service businesses and wellness businesses. Small single person businesses are also located in most of the co-working hubs and include: architects, engineers, town planners, property advisors, accountants, boutique legal services and marketing advisors.
- Most of the hubs tend to provide business support through seminars, workshops and events and some have a strong innovation focus, are selective and act as a business incubator.

All of these trends have implications for future demand and provision of space in Torquay. However there is still a demand for traditional offices (for client/patient visits) and this has been the primary market in Torquay Town Centre for shopfront and upper level space in mixed use developments. However even with this market in other locations, there has been the emergence of shared space, with like businesses clustering in hubs (eg. GP clinics with allied health professionals, accountants and financial advisors co-locating).

#### **Future Office Requirements**

There are a number of issues affecting future provision of space for small business in Torquay on both the demand and supply side.

- On the demand side these include: the businesses which still require traditional town centre office space and shop front space for client/ patient visits; demand from service businesses needing larger spaces for activities (eg. gyms, wellness centres); new and emerging businesses that want lower cost office space in their start-up phase; and solo businesses and freelancers (in the gig economy) requiring access to shared space; and persons who work part of the week away from their office (eg. a head office in Melbourne).
- Based on modelling of future population growth and maintenance of tourist market, total jobs located in Torquay would increase to around 7970 jobs in 2036 (an increase of 2600 on 2016).<sup>7</sup>
- Given the coastal lifestyle and the entrepreneurial culture, new businesses based in Torquay and servicing broader regional, national and international markets will continue to develop.

Future office space supply is likely to be a mix of traditional office space and co-working space.

#### **Key Issues**

From a walkable town, having more small/medium sized service businesses operate in areas adjacent to the town centre is an advantage. There are several major issues on the demand and supply side impacting on the office market in Torquay.

In summary, on the supply side there are several factors.

- In future, additional office space will come available with the redevelopment of sites in Gilbert Street and other parts of the town centre.
- Over time some shop front retail space may be used for service businesses, requiring a ground floor location.
- Likely future developments on the Surf Coast Highway (including the large "Horse Paddock" site) will include some office space and medical suites.
- With the changes occurring in the surf industry, significant amounts of space are becoming available in the Surf City Precinct. This space will be repurposed for other uses including office space for small and medium sized businesses.

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<sup>7</sup> For floor space projections, the model first estimates the increase in activity and employment to service the growth (population driven, tourism driven and new business activity) and then applies an average floor space requirement per employee for each industry sector. The average floor space per employees used are: industrial & wholesale 60 m<sup>2</sup>; office –business services 20 m<sup>2</sup>; office- other services 15 m<sup>2</sup>; office –health and community services 15 m<sup>2</sup>; and retail & food 15 m<sup>2</sup> (small businesses).

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In summary, there are several factors driving the demand for space and its location.

- Overall businesses are using less average space per employee compared with past patterns of space use. This is arising from more efficient use of space through open office plans, shared meeting space, reductions in reception areas and other changes.
- Projected population growth will increase the number of local businesses in health and community services and in business and professional services. Not all of these businesses will seek a town centre site (and those that do are likely to be accommodated in future space that comes available in the core of the town centre).
- Medical and allied health businesses have tended to locate on the Surf Coast Highway and this pattern is likely to continue into the medium term.
- New enterprises, entrepreneurs and independent consultants/contractors will have a preference to locate in co-working spaces, with their lower costs and flexibility and the ability to be alongside like-minded workers and business people. These businesses are unlikely to locate in new town centre offices with higher rents, which tend to be prohibitive for start-ups or emerging small businesses.
- In response to demand, co-working spaces are being developed in the Surf City Precinct, with the re-purposing of surf industry office and warehouse space. It is likely that other space will be converted to meet future demand by medium sized businesses.

The combination of these supply and demand factors mean that in our view there will not be a strong demand for office use in Bristol Road and Pearl Street sites and requiring a rezoning. Sufficient supply of space to accommodate projected future demand will be in other locations that are attractive to businesses (eg. Surf Coast Highway, Surf City Precinct and space that is likely to come available in other parts of the town centre, with future redevelopment of some sites).

**Recommendations**

- 1. That Council at this stage does not undertake a rezoning of the identified areas of Bristol Road and Pearl Street for office use.**  
The demand and supply analysis indicates that there is not a requirement to develop office space for small business in this location, as sufficient supply will be available in other locations, which are often preferred by the small business that are expanding.
- 2. That Council monitors the take-up of the 1600 m2 of new office and retail space in the buildings, currently under construction (in Gilbert Street, Pearl Street and Boston Road).**  
New office space in these 3 developments will add around 40% to the town centre's office space (currently estimated to be around 4148 m2). The monitoring should include the type of businesses taking the space and the rents.
- 3. That Council continues to maintain its database on businesses and floor space use in Torquay Town Centre. A similar database should be created for the Surf City, Baines Crescent and the Highway precincts.**  
This data is useful for tracking activity in the town centre. Given the changes occurring in the Surf City Precinct, it will be important to have up to date information on businesses and floor space use.
- 4. That Council recognises the trend for small businesses and start-ups to utilise shared space in co-working centres.**  
Co-working spaces allow for low cost, flexible workspace for solo businesses and small businesses in a start-up phase.  
Occupants tend to be creative and tech businesses (including info tech, web and mobile apps); design and product development; small professional services businesses (accounting, boutique legal, and marketing); digital content (film, video, sound); event organisers; allied health and wellness businesses; and freelancers. These are business types that are found in Torquay.  
Many co-working spaces (in urban and regional centres) are located in light industrial areas or are in industrial buildings that have been re-purposed.

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Encouragement should be given to private sector development and operation of co-working facilities and other office space suitable for small and medium sized businesses.

**5. That Council in planning for future office space requirements for Torquay takes account of future uses of industrial space in the Surf City /Baines Crescent Precinct, and other developments on the Surf Coast Highway.**

With the changes occurring in the surf industry, some industrial space and office space is becoming available. In addition some office space and medical suites are likely to be included in the future development of the major Surf Coast Highway site.

In other capital city and regional locations, there has been a re-purposing of industrial buildings and conversion to office space and other uses. For Torquay, this could include future shared office hubs, smaller office suites and co-working spaces.

**6. That Council undertakes a wholesale review of the commercial hierarchy in Torquay.**

It is now 7 years since the Retail Strategy 2011 was developed. Since the strategy was completed there have been: major changes in the nature of retail activity; new trends emerging in business types and structures; and significant changes occurring in Torquay's surf industry. All of these factors have implications for the future demand and supply of commercial space in the Torquay Town Centre and other precincts.

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## 1. Introduction

This report provides an assessment of future demand for smaller scale office space in the Torquay /Jan Juc area. The analysis was undertaken by MCA <Michael Connell & Assocs.> economic consultants.

The requirements of the study were:

- A. Analyse recent trends in occupation classes for the population across Torquay and Jan Juc.
- B. Identify growth industries for Torquay/Jan Juc in the small business sector (excluding retail and hospitality).
- C. Prepare an estimate of supply and demand for smaller scale office space in Torquay/Jan Juc. This should consider the experience of similar sized towns with growth potential and the needs of growth industries.

Several types of analysis were undertaken to inform this assessment. This included:

- A review of population trends in Surf Coast Shire and the Torquay Jan Juc area.
- A review of trends in jobs located in the area by industry sector.
- An assessment of employed residents and job locations, including estimates of persons working from home.
- An analysis of the business mix in Torquay Jan Juc area.
- An assessment of existing use of space in Torquay Town Centre , Baines Crescent Estate , and West Coast Business Park by industry type. This includes identification of non-industrial businesses located in these estates.
- Population projections and estimates of future industry employment and implications for space requirements.
- Modelling and estimates of future demand for office space for service businesses.
- Analysis of future types of businesses requiring office space, including small businesses.
- A review of trends in the provision of office space for small business in other locations.

The analysis makes use of a range of data and information including: ABS Census data; population projections for Torquay; a Council database (2018) on businesses and floor space in Torquay Town Centre; data from Council's 2018 audit of existing businesses on land zoned Industrial 3 in the Baines Crescent Estate and West Coast Business Park; and information on recent office space being constructed in Torquay Town Centre.<sup>8</sup>

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<sup>8</sup> Council officers undertook an audit of existing businesses on land zoned Industrial 3 in the Baines Crescent Estate and West Coast Business Park to determine the number and type of businesses operating from office space without any industrial type use associated.



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## 2. Context of the Study

### 2.1 Torquay Town Centre Strategies

In 2017, Surf Coast Shire Council undertook the Torquay Town Centre Project to create a clear vision for the town centre and to guide its future development. There were two primary outputs from the project: Strategic Investment Facilitation Plan (SIFP); and the Urban Design Framework (UDF)

The SIFP is designed to provide an investment attraction plan to stimulate new development and job creation in the Town Centre. The SIFP principles and a number of the recommendations are in the UDF (approved by Council in December 2017). The key principles are:

1. The Essence of Torquay: outdoor lifestyle and coastal outlook.
2. A People Friendly Place.
3. Expand the Footprint: provide additional space to provide the range and scale of facilities required of the major activity centre serving Torquay and the Surf Coast region.
4. Productive Use of Space
5. The 18 Hour Centre: from 6am to midnight, provide a range of facilities, attractions and activities for residents and visitors.
6. Collaborative Development: Council and landowners working together to unlock the potential within the Torquay Town Centre.

### 2.2 Study Area

The UDF recommended rezoning the land in Bristol Road (north side) to a zone that would allow small scale office uses, and for land fronting Pearl Street, between Boston Road and Anderson Street (east and west side) the Commercial 1 Zone with a focus on *tourism retail and hospitality to provide additional land for commercial operations now and in the future.*

Regarding land on Pearl Street, Council did not agree that the level of demand envisaged by the UDF for commercial floor space for tourism (*retail and hospitality*) was evident and resolved to rezone a lesser extent of land for retail and hospitality type uses along The Esplanade.

Council adopted the UDF subject to a number of modifications, which included an investigation into small business office space:

*"Investigate further the option to rezone land in Bristol Road (north side) and fronting Pearl Street, between Boston Road and Anderson Street (east and west side) to facilitate medium density housing and small business office space including a review of whether the same built form controls proposed for Bristol Road should also apply in Pearl Street."*

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Map 1: Location of Areas to Consider for Small Business Office Space



Map 2: Torquay Town Centre

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### 3. Business and Employment in Torquay

#### 3.1 Overview

This section examines trends in population, business and employment in Torquay and the Surf Coast Shire. The business mix and business trends have implications for current and future floor space requirements.

There are a number of factors driving businesses and employment located in Torquay. These include:

- Continued growth in population, which is driving increased demand for a range of retail, business, and health and community services.
- Torquay's role as the main service centre for Surf Coast Shire (covering retail, health, business services).
- Torquay as the centre of an international surf industry, and which has been a catalyst for the emergence of businesses linked to the sector. However the role of the industry and the number of jobs in Torquay is declining, with ownership changes and the relocating of some office functions and warehousing.
- An expanding construction sector, associated with housing development in and around Torquay.
- Tourism and the seasonal visitor numbers, with the retail and hospitality industries gearing up for the peaks.

**These factors are evident in the growing population, the increased number of jobs in Torquay and the changing demographic profile of the resident population.**

#### 3.2 Population and Trends

##### 3.2.1 Population Growth

The Surf Coast LGA and Torquay have experienced strong population growth over the 15 years to 2016.

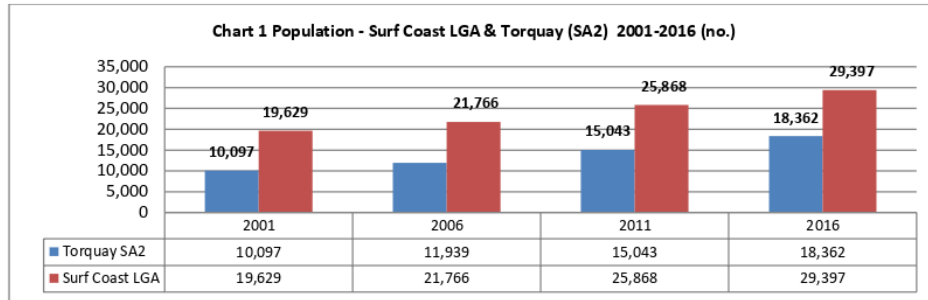
- Surf Coast LGA's population increased from 19,629 in 2001 to 29,397 in 2016 (an increase of 9748 or 50%).
- Torquay (SA2) - has dominated this growth, increasing from 10,097 in 2001 to 18,362 in 2016 (an increase of 8265 or 82%).<sup>9</sup>
- Torquay SA2 has accounted for 88% of the LGA's population growth over the last 15 years, and as a consequence its share of the LGA's population has increased from 51% in 2001 to 63% in 2016.
- Within Torquay SA2, growth has been concentrated in the Torquay-Jan Juc Urban Area, which had a population of 16,948 in 2016.

This growth reflects: the attraction of Torquay as a lifestyle location for families and retirees; available land for sub division for housing; its dominance as the regional service centre; local job availability, including the surf industry; and access to a range of professional and other jobs in Geelong.

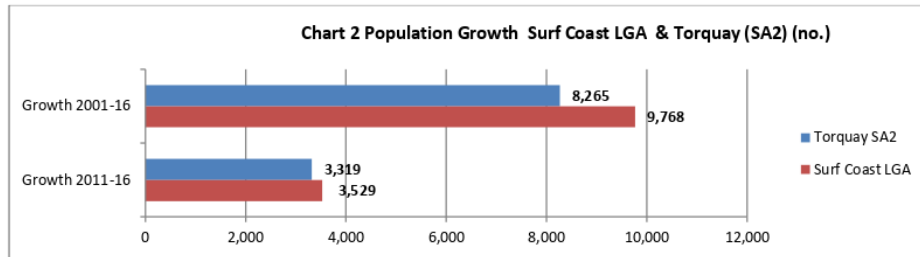
**This population growth has driven growth in local businesses and jobs that are servicing Torquay and the region.**

<sup>9</sup> Torquay –Statistical Area Level 2 (SA2) is an area which includes Torquay, Jan Juc and some adjacent areas (Area of 126.3 sq. Kms). It represents the main catchment area for Torquay Town Centre. See Appendix A for ABS Maps of the areas.

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Source: ABS Census Data 2001-2016. Community Profiles – Resident Population Data



Source: ABS Census Data 2001-2016. Community Profiles – Resident Population Data

**Table 1. Population Surf Coast and Torquay 2001-2016**

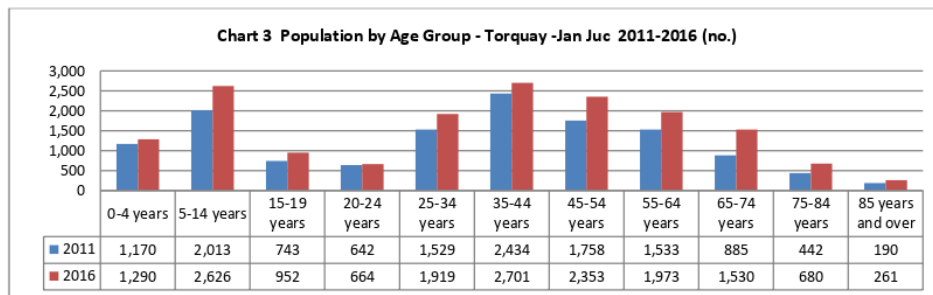
	2001	2006	2011	2016	Growth	Growth	Growth	Growth
					2001-16	2001-16	2011-16	2011-16
Population	no.	%	no.	%				
Surf Coast LGA	19,629	21,766	25,868	29,397	9,768	49.8	3,529	13.6
Torquay SA2 (126 sq. kms)	10,097	11,939	15,043	18,362	8,265	81.9	3,319	22.1
Torquay SA2 Share/Surf Coast (%)	51.4	54.9	58.2	62.5				
Torquay - Jan Juc Urban Area (39 sq. kms)	na	na	13,339	16,948	na	na	3,609	27.1
Torquay - Jan Juc Share /Surf Coast (%)	na	na	51.6	57.7				

Source: ABS Census Data 2011 & 2016. Community Profiles – Resident Population Data

**3.2.2 Population Characteristics**

The population growth has been across the age spectrum from children through to older persons. The following chart and table shows the population by age group for the Torquay - Jan Juc Urban area.

- Reflecting families moving in, there is an increase of 30% in children age 5-14 years and 28% in the 15-19 age group and in the 25-54 age groups.
- Retirement living is captured in growth in the 65 + age groups.



Source: ABS Census Data 2011-2016. Community Profile – Torquay Jan Juc Urban Area

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**Table 2. Population by Age Group Torquay Jan Juc 2011-2016**

Torquay - Jan Juc (UCL213016) 39 sq. Kms				
Age groups:	2011	2016	Increase No.	% increase
0-4 years	1,170	1,290	120	10.3
<b>5-14 years</b>	<b>2,013</b>	<b>2,626</b>	<b>613</b>	<b>30.5</b>
<b>15-19 years</b>	<b>743</b>	<b>952</b>	<b>209</b>	<b>28.1</b>
20-24 years	642	664	22	3.4
<b>25-34 years</b>	<b>1,529</b>	<b>1,919</b>	<b>390</b>	<b>25.5</b>
<b>35-44 years</b>	<b>2,434</b>	<b>2,701</b>	<b>267</b>	<b>11.0</b>
<b>45-54 years</b>	<b>1,758</b>	<b>2,353</b>	<b>595</b>	<b>33.8</b>
55-64 years	1,533	1,973	440	28.7
65-74 years	885	1,530	645	72.9
75-84 years	442	680	238	53.8
85 years and over	190	261	71	37.4
<b>Total persons</b>	<b>13,339</b>	<b>16,948</b>	<b>3,609</b>	<b>27.1</b>

Source: ABS Census Data 2011 -2016. Community Profiles Torquay Jan Juc Urban Area.

### 3.3 Businesses in Torquay

Detailed information on businesses by industry is available from the Australian Business Register. A data set was made available of Torquay businesses by Surf Coast Council for this assessment.<sup>10</sup>

The data set does not provide the number of employees. We can infer from the business type and other information, that most of these are small and medium sized businesses and some of these would be single person businesses working out of home.

#### 3.3.1 Number of Businesses

There were a total of 941 businesses operating in the Torquay area – 17% were in construction, 20% were in professional, scientific & technical services, 8% in health care & social assistance, 10% retail trade, 10% other services, and 4% manufacturing.

Based on the type of business entity, most are likely to be small businesses - 769 (82%) were Individual/Sole Traders, 131 (14%) were an Australian Private Company and only 3 were Public Companies.

<sup>10</sup> The Australian Business Register (ABR) is a national database of information collected when businesses and other organisations register for an Australian business number (ABN).

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**Table 3. Businesses by Industry Sector & Location - Torquay Area 2018**

Businesses Industry Sector	Location: Torquay Area					Share of Businesses
	Bellbrae	Bells Beach	Jan Juc	Torquay	Total	%
Accommodation & Food Services	2		3	36	41	4.4
Administrative & Support Services	3		12	46	61	6.5
Agriculture, Forestry & Fishing	3		1	4	8	0.9
Arts & Recreation Services	2		9	20	31	3.3
Construction	8	1	36	111	156	16.6
Education & Training		1	16	39	56	6.0
Electricity, Gas, Water & Waste Services			1		1	0.1
Financial & Insurance Services			3	10	13	1.4
Health Care & Social Assistance	3		21	55	79	8.4
Information Media & Telecommunications	1		8	9	18	1.9
Manufacturing	3	2	6	30	41	4.4
Other	1			4	5	0.5
Other Services	4		11	77	92	9.8
Professional, Scientific & Technical Services	5	1	48	131	185	19.7
Public Administration & Safety				2	2	0.2
Rental, Hiring & Real Estate Services			6	18	24	2.6
Retail Trade	2	1	17	72	92	9.8
Transport, Postal & Warehousing	1		2	6	9	1.0
Wholesale Trade	1		9	17	27	2.9
<b>Total Businesses</b>	<b>39</b>	<b>6</b>	<b>209</b>	<b>687</b>	<b>941</b>	<b>100.0</b>
<b>Share of Businesses (%)</b>	<b>4.1</b>	<b>0.6</b>	<b>22.2</b>	<b>73.0</b>	<b>100.0</b>	

Source: Australian Business Register Data, 2018

### 3.3.2 Business Type

The main business type was individual/sole traders (81.7%). Most construction businesses (133), professional services businesses (156), health care providers (68), retail trade (82) and education & training businesses were in this category. Private companies comprised 131 businesses (13.9%).

This indicates that most of the businesses located in the Torquay area are small businesses.

**Table 4. Businesses by Type – Torquay Area 2018**

Businesses in Torquay Area Industry Sector	Business Type							Total
	Australian Private Company	Australian Public Company	Co-operative	Family Partner ship	Individual/Sole Trader	Local Government Entity	Other Incorporated Entity	
Accommodation & Food Services	17			1	23			41
Administrative & Support Services	8			2	51			61
Agriculture, Forestry & Fishing	1				7			8
Arts & Recreation Services	3				28			31
Construction	13	1		9	133			156
Education & Training	2		1	2	51			56
Electricity, Gas, Water & Waste Services	1							1
Financial & Insurance Services	9	2			2			13
Health Care & Social Assistance	10				68		1	79
Information Media & Telecommunications	6				12			18
Manufacturing	3			5	33			41
Other					5			5
Other Services	4			4	84			92
Professional, Scientific & Technical Services	23			6	156			185
Public Administration & Safety						1	1	2
Rental, Hiring & Real Estate Services	14				10			24
Retail Trade	7			3	82			92
Transport, Postal & Warehousing	2				6		1	9
Wholesale Trade	8			1	18			27
<b>Total</b>	<b>131</b>	<b>3</b>	<b>1</b>	<b>33</b>	<b>769</b>	<b>1</b>	<b>3</b>	<b>941</b>
<b>Share of Businesses (%)</b>	<b>13.9</b>	<b>0.3</b>	<b>0.1</b>	<b>3.5</b>	<b>81.7</b>	<b>0.1</b>	<b>0.3</b>	<b>100.0</b>

Source: Australian Business Register Data, 2018

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### 3.3.3 Businesses by Industry

Appendix B provides detailed information on the businesses located in Torquay Jan Juc area. Based on this and our analysis of space used in Torquay Town Centre and the industrial areas, some inferences can be drawn from the data.

#### **Industrial Space**

- The 156 construction businesses covered the full range from housing construction and non-residential building companies to all of the building trades. Based on our analysis of the Baines Crescent and the West Coast Business Park, only the major building companies, building supplies/hire companies and kitchen/cabinet makers had offices/factory space or yards. Most of the tradespersons located in the area do not have an office or depot.
- Manufacturing businesses (41) would be located in industrial premises (the major categories are clothing (11), sports products (6); bakeries (3), cosmetics (4)), as would the transport, postal and warehousing businesses (9) and wholesalers (27).

#### **Retail Space**

- Most retailers (92) were operating from shopfront premises in Torquay (72), however there were 19 businesses involved in non-store retailing (eg. online). Major store based groups were: clothing (24); other retail (11), specialised food (7); homewares (4); and flowers (4).
- Accommodation and food services (41) covered: accommodation (9); cafes and restaurants (18); pubs and bars (3); and takeaway food (8).
- Some service businesses use retail space (eg. hair and beauty (31)).

#### **Office Space**

- Business services utilising office space include: real estate (12); professional services – accounting (15), legal (4), banks, financial services (8), management consulting (47); and engineering design and consulting (14). Some of these would be home based businesses.
- Creative businesses: the region has a number of businesses including – design services (38); film and video production (8); photography(14); post production (1); architects (11); newspaper/magazine production, book publishing (3); creative artists, writers, performers (17); and performing arts operations (5)
- Other digital services: include data processing and web hosting (1), data storage (1), computer system design and services (24).
- Education and training: covered adult and community education (19); sports and recreation instruction (20); and vocational education (6).
- Health care (79) covered: complementary and alternative health services (32); general practice (6); allied health (11), chiropractic and osteopathic services (5); other health care (7), physiotherapy (4); and specialists (1).
- Services: other major services businesses were in other personal services nec. (43); labour supply services (7); employment and recruitment (3).

### 3.3.4 Owner Managers

Another indicator of small businesses in the region is ABS Census data on Owner/Managers.<sup>11</sup>

The ABS Census provides data on the number of owner managers and the number of employees in their business. Data is for 3 size categories: nil employees (i.e. a non –employing business with only the owner); 1-19 employees; and 20 employees or more. The nil employee category provides an indication of the number of self-employed persons in single person businesses.

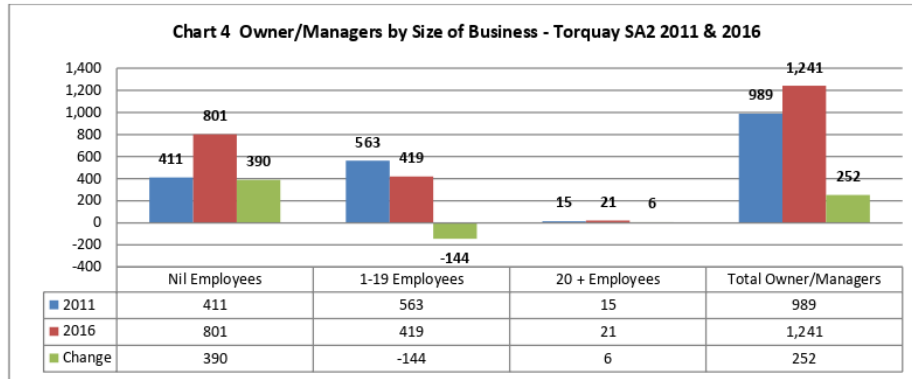
Between 2011 and 2016 there was an increase of 252 owner/managers to 1241 persons. Nil employee businesses increased by 390 to 801. At the same time the number of owner managers employing 1-19 persons declined by 144.

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<sup>11</sup> ABS Census 2016, Torquay SA2 Working Population Profile (Table W10)



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Source: ABS Census 2016, Working Population Profile (Table W10)

The major changes were in several sectors: construction 66, which would mainly be tradespersons and other building services; professional, scientific and technical services 106, which includes consultants, accountants, lawyers, designers, ICT – hardware and software design, development and support, engineers; advertising and market research; vets; and health - GPs and allied health including dental services, physiotherapy services, chiropractic and osteopathic services, and other allied health services. Financial is likely to be finance brokers and financial advisors. Rental hiring etc. includes residential/non-residential property operators and real estate agents.

Administrative and support services include: employment placement and recruitment services, travel services, office cleaning and gardening services

Education and training is likely to be sports and physical recreation instruction; and arts educators.

Arts and recreation services include creative artists, musicians, writers and performers, fitness centres and gym operation.

Owner managers with nil employees are an indicator of the number of single person businesses.

- Businesses with no employees are in several categories: small single person businesses that are based at home – some of the professional services would be in this category (eg. accountants, consultants), as would be administrative and support services; construction – individual tradespersons; health care may include allied health practitioners, who operate from home or in shared spaces.
- In 2016 there were 637 persons in the Torquay /Jan Juc area working from home. These would be a mix of independent businesses and employees of businesses outside the region, who may work from home over part of the week.

**In many of these industry sectors, the single person (owner/manager only) business is not likely to need their own office space and may share space or may operate from home.**

**This would include some in: professional services, administrative services, financial services; most in arts and recreation services (eg. creative arts operators or personal trainers, surf trainers etc.); and information media. These types of businesses are potential future users of co-working spaces.**



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**Table 5. Owner Managers with Nil Employees - Torquay SA2 2016**

Owner/Managers with Nil Employees in Business	Nil Employees	Nil Employees	Change
Torquay SA2 Industry	2011	2016	2011-2016
Agriculture, forestry and fishing	12	8	-4
Mining	0	0	0
Manufacturing	14	27	13
Electricity, gas, water and waste services	0	5	5
Construction	102	168	66
Wholesale trade	11	15	4
Retail trade	22	28	6
Accommodation and food services	10	23	13
Transport, postal and warehousing	5	17	12
Information media and telecommunications	6	10	4
Financial and insurance services	7	20	13
Rental, hiring and real estate services	3	17	14
Professional, scientific and technical services	64	170	106
Administrative and support services	27	65	38
Public administration and safety	0	4	4
Education and training	20	33	13
Health care and social assistance	56	81	25
Arts and recreation services	15	24	9
Other services	30	45	15
Inadequately described/Not stated	7	36	29
<b>Total</b>	<b>411</b>	<b>801</b>	<b>390</b>

Source: ABS Census 2016, Torquay SA2, Working Population Profile (Table W10)

### 3.4 Employment in Torquay

**Torquay has experienced continued strong growth in service jobs and in tourism linked jobs as it consolidates its position as the Surf Coast's major service centre. At the same time there has been a fall in wholesale industry and manufacturing jobs, which mainly reflects changes in the surf industry.**

#### 3.4.1 Jobs in the Region

ABS data on jobs located in the area are available for Surf Coast LGA and for Torquay (SA2).<sup>12</sup> The area has experienced strong jobs growth over the past decade.

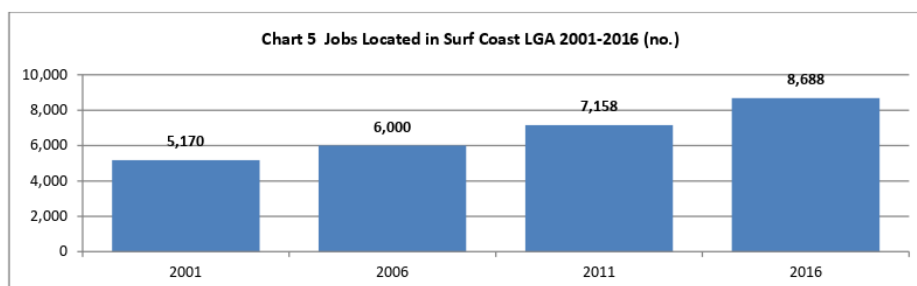
- The number of jobs located in Surf Coast LGA increased from 6000 in 2006 to 8688 in 2016, an increase of 2688 or 44%.
- At an LGA level the major growth was in tourism related jobs (accommodation and food service); construction – reflecting the level of housing development; growth in population driven services – education, health; an increase in professional and administrative jobs; and in arts and recreation services.
- Manufacturing jobs were static, with a decline in wholesale jobs reflecting changes in the surf industry.

Torquay is the major centre for employment and accounted for 62% of the Surf Coast's jobs.

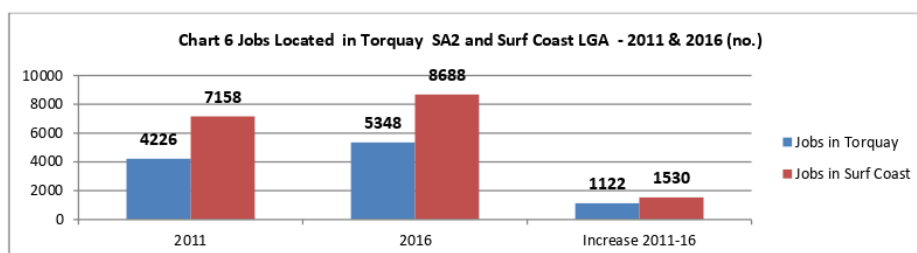
- As the main industry and service centre it has a concentration of jobs in public administration, wholesale trade, information media, and professional services.
- In the 5 years between 2011 and 2016, jobs in Torquay (SA2) increased from 4226 to 5348, with most growth being in population linked services.
- Over this period, Torquay accounted for 73% of the jobs growth in the Surf Coast LGA (1122 of the total 1530 additional jobs in the LGA).

<sup>12</sup> This data is available from the ABS Census 2016, 2011, 2016 Working Population Profiles (WPP) for Surf Coast LGA and Torquay SA2.

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Source: ABS Census 2001, 2006, 2011, 2016, Working Population Profile Data (Jobs in the location)



Source: ABS Census 2001, 2006, 2011, 2016, Working Population Profile Data (Jobs in the location). Torquay SA2 & Surf Coast LGA

**Table 6. Jobs Located in Torquay SA2 and Surf Coast LGA by Industry Sector 2011-2016**

Jobs in Location	Torquay SA2		Surf Coast LGA		Change 2011-2016	Torquay Share of Surf Coast Jobs		Surf Coast LGA		Change 2011-2016
	2011	Share %	2016	Share %		2011	%	2016	%	
Agriculture, Forestry and Fishing	73	1.7	87	1.6	14	16.9	449	6.3	515	66
Mining	0	0.0	3	0.1	3	17.6	12	0.2	17	5
Manufacturing	217	5.1	247	4.6	30	68.2	329	4.6	362	33
Electricity, Gas, Water and Waste Services	7	0.2	10	0.2	3	30.3	99	1.4	33	-66
Construction	585	13.8	588	11.0	3	60.7	964	13.5	968	4
Wholesale Trade	467	11.1	298	5.6	-169	88.4	500	7.0	337	-163
Retail Trade	614	14.5	732	13.7	118	69.7	943	13.2	1,050	107
Accommodation and Food Services	596	14.1	797	14.9	201	57.1	1,100	15.4	1,397	297
Transport, Postal and Warehousing	46	1.1	55	1.0	9	48.7	118	1.6	113	-5
Information Media and Telecommunications	39	0.9	67	1.3	28	89.3	54	0.8	75	21
Financial and Insurance Services	64	1.5	98	1.8	34	75.4	101	1.4	130	29
Rental, Hiring and Real Estate Services	92	2.2	107	2.0	15	66.0	137	1.9	162	25
Professional, Scientific and Technical Services	262	6.2	353	6.6	91	67.8	374	5.2	521	147
Administrative and Support Services	100	2.4	174	3.3	74	53.4	196	2.7	326	130
Public Administration and Safety	256	6.1	324	6.1	68	82.0	300	4.2	395	95
Education and Training	259	6.1	405	7.6	146	68.3	435	6.1	593	158
Health Care and Social Assistance	292	6.9	454	8.5	162	57.3	575	8.0	792	217
Arts and Recreation Services	70	1.7	89	1.7	19	36.5	166	2.3	244	78
Other Services	152	3.6	232	4.3	80	73.7	253	3.5	315	62
Inadequately described/Not stated	35	0.8	214	4.0	179	64.8	53	0.7	330	277
<b>Total Jobs</b>	<b>4,226</b>	<b>100.00</b>	<b>5,348</b>	<b>100.00</b>	<b>1,122</b>	<b>61.6</b>	<b>7,158</b>	<b>100.00</b>	<b>8,688</b>	<b>1,530</b>

Source: ABS Census 2011 & 2016, Working Population Profile Data, Torquay SA2 & Surf Coast LGA

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### 3.5 Job Trends

#### 3.5.1 Jobs Growth by Industry

The following table shows employment by industry for 2011 and 2016 in Torquay SA2. It clusters industries into 3 categories – population related/influenced; tourism related; and business related. This is designed to be an indicator of the influences on jobs in the area. However it is recognised that industries like food services are also servicing the local population.

**Torquay has been experiencing strong jobs growth. Between 2011 and 2016 total jobs in the area increased by 1123 (or 27%) to reach 5348 jobs (up from 4225 in 2011)**

- The major growth was in population related industries, with an increase of 611 jobs or 54% of the total jobs increase. Major increases were in preschool and school education (129); food retailing (76) and other stored based retail (52); medical and other health care services (73); social assistance services (69).
- Jobs in tourism related industries increased by 322 or 29%. The main increases were in food and beverage services (188); personal and other services (63); building cleaning, and other support services (39).
- Jobs in business related activities increased by 215 or 15%. The main growth was in professional and technical services (64); food product manufacturing (38); computer system design and related services (24); and property operations and real estate (21)

While almost all industry sectors in Torquay experienced growth, there were job declines in several sectors – wholesale trade with a fall of 170 jobs (from 468 to 298); and some declines across several sectors in manufacturing totalling 45 jobs. The fall in wholesale trade jobs reflects the changes that have been occurring in the surf industry.

These trends have implications for commercial and industrial space.

- Much of the services jobs growth is accommodated in traditional space – medical centres, retail space (eg. food retailing - a new supermarket); and industrial space (eg. food products manufacture).
- The growth in education jobs reflects the expansion of schools to service a larger population.
- Some of the growth in other areas will have included people working from home, in fields such as professional and technical services, computer system design and related services, personal and other services, and some allied health services.
- These areas involve small businesses and are potential candidates for future shared office space and co-working space.

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**Table 7. Jobs Growth by Industry Sector Torquay SA2: 2011-2016**

Jobs in Torquay SA2 Industry Sectors growing 2011-2016 Industry	Industry Group	2011	2016	Growth 2011-16
<b>Population Related</b>				
Medical & other health care services	Health Care & Social Assistance	135	208	73
Residential care services	Health Care & Social Assistance	66	81	15
Social assistance services	Health Care & Social Assistance	57	126	69
Sports and recreation activities	Arts & Recreation	41	55	14
Construction services	Construction	341	365	24
Food retailing	Retail Trade	241	317	76
Other store-based retailing	Retail Trade	333	385	52
Telecommunications services	Information Media & Telecommunications	4	17	13
Auxiliary finance and insurance services	Finance & Insurance	8	43	35
Administrative services	Administrative & support services	49	89	40
Public administration	Public Admin & Safety	235	290	55
Preschool and school education	Education & Training	193	322	129
Construction, nfd	Construction	7	23	16
<b>Total</b>		<b>1710</b>	<b>2321</b>	<b>611</b>
Share %		40.5	43.4	54.4
<b>Tourism Related</b>				
Accommodation and food services, nfd	Accommodation & food services	0	3	3
Accommodation	Accommodation & food services	218	227	9
Food and beverage services	Accommodation & food services	379	567	188
Personal and other services	Other Services	116	179	63
Building cleaning, and other support services	Administrative & support services	49	88	39
Adult, community and other education	Education & Training	45	65	20
<b>Total</b>		<b>807</b>	<b>1129</b>	<b>322</b>
Share %		19.1	21.1	28.7
<b>Business Related</b>				
Food product manufacturing	Manufacturing	33	71	38
Professional, & technical services	Professional, scientific & technical services	243	307	64
Computer system design and related services	Professional, scientific & technical services	20	44	24
Furniture and other manufacturing	Manufacturing	20	31	11
Property operators and real estate services	Rental, Hiring & Real Estate	73	94	21
Information media and telecommunications, nfd	Information media & telecommunications	0	3	3
Publishing (except internet and music publishing)	Information media & telecommunications	19	20	1
Motion picture and sound recording activities	Information media & telecommunications	9	13	4
Internet service providers, web search portals	Information media & telecommunications	0	3	3
Creative and performing arts activities	Arts and recreation services	18	21	3
Repair and maintenance	Other services	33	47	14
Beverage and tobacco product manufacturing	Manufacturing	3	8	5
Wood product manufacturing	Manufacturing	6	9	3
Primary metal and metal product manufacturing	Manufacturing	0	3	3
Postal and courier pick-up and delivery services	Transport, postal and warehousing	23	30	7
Transport, postal and warehousing, nfd	Transport, postal and warehousing	0	3	3
Machinery and equipment wholesaling	Manufacturing	6	14	8
<b>Total</b>		<b>506</b>	<b>721</b>	<b>215</b>
Share %		12.0	13.5	19.1
<b>Total All Industries</b>		<b>4,225</b>	<b>5,348</b>	<b>1,123</b>

Source: ABS Census 2011 & 2016, Working Population Profile, Torquay SA2. MCa analysis August 2018.

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### 3.5.2 Jobs Growth by Occupation

In the 5 years between 2011 and 2016 the total number of jobs in Torquay SA2 increased by 1122 from 4226 to 5348. The major growth was in professional occupations 278; community and personal service workers 267; managers 114; sales workers 124; and labourers and other occupations 141.

The following table classifies the occupations by whether they are mainly influenced by population growth, tourism activity or business activity. An analysis of jobs by occupation shows a broadly similar result to the industry analysis.

- It shows that 47% of the jobs growth between 2011 and 2016 was influenced by population (524 additional jobs); 26% was tourism linked (294 additional jobs) and 19% business related (219 additional jobs).
- Major growth occupations in population linked jobs include: sales jobs 117; education professionals 86; health professionals 46; carers and aides 92; and sports and personal service workers 53.
- In tourism related jobs - the main growth was in hospitality workers 102; food trades workers 63; hospitality, retail and service managers 61; and cleaners and laundry workers 52.
- In business related occupations, the main growth was in business, human resource and marketing professionals 82; engineering and specialist managers 33; chief executives, and general managers 29; arts and media professionals 29; information and communication technology (ICT) workers 15; and engineering technicians 14.

Growth occurred in most occupations, however there were falls in several occupations - personal assistants and secretaries 14; farmers and farm managers 12; and construction trades workers 45.

Some of the occupations that experience growth may be home based and are potential users of shared space or co-working space. These include: some allied health professionals; arts and media professionals; ICT professionals; engineers; and sports and personal service workers.

**Table 8. Jobs Growth by Occupation: Torquay SA2 2011-2016**

Torquay Occupation	Grouping	2011	2016	Growth 2011-16
<b>Population Related</b>				
Education Professionals	Professionals	153	239	86
Health Professionals	Professionals	103	149	46
Carers and Aides	Community and Personal Service Workers	153	245	92
Sports and Personal Service Workers	Community and Personal Service Workers	90	143	53
Sales Assistants and Salespersons	Sales Workers	410	527	117
Other Labourers	Labourers	55	97	42
Legal, Social and Welfare Professionals	Professionals	42	61	19
Office Managers and Program Administrators	Clerical and Administrative Workers	77	98	21
Inquiry Clerks and Receptionists	Clerical and Administrative Workers	86	101	15
Clerical Workers	Clerical and Administrative Workers	323	356	33
<b>Total</b>		<b>1492</b>	<b>2016</b>	<b>524</b>
Share %		35.3	37.7	46.7
<b>Tourism Related</b>				
Food Trades Workers	Technicians and Trades Workers	102	165	63
Hospitality Workers	Community and Personal Service Workers	169	271	102
Hospitality, Retail and Service Managers	Managers	267	328	61
Food Preparation Assistants	Labourers	98	114	16
Cleaners and Laundry Workers	Labourers	103	155	52
<b>Total</b>		<b>739</b>	<b>1033</b>	<b>294</b>
Share %		17.5	19.3	26.2
<b>Business Related</b>				
Business, Human Resource and Marketing Professionals	Professionals	148	230	82
Arts and Media Professionals	Professionals	44	73	29
Chief Executives, General Managers	Managers	37	66	29
Specialist Managers	Managers	251	284	33
Information and Communication Technology (ICT)	Professionals	27	42	15
Engineering Technicians	Technicians and Trades Workers	58	72	14
Road Drivers	Machinery Operators and Drivers	28	45	17
<b>Total</b>		<b>593</b>	<b>812</b>	<b>219</b>
Share %		14.0	15.2	19.5
<b>Total All Occupations</b>		<b>4,226</b>	<b>5,348</b>	<b>1,122</b>

Source: ABS Census 2011 & 2016, Working Population Profile, Torquay SA2. MCA analysis August 2018.

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### 3.6 Residents in Employment

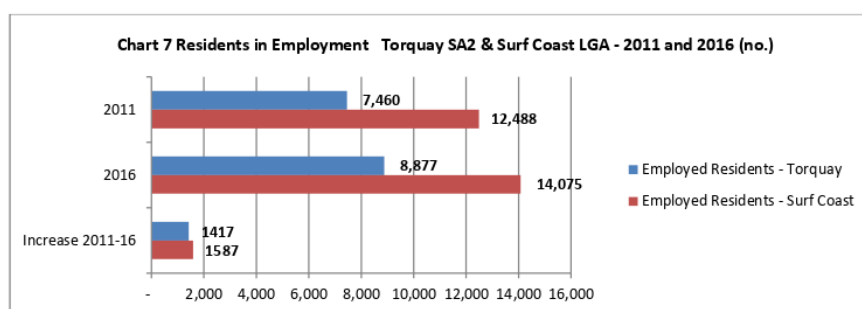
As the population grows the number of residents who are in employment continues to increase. Journey to work data for the LGA shows that in 2016 - 42% of employed residents held jobs in the Surf Coast and 36% commuted to jobs in Greater Geelong LGA. There are also a significant number of persons who work from home.

#### 3.6.1 Industry of Employment

There has been significant growth in the number of residents in the LGA and in Torquay SA2, who are in employment. Between 2011 and 2016: for the Surf Coast residents in employment increased by 1587 from 12,488 to 14,075; and for Torquay residents, the number increased by 1417 from 7460 to 8877.

This indicates the strong growth that is occurring in the Torquay's population and that most of the new residents in the area are persons in the workforce (and are not retirees).

The main industries of employment of Torquay residents in 2016 were: education and training 1082 (12.2%); health care and social assistance 1181 (13.3%); construction 1035 (11.7%); retail trade 859 (9.7%); professional services 664 (7.5%); and accommodation and food service 651 (7.3%). The number of residents employed in each of these sectors increased between 2011 and 2016.



Source: ABS Census 2011 & 2016, Resident Population Profile Data. Torquay SA2 & Surf Coast LGA

Table 9. Employed Residents by Industry Sector - Torquay SA2 2011 & 2016.

Employed Residents	2011		2016		Change 2011-2016
Torquay SA2	no.	%	no.	%	no.
Agriculture, Forestry and Fishing	75	1.0	99	1.1	24
Mining	21	0.3	29	0.3	8
Manufacturing	560	7.5	511	5.8	-49
Electricity, Gas, Water and Waste Services	82	1.1	76	0.9	-6
Construction	950	12.7	1,035	11.7	85
Wholesale Trade	422	5.7	314	3.5	-108
Retail Trade	743	10.0	859	9.7	116
Accommodation and Food Services	551	7.4	651	7.3	100
Transport, Postal and Warehousing	182	2.4	219	2.5	37
Information Media and Telecommunications	114	1.5	116	1.3	2
Financial and Insurance Services	217	2.9	278	3.1	61
Rental, Hiring and Real Estate Services	125	1.7	158	1.8	33
Professional, Scientific and Technical Services	557	7.5	664	7.5	107
Administrative and Support Services	167	2.2	247	2.8	80
Public Administration and Safety	427	5.7	591	6.7	164
Education and Training	832	11.2	1,082	12.2	250
Health Care and Social Assistance	946	12.7	1,181	13.3	235
Arts and Recreation Services	124	1.7	153	1.7	29
Other Services	226	3.0	286	3.2	60
Inadequately described/Not stated	132	1.8	317	3.6	185
<b>Total Employed Residents</b>	<b>7,460</b>	<b>100.0</b>	<b>8,877</b>	<b>100.0</b>	<b>1,417</b>

Source: ABS Census 2011 & 2016, Resident Population Profile Data. Torquay SA2

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### 3.6.2 Working from Home

**Working from home has increased substantially in the Surf Coast Shire and in Torquay and this is a combination of solo small businesses and working arrangements of some employees, who hold jobs in Melbourne and elsewhere.**

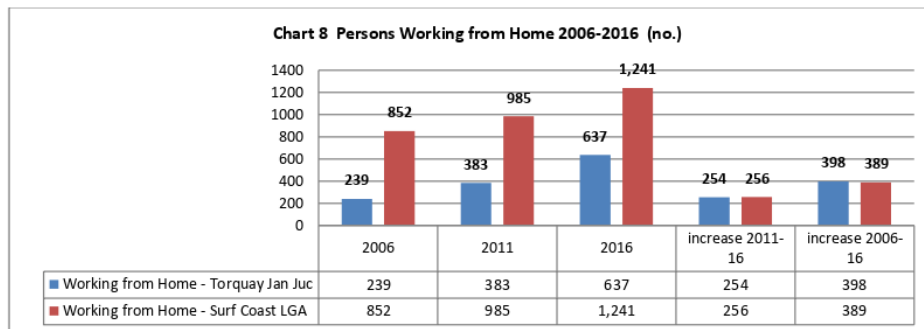
Persons working from home are likely to continue to increase as digital technologies enable more people to work remotely and independently. While some people will operate their small business from home on an ongoing basis, others may grow their business to the point where they require office space. This may involve a transition from home to a co-working space, and then to shared office space or their own office suite.

ABS Census data is available which provides information on the number of persons working from home on Census day.

- Working from home can be for a number of reasons including: persons operating an ongoing small one person business; business start-ups with an initial home base to save on operating costs; persons who commute to their job in Melbourne, but who may have arrangements to work from home for a day or two per week; persons whose business involves visits to clients and who do not need office space; persons transitioning to retirement while continuing to operate a business part time; and persons who are independent contractors and doing project work.
- The magnitude of each category can only be determined via a survey. However ABS Census data can be used to obtain an indicator of the extent of working from home in Torquay and the Surf Coast and the trends.

The data shows that there is a trend for working at home to increase in the LGA, and with strong growth in Torquay Jan Juc area.

- Surf Coast: the number of people working from home in Surf Coast LGA has increased by 389 between 2006 and 2016 (from 852 to 1241) - 37% increase.
- Torquay-Jan Juc: persons working at home increased by 398 between 2006 and 2016 (from 239 to 637) – an increase of 166%.
- Between 2006 and 2016 the share of employed residents working from home increased from 8.3% to 8.8% for Surf Coast LGA and from 5.0% to 7.8% for Torquay Jan Juc area.
- Between 2006 and 2016 the number of persons working at home in the Torquay Jan Juc area increased by 166%, compared with a growth in residents in employment of 68% over the same period.



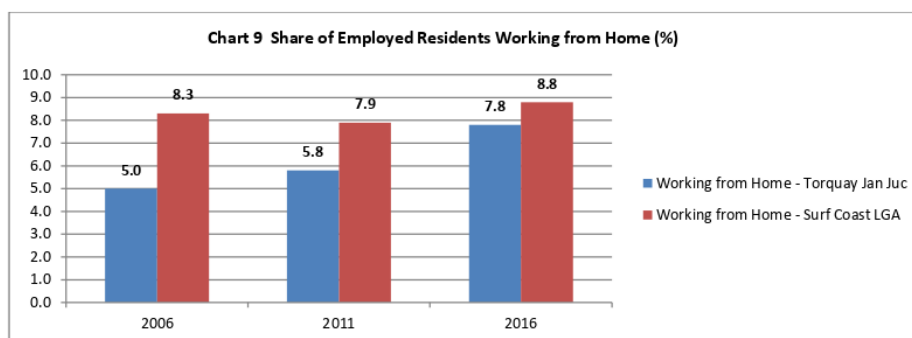
Source: ABS Census 2006, 2011 & 2016 Working Population Profile Data, Surf Coast LGA & Torquay Jan Juc Urban Area

**This growth in working from home reflects a number of likely factors: changes in the way that people work (eg. employed by a company but working from home for some days during the week); new businesses starting up in the area; persons working as independent contractors; other home based businesses; and some professional workers transitioning to retirement.**

**The significant growth in the working from home category is an indicator of the potential for a take up of co-working space.**



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Source: ABS Census 2006, 2011 & 2016, Resident Population Profile Data & Working Population Profile Data, Surf Coast LGA & Torquay Jan Juc Urban Area

**Table 10. Working from Home – Surf Coast LGA & Torquay 2006-2016**

Comparison	2006 no.	2011 no.	2016 no.
<b>Surf Coast LGA</b>			
Working from Home - Surf Coast LGA	852	985	1,241
Employed Residents -Surf Coast LGA	10,290	12,490	14,079
Share of Employed Residents Working from Home	8.3%	7.9%	8.8%
<b>Torquay Jan Juc Urban Area</b>			
Working from Home - Torquay Jan Juc	239	383	637
Employed Residents - Torquay Jan Juc	4,819	6,563	8,121
Share of Employed Residents Working from Home	5.0%	5.8%	7.8%

Source: ABS Census 2006, 2011 & 2016, Resident Population Profile Data & Working Population Profile Data Surf Coast LGA & Torquay Jan Juc Urban Area

### 3.6.2 Travel to Work

**There are a significant number of persons who travel to jobs outside Torquay and the Surf Coast, with the main location of their jobs being Greater Geelong.**

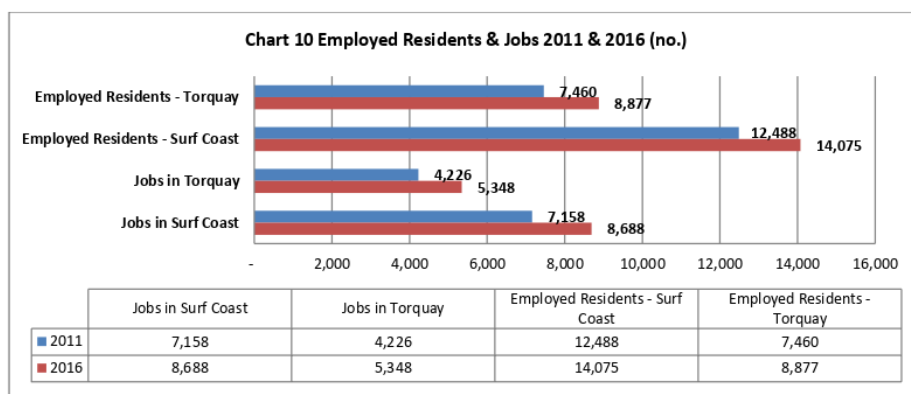
#### Employed Residents and Jobs

The proximity to Geelong means that many residents employed in health, education and professional services have jobs in Greater Geelong.

A comparison of jobs and residents in employment provides an indicator of local jobs and the extent of commuting outside the region: for the Surf Coast LGA in 2016 there were 5387 more residents in employment than there were local jobs in the LGA; and for Torquay SA2, there were 3529 more residents in employment than there were local jobs in the area.



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Source: ABS Census 2011 & 2016, Resident Population Profile Data & Working Population Profile Data, Surf Coast LGA & Torquay SA2

The following table compares jobs located (by industry) in Torquay SA2 with employed residents in Torquay.

The jobs to employed residents percentage is an indicator of extent to which persons hold jobs outside the area. A lower percentage indicates a larger number of employed residents are working outside Torquay.

- For example health care and education have a lower percentage (below 40%), with a majority of persons working in these sectors likely to hold jobs in Geelong.
- Other industry jobs that are concentrated outside Torquay include financial and insurance; and professional, scientific and technical services jobs.
- Retail and accommodation and food services jobs in Torquay would be held by a mix of locals and by persons from outside the area/LGA. This would include a significant number of part time jobs in these sectors. For example there were 797 jobs in accommodation and food service in Torquay, but only 651 employed residents working in this sector.

**Table 11. Jobs and Employed Residents – Torquay SA2 - 2016**

Torquay SA2	Jobs Located in Torquay	Torquay Residents in Employment	Difference	Jobs/Emp Resident
	2016 no.	2016 no.	Jobs-Emp Residents no.	%
Agriculture, Forestry and Fishing	87	99	-12	87.9
Mining	3	29	-26	10.3
<b>Manufacturing</b>	<b>247</b>	<b>511</b>	<b>-264</b>	<b>48.3</b>
Electricity, Gas, Water and Waste Services	10	76	-66	13.2
<b>Construction</b>	<b>588</b>	<b>1,035</b>	<b>-447</b>	<b>56.8</b>
Wholesale Trade	298	314	-16	94.9
Retail Trade	732	859	-127	85.2
Accommodation and Food Services	797	651	146	122.4
Transport, Postal and Warehousing	55	219	-164	25.1
Information Media and Telecommunications	67	116	-49	57.8
Financial and Insurance Services	98	278	-180	35.3
Rental, Hiring and Real Estate Services	107	158	-51	67.7
<b>Professional, Scientific and Technical Services</b>	<b>353</b>	<b>664</b>	<b>-311</b>	<b>53.2</b>
Administrative and Support Services	174	247	-73	70.4
Public Administration and Safety	324	591	-267	54.8
<b>Education and Training</b>	<b>405</b>	<b>1,082</b>	<b>-677</b>	<b>37.4</b>
<b>Health Care and Social Assistance</b>	<b>454</b>	<b>1,181</b>	<b>-727</b>	<b>38.4</b>
Arts and Recreation Services	89	153	-64	58.2
Other Services	232	286	-54	81.1
Inadequately described/Not stated	214	317	-103	67.5
<b>Total</b>	<b>5,348</b>	<b>8,877</b>	<b>-3,529</b>	<b>60.2</b>

Source: ABS Census 2016, Resident Population Profile Data & Working Population Profile Data, Torquay SA2

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### **Journey to Work**

**Being able to access jobs in a broader area has been a major attractor for persons moving to Torquay. At the same time the growth in population has generated an increase in local jobs, particularly in Torquay, which is the major service centre for the Surf Coast Shire.**

Data is available at an LGA level for journey to work and shows some clear patterns.<sup>13</sup>

- Almost 80% of Surf Coast residents live and work in the LGA 5859 (42%) or hold jobs in Greater Geelong LGA 5101 (36%).
- Another 1300 (10%) hold jobs in Melbourne City or other metropolitan LGAs.
- Around 2500 residents from other LGAs hold jobs in Surf Coast LGA, with most of these (2200) being residents of Greater Geelong.

Many of the Surf Coast residents working in Geelong, are in several industry sectors – health (at the hospitals); education (Deakin University, TAFE and secondary schools); financial services; professional services; and construction workers employed on projects in Geelong and elsewhere.

**Living in Torquay and other locations in Surf Coast provides a coastal lifestyle, while being able to tap into a major regional city labour market (Geelong) or to commute to jobs in the Melbourne metropolitan area.**

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<sup>13</sup> See <https://profile.id.com.au/surf-coast/residents>

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## 4. Space Use in Torquay

### 4.1 Overview

Torquay is the major service centre for the Surf Coast. There are several concentrations of businesses – in Torquay Town Centre (mainly retail, food service, professional services and business services); West Coast Business Park (large-scale retail, wholesale and construction); Baines Crescent/Surf City/Surf Coast Highway (surf industry-offices, retail and warehousing; other wholesalers; medical and allied health; offices -building services, professional services.)

- Office space in the town centre is mainly occupied by traditional users - banks, financial services, professional services and some allied health services, which require space for client/customer visits.
- A health services hub has developed on the Surf Coast Highway to take advantage of lower rents for office space and visibility.
- Office use in the Baines Crescent area comprises surf industry offices, some building industry businesses and a new co-working centre. There are also some service businesses that need larger spaces (eg. gyms, yoga, and rehabilitation centre).
- Industrial and wholesale businesses are located in the West Coast Business Park, with large retail/wholesale comprising hardware businesses and a new supermarket. Service businesses in the Business Park are mainly those requiring larger areas (eg. gym, personal trainers) and several business/professional services companies (eg. marketing & design, architect, IT services, and employment services).
- Some new office space is under construction in the town centre (9 offices totalling around 1600 m2) in 3 mixed use developments (which also include shop front retail space). This new space represents around 40% of the current office space in Torquay Town Centre.
- A co working space of 6500 m2 is also likely to come on the market in the Surf City Precinct, with the re-purposing of a former surf industry building.

**Lower rents and a need for more space have been the major attractors for smaller service businesses, which are located outside the Torquay Town Centre and in industrial zoned areas.**

### 4.2 Floor Space in Torquay

#### 4.2.1 Current Use of Space

Several sources of data were available to allow for an analysis of floor space and its use. This information comprised: a floor space data base for Torquay Town Centre (CBD and Torquay Central) developed by Surf Coast Council (2018); a survey conducted in 2018 by Surf Coast Council of industrial zoned areas in Surf City/Baines Crescent precinct and the West Coast Business Park; and site visits and analysis conducted by MCA in August 2018.

These 3 data sources were used to analyse floor space use, to identify businesses and to estimate the number of jobs in each location.

#### Total Floor Space by Use

The data bases allowed for a detailed analysis of floor space by type of use for the Torquay Town Centre, Bell Street and the area in and around the Surf City Precinct, Baines Crescent and Surf Coast Highway.<sup>14</sup>

- The survey identified a total of 49,219 m2 of floor space with the major uses being retail and food service accounting for 60% (29,647 m2); office 25% (12,413 m2) and wholesale 14% (7159 m2).
- Within the Surf City Precinct most of the office space was occupied by surf company operations; and the wholesale space was mainly surf related, but included some building products suppliers.
- Torquay Town Centre operates as a regional service centre for Surf Coast residents and as hub for tourist visitors.<sup>15</sup> Retail and food service (including the CBD and Torquay Central)

<sup>14</sup> This excludes the West Coast Business Park.

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account for an estimated 17,688 m<sup>2</sup> of floor space (81% of floor space in Torquay Town Centre and 60% of retail space in the surveyed locations (Town Centre and Surf City/Highway).

- Retail space in the Town Centre was occupied by: 3 supermarkets; cafes/restaurants, food stores and takeaway businesses; clothing and giftware/homewares; hairdressers/beauty; and other retail. Supermarkets occupied around 50% of the estimated retail space.
- There was an estimated 4148 m<sup>2</sup> of office space in the Town Centre, which represented 33% of office space in the surveyed areas.<sup>16</sup> The area in and around the Surf City Precinct had an estimated 7441 m<sup>2</sup> of office space, with 3339 m<sup>2</sup> on the Highway and 4092 m<sup>2</sup> in Surf City (and Baines Crescent). Most of this office space was being used by surf industry businesses.
- The Surf Coast Highway office space is a mix of professional services and health businesses, which have been attracted to the location due to lower rents than the town centre and visibility on the highway. The space is a mix of converted residential buildings, mixed use developments and purpose built properties.

**Table 12. Summary: Torquay - Floor Space by Location and Use 2018 (estimates)**

Locations	Uses of Floor Space			Total F/S m <sup>2</sup>	Share of Total Floor Space %	Share of Retail Floor Space %	Share of Office Floor Space %
	Retail & Food Service F/S m <sup>2</sup>	Office F/S m <sup>2</sup>	Wholesale F/S m <sup>2</sup>				
<b>Torquay Town Centre</b>							
Torquay CBD	11613	4148	0	15,761	32.0	39.2	33.4
Torquay Central	6075	0	0	6,075	12.3	20.5	0.0
<b>Total Town Centre</b>	<b>17688</b>	<b>4148</b>	<b>0</b>	<b>21,836</b>	<b>44.4</b>	<b>59.7</b>	<b>33.4</b>
<b>Surf City &amp; Highway</b>							
Surf City Precinct (incl. Baines Crescent)	5137	4092	7159	<b>16,388</b>	33.3	17.3	33.0
Surf Coast Highway	4030	3349	0	<b>7,379</b>	15.0	13.6	27.0
<b>Total Precinct</b>	<b>9167</b>	<b>7441</b>	<b>7159</b>	<b>23,767</b>	<b>48.3</b>	<b>30.9</b>	<b>59.9</b>
Bell Street Precinct	2792	824	0	<b>3,616</b>	7.3	9.4	6.6
<b>Total All Precincts</b>							
<b>Total Floor Space</b>	<b>29,647</b>	<b>12,413</b>	<b>7,159</b>	<b>49,219</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Share (%)</b>	<b>60.2</b>	<b>25.2</b>	<b>14.5</b>	<b>100.0</b>			

Source: MCA analysis based on Floor Space Surveys 2018. (Town Centre includes Torquay CBD and Torquay Central.)

**Table 13. Retail Activity in Torquay Town Centre 2018 (estimates)**

Retail Activity	Floor space m <sup>2</sup>	Jobs no.	Floor space Share %	Jobs Share %
<b>Torquay Town Centre</b>				
<b>Food Related</b>				
Supermarkets	8925	235	50.5	41.2
Other Food	734	29	4.1	5.1
Restaurant	1507	50	8.5	8.8
Cafe/Convenience Restaurant	865	29	4.9	5.1
Food & Drink Premises	829	28	4.7	4.8
Takeaway Food	269	27	1.5	4.7
<b>Total Food (Retail &amp; Food Service)</b>	<b>13,129</b>	<b>398</b>	<b>74.2</b>	<b>69.8</b>
<b>Other Retail</b>				
Hairdressing & Beauty	997	33	5.6	5.8
Clothing & Fashion	954	48	5.4	8.4
Giftware/Homewares	707	24	4.0	4.1
Pharmacy	336	11	1.9	2.0
News/Books	397	10	2.2	1.7
Other Retail	1168	47	6.6	8.2
<b>Total Other Retail</b>	<b>4559</b>	<b>172</b>	<b>25.8</b>	<b>30.2</b>
<b>Total All Retail</b>	<b>17,688</b>	<b>570</b>	<b>100.0</b>	<b>100.0</b>

Source: MCA analysis based on Floor Space Surveys 2018. (Town Centre includes Torquay CBD and Torquay Central.)

<sup>15</sup> This includes businesses (retail, food service, business services, health services) located in Torquay CBD and the supermarket, retail shops and food service businesses at Torquay Central.

<sup>16</sup> This does not include the total of 1600 m<sup>2</sup> of office space in the 3 new developments under construction in the Torquay CBD.

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### 4.3 Office Space in Torquay

#### 4.3.1 Small Business Use

The following tables show the current uses of office space across the precincts by small business (it excludes space occupied by the surf industry). Total office space occupied by small businesses totalled 8187 m<sup>2</sup>, with 4148 m<sup>2</sup> in Torquay Town Centre; 3655 m<sup>2</sup> in Surf City/Highway Precinct and 384 m<sup>2</sup> in Bell Street.

Major uses are health (GPs, health centres and allied health); professional services (accounting, legal, engineers, architects); financial services (banks and financial advisors); and real estate and property services (agent's offices).

**Table 14. Summary of Office Space Use by Small Business 2018 (estimates)**

Office Floor Space (m <sup>2</sup> )	Torquay Town Centre m <sup>2</sup>	Surf City Precinct m <sup>2</sup>	Bell Street m <sup>2</sup>	Total m <sup>2</sup>
Real Estate	697	240	240	1177
Professional, Scientific & Technical Services	771	450	144	1365
Financial & Insurance Services (incl. Banks)	1210	0	0	1210
Health & Medical	701	2659	0	3360
Other Business Services	<b>546</b>	306	0	852
Other Services	223	0	0	223
<b>Total</b>	<b>4148</b>	<b>3655</b>	<b>384</b>	<b>8187</b>

Source: MCA analysis based on Floor Space Surveys 2018. (Town Centre includes Torquay CBD and Torquay Central). Health & medical includes the Barwon Regional Health Service facility on the highway.

**Table 15. Small Business Office Use - Floor Space & Jobs 2018 (estimates)**

Business Type	Businesses No.	Jobs (estimate) No.	Floor space (estimate) m <sup>2</sup>
<b>Torquay Town Centre (including Torquay CBD &amp; Torquay Central)</b>			
Real Estate	5	39	697
Professional, Scientific & Technical Services	8	41	771
Financial & Insurance Services (incl. Banks)	7	52	1210
Health & Medical	8	29	701
Other Business Services	7	26	546
Other Services	4	12	223
<b>Total</b>	<b>39</b>	<b>199</b>	<b>4148</b>
<b>Surf City Precinct (including Surf Coast Highway and Baines Cres.)</b>			
Real Estate & Property Services	1	13	240
Professional, Scientific & Technical Services	5	25	450
Health & Medical	11	79	2659
Other Business Services	2	15	306
<b>Total</b>	<b>19</b>	<b>132</b>	<b>3655</b>
<b>Bell Street</b>			
Real Estate & Property Services	1	8	240
Professional, Scientific & Technical Services	2	8	144
<b>Total</b>	<b>3</b>	<b>16</b>	<b>384</b>
<b>Total Precincts</b>			
Real Estate & Property Services	7	60	1177
Professional, Scientific & Technical Services	15	74	1365
Financial & Insurance Services (incl. Banks)	7	52	1210
Health & Medical	19	108	3360
Other Business Services	9	41	852
Other Services	4	12	223
<b>Total All Precincts</b>	<b>61</b>	<b>347</b>	<b>8187</b>

Source: MCA Floor Space Survey 2018. (Town Centre includes Torquay CBD and Torquay Central). Note this only covers office space used by small business. Floor space for Surf City precinct excludes office space used by the surf companies. Health & medical includes the Barwon Regional Health Service facility on the highway.

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#### 4.3.2 Office Space Use -Torquay Town Centre

Most businesses in the Torquay Town Centre are traditional users of office space – those that required their own office for client/patient/customer visits (mainly ground floor shop front space). These businesses tend to be mainly driven by population size and growth and have located in the town centre. Several new mixed use developments will add around 40% (1657m2) to the current office space in the town centre.

In 2018 office space totalled 4148 m2, and was occupied by a total of 39 businesses with estimated employment of 199 jobs. Office space was mainly located in: Gilbert Street 2311 m2; Pearl Street 720 m2; and Walker Street 400 m2.

**Table 16. Location of Office Space – Torquay Town Centre 2018 (estimates)**

Service Businesses – Offices			
Town Centre	Businesses no.	Floor space m2	Service Jobs no.
Pearl Street	9	720	36
Gilbert Street	19	2311	105
Bristol Road	1	170	9
Cliff Street	2	141	7
Walker Street	5	400	22
Zeally Bay Road	1	100	6
Fischer St	1	150	8
Boston Street	1	156	7
Torquay Central	0	0	0
<b>Total Torquay Town Centre</b>	<b>39</b>	<b>4148</b>	<b>199</b>

Source: MCA Analysis of Floor Space Survey 2018. (Town Centre includes Torquay CBD and Torquay Central)

The businesses occupying office space in the town centre were predominantly ground floor (shop front) businesses that require space for clients/customers or patients/visitors. Some businesses occupied first floor offices (eg. legal firms, employment services, IT services).

- Health services (8 businesses) covered GP clinics as well as allied health (optical, dental, other allied health). These services occupied around 700m2. This compares with the health hub on the Surf Coast Highway (11 businesses – including Barwon Health) occupying around 2700 m2.
- Office space was occupied by professional services (accountants, legal services, engineers, town planner); financial services (banks, financial advice, insurance); property services (real estate agents, property leasing).

**Table 17. Office Space Use by Business Type - Torquay Town Centre 2018 (estimates)**

Torquay Town Centre Office Space 2018			
Service Businesses	Businesses No	Jobs (estimate) no.	Floor Space (estimate) m2
<b>Business Services &amp; Other Services</b>			
Real Estate	5	39	697
Legal Services	4	21	373
Financial Planning	1	9	170
Financial Services-Insurance	1	3	61
Banks	5	41	979
Accounting	4	20	398
Travel Services	2	9	144
Information Technology	2	9	182
Building Services	3	9	222
Employment Services	2	4	80
Engineering	0	0	0
Planning	0	0	0
Other Business Services	0	0	0
Consulting Services	1	4	62
Education & Training	1	3	79
<b>Total Business Services</b>	<b>31</b>	<b>170</b>	<b>3447</b>
<b>Health Services</b>			
Medical	2	8	194
Allied Health	5	16	383
Dental	1	5	124
<b>Total Health Services</b>	<b>8</b>	<b>29</b>	<b>701</b>
<b>Total</b>	<b>39</b>	<b>199</b>	<b>4148</b>

Source: MCA Analysis of Floor Space Survey 2018. (Town Centre includes Torquay CBD and Torquay Central)

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#### 4.3.3 New Developments – Town Centre

Several new developments will add 1657 m2 of office space. In combination these developments will add a total of 22 ground floor retail shops and 9 offices (8 on first floor). This additional space represents a 40% increase to the current office space in the Torquay Town Centre.

It is also likely that other sites in the town centre that are redeveloped in the future, will include both ground level space suitable for office or retail use and upper level offices (eg. first floor). This would add further to the stock of office space available in the CBD area. In addition current shop front retail space in Torquay Central could potentially be used as office space (eg. professional suites)

**Table 18. New Developments – Torquay Town Centre -2018**

New Developments		
Location	Description	Office Space m2 (approx.)
6-8 Boston Road:	2 storey development with 6 ground floor retail shops and 2 first floor offices	439 m2
15-21 Pearl Street	2 storey development with 3 ground floor retail shops & 1 ground floor office	180 m2
2 Cliff Street and 4-6 Gilbert Street	3 storey with 13 ground floor retail shops and 6 first floor offices	1038m2
<b>Total Office Space</b>		<b>1657m2</b>

Source: Surf Coast Council Information, June 2018

#### 4.4 West Coast Business Park

**There has been a major expansion in businesses operating in the West Coast Business Park since 2015, with several new buildings currently under construction. While most businesses are industrial or large format retail, some service businesses are operating in the business park.**

##### 4.4.1 Business Operations

The West Coast Business Park was primarily developed as an industrial park, with some large format retail operations (hardware and new supermarket), also located in the precinct.

Surf Coast Council conducted a survey of the business park in 2018 to identify businesses located there that are not associated with an industrial activity. The data base from this survey was used as a basis for further analysis, including generating estimates of floor space and employment.

- There are 49 businesses currently operating in the business park and occupying an estimated 29,900m2 of floor space.
- There was around 16,000 m2 in undeveloped sites in the core areas of the business park.
- Major tenants include several large retail /wholesale operations (hardware and a new supermarket) occupying highway sites.
- Most of the current occupiers are industrial related or businesses requiring warehouse space or storage areas. These include wholesalers, building and construction companies, equipment hire, surf industry businesses.
- There are several service businesses located in the Business Park.



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**Table 19. West Coast Business Park – Businesses and Floor Space 2018 (estimates)**

West Coast Business Park	Businesses	Estimated Floor Space	Estimated Employment
Estimates 2018	no.	m2	no.
Type of Business			
<b>Retail</b>			
Supermarket	1	2160	18
Retail & Wholesale	11	11,707	106
<b>Building &amp; Construction</b>			
Building Supplies	1	525	5
Construction Companies	4	1323	24
Construction Materials	4	2335	28
Construction Services	3	1493	16
<b>Wholesale</b>			
Wholesale trade	10	3226	40
Transport & Warehousing	1	726	7
<b>Storage</b>			
Storage	2	2544	11
<b>Manufacturing</b>			
Manufacturing	1	460	8
<b>Services</b>			
Allied Health	1	378	6
Fitness	3	620	10
Food	2	900	9
Professional Services	5	1507	34
<b>Total Businesses</b>	<b>49</b>	<b>29,904</b>	<b>322</b>
<b>Under Construction</b>			
Under Construction	4	2967	-
<b>Vacant Sites</b>	<b>Sites</b>	<b>Site Area m2</b>	
Vacant Building	1	385	-
Vacant Land	33	15,383	-
<b>Total Vacant Sites</b>	<b>34</b>	<b>15,678</b>	
<b>Total Space</b>		<b>45,582</b>	

Source: MCA analysis of Surf Coast Council 2018 Survey data.

#### 4.4.2 Service Businesses

Some service and retail operations are leasing space in the business park.

- In August 2018 there were 10 service and retail businesses occupying an estimated 2855m2 of space and employing around 55 persons.
- These include: interior design/homewares showrooms; plant nursery; architect; professional services, allied health, café; and gyms and personal trainers.
- Most of these service businesses are located in a business park because they require larger spaces for their operations and traditional office space is not suitable or would be too expensive. Rents are also lower in the Business Park compared with available properties in the Torquay Town Centre.

**Table 20. Service Businesses in West Coast Business Park**

Business Type	Businesses No.	Estimated Floor Space m2	Estimated Employment No.	Type of Businesses
Allied Health	1	378	6	Physiotherapy,
Fitness	3	620	10	Gym, Taekwondo
Food	1	450	5	Coffee Roaster/Cafe
Professional Services	5	1507	34	Marketing & Design, Architect, IT Services, Employment Services
<b>Total</b>	<b>10</b>	<b>2955</b>	<b>55</b>	

Source: MCA analysis of Surf Coast Council 2018 Survey data.



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#### 4.5 Businesses - Surf City Precinct

Total floor space used for office space was estimated at 3960 m<sup>2</sup>, which is similar to the current office space utilisation in Torquay Town Centre (4148 m<sup>2</sup>).

##### Surf City

The major activities are surf industry related activities covering surf brand offices, warehouses, retail operations, and the Surf Museum. Council operations include: the Visitor Information Centre, Library, and Basketball Stadium. There are several other service businesses located in Surf City-cafes, physiotherapy/exercise studio, rehabilitation service, and martial arts studio.

##### Baines Crescent

Baines Crescent includes a mix of industrial, retail, recreational and office uses. Industrial uses include warehouses for surf products and other products; food service includes several cafes; retail uses include retail showrooms and hardware store; sports/recreational includes -swimming school, gym, personal training, and yoga; office uses include: surf businesses, building company offices, and the co-working space established in 2017.

The co-working facility is being used by a mix of small businesses on both a casual and ongoing basis. A co working space of 6500 m<sup>2</sup> is also likely to come on the market in the Surf City Precinct, with the re-purposing of a former surf industry building.

##### Surf Coast Highway

The highway strip contains a mix of: surf/adventure industry businesses; health sector businesses including the regional health service, GP clinics and allied health providers; building industry offices – builders and architect; and serviced office space.

The health operations are in a mix of buildings including converted houses. These businesses have clustered in the precinct due to a number of factors: limited suitable space being available in other locations; higher rents in the town centre; and the visibility that the highway sites offer.

**Table 21. Services Businesses & Floor Space Estimates – Surf City Precinct 2018 (m<sup>2</sup>)**

Services Businesses	Baines Crescent m <sup>2</sup>	Perkins St m <sup>2</sup>	Surf City Plaza m <sup>2</sup>	Surf Coast Highway/ Geelong Road m <sup>2</sup>	Total m <sup>2</sup>
<b>Floor Space (estimate)</b>					
Architect				90	90
Co-working space	480				480
Fitness	979	396	168		1543
Health				144	144
Health Centre - Regional				1437	1437
Professional services	266				266
<b>Total (m<sup>2</sup>)</b>	<b>1725</b>	<b>396</b>	<b>168</b>	<b>1671</b>	<b>3960</b>
<b>Employment (Estimate)</b>					
Architect				4	4
Co-working space	26				26
Fitness	20	8	8		36
Health				6	6
Health Centre - Regional				48	48
Professional services				10	10
<b>Total (jobs)</b>	<b>46</b>	<b>8</b>	<b>8</b>	<b>58</b>	<b>130</b>

Source: MCA analysis of Surf Coast Council 2018 Survey data and site visits. August 2018

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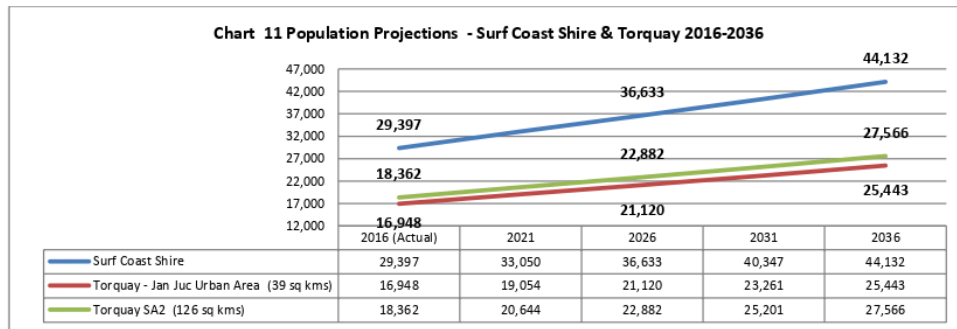
## 5. Future Development in Torquay

### 5.1 Population Projections

**Future population growth in the Surf Coast, will increase demand for services, generate additional jobs and increase floor space occupied by businesses and other service providers.**

Population growth will be the major driver of demand for office space in Torquay and other locations in the LGA. As the regional service centre and major employment location, much of this growth will be focused on Torquay. Other factors driving future demand are the space requirements of businesses servicing national and international markets (eg. surf industry), new business start-ups and growth in some existing businesses.

The population of the Surf Coast is projected to increase to 44,132 by 2036, with Torquay SA2 accounting for 27,566 of this (Torquay Jan Juc Urban Area – 25,443).



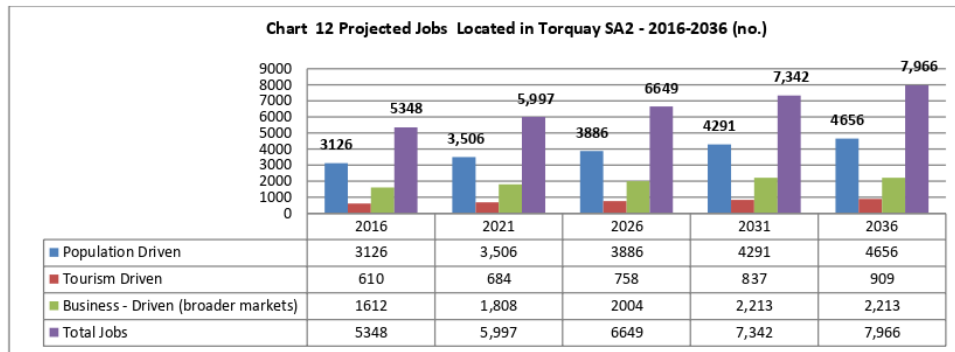
Source MCA projections adapted from Population and Household Forecasts, 2016 to 2036, prepared by .id, the population experts, for Surf Coast Shire Council October 2017.

### 5.2 Jobs in Torquay

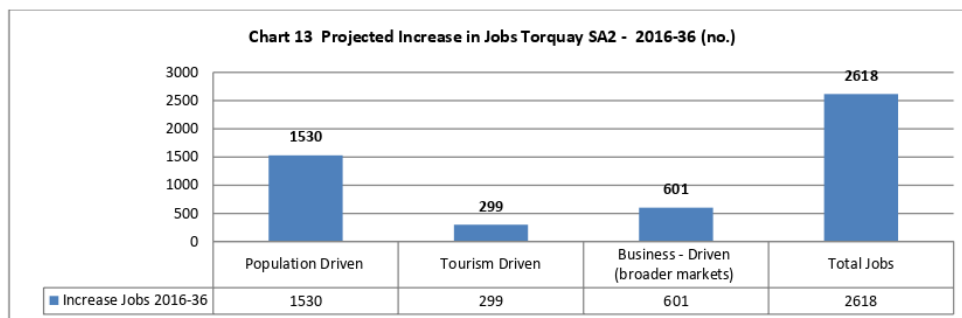
Analysis of jobs by industry sector suggest that of the total jobs (5348) in Torquay in 2016, 3126 or 58% are driven by population of the Surf Coast and 11% (610) are tourism related jobs and 30% (1612) are in businesses servicing broader markets (regional, national and international markets).

- Based on population projections the number of population driven jobs would increase to 4656 by 2036. Total jobs located in Torquay would be 7966 by 2036 (an increase of over 2600 FTE jobs).
- The model generates estimates of growth in population driven jobs. For total jobs it is assumed that the 2016 shares of tourism jobs and business driven jobs remains constant during the period.
- Tourism jobs will be influenced in future by visitor numbers and the development of new accommodation. Tourism jobs are concentrated in accommodation provision, food service and recreational services.
- Business jobs are driven by the level of activity of businesses servicing broader markets (regional, national and international) and business formation and expansion in Torquay.

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Source: MCA modelling and projections November 2018. Torquay SA2



Source: MCA modelling and projections November 2018. Torquay SA2

### 5.3 Future Floor Space Requirements

#### 5.3.1 Growth in Torquay

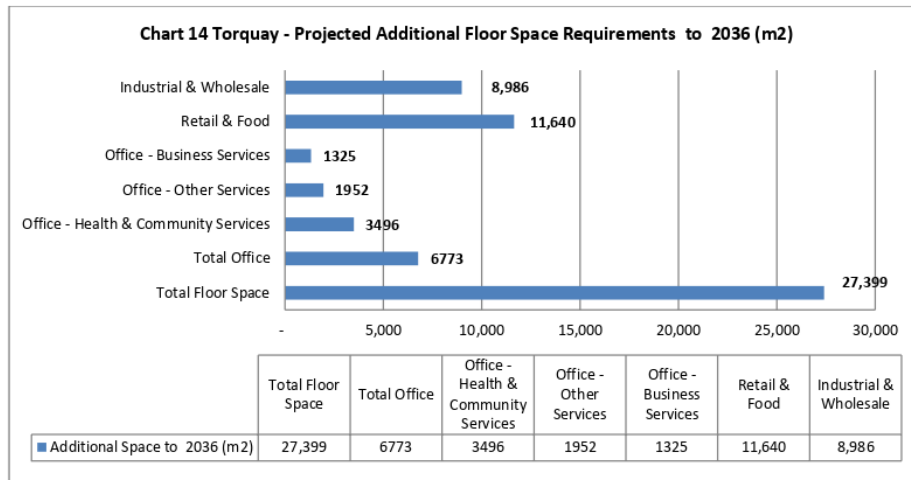
Estimates were developed of the floor space for small businesses required to accommodate the future growth in Torquay.<sup>17</sup>

- In total an additional 6773 m2 of office space would be required in the period to 2036 for small business operations to service this growth. This comprises: 1325 m2 for business services; 1952 m2 for other services; and 3496 m2 for health services (medical and allied health services) and community services.
- Other estimated space requirements include: industrial and wholesale 8986 m2; and retail and food service 11,640 m2.
- Total additional floor space requirements for the period to 2036 for all these activities is estimated at 27,400 m2.

It should be noted that the office space is that required by small businesses servicing the local and regional market. It does not take account of additional public sector facilities that may be required to service a larger regional population (eg. expansion of schools, hospital or regional health service). The office space estimates do not take account of the situation if a large business was attracted to relocate in Torquay from another city or regional location.

<sup>17</sup> For floor space projections, the model first estimates the increase in activity and employment to service the growth (population driven, tourism driven and new business activity) and then applies an average floor space requirement per employee for each industry sector. The average floor space per employees used are: industrial & wholesale 60 m2; office –business services 20 m2; office- other services 15 m2; office –health and community services 15 m2; and retail & food 15 m2 (small businesses).

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Source: MCA modelling and projections, November 2018

Using the scenarios outline below for potential future demand for co-working space:

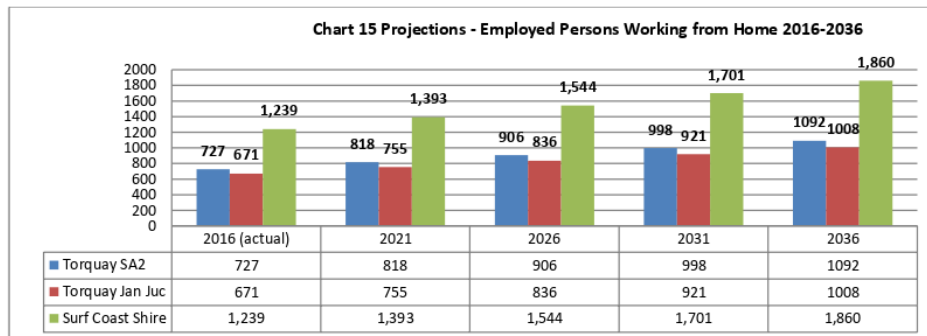
- If 40% of work at homes move to a co-working space an additional 4400m2 of space would be required between 2016-2036, taking the total increase requirement for office space to 11,140 m2 by 2036.
- If 20% of work at homes move to a co-working space an additional 2184 m2 of space would be required between 2016-2036, taking the total increase requirement for office space to 8957m2 by 2036.

### 5.3.2 Additional Space - Co Working

There has been significant growth in the working from home category, with a total of 727 persons in this category in Torquay SA2 in 2016.<sup>18</sup>

Based on the projected population growth and associated growth in the resident workforce, this could increase to almost 1100 by 2036.

While most of these persons would continue to work from home, this group constitutes a market for co-working space. The following analysis provides estimates of co-working space demand based on 10%, 20% and 40% of at home workers taking up space.



Source: MCA modelling and projections August 2018. Actuals 2016- ABS Census 2016, General Community Profiles Torquay SA2, Torquay Jan Juc Urban Area, Surf Coast LGA.

<sup>18</sup> ABS Census 2016, General Community Profile, Torquay SA2

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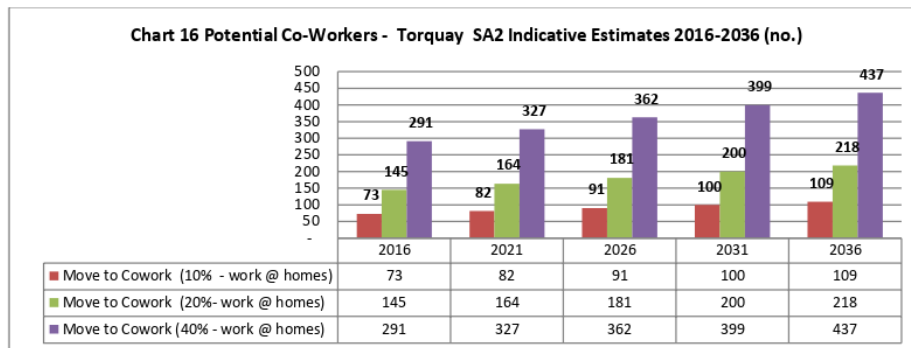
Several levels of shifts to co-working space by persons working from home were examined (10%, 20%, and 40%).

- If 20% had made the move in 2016 1454 m2 of space would have been needed (based on average space of 10 m2 per person) and this would reach 2184 m2 in 2036.
- If 40% of at home workers made the transition, in 2036 there would be a demand for 4367m2 of co-working space to accommodate these persons.

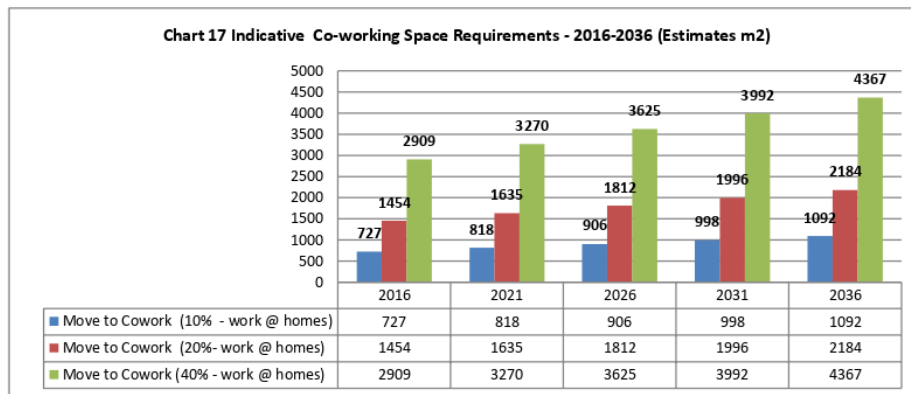
This analysis is designed to be indicative of a transition to co-working by persons working from home.

Co-working space would also accommodate: new start-ups; some business, which downsize from their own space to a co-working space; and other businesses that may set up in Torquay and decide that a co-working facility better suits their needs. This mix of business types has been the trend in co-working internationally and in Australia. Directions in space utilisation are examined in the next section.

Many co-working spaces in other locations are in repurposed industrial buildings or office buildings, and this is the case with the current co-working space in the Surf City Precinct and the proposed much larger space.



Source: MCa modelling and projections November 2018



Source: MCa modelling and projections November 2018

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### 5.3 Trends in Space Utilisation

#### 5.3.1 Overview

**Trends in the use of office space including: improved efficiency and reductions in space per person; creation of service hubs; and growth of shared space and co-working models. All have implications for future demand and provision of space in Torquay.**

There are a number of trends in the use of office space by businesses, which have implications for future space use and requirements in Torquay.

- The gig economy has emerged with more people working as freelancers and independent contractors.<sup>19</sup>
- These trends include: reductions in space use per employee; more use of open office plans, including hot desking arrangements; shared office space and shared services; growth in co-working centres; and the re-use of converted industrial space for offices and other uses.
- These trends are arising from several factors: higher rents in premium locations and lack of office space in some locations; small businesses wanting to reduce their space costs; increasing numbers of start-up businesses – wanting lower cost space; growth in independent contractors and freelancers; and changes in office design to enable more collaborative work teams.
- The development of co-working spaces have also been driven by factors including: a growth in flexible working arrangements, with people operating off-site for part of the week; collaborative project work between individuals/small businesses partnering; and people wanting to locate in more creative work spaces, where they can be stimulated through interaction with other co-workers (rather than the isolation of working from home). There are also elements of business incubation for start-ups in many co-working sites.
- There is still a demand for traditional office (for businesses needing to accommodate client/patient visits) and this has been the primary market in Torquay Town Centre for shopfront and first floor space in mixed use developments. However even within this market, in other locations, there has been the emergence of shared space, with like businesses clustering in hubs (eg. GP clinics combining with allied health professionals; accountants and financial advisors co-locating).
- These hubs tend to reduce the total demand for office space, compared with the situation where the businesses were occupying their own individual offices. In hubs businesses may be sharing reception areas, meeting rooms, consulting rooms, kitchens etc.

#### 5.3.2 Co-Working and Shared Space

**A driving factor for some of the smaller hubs is the rise of freelancers and start-ups, tech change, and a shift toward self-employment/contracting among millennials.**

While there has been a long history of serviced offices in city centres, co-working is a development over the last decade. It has a number of features which make it ideal for the development and incubation of new small businesses.

- Gig Economy: a growing number of workers are moving from traditional 9 to 5 employment to working independently on a task-by-task basis for various employers. There is a demand from millennials for flexible work and freelancing opportunities.<sup>20</sup>
- In Australia, the largest freelance categories are web, mobile and software development (44%), followed by design and creative (14%), customer and admin support (13%), sales and marketing (10%) and writing (8%).<sup>21</sup> These occupation groups are found in many of the co-working spaces around Australia.

<sup>19</sup> Gig Economy<sup>®</sup> is used to describe the trend for an increasing number of persons who are working independently and flexibly (as freelancers or consultants) on a project basis or task-by-task basis for various employers/businesses.

<sup>20</sup> The Emergence of the Gig Economy - Thought Leader Paper: Education & Training Policy Team, AI Group August 2016 P3

<sup>21</sup> The Emergence of the Gig Economy - Thought Leader Paper: Education & Training Policy Team, AI Group August 2016 P4

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**Co-working spaces are essentially shared workspaces, which offer flexible and affordable office space for persons looking to move out of a home office; working in a project team; developing a start-up; or working remotely from head office during part of the week.**

- These spaces tend to have more of a collaborative/ creative/interactive/innovation culture and typically attract creative occupations, ICT developers, marketing businesses, website developers, designers, digital content developers (film, video, and sound); entrepreneurs and tech start-ups.
- They also offer flexible space for freelancers, emerging small businesses, independent consultants, and for out-posted employees of businesses with capital city headquarters.
- Most centres are open to any users, while some are selective to ensure a desired mix of businesses. This is particularly the case in some of the tech hubs, where operators are also investors in start-ups.
- Some co-working spaces act as incubators, with operators providing programs, mentoring start-ups and taking equity shares.
- Most spaces offer small individual offices for teams as well as co-working rooms/desks for individuals.
- Spaces operate on the basis of membership packages with fee levels determined by the frequency of use and type of facilities used (eg. a desk or a small closed office). For a small business there is the flexibility of not having a long term lease on office space and the ability to scale up on the site.
- Many larger companies are using the co-working model in the design of their own offices or even using co-working centres to locate specialist project teams for periods of time.
- Most of these businesses/independent consultants/contractors attracted to co-working would be unlikely to lease their own space in a traditional office building.

A co-working space (established in 2017) occupies a former surf industry warehouse/office in Baines Crescent. There is shared office space on offer on the Surf Coast Highway, and a co-working space may go into the new development at 4-6 Gilbert Street. The Baines Crescent co-working space offers individual offices and work stations and has a mix of co-workers, including small businesses requiring a single office, independent contractors and a representative of an international company.

A large centre is likely to commence operations in converted surf industry space in Surf City Precinct. With this scale, Torquay is likely to become one of the larger regional co-working locations.

### 5.3.3 National Trends - Office Market

**"While co-working spaces had their origins in serviced offices and as an incubator for start-ups, they are becoming seen as a more flexible real estate solution for small and medium business."**

Source: *All hands and hounds to the hub* – AFR December 27 2017-January 1 2018 P 41

Co-working is a major trend, which is now influencing metropolitan and regional property markets in Australia and overseas. A recent report (2018) by Knight Frank Research has highlighted trends.<sup>22</sup> There has been a major expansion in co-working spaces in Melbourne since 2016, and this growth is predicted to continue.

- In late 2017 there were 14 operations (city centre or inner suburbs) occupying space of more than 1000m<sup>2</sup>, and together they had a total of 28,674 m<sup>2</sup> of space. These major operations include The Commons, Hub Melbourne and Inspire 9.
- The co-working spaces are leasing existing buildings, including converted industrial buildings and going into some new office buildings.
- According to the Knight Frank report, Melbourne, Sydney and Brisbane now have a total of 239 co-working spaces occupying a total of 116,955m<sup>2</sup> (of which 56% of this space is in Melbourne).
- Many companies are incorporating collaborative and shared spaces in their own office design (eg. NAB, ANZ, Exxon Mobil, professional services firms - legal, accounting consulting.)

<sup>22</sup> Bridging the Gap: Melbourne's Coworking Culture Knight Frank Research Briefing 2017 P1



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- Some international operators are coming into the market (eg WeWork), and some major developers are including purpose designed co-working spaces in their new buildings (eg. GPT has its own flexible space operation called Space & Co).
- Some of the global operators are offering flexible space, already set up for larger corporate work teams (eg. for teams of 50 or 100 workers).
- Some mid-sized businesses are also moving into co-working/shared space centres.

The co-working model leads to a reduction in space requirements and office costs.

- Conventional office floor plans, with single business occupancy are based around one person per 10-15 m<sup>2</sup>, with substantial additional space required for reception, meeting rooms, kitchens etc.
- The shared model is designed around sharing of all common areas and facilities. With duplication of common areas removed, space per person can be reduced to around 7 m<sup>2</sup> per person. As all workers are not present at all times, a given co-working space can accommodate a greater number of co-workers across a week.<sup>23</sup>
- A number of co-working operations are in converted industrial buildings (eg. in the Richmond/Cremorne area).

Co-working tends to attract creative and tech businesses (including web, ICT and app development), along with professional services businesses.

- One of the largest global operators WeWork now has a mix that comprises: financial and legal 21% ; ICT and software 15%; advertising and PR 11%; media /arts 7%; tech services 6%; education 5% ; and other 35%.<sup>24</sup>
- Some smaller regional co-working centres tend to have a mix of creative industries and sole operators in professional services, consulting and allied health and wellness.



Source: <https://theurbandevloper.com/articles/is-the-conventional-office-leasing-model-dead>



Source: <https://theurbandevloper.com/articles/is-the-conventional-office-leasing-model-dead>

<sup>23</sup> Bridging the Gap: Melbourne's Coworking Culture Knight Frank Research Briefing 2017 P1; <https://theurbandevloper.com/articles/is-the-conventional-office-leasing-model-dead>

<sup>24</sup> We Work out to shake up global office market, The Weekend Australian July 14-15 2018 P28



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## 6. Trends in Other Locations

### 6.1 Small Business and Office Space

Local property markets are operating for traditional users of office space – mid-sized professional services businesses – legal, accounting, engineers, architects; financial and property services (banks, financial advisors real estate) medical and allied health business (medical clinics, allied health).

However there are some changes occurring with a tendency for like activities or complementary operations to cluster in hubs or to co-locate within a building. For emerging and established small businesses and sole practitioners the shared space model has been growing in capital cities and regional areas. Shared spaces allow a business to economise on space it has to pay for (eg. sharing of meeting rooms or kitchens and amenities), while still having their own office in a building.

Rubber Desk (<https://www.rubberdesk.com.au/>) and [www.creativespaces.net.au](http://www.creativespaces.net.au) provides online directories of co-working spaces across Australia.

### 6.2 Shared Space Examples

Appendix F details shared space operations in several locations – Sunshine Coast area (Noosa, Sunshine Beach, and Maroochydore); Byron Bay; and Newcastle. These examples illustrate trends in the shared space model.

Start-ups and emerging businesses are attracted to the shared space hubs because of flexibility, lower cost, the proximity to like-minded individuals in similar fields and the business connections which can be made on site.

- Most of the operations are offering small office and studio spaces for businesses as well as co-working desks.
- Several of the operations have a focus on creative industries: mainly digital media-film, photography, and sound, web site and app developers. They also tend to have a cluster of support services, including marketing and advertising.
- Other centres are more open and have professional service businesses and wellness businesses that require space for meeting clients/patients.
- Small businesses/single person businesses are also located in most of the co-working hubs and include: architects, engineers, town planners, property advisors, accountants, boutique legal services and marketing consultants.
- Several also have a local office of a larger national or state operation.
- Most of the hubs tend to provide business support through seminars, workshops and events.
- Several of the hubs have a strong innovation focus, are selective in co-workers, and act as an incubator for some businesses, with staff delivering formal business start-up or accelerator programs on a fee basis. This has been the focus of some major co-working spaces in Melbourne and Sydney.
- Collaboration between businesses is encouraged and often develops informally from the proximity.
- The hubs operate in a mix of building types, including: purpose built studios; fit-outs of existing office buildings; in heritage buildings; and in converted industrial/warehouse buildings.

The following are some images of several of the centres examined. innx.parry in Newcastle is located in converted warehouse space and two of the Byron Bay examples are located in industrial areas.

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Innx.parry



Innx.parry



innx.Hunter



Board Room Noosa



Work Pod Byron Bay



Startinno Byron Bay



Innx.parry



The Production Hub Newcastle

Board Room Noosa



Work Pod Byron Bay



Startinno Byron Bay

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## 7. Issues and Recommendations

### 7.1 Overview

*'It is often difficult for small 'start up' businesses to establish within areas like the Town Centre due to the lack of appropriately sized and costed spaces. Torquay has a long and continuing association with entrepreneurial small business. At the moment, the high costs and limited floor space available in the Town Centre mean that this activity is not occurring within the Town Centre.*

*...there is a significant benefit in drawing more of these creative and experimental businesses into the Town Centre. The mix of businesses can define the "character" of a town centre as much as the built form. There is an opportunity to assist in the provision of smaller spaces within the Town Centre to provide these spaces, which can conversely provide a spin off benefit for the Town Centre in increasing diversity and activity through the introduction of smaller or more innovative businesses.'*

Source: Strategic Investment Facilitation Plan (SIFP), Surf Coast Council 2017

There are a number of issues affecting future provision of space for small business in Torquay on both the demand and supply side.

- On the demand side these include: the businesses which still require traditional town centre office space and shop front space for client/ patient visits; demand from service businesses needing larger spaces for activities (eg. gyms, wellness centres); new and emerging businesses that want lower cost office space in their start-up phase; and solo businesses and freelancers (in the gig economy) requiring access to shared space; and persons who work part of the week away from their office.
- There are trends in business size, operating models and office design, which are reducing the amount of space that an individual business leases.
- Some other factors impacting on future demand in Torquay include: continued population growth which is generating an increase in the demand for health services, community services and some business services; and growth in the tourism market, with its impacts on the retail and hospitality businesses.
- There is also a need to encourage entrepreneurial and innovative businesses to develop to provide future employment opportunities.

On the supply side there are a number of issues including: new town centre office space and shop front retail in mixed use developments; significant industrial space/office space in the Surf City Precinct that is becoming available with changes in the surf industry; potential future development on Gilbert Street sites, which may include upper floor office space; further development in the West Coast Business Park; and future development on the Surf Coast Highway site ("Horse Paddock"), which would include medical suites and some office space.

### 7.2 Demand Factors - Office Space

**Torquay offers an attractive environment for emerging businesses. It offers a coastal lifestyle and an entrepreneurial history in Rip Curl, Quicksilver and other surf businesses. For example, Rip Curl has often been the incubator for new ideas and a training ground for persons, who have later developed own business. In view of the changes in the surf industry, it will be important to encourage new ventures in Torquay.**

The major driver for traditional office space will be businesses that require space for client/patient visits. These businesses will expand with the continued growth in population of Torquay and the Surf Coast.

- This includes health (doctors, specialists) and allied health services (physio, optometrist, hearing clinics, podiatrists, disability services etc.) - clinics, professional rooms; and medium sized professional services businesses – accounting, financial advisors, lawyers, consultants etc.; and other service businesses.
- The type of space required would be ground floor shop front in mixed use developments – particularly for health-related activities and upper floor offices for professional services. Some of these businesses are likely to take up office space in the Torquay Town Centre and in the

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case of medical and health take up future space developed on the Surf Coast Highway site. These businesses can usually afford town centre rents.

- There is also a demand for wellness /sports related services - gyms, personal trainers, yoga /pilates studios, martial arts etc., which require larger areas and have tended to utilise space in the industrial precincts (eg. Baines Crescent and West Coast Business Park). With the increase in population and emphasis on healthy living and fitness these activities will expand.

There are a number of other categories, which will require space and these include:

- Small professional service businesses, including architects, consulting engineers, town planners, building companies, which may co-locate in an office building and share meeting and amenity space.
- Allied health and wellness businesses that may cluster in hubs or collocate with medical practices.

Shared space models are increasing in appeal to a range of small businesses.

- Emerging small businesses are may not be linked to a local /regional market, but may be developing or delivering services for state, national or even international customers. They are entrepreneurial, are attracted by a coastal lifestyle and want to live and work in the area. They are influenced by the innovation in other industries (eg. surf industry) and may have worked in or provided services to that sector.
- These businesses may be in a range of sectors including: ICT – software and hardware; web and mobile apps; graphic design; digital content; product design, and other creative disciplines.
- They want to interact with other local entrepreneurs and have daily exposure to ideas. This is why co-working spaces are often attractive to these types of businesses.
- Co-working spaces in other locations are designed for growth, allowing for a transition from a single desk, to a small office, and then to a small suite to accommodate a business owner and employees as the enterprise expands.
- Shared spaces are also attractive to solo operators/freelancers, who need an office address, occasional meeting space and a desk in a work environment.
- Co-working spaces in coastal locations (like Noosa and Byron Bay) are also marketing themselves for day use for business persons, who may be on a family vacation but still need to undertake some work.

### 7.3 Supply Factors - Office Space

There are a number of supply factors, which have impacted on office space and the location of types of businesses in Torquay.

#### 7.3.1 Current Supply

- Some health and allied health functions have clustered on the Surf Coast Highway – in proximity to Surf City and near the regional health service. This has occurred largely due to limited space being available in the town centre, lower rents and visible highway locations.
- Office space in Torquay Town Centre is mainly occupied by traditional users – professional services, business services, health services and banks. These are mid-sized employing businesses, which require their own space, in proximity to nearby parking for their visitors. Most of this supply is ground floor shop front space or first floor space.
- There is one dedicated office building in the town centre, which has a number of smaller businesses as tenants, mainly in business services fields.
- Total space being used for offices in the Torquay Town Centre was estimated to be 4148 m<sup>2</sup> in 2018.<sup>25</sup>
- The new development at 4-6 Gilbert Street includes 1038 m<sup>2</sup> of upper level office space, there is another 620 m<sup>2</sup> in mixed use developments in Pearl Street and Boston Road. In combination this 1658 m<sup>2</sup> additional space represents around a 40% increase to the current office space in the town centre (4148 m<sup>2</sup>), and would take it to an estimated total of 5816 m<sup>2</sup>.

<sup>25</sup> Existing office floor space estimate of 4148 m<sup>2</sup> based on MCa analysis of Surf Coast Shire survey of floor space in Torquay Town Centre (2018).

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### 7.3.2 Future Supply

There is some potential for additional office space to become available in the medium to longer term.

- Any future development on Gilbert Street sites (beach end) is likely to see mixed use with ground level retail/services/hospitality uses and some upper level office space.
- Proposed future development on the major Surf Coast Highway site ("*Horse Paddock*"), will include some medical/health space and office space.
- Surf City /Baines Crescent precinct - changes in the surf industry (with warehousing operations located elsewhere) are seeing significant warehouse and office space becoming available.
- In the absence of new sole tenants, this space would need to be repurposed for other uses (eg. shared office space, smaller industrial spaces, gyms etc. ).
- A large co-working facility is being planned for re-purposed space previously occupied by a major surf business.

The recently established co-working space in Baines Crescent (Workers Hut) is a good example of repurposing space. It has taken over space (office /warehouse) previously occupied by a surf industry operation. It houses several small businesses in a mix of small individual offices and a co-working room with capacity for up to 20 persons. It also has reception facilities, meeting rooms and fast internet access. This facility shares the characteristics of many other shared work spaces in Melbourne and elsewhere, which are located in converted industrial buildings.

### 7.3.3 Bristol Road and Pearl Street Sites

The sites identified in the two locations have a total area of approximately 18,600 m<sup>2</sup>: Bristol Road 9000 m<sup>2</sup>; and Pearl Street 9600 m<sup>2</sup>.

If rezoned for office space and developed this would add a considerable amount of space. The amount of office space would depend on: the particular sites developed; the density of development; and the type of development. For example a mixed use development would most likely combine ground floor and first level commercial space, with apartments on upper levels.

For illustrative purposes only, if the entire area became mixed used developments, with ground floor office space only this would deliver a total of 8200 m<sup>2</sup> of lettable office space.<sup>26</sup> This would be equivalent to around double the current floor space (4148 m<sup>2</sup>) in the town centre used for offices.

However it is highly unlikely that this entire area would be fully developed as office space (even if demand was identified). Development decisions are based on an assessment of future demand and the supply of space available; occupancy rates, and the returns that can be generated through leasing.

There are a number of key considerations for the future.

#### Service Businesses & Space Requirements

- There are benefits from encouraging small business activities adjacent to a town centre. It provides additional day time activation, utilises the town centre facilities and infrastructure (including parking for clients and visitors) and diversifies the range of jobs.
- Space in the town centre would likely be taken up by businesses, which are population growth linked; have client/customer/patient visitors and require traditional ground level or first floor level 1 office space.
- Some of the future uses may see the development of hubs. For example, a clustering of medical and allied health businesses in a building; or a colocation of professional service businesses, with some shared facilities. This trend is reducing the overall level of space required.
- While some of this clustering will occur in the town centre, medical and allied health businesses have developed on Surf Coast Highway sites.

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<sup>26</sup> This is based on buildings comprising 60% of sites and 70% of ground floor building areas being lettable.

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#### **Small Businesses & Shared Space**

- Small business start-ups and emerging businesses would not be looking for traditional space but rather shared space in a co-working environment. This provides lower cost and flexible space, without a need to lock into leases.
- For space, flexibility and cost reasons, regional co-working spaces are tending to use converted industrial/warehouse space in business parks/zones.
- These converted spaces are seen as more “edgy” work environments, which provide creative spaces for like-minded entrepreneurs. Those occupying space tend to be a mix of creative businesses in fields including digital content (film, video); and info tech, web development and apps. They also attract solo operators and freelancers across a range of areas, who want a small workspace (desk or office).

#### **Office Space in Other Precincts**

- There is pressure for the development of office space in the Surf City precinct, with re-use of warehouse space no longer needed for the surf industry.
- Future development of the large Surf Coast Highway site (“Horse Paddock”) would include some space for health and medical businesses and other office space.
- The land in Bristol Road (north side) and fronting Pearl Street, between Boston Road and Anderson Street (east and west side) is in a good location for medium density housing and some mixed use space..
- Given the likely rents for any new space developed, this space would be more likely to attract established business seeking a town location rather than start-ups or emerging businesses.
- However these businesses will have other options, with future redevelopment of sites in Gilbert Street, likely to include some upper level office space or ground floor retail space that could also be used as offices.
- In addition some of the retail shops in Torquay Central would also be suitable for future office use, if there was a decline in specialist retail activity.

### **7.4 Key Issues and Recommendations**

#### **7.4.1 Key Issues**

From a walkable town, having more small/medium sized service businesses operate in areas adjacent to the town centre is an advantage. The Bristol Road and Pearl Street sites meet this objective and could provide substantial amount of office space, while expanding the footprint of Torquay Town Centre and its role as a regional service centre for the Surf Coast.

There are several major issues on the demand and supply side impacting on the office market in Torquay.

In summary, on the supply side there are several factors.

- In future, additional office space will come available with the redevelopment of sites in Gilbert Street and other parts of the town centre.
- Over time some shop front retail space may be used for service businesses, requiring a ground floor location.
- Likely future developments on the Surf Coast Highway (including the large “Horse Paddock” site) will include some office space and medical suites.
- With the changes occurring in the surf industry, significant amounts of space are becoming available in the Surf City Precinct. This space will be repurposed for other uses including office space for small and medium sized businesses.

In summary, there are several factors driving the demand for small business space and its location.

- Overall businesses are using less average space per employee compared with past patterns of space use. This is arising from more efficient use of space through open office plans, shared meeting space, reductions in reception areas and other changes.
- Projected population growth will increase the number of businesses in health and community services and business and professional services. Not all of these businesses will seek a town centre site (and those that do are likely to be accommodated in future space that comes available in the core of the town centre).
- Medical and allied health businesses have tended to locate on the Surf Coast Highway and this pattern is likely to continue into the medium term.

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- New enterprises, entrepreneurs and independent consultants/contractors will have a preference to locate in co-working spaces, with their lower costs and flexibility/ scalability and the ability to be alongside like-minded workers and business people. These businesses are unlikely to locate in new town centre offices with higher rents, which tend to be prohibitive for start-ups or emerging small businesses.
- In response to demand, co-working spaces are being developed in the Surf City Precinct, with the re-purposing of surf industry office and warehouse space. It is likely that other space will be converted to meet demand by medium sized businesses.

The combination of these supply and demand factors mean that in our view there will not be a strong demand for office use in Bristol Road and Pearl Street sites and requiring a rezoning. Sufficient supply of space to accommodate projected future demand will be in other locations that are attractive to businesses (eg. Surf Coast Highway, Surf City Precinct) and space that is likely to come available in other parts of the town centre (with future redevelopment of some sites).

#### 7.4.2 Recommendations

- 1. That Council at this stage does not undertake a rezoning of the identified areas of Bristol Road and Pearl Street for office use.**  
The demand and supply analysis indicates that there is not a requirement to develop office space for small business in this location, as sufficient supply will be available in other locations, which are often preferred by the small business that are expanding.
- 2. That Council monitors the take-up of the 1600 m2 of new office and retail space in the buildings, currently under construction (in Gilbert Street, Pearl Street and Boston Road).**  
New office space in these 3 developments will add around 40% to the town centre's office space (currently estimated to be around 4148 m2). The monitoring should include the type of businesses taking the space and the rents.
- 3. That Council continues to maintain its database on businesses and floor space use in Torquay Town Centre. A similar database should be created for the Surf City, Baines Crescent and the Highway precincts.**  
This data is useful for tracking activity in the town centre. Given the changes occurring in the Surf City Precinct, it will be important to have up to date information on businesses and floor space use.
- 4. That Council recognises the trend for small businesses and start-ups to utilise shared space in co-working centres.**  
Co-working spaces allow for low cost, flexible workspace for solo businesses and small businesses in a start-up phase.  
Occupants tend to be creative and tech businesses (including info tech, web and mobile apps); design and product development; small professional services businesses (accounting, boutique legal, and marketing); digital content (film, video, sound); event organisers; allied health and wellness businesses; and freelancers. These are business types that are found in Torquay.  
Many co-working spaces (in urban and regional centres) are located in light industrial areas or are in industrial buildings that have been re-purposed.  
Encouragement should be given to private sector development and operation of co-working facilities and other office space suitable for small and medium sized businesses.

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**5. That Council in planning for future office space requirements for Torquay takes account of future uses of industrial space in the Surf City /Baines Crescent Precinct, and other developments on the Surf Coast Highway.**

With the changes occurring in the surf industry, some industrial space and office space is becoming available. In addition some office space and medical suites are likely to be included in the future development of the major Surf Coast Highway site.

In other capital city and regional locations, there has been a re-purposing of industrial buildings and conversion to office space and other uses. For Torquay, this could include future shared office hubs, smaller office suites and co-working spaces.

**6. That Council undertake a wholesale review of the commercial hierarchy in Torquay**

It is now 7 years since the Retail Strategy 2011 was developed. Since the strategy was completed there have been: major changes in the nature of retail activity; new trends emerging in business types and structures; and significant changes occurring in Torquay's surf industry. All of these factors have implications for the future demand and supply of commercial space in the Torquay Town Centre and other precincts



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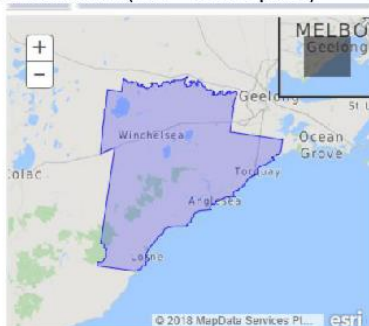
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*We Work out to shake up global office market*, The Weekend Australian July 14-15 2018

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## Appendix A: ABS Area Maps - Census 2016

### Surf Coast LGA (Area = 1552.7 sq. Kms)



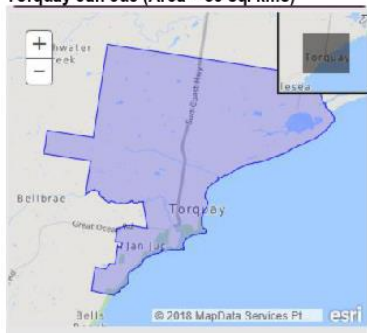
ABS data for the Surf Coast LGA covers the above areas, with the total area being 1552 square kilometres.

### Torquay SA2 Statistical Area Level 2 (Area= 126.3 sq. Kms)



Data for Torquay Statistical Area Level 2 (SA2) covers the above area of 126 square kilometres. Statistical Areas Level 2 (SA2) are medium-sized general purpose areas that represent a community that interacts together socially and economically. SA2s generally have a population range of 3,000 to 25,000 persons. SA2 are a functional area from which people come to access services at a centre.

### Torquay Jan Juc (Area = 39 sq. kms)



Data for Torquay Jan Juc covers the above area of 39 square kilometres.

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## Appendix B: Businesses in Torquay

Table 22. Businesses by Industry Torquay Area

Businesses	Location				
Industry/Business Type	Bellbrae	Bells Beach	Jan Juc	Torquay	Total
<b>Accommodation &amp; Food Services</b>	<b>2</b>		<b>3</b>	<b>36</b>	<b>41</b>
Accommodation	1		1	7	9
Cafes and Restaurants	1		1	16	18
Catering Services				3	3
Licensed Clubs (Hospitality) Operation				1	1
Pubs, Taverns and Bars				2	2
Takeaway Food Services			1	7	8
<b>Administrative &amp; Support Services</b>	<b>3</b>		<b>12</b>	<b>46</b>	<b>61</b>
Building and Other Industrial Cleaning Services	1		3	17	21
Document Preparation Services				1	1
Employment Placement and Recruitment Services				3	3
Gardening Services			5	8	13
Labour Supply Services	2			5	7
Office Administrative Services			2	3	5
Other Administrative Services n.e.c.			2	3	5
Travel Agency and Tour Arrangement Services				6	6
<b>Agriculture, Forestry &amp; Fishing</b>	<b>3</b>		<b>1</b>	<b>4</b>	<b>8</b>
Beekeeping				1	1
Forestry				1	1
Other Agriculture and Fishing Support Services	1			2	3
Other Livestock Farming n.e.c.			1		1
Other Onshore Aquaculture	2				2
<b>Arts &amp; Recreation Services</b>	<b>2</b>		<b>9</b>	<b>20</b>	<b>31</b>
Amusement Parks and Centres Operation	1			1	2
Health and Fitness Centres and Gymnasias Operation				5	5
Horse Training (Racing)	1				1
Musicians and Entertainers			1		1
Other Creative Artists, Writers and Performers			7	10	17
Performing Arts Operation				2	2
Performing Arts Venue Operation				1	1
Sports and Physical Recreation Administrative Service			1	1	2
<b>Construction</b>	<b>8</b>	<b>1</b>	<b>36</b>	<b>111</b>	<b>156</b>
Air Conditioning and Heating Services		1		1	2
Bricklaying Services				1	1
Carpentry Services	2		3	26	31
Concreting Services			1	9	10
Electrical Services			8	17	25
Fire and Security Alarm Installation Services				1	1
Glazing Services				1	1
House Construction	1		3	8	12
Landscape Construction Services	1		5	13	19
Non-Residential Building Construction	1		1	3	5
Other Building Installation Services	1			2	3
Other Construction Services n.e.c.			4	8	12
Other Heavy and Civil Engineering Construction n.e.c.				1	1
Other Residential Building Construction				2	2
Painting and Decorating Services			3	3	6
Plastering and Ceiling Services			1	1	2
Plumbing Services	1		7	9	17
Roofing Services				2	2
Site Preparation Services	1				1
Tiling and Carpeting Services				3	3
<b>Education &amp; Training</b>		<b>1</b>	<b>16</b>	<b>39</b>	<b>56</b>
Adult, Community and Other Education n.e.c.		1	4	14	19
Arts Education			1	7	8
Flying School Operation				1	1
Preschool Education				1	1
Special School Education			1		1
Sports and Physical Recreation Instruction			7	13	20
Technical and Vocational Education and Training n.e.c.			3	3	6

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Businesses	Location				
Industry/Business Type	Bellbrae	Bells Beach	Jan Juc	Torquay	Total
<b>Electricity, Gas, Water &amp; Waste Services</b>			<b>1</b>		<b>1</b>
Solid Waste Collection Services			1		1
<b>Financial &amp; Insurance Services</b>			<b>3</b>	<b>10</b>	<b>13</b>
Auxiliary Insurance Services			1		1
Banking				1	1
Financial Asset Broking Services				1	1
Financial Asset Investing				1	1
Non-Depository Financing				1	1
Other Auxiliary Finance and Investment Services			2	6	8
<b>Health Care &amp; Social Assistance</b>	<b>3</b>		<b>21</b>	<b>55</b>	<b>79</b>
Accommodation for the Aged Operation				1	1
Child Care Services				3	3
Chiropractic and Osteopathic Services			1	4	5
Complementary and Alternative Services	1		12	19	32
General Practice Medical Services				6	6
Other Allied Health Services (Mainstream)			5	6	11
Other Health Care Services n.e.c.			2	5	7
Other Social Assistance Services	1		1	7	9
Physiotherapy Services	1			3	4
Specialist Medical Services n.e.c.				1	1
<b>Information Media &amp; Telecommunications</b>	<b>1</b>		<b>8</b>	<b>9</b>	<b>18</b>
Book Publishing				1	1
Data Processing and Web Hosting Services			1		1
Electronic Information Storage Services				1	1
Internet Service Providers and Web Search Portals				3	3
Libraries and Archives				1	1
Magazine and Other Periodical Publishing	1				1
Motion Picture and Video Production			7	1	8
Newspaper Publishing				1	1
Post-production Services and Other Motion Picture and Video Activities				1	1
<b>Manufacturing</b>	<b>3</b>	<b>2</b>	<b>6</b>	<b>30</b>	<b>41</b>
Aircraft Manufacturing and Repair Services				1	1
Bakery Product Manufacturing (Non-factory based)				3	3
Boatbuilding and Repair Services				1	1
Cleaning Compound Manufacturing				1	1
Clothing Manufacturing	1	1	3	6	11
Cosmetic and Toiletary Preparation Manufacturing				4	4
Cut and Sewn Textile Product Manufacturing				1	1
Jewellery and Silverware Manufacturing			1		1
Leather Tanning, Fur Dressing and Leather Product Manufacturing			1		1
Medical and Surgical Equipment Manufacturing				1	1
Metal Coating and Finishing				1	1
Other Electrical Equipment Manufacturing	1				1
Other Food Product Manufacturing n.e.c.				1	1
Other Furniture Manufacturing				1	1
Other Manufacturing n.e.c.				2	2
Other Wood Product Manufacturing n.e.c.				1	1
Prefabricated Metal Building Manufacturing				1	1
Toy, Sporting and Recreational Product Manufacturing	1		1	4	6
Wooden Furniture and Upholstered Seat Manufacturing		1		1	2
<b>Other Services</b>	<b>4</b>		<b>11</b>	<b>77</b>	<b>92</b>
Automotive Body, Paint and Interior Repair n.e.c.	1			3	4
Automotive Electrical Services			1	1	2
Business and Professional Association Services				2	2
Hairdressing and Beauty Services	1		2	28	31
Labour Association Services				1	1
Laundry and Dry-Cleaning Services				2	2
Other Automotive Repair and Maintenance	1			3	4
Other Machinery and Equipment Repair and Maintenance				2	2
Other Personal Services n.e.c.	1		8	34	43
Other Repair and Maintenance n.e.c.				1	1

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Businesses	Location				
Industry/Business Type	Bellbrae	Bells Beach	Jan Juc	Torquay	Total
<b>Professional, Scientific &amp; Technical Services</b>	<b>5</b>	<b>1</b>	<b>48</b>	<b>131</b>	<b>185</b>
Accounting Services	1		2	12	15
Advertising Services				3	3
Architectural Services			6	5	11
Computer System Design and Related Services	1		5	18	24
Engineering Design and Engineering Consulting Services			1	13	14
Legal Services				4	4
Management Advice and Related Consulting Services n.e.c.	3		11	33	47
Market Research and Statistical Services			1	1	2
OHAS Consultancy			1		1
Other Professional, Scientific and Technical Services n.e.c.				2	2
Other Specialised Design Services		1	14	23	38
Professional Photographic Services			5	9	14
Scientific Research Services				3	3
Surveying and Mapping Services			1	2	3
Veterinary Services			1	3	4
<b>Public Administration &amp; Safety</b>				<b>2</b>	<b>2</b>
Fire Protection and Other Emergency Services				1	1
Local Government Administration				1	1
<b>Rental, Hiring &amp; Real Estate Services</b>			<b>6</b>	<b>18</b>	<b>24</b>
Heavy Machinery and Scaffolding Rental and Hiring			1		1
Other Goods and Equipment Rental and Hiring n.e.c.			2	4	6
Other Motor Vehicle and Transport Equipment Rental and Hiring				1	1
Passenger Car Rental and Hiring				1	1
Real Estate Services			2	10	12
Residential Property Operators			1	2	3
<b>Retail Trade</b>	<b>2</b>	<b>1</b>	<b>17</b>	<b>72</b>	<b>92</b>
Book Retailing				1	1
Chemist or Pharmacy Operations			1		1
Clothing Retailing			5	19	24
Computer and Computer Peripheral Retailing				1	1
Cosmetics, Perfumes and Toiletory Goods Retailing by Direct Marketing (Except Commission Based)				1	1
Disposal Stores (Second Hand Goods Retailing Except Pawn broking/ Antiques)		1			1
Entertainment Media Retailing			1		1
Floor Coverings Retailing				1	1
Flower Retailing	1		2	2	5
Footwear Retailing				1	1
Fruit and Vegetable Retailing				2	2
Garden Supplies Retailing			1		1
Houseware Retailing			1	3	4
Motor Vehicle Parts Retailing n.e.c.				2	2
Non-Store Retailing n.e.c.			3	16	19
Other Electrical and Electronic Goods Retailing				1	1
Other Personal Accessory Retailing				1	1
Other Specialised Food Retailing	1			6	7
Other Store-Based Retailing n.e.c.			2	9	11
Pets Retailing				2	2
Retail Commission-Based Buying and/or Selling n.e.c.				2	2
Sport and Camping Equipment Retailing				2	2
Supermarket and Grocery Stores			1		1

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Businesses	Location		Jan Juc	Torquay	Total
	Bellbrae	Bells Beach			
<b>Industry/Business Type</b>					
<b>Transport, Postal &amp; Warehousing</b>	<b>1</b>		<b>2</b>	<b>6</b>	<b>9</b>
Aircraft Charter and Lease				1	1
Other Road Transport (Except Taxi)			1	1	2
Other Transport n.e.c.				1	1
Postal Services	1			1	2
Road Freight Transport				2	2
Taxi Driver			1		1
<b>Wholesale Trade</b>	<b>1</b>		<b>9</b>	<b>17</b>	<b>27</b>
Clothing and Footwear Wholesaling			1	3	4
Commission-Based Wholesaling			2	3	5
Industrial and Agricultural Chemical Product Wholesaling				1	1
Jewellery and Watch Wholesaling			2	1	3
Kitchen and Dining ware Wholesaling				1	1
Liquor Wholesaling			1		1
Other Electrical and Electronic Goods Wholesaling				2	2
Other Goods Wholesaling n.e.c.	1		1		2
Other Grocery Wholesaling				3	3
Paper Product Wholesaling				1	1
Pharmaceutical and Toiletry Goods Wholesaling			1		1
Timber Wholesaling				1	1
Toy and Sporting Goods Wholesaling			1	1	2
<b>Other</b>	<b>1</b>			<b>4</b>	<b>5</b>
Unable to obtain industry details	1			4	5
<b>Total All Businesses</b>	<b>39</b>	<b>6</b>	<b>209</b>	<b>687</b>	<b>941</b>

Source: Australian Business Register Data, 2018

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### Appendix C: Job Trends - Industry

Table 23. Jobs Located in Surf Coast LGA by Industry Sector 2006-2016

Surf Coast LGA				Shares			Change	
Surf Coast Jobs	2006 (no.)	2011 (no.)	2016 (no.)	% 2006	% 2011	% 2016	2006-16 (no.)	2011-16 (no.)
Agriculture, forestry & fishing	541	449	515	9.0	6.3	5.9	-26	66
Mining	12	12	17	0.2	0.2	0.2	5	5
Manufacturing	312	329	362	5.2	4.6	4.2	50	33
Electricity, gas, water & waste services	113	99	33	1.9	1.4	0.4	-80	-66
<b>Construction</b>	<b>759</b>	<b>964</b>	<b>968</b>	<b>12.7</b>	<b>13.5</b>	<b>11.1</b>	<b>209</b>	<b>4</b>
Wholesale trade	427	500	337	7.1	7.0	3.9	-90	-163
<b>Retail trade</b>	<b>777</b>	<b>943</b>	<b>1,050</b>	<b>13.0</b>	<b>13.2</b>	<b>12.1</b>	<b>273</b>	<b>107</b>
<b>Accommodation &amp; food services</b>	<b>923</b>	<b>1,100</b>	<b>1,397</b>	<b>15.4</b>	<b>15.4</b>	<b>16.1</b>	<b>474</b>	<b>297</b>
Transport, postal & warehousing	115	118	113	1.9	1.6	1.3	-2	-5
Information media & telecommunications	39	54	75	0.7	0.8	0.9	36	21
Financial & insurance services	83	101	130	1.4	1.4	1.5	47	29
Rental, hiring & real estate services	151	137	162	2.5	1.9	1.9	11	25
<b>Professional, scientific &amp; technical services</b>	<b>253</b>	<b>374</b>	<b>521</b>	<b>4.2</b>	<b>5.2</b>	<b>6.0</b>	<b>268</b>	<b>147</b>
<b>Administrative &amp; support services</b>	<b>129</b>	<b>196</b>	<b>326</b>	<b>2.2</b>	<b>2.7</b>	<b>3.8</b>	<b>197</b>	<b>130</b>
<b>Public administration &amp; safety</b>	<b>217</b>	<b>300</b>	<b>395</b>	<b>3.6</b>	<b>4.2</b>	<b>4.5</b>	<b>178</b>	<b>95</b>
<b>Education &amp; training</b>	<b>334</b>	<b>435</b>	<b>593</b>	<b>5.6</b>	<b>6.1</b>	<b>6.8</b>	<b>259</b>	<b>158</b>
<b>Health care &amp; social assistance</b>	<b>455</b>	<b>575</b>	<b>792</b>	<b>7.6</b>	<b>8.0</b>	<b>9.1</b>	<b>337</b>	<b>217</b>
Arts & recreation services	141	166	244	2.4	2.3	2.8	103	78
Other services	161	253	315	2.7	3.5	3.6	154	62
Inadequately described/Not stated	58	53	330	1.0	0.7	3.8	272	277
<b>Total</b>	<b>6,000</b>	<b>7,158</b>	<b>8,688</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>2,688</b>	<b>1,530</b>

Source: ABS Census 2006, 2011 & 2016, Working Population Data (Jobs in the location)

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### Jobs by Industry: 2011 -2106

Table 24. Jobs by Industry Sector Torquay SA2: 2011-2016

Jobs by Industry Torquay SA2	2011	2016	Change 2011-16		2011	2016	Change 2011-16
<b>Agriculture, forestry &amp; fishing</b>				<b>Accommodation &amp; food services</b>			
Agriculture, forestry and fishing, nfd	0	0	0	Accommodation and food services, nfd	0	3	3
Agriculture	64	69	5	Accommodation	218	227	9
Aquaculture	4	0	-4	Food and beverage services	379	567	188
Forestry and logging	0	0	0	<b>Total</b>	<b>597</b>	<b>797</b>	<b>200</b>
Fishing, hunting & trapping	0	0	0				
Agriculture, forestry & fishing support services	5	12	7				
<b>Total</b>	<b>73</b>	<b>87</b>	<b>14</b>	<b>Transport, postal &amp; warehousing</b>			
				Transport, postal and warehousing, nfd	0	3	3
				Road transport	10	6	-4
<b>Mining</b>				Rail transport	0	0	0
Mining, nfd	0	0	0	Water transport	0	0	0
Coal mining	0	0	0	Air and space transport	4	5	1
Oil and gas extraction	0	0	0	Other transport	6	0	-6
Metal ore mining	0	0	0	Postal and courier pick-up and delivery services	23	30	7
Non-metallic mineral mining and quarrying	0	0	0	Transport support services	0	3	3
Exploration and other mining support services	0	3	3	Warehousing and storage services	3	3	0
<b>Total</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>Total</b>	<b>46</b>	<b>55</b>	<b>9</b>
<b>Manufacturing</b>				<b>Information media &amp; telecommunications</b>			
Manufacturing, nfd	19	9	-10	Information media and telecommunications, nfd	0	3	3
Food product manufacturing	33	71	38	Publishing (except internet and music publishing)	19	20	1
Beverage and tobacco product manufacturing	3	8	5	Motion picture and sound recording activities	9	13	4
Textile, leather, clothing and footwear manufacturing	89	79	-10	Broadcasting (except internet)	4	3	-1
Wood product manufacturing	6	9	3	Internet publishing and broadcasting	0	0	0
Pulp, paper and converted paper product manufacturing	0	0	0	Telecommunications services	4	17	13
product manufacturing	4	0	-4	Internet service providers, web search portals and data processing services	0	0	0
Printing (including the reproduction of recorded media)	0	0	0	Library and other information services	0	3	3
Petroleum and coal product manufacturing	8	3	-5		3	4	1
Basic chemical and chemical product manufacturing	0	0	0	<b>Total</b>	<b>39</b>	<b>67</b>	<b>28</b>
Polymer product and rubber product manufacturing	4	0	-4				
Non-metallic mineral product manufacturing	8	9	1	<b>Financial and insurance services</b>			
Primary metal and metal product manufacturing	3	0	-3	Financial and insurance services, nfd	7	6	-1
Fabricated metal product manufacturing	0	3	3	Finance	37	39	2
Transport equipment manufacturing	9	5	-4	Insurance and superannuation funds	13	11	-2
Machinery and equipment manufacturing	8	0	-8	Auxiliary finance and insurance services	8	43	35
Furniture and other manufacturing	3	5	2	<b>Total</b>	<b>65</b>	<b>98</b>	<b>33</b>
<b>Total</b>	<b>20</b>	<b>31</b>	<b>11</b>				
<b>Total</b>	<b>217</b>	<b>247</b>	<b>30</b>				



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Jobs by Industry Torquay SA2	2011	2016	Change 2011-16		2011	2016	Change 2011-16
<b>Electricity, gas, water &amp; waste services</b>				<b>Rental, hiring &amp; real estate services</b>			
Electricity, gas, water and waste services, nfd	0	0	0	Rental, hiring and real estate services, nfd	0	0	0
Electricity supply	0	0	0	Rental and hiring services (except real estate)	15	9	-6
Gas supply	0	0	0	Property operators and real estate services	73	94	21
Water supply, sewerage and drainage services	3	0	-3	<b>Total</b>	<b>88</b>	<b>107</b>	<b>19</b>
Waste collection, treatment and disposal services	7	4	-3				
<b>Total</b>	<b>10</b>	<b>10</b>	<b>0</b>				
				<b>Professional, scientific &amp; technical services</b>			
				Professional, scientific and technical services, nfd	0	0	0
<b>Construction</b>				Professional, scientific and technical services (except computer system design and related services)	0	0	0
Construction, nfd	7	23	16	Computer system design and related services	243	307	64
Building construction	226	181	-45	<b>Total</b>	<b>263</b>	<b>353</b>	<b>90</b>
Heavy and civil engineering construction	10	15	5				
Construction services	341	365	24				
<b>Total</b>	<b>584</b>	<b>588</b>	<b>4</b>				
				<b>Administrative &amp; support services</b>			
				Administrative and support services, nfd	0	0	0
<b>Wholesale trade</b>				Administrative services	49	89	40
Wholesale trade, nfd	6	8	2	Building cleaning, pest control and other support services	0	0	0
Basic material wholesaling	47	33	-14	<b>Total</b>	<b>98</b>	<b>174</b>	<b>76</b>
Machinery and equipment wholesaling	6	14	8				
Motor vehicle and motor vehicle parts wholesaling	3	0	-3				
Grocery, liquor and tobacco product wholesaling	11	7	-4				
Other goods wholesaling	395	234	-161	<b>Public administration &amp; safety</b>			
Commission-based wholesaling	0	3	3	Public administration and safety, nfd	0	3	3
<b>Total</b>	<b>468</b>	<b>298</b>	<b>-170</b>	Public administration	235	290	55
				Defence	0	0	0
				Public order, safety and regulatory services	20	24	4
<b>Retail trade</b>				<b>Total</b>	<b>255</b>	<b>324</b>	<b>69</b>
Retail trade, nfd	25	16	-9				
Motor vehicle and motor vehicle parts retailing	0	3	3				
Fuel retailing	14	13	-1	<b>Education &amp; training</b>			
Food retailing	241	317	76	Education and training, nfd	3	11	8
Other store-based retailing	333	385	52	Preschool and school education	193	322	129
Non-store retailing	0	0	0	Tertiary education	18	10	-8
<b>Total</b>	<b>613</b>	<b>732</b>	<b>119</b>	Adult, community and other education	45	65	20
				<b>Total</b>	<b>259</b>	<b>405</b>	<b>146</b>

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Jobs by Industry Torquay SA2	2011	2016	Change 2011-16
<b>Health care &amp; social assistance</b>			
Health care and social assistance, nfd	7	8	1
Hospitals	26	26	0
Medical and other health care services	135	208	73
Residential care services	66	81	15
Social assistance services	57	126	69
<b>Total</b>	<b>291</b>	<b>454</b>	<b>163</b>
<b>Arts &amp; recreation services</b>			
Arts and recreation services, nfd	0	0	0
Heritage activities	8	16	8
Creative and performing arts activities	18	21	3
Sports and recreation activities	41	55	14
Gambling activities	3	3	0
<b>Total</b>	<b>70</b>	<b>89</b>	<b>19</b>
<b>Other services</b>			
Other services, nfd	0	0	0
Repair and maintenance	33	47	14
Personal and other services	116	179	63
Private households employing staff and undifferentiated goods and service-producing activities of households for own use	4	4	0
<b>Total</b>	<b>153</b>	<b>232</b>	<b>79</b>
Inadequately described	36	163	127
Industry of employment not stated	0	53	53
<b>Total</b>	<b>4,225</b>	<b>5,348</b>	<b>1,123</b>

Source: ABS Census 2011 & 2016, Working Population Profile, Torquay SA2

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### Appendix D: Jobs Trends- Occupations

**Table 25. Jobs by Occupation Torquay SA2: 2011-2016**

Jobs by Occupation Torquay SA2	Persons			Jobs by Occupation	Persons		
	2011	2016	Change 2016-11		2011	2016	Change 2016-11
<b>Managers</b>				<b>Clerical &amp; Administrative Workers</b>			
Managers, nfd	11	17	6	Clerical and Administrative Workers, nfd	0	0	0
Chief Executives, General Managers and Legislators	37	66	29	Office Managers and Program Administrators	77	98	21
Farmers and Farm Managers	49	37	-12	Personal Assistants and Secretaries	53	39	-14
Specialist Managers	251	284	33	General Clerical Workers	91	105	14
Hospitality, Retail and Service Managers	267	328	61	Inquiry Clerks and Receptionists	86	101	15
<b>Total</b>	<b>615</b>	<b>729</b>	<b>114</b>	Numerical Clerks	140	155	15
				Clerical and Office Support Workers	35	32	-3
<b>Professionals</b>				Other Clerical and Administrative Workers	57	64	7
Professionals, nfd	10	5	-5	<b>Total</b>	<b>539</b>	<b>585</b>	<b>46</b>
Arts and Media Professionals	44	73	29				
				<b>Sales Workers</b>			
Business, Human Resource and Marketing Professionals	148	230	82	Sales Workers, nfd	3	0	-3
				Sales Representatives and Agents	112	120	8
Design, Engineering, Science and Transport Professionals	209	211	2	Sales Assistants and Salespersons	410	527	117
Education Professionals	153	239	86	Sales Support Workers	113	117	4
Health Professionals	103	149	46	<b>Total</b>	<b>638</b>	<b>762</b>	<b>124</b>
Information and Communication Technology (ICT) Professionals	27	42	15				
Legal, Social and Welfare Professionals	42	61	19	<b>Machinery Operators &amp; Drivers</b>			
<b>Total</b>	<b>736</b>	<b>1,014</b>	<b>278</b>	Machinery Operators and Drivers, nfd	3	0	-3
				Machine and Stationary Plant Operators	7	17	10
<b>Technicians &amp; Trades Workers</b>				Mobile Plant Operators	27	25	-2
Technicians and Trades Workers, nfd	3	3	0	Road and Rail Drivers	28	45	17
Engineering, ICT and Science Technicians	58	72	14	Store persons	33	30	-3
Automotive and Engineering Trades Workers	35	45	10	<b>Total</b>	<b>98</b>	<b>115</b>	<b>17</b>
Construction Trades Workers	278	233	-45				
				<b>Labourers</b>			
Electro technology and Telecommunications Trades Workers	55	61	6	Labourers, nfd	7	13	6
Food Trades Workers	102	165	63	Cleaners and Laundry Workers	103	155	52
Skilled Animal and Horticultural Workers	102	102	0	Construction and Mining Labourers	63	78	15
Other Technicians and Trades Workers	68	94	26	Factory Process Workers	24	28	4
<b>Total</b>	<b>701</b>	<b>781</b>	<b>80</b>	Farm, Forestry and Garden Workers	26	37	11
				Food Preparation Assistants	98	114	16
<b>Community &amp; Personal Service Workers</b>				Other Labourers	55	97	42
Community and Personal Service Workers, nfd	0	0		<b>Total</b>	<b>376</b>	<b>517</b>	<b>141</b>
Health and Welfare Support Workers	50	55	5				
Carers and Aides	153	245	92	Inadequately described	35	52	17
Hospitality Workers	169	271	102	Occupation not stated	10	37	27
Protective Service Workers	16	23	7				
Sports and Personal Service Workers	90	143	53				
<b>Total</b>	<b>478</b>	<b>745</b>	<b>267</b>	<b>Total All Jobs</b>	<b>4,226</b>	<b>5,348</b>	<b>1,122</b>

Source: ABS Census 2011 & 2016, Working Population Profile, Torquay SA2

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## Appendix E: Journey to Work

The following tables show information on employed residents, jobs and journey to work patterns for LGA residents

**Table 26. Surf Coast Residents & Jobs**

Surf Coast LGA	Surf Coast Jobs	Surf Coast Employed Persons	Difference	Jobs/Emp Resident
	2016	2016	Jobs-Emp Residents	%
Agriculture, Forestry and Fishing	515	470	45	109.6
Mining	17	51	-34	33.3
Manufacturing	362	758	-396	47.8
Electricity, Gas, Water and Waste Services	33	127	-94	26.0
Construction	968	1,646	-678	58.8
<b>Wholesale Trade</b>	<b>337</b>	<b>1,343</b>	<b>-1,006</b>	<b>25.1</b>
<b>Retail Trade</b>	<b>1,050</b>	<b>1,339</b>	<b>289</b>	<b>78.42</b>
<b>Accommodation and Food Services</b>	<b>1,397</b>	<b>1,184</b>	<b>216</b>	<b>118.3</b>
Transport, Postal and Warehousing	113	371	-258	30.5
Information Media and Telecommunications	75	159	-84	47.2
<b>Financial and Insurance Services</b>	<b>130</b>	<b>363</b>	<b>-233</b>	<b>35.8</b>
Rental, Hiring and Real Estate Services	162	248	-86	65.3
Professional, Scientific and Technical Services	521	974	-453	53.5
Administrative and Support Services	326	438	-112	74.4
Public Administration and Safety	395	859	-464	46.0
<b>Education and Training</b>	<b>593</b>	<b>1,570</b>	<b>-977</b>	<b>37.8</b>
<b>Health Care and Social Assistance</b>	<b>792</b>	<b>1,789</b>	<b>-997</b>	<b>44.3</b>
Arts and Recreation Services	244	317	-73	77.0
Other Services	315	459	-144	68.6
Inadequately described/Not stated	330	528	-198	62.5
<b>Total</b>	<b>8,688</b>	<b>14,075</b>	<b>-5,387</b>	<b>61.7</b>

Source: ABS Census 2016, Resident Population Profile Data & Working Population Profile Data, Surf Coast LGA

**Table 27. Journey to Work – Surf Coast LGA 2016**

Surf Coast LGA	Persons No.	Share %
<b>Journey to Work 2016</b>		
<b>Job Location of Surf Coast Residents</b>	<b>no</b>	<b>%</b>
<b>Surf Coast (S)</b>	<b>5859</b>	<b>41.7</b>
<b>Greater Geelong (C)</b>	<b>5101</b>	<b>36.3</b>
No Fixed Address (Vic.)	752	5.4
Melbourne (C)	638	4.5
Colac-Otway (S)	255	1.8
Wyndham (C)	183	1.3
Hobsons Bay (C)	97	0.7
Port Phillip (C)	90	0.6
Golden Plains (S)	84	0.6
Yarra (C)	82	0.6
Brimbank (C)	78	0.6
Hume (C)	70	0.5
Maribymong (C)	61	0.4
<b>Total</b>	<b>13,350</b>	<b>95.0</b>
Other	497	5.0
<b>Total Employed Residents</b>	<b>13,847</b>	<b>100.0</b>
<b>Resident Location of Persons holding Surf Coast Jobs</b>		
<b>Surf Coast (S)</b>	<b>5859</b>	<b>67.4</b>
<b>Greater Geelong (C)</b>	<b>2200</b>	<b>25.3</b>
Colac-Otway (S)	165	1.9
Golden Plains (S)	127	1.5
Wyndham (C)	30	0.3
Ballarat (C)	19	0.2
Melbourne (C)	17	0.2
Moonee Valley (C)	17	0.2
Port Phillip (C)	16	0.2
<b>Total</b>	<b>8450</b>	<b>97.2</b>
Other	107	2.8
<b>Total Jobs in Surf Coast</b>	<b>8557</b>	<b>100.0</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2016. Data from profile.id – (.id, the population experts) Surf Coast LGA

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### Appendix F: Small Business Space – Other Locations

Facility	Location	Description	Type of Tenants
<b>Sunshine Coast Region</b> <b>EcomNoosa Business Village</b> <a href="https://www.ecomnoosa.com.au/about">https://www.ecomnoosa.com.au/about</a>	Noosaville	Commercial space - operates as a hub for small businesses. Provides small offices and shop front spaces	Businesses include: e-commerce, digital design, photography, arts festival organiser, wholesaler – cosmetics, fashion design and service businesses – catering, beauty, communications.
<b>Junction 2 Co-working Noosa</b> <a href="https://junction2.co/">https://junction2.co/</a>	Noosa Heads	Purpose-built co-working space in Noosa for start-ups, small & micro-business. Individual offices for teams up to 12 persons, single person offices and co-working desks and meeting rooms and receptionist. Involved in delivering entrepreneurial programs of Office of Chief Entrepreneur.	Businesses include: freelancers, sole-traders and small and micro-business. Involved in delivery of entrepreneurial programs.
<b>Noosa Boardroom</b> <a href="https://noosaboardroom.com.au/">https://noosaboardroom.com.au/</a>	Noosaville	Serviced offices, casual offices, virtual offices and large co-working space. Meeting Rooms and consulting offices available for hire by for casual and regular users.	Businesses include: clinical psychologists; financial advisors; accounting and financial services; property management services; ICT company local office; animal welfare group; property maintenance services; town planner; events organiser; web developer; and legal services. All tend to be sole operators or have a small number of employees.
<b>Duke Douglas – Coworking</b> <a href="http://dukedouglas.co/">http://dukedouglas.co/</a>	Sunshine Beach	Smaller co-working space for creatives - architecturally designed studio space. Has individual offices and a co-working studio.	Focus is on permanent, part-time and casual creative persons working both independently or collaboratively on projects
<b>Common Collective</b> <a href="https://commoncollective.com.au/#about">https://commoncollective.com.au/#about</a>	Maroochydore	Medium sized co-working space housing casual users and ongoing businesses – freelancers, entrepreneurs and small teams	Businesses include: Pilates business, branding and design studio, branding consultant, copy writer, marketing and advertising consultant; web and apps designer; online national tourism guide (regional team)
<b>Inbox Workspace</b> <a href="https://inboxworkspace.com.au/about/">https://inboxworkspace.com.au/about/</a>	Maroochydore	High quality shared office space and co-working space in an office building. Board rooms, meetings rooms and reception areas.	Focus in on entrepreneurs, established small business owners, and emerging businesses.

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Facility	Location	Description	Type of Tenants
<b>Byron Bay</b> <b>StartInno</b> <a href="https://www.startinno.com/#byron-bay-life">https://www.startinno.com/#byron-bay-life</a>	Byron Bay	Start-up incubator and co-working hub for creative occupations. Offers studio offices and co-working space and meeting rooms. Delivers its own high performance business coaching and mentoring programs. Provides paid start-up, incubation and accelerator programs for small businesses. Has staff of 5 delivering programs.	Focus is on incubating emerging creative industries businesses and tech businesses.
<b>The Work Pod</b> <a href="http://www.theworkpod.co/en/about">www.theworkpod.co/en/about</a>	Byron Bay	Co-working space with a focus on creative industries. Provides small office suites and co-working studio, meeting rooms. Businesses tend to be in digital media.	Businesses include: creative: animation, film directors, digital editors; photography web site developers; business services - marketing consultant, social media marketing consultant digital media consultants; and book keeping service.
<b>Newcastle</b>			
<b>The Production Hub</b> <a href="http://www.theproductionhub.com.au">www.theproductionhub.com.au</a>	Newcastle City Centre	Shared space comprising co-working studio, small office space, meeting rooms and creative workshop space. Accommodates a range of professionals, small businesses, and micro-businesses.	Businesses include: property consultant, IT consultant, software developer, business consultant, video and online production, town planning, finance broker, ecommerce consultant, architect, mining equipment office, start-ups advisor, and photographer.
<b>Innx</b> <2 locations> <b>innx.parry</b> <b>innx.hunter</b> <a href="https://innx.com.au/why/">https://innx.com.au/why/</a>	City Centre: Hunter Street Newcastle West  Parry Street Newcastle West	Large operation offering shared space at two sites in central Newcastle. It has a major focus on innovation, and creation of new ideas and businesses. <ul style="list-style-type: none"><li><b>innx.hunter</b> is in a main street heritage building and has co-working space and 4 large studio offices and meeting rooms.</li><li><b>innx.parry</b> occupies 3 adjacent renovated warehouses. It has 16 studio spaces and communal work areas. It offers hot desks, permanent desks and studio spaces.</li></ul> <b>Innx</b> offers master classes in innovation and business workshops/seminars.	Businesses include: marketing, creative design, post production, video production, photography, audio post and sound design, digital design, advertising agency, branding consultants, environmental consultant, consultant engineer, architect, magazine publishing, education, company regional offices.

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## Disclaimer

### Disclaimer

This report is for the use only of the party to whom it is addressed and for the specific purposes to which it refers. We disclaim any responsibility to any third party acting upon or using the whole or part of the report and its contents.

This report (including appendices) is based on estimates, assumptions and information sourced and referenced by MCA < Michael Connell & Assocs.>. These estimates, assumptions and projections are provided as a basis for the reader's interpretation and analysis. In the case of projections, they are not presented as results that will actually be achieved.

The report has been prepared on the basis of information available at the time of writing. While all possible care has been taken by the authors in preparing the report, no responsibility can be undertaken for errors or inaccuracies that may be in the data used.

### 5.3 Anglesea Heath Establishment Project Submission

**Author's Title:** Environment Officer Biodiversity  
**Department:** Environment & Community Safety  
**Division:** Environment & Development

**General Manager:** Ransce Salan  
**File No:** F16/1646  
**Trim No:** IC19/181

**Appendix:**

1. Council Submission, Anglesea Heath Establishment Project (D19/17719)

**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

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#### Purpose

The purpose of this report is to seek Council's ratification of a submission to Parks Victoria on the Anglesea Heath Establishment Project.

#### Summary

A large part of the Anglesea Heath fell within Alcoa's leasehold and after Alcoa ceased operations, 6,501 hectares was incorporated into the Great Otway National Park in January 2018.

Council's adopted submission to the draft *Anglesea Futures Land Use Plan* supported conservation of the Heath and Council supports the final *Anglesea Futures Land Use Framework* which gives the management direction for the Heath as, '*Conservation to prioritise the preservation and protection of flora and fauna, with complementary active recreation, consistent with its inclusion in the Great Otway National Park.*'

With \$2.3 million of state government funding, Parks Victoria is leading a two year Anglesea Heath Establishment Project. Through this project Parks Victoria will be:

- developing an implementation plan to guide future use and management
- undertake initial works such as track rationalisation and construction of day use facilities
- employ staff to work with community groups
- undertake education and compliance related to agreed management changes.

Parks Victoria has released position papers on proposed management directions (bushwalking, mountain biking, horse riding, trail biking and four wheel drives, visitor facilities and conservation). Parks is now undertaking extensive engagement (open days, an online survey and direct contact with user groups local businesses) to obtain input into their proposals and to draft their implementation plan.

Council's submission supports the protection of flora and fauna as a priority, recommends additional contact with user groups in the northern section of the park, suggests ways of improving linkages with relevant strategies and plans to ensure use and management of the Anglesea Heath is successfully integrated with the broader region which is consistent with regional strategies.

Council's submission on the strategy was provided to DELWP before the closing deadline of 20 February 2019.

#### Recommendation

That Council ratifies the submission to Parks Victoria on the Anglesea Heath Establishment Project.



## 5.3 Anglesea Heath Establishment Project Submission

### Report

#### **Background**

Since the closure of Alcoa, Council has been working with agencies and the community on the future of the former leasehold area. The Anglesea Heath Establishment Project, led by Parks Victoria, is the latest opportunity for Council to provide input to help shape change consistent with the *Anglesea Futures Land Use Framework* and other relevant Council strategies.

To lead discussion on the future use and management of the Anglesea Heath, Parks Victoria released a series of position papers on the main uses and values and has been running an extensive engagement program to seek input on their proposals. After consultation closes on 20 February 2018, Parks Victoria will prepare a draft implementation plan based on the feedback.

The future of the Anglesea Bike Park and Messmate Track are not included in the scope of this project. However, the project will ensure there are links between the broader Anglesea Heath and Area 9 which the *Anglesea Futures Land Use Framework* identified as being suitable for mountain biking.

#### **Discussion**

Incorporation of the Anglesea Heath into the Great Otway National Park is consistent with the high conservation values of the land, and Parks Victoria is proposing actions to protect and enhance these values. While existing user groups will continue to have access to the Heath, it is proposed that some activities such as trail bike riding and four wheel driving will be subject to new restrictions and constraints. The changes are being introduced to combat damage resulting from past use such as the creation of an unauthorised network of vehicle tracks. It will also assist with managing the needs of different user groups e.g. walkers and trail bikes.

Council has provided Parks Victoria with the contact details of additional user groups and local businesses likely to be keen to provide input.

Parks Victoria is channelling some of the project's resources into change management with staff spending increased time on education and enforcement. However, the project only has funding for two years and the issues are likely to be ongoing. In the submission Council expresses support for additional future funding.

Activities such as bushwalking, picnicking, low key camping, sightseeing and mountain bike riding are seen as potentially compatible with conservation, and Parks Victoria has outlined a vision for managing and improving the visitor experience for these activities.

The proposed improvements to visitor experiences align with Council priorities including the Barwon South West Regional Trails Master Plan and a range of strategies aimed at promoting the region and encouraging sustainable tourism. Council's submission makes a number of suggestions to improve linkages with regional plans and strategies.

#### **Financial Implications**

There are no direct financial implications for Council.

#### **Council Plan**

Theme	2 Environmental Leadership
Objective	3.1 Retain and enhance rural land for appropriate and sustainable uses
Strategy	1.3.1 Understand community safety issues and needs, and design an appropriate local response
Theme	1 Community Wellbeing
Objective	1.1 Support people to participate in and contribute to community life
Strategy	1.2.1 Develop and implement local programs to support Healthy Eating and Active Living
Theme	4 Vibrant Economy
Objective	4.4 Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses
Strategy	3.2.5 Work with the community and stakeholders to implement the Anglesea Futures program

### **5.3 Anglesea Heath Establishment Project Submission**

#### **Policy/Legal Implications**

Council's submission is in line with the recommendations of the Anglesea Futures Land Use Framework.

#### **Officer Direct or Indirect Interest**

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

#### **Risk Assessment**

The risk in Council not making a submission is that Council will have missed an opportunity to provide input into an area of high interest to the community.

#### **Social Considerations**

There has long been a push by conservation groups such as ANGAIR to have the Anglesea Heath incorporated into national park. This project is about bringing management of the Heath into line with national park standards. It will also enable improved visitor experiences where that is compatible with conservation and there are likely to be further benefits such as improved nature-based tourism. Some community members will not support changes to approved uses such as proposed new restrictions on trail biking and four wheel driving.

#### **Community Engagement**

Parks Victoria is leading the community engagement and it has provided many and varied opportunities for input. The closing date for submissions was extended to 20 February to give people more time to comment. Council provided Parks Victoria with further community and business contacts to improve their outreach.

#### **Environmental Implications**

This project and associated works will assist with improving the condition of the Anglesea Heath which supports the most diverse vegetation community in Victoria.

#### **Communication**

Parks Victoria has widely advertised the project and provided opportunities for face to face meetings as well as online content.

#### **Options**

##### Option 1 – receive and note the submission

This option is recommended by officers as it provides an opportunity for Council to influence Parks Victoria's decisions on how the Heath, which is of considerable interest to our community, will be managed. The submission has already been provided to DELWP to meet the 20 February deadline.

##### Option 2 – reject the submission

This option is not recommended by officers as the submission reflects Council priorities related to Anglesea Futures and other regional strategies.

#### **Conclusion**

The Anglesea Heath Establishment Project is part of ongoing implementation of the directions outlined in the Anglesea Futures Land Use Plan. Council's submission and associated discussions are consistent with our commitment to improving the management and use of land in and around the former Alcoa leasehold.

**5.3 Anglesea Heath Establishment Project Submission**

**APPENDIX 1 COUNCIL SUBMISSION, ANGLESEA HEATH ESTABLISHMENT PROJECT**



Our Ref: D19/17719  
Your Ref:  
Contact: Rowan Mackenzie 5261 0553

14 February 2019

**COUNCIL SUBMISSION  
ANGLESEA HEATH ESTABLISHMENT PROJECT**

Via email: [saul.vermeeren@parks.vic.gov.au](mailto:saul.vermeeren@parks.vic.gov.au)

Dear Saul

Thank you for your recent Councillor and staff briefings on the Anglesea Heath Establishment Project and the opportunity to comment on the projects key proposals. The inclusion of the Anglesea Heath in the Great Otway National Park is an outstanding outcome for our community and the environment.

Below are Council's comments on the proposed changes to the Anglesea Heath described at the community engagement open house events and via the information provided on the Engage Victoria website.

**Prioritising the protection of flora and fauna as the principle management consideration**

Council supports the objective of prioritising the protection of flora and fauna as the principle management consideration. The ecological significance of the Anglesea Heath is widely recognised being the most diverse vegetation community in Victoria. Our local environmental groups have long campaigned for and taken action on the protection of the Heath. Parks Victoria's proposed actions to improve the ecological condition of the site including reducing vehicle access, treating pest plants and animals and increasing compliance, education and visitor awareness are supported.

**Consistency with the Anglesea Futures Land Use Framework**

Council supports that Parks Victoria's proposed changes and actions are consistent with *Anglesea Futures Land Use Framework*.

**Concerns about the limited time frame associated with the project funding**

Council is concerned about the two year time frame to transition the Heath into the Great Otway National Park. For example, changing long establish behaviour patterns of some user groups will take longer than two years and ongoing compliance resources will be needed. In addition, the pressure from the number of people using the Great Ocean Road and its Parks is rapidly increasing. Council encourages the state government to provide adequate ongoing funding to properly protect the Park and to realise the high value, nature based user experience opportunity that Heath offers.

**Visitor Facilities**

Council supports strategies to improve visitor facilities which are consistent with conservation of the Heath's flora and fauna values. The proposed viewing platform and visitor day use improvements such as picnic areas and toilet facilities are supported. Council supports, in principle, the concept of establishing a campground on the former rifle range site noting it is dependent on further investigations to determine if this use is compatible with any residual contamination. Council would like to be involved in future discussions on this issue.



### **Bushwalking and Trail Running**

The Anglesea Heath offers easily accessible opportunities for high quality remote area experiences for bushwalkers and other trail users. Factors important to the quality of the experience include scenery, track condition, way finding, number of other users, compatibility between user groups, varied terrain and appropriate associated facilities such as picnic stops and toilets.

Council supports improving the opportunities and experiences available to bushwalkers and trail runners, particularly where this can be achieved utilising the existing track network. The proposal to limit trail bikes and four wheel drives to public roads will assist with improving the experience and safety of bushwalkers and trail runners. Reduced noise emissions from trail bikes will be a major improvement. Council supports shared use by walkers, trail runners and mountain bikers where the conditions mean this is appropriate.

Council recommends that trail runners should be recognised as an additional user category. Anglesea and the Surf Coast more generally is an important destination for locals and visitors who enjoy the region's extensive track network. The track network is also important in staging trail running events which have increased in number and popularity over recent years. While sharing some characteristics with bushwalkers, trail runners tend to cover greater distances and would benefit from linkages between tracks and walking loops (subject to the connections not compromising the areas ecological integrity).

### **Mountain Biking**

The rising popularity of mountain biking is evident throughout the Surf Coast and user experience, safety and tourism opportunities can be enhanced through track design, trailheads, linkages across the landscape and construction to Australian track classification standards.

The proposed links with Area 9 in the *Anglesea Futures Land Use Framework* is supported, as are the proposed improvements to trails within the Anglesea Heath. As Council, Parks Victoria and other agencies have jointly worked on the *Barwon South West Regional Trails Master Plan*, it would be useful to include a specific reference to this plan as it provides context around how trails in the Anglesea area fit with other trails in the Barwon South West. Another related project is the *Anglesea Bike Park and Trails Concept Planning Project*, and Council supports the continued sharing of information and community feedback between this project and planning for the Anglesea Heath.

More broadly speaking, Council supports the improvement of mountain biking opportunities where this is compatible with protecting conservation values. As with bushwalking, Parks Victoria's proposal to use the existing track network to do this is supported, as are the plans to close and rehabilitate unofficial trails. Track design, establishment and maintenance will be important to managing potential environmental impacts related to increased trail use.

### **Trail Biking and Four Wheel Driving**

Council recognises that unauthorised trail biking and four wheel driving has led to the creation of more than 100 kilometres of unauthorised tracks within the Heath. This type of use is not consistent with conservation objectives. Council supports Parks Victoria's plans to reduce the track network, rehabilitate unwanted tracks and to confine trail bike and four wheel drive use to the public roads. Unauthorised track construction and noise emissions from vehicles are not consistent with conservation values and improving visitor experience.

### **Horse Riding**

Council supports Parks Victoria's efforts to implement management arrangements that permit some horse riding while managing conservation issues and potential trail conflicts with other user groups. In finalising these arrangements, Council recommends you directly work with community groups on the northern boundary of the park including: Wurdale Landcare Group, Wurdale CFA Brigade, Gherang Mountain Bike Club, Gherang Horse Riders, Surf Coast Hinterland Group and the Geelong Environment Council.



**Other comments**

**Events**

Walking and mountain bike tracks within the Heath have the potential to support the staging of events such as trail running events. The potential to stage strictly managed events compatible with conservation objectives should be mentioned in the project summary.

**Shared trails**

Where trails are planned to be shared by different user groups it is important to have supporting education and signage to ensure all user groups have a positive experience

**Dogs**

Parks Victoria's position on dogs in the Anglesea Heath is not clear. As a general comment, Council does not consider dogs in the Anglesea Heath to be consistent with the principle objective of conserving flora and fauna values. Even if dogs were to be permitted subject to be on leash, experience in other areas suggests most owners will let their dog off the lead unless there is a reasonable probability of enforcement action being taken against them

The Anglesea Heath is a very special place for our community and environment. Council is grateful for the opportunity to assist Parks Victoria with its decisions on how to best manage this place. If you would like to discuss further any of the matters in this submission, please contact Rowan Mackenzie, Manager Environment and Community Safety on 5261 0553.

Yours sincerely

**Ransce Salan**

General Manager, Environment and Development

#### 5.4 Barwon Downs Borefield- Barwon Water Licence Renewal Submission

**Author's Title:** Coordinator Environment  
**Department:** Environment & Community Safety  
**Division:** Environment & Development

**General Manager:** Ransce Salan  
**File No:** F18/687  
**Trim No:** IC19/184

**Appendix:**

1. Council Submission- Southern Rural Water- Barwon Downs Licence Renewal Application- Barwon Water (D19/8404)

**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 Council's submission to Southern Rural Water on Barwon Water's licence renewal application for the Barwon Downs Borefield.

#### Summary

There was significant concern in the Winchelsea district community in 2018 regarding Barwon Water's management of the Barwon Downs Borefield and the adequacy of environmental flows in the Barwon River.

Barwon Water has acknowledged that water extraction from the Barwon Downs Borefield has contributed to poor environmental outcomes for Boundary Creek and Big Swamp which are tributaries of the Barwon River flowing through Surf Coast Shire and contribute to its health. Barwon Water committed, as part of their licence renewal process, to remediation of these areas before recommencing any further groundwater extraction. On 11 September 2018, the Minister for Water issued a direction notice to Barwon Water under the *Water Act 1989* to submit and implement a legally enforceable remediation plan for the Boundary Creek and Big Swamp environment.

In December 2018, Barwon Water submitted their licence renewal application to Southern Rural Water (SRW). When remediation is completed, Barwon Water is seeking ongoing access to the borefield, to ensure long-term regional water security, primarily as back up supply during drought, low flow periods or unplanned events. Submissions on the application are open until 1 March 2019. SRW is establishing a community reference group and an independent expert panel to assist them with their consultation and technical review of the application.

Council's submission focuses on the importance of engaging the local community directly in review of Barwon Water's application and actions needed to improve the health of the Barwon River.

#### Recommendation

That Council:

1. Adopts the submission to Southern Rural Water regarding Barwon Water's licence renewal application for the Barwon Downs borefield.
2. Forwards its submission to Southern Rural Water before 1 March 2019.
3. Provides a copy of the submission to Growing Winchelsea and Upper Barwon Landcare Network.

## 5.4 Barwon Downs Borefield- Barwon Water Licence Renewal Submission

### Report

#### **Background**

During 2018, Council became aware of increasing community concerns about the health of the Barwon River at Winchelsea; in particular the impact of Barwon Water's Borefield extraction and the adequacy of current environmental flows in the Barwon River. The concerns were raised directly with Council and the Minister for Water.

In response to these concerns, and subsequent briefings from Barwon Water, the Department of Environment, Land, Water & Planning and the Corangamite Catchment Management Authority, Council made a submission to the Central Region Sustainable Water Strategy Review. Council's submission highlighted that inadequate environmental flows in the Barwon River were a significant concern to the Winchelsea district community and requested that this issue be resolved in partnership with them.

#### **Discussion**

Barwon Water has acknowledged publicly that water extraction from the Barwon Downs borefield is a contributing factor to poor environmental outcomes for Boundary Creek and Big Swamp. In particular, groundwater extraction has caused a two-thirds reduction of base flow into Boundary Creek and has increased the frequency and duration of no flow periods into the lower reaches of Boundary Creek. Boundary Creek and Big Swamp are tributaries of the Barwon River flowing through Surf Coast Shire and contribute to its health

On 11 September 2018, Minister Neville issued a direction notice to Barwon Water under section 78 of the *Water Act 1989* to submit and implement a legally enforceable remediation plan for the Boundary Creek and Big Swamp environment. Under the notice, no borefield extraction is permitted while the notice is in place, except for maintenance. Barwon Water has confirmed its commitment to working closely with the local community, key agencies and technical experts to design and implement the remediation plan.

Barwon Water's background submission to their renewal application states the goal of the application is to ensure that the taking and use of water from the borefield is consistent with 'sustainable use' and 'as a part of a secure and affordable regional water supply for the long term'. Under Barwon Water's 'Urban Water Strategy 2017', the borefield is a key 'back up' component to continue to deliver secure water supplies to the region over the next 50 years.

Barwon Water is not currently extracting water from the borefield and hasn't done so in recent years. Barwon Water notes in their submission that in the short term they can prioritise the use of other back up sources such as the Melbourne to Geelong pipeline and the Anglesea borefield. Access to the Barwon Downs borefield is required however, until the end of the next licencing period (2019-2034) to provide security to the region under certain climatic conditions. Maintaining access to the borefield also provides greater resilience to the regional water supply system for unexpected growth, climate extremes or unplanned events like natural disasters or major infrastructure failures.

Barwon Water's submission notes that without the certainty of being able to access groundwater in the long term, an investment in additional water resources (e.g. seawater desalination) would be required to provide an equivalent level of certainty. The Barwon Downs borefield is described as a 'critical standby source' for Barwon Water because 'it is buffered from climate variability due to the depth and substantial volume of the aquifer'. In contrast, surface water catchments are susceptible to seasonal fill patterns mostly driven by rainfall.

Barwon Water's *Barwon Downs Borefield Background and Submission* is available at <http://www.srw.com.au/barwondowns/>

#### Technical Considerations

Council does not have the depth of expertise to comment on technical aspects of the licence renewal, including the volumetric entitlements. SRW is appointing an independent panel of technical experts to assist them with the review of the application. In addition, Barwon Water has invited three independent technical experts to work with Barwon Water to develop the remediation plan. The involvement of independent technical expertise will help reassure the community that relevant matters are adequately considered.



## 5.4 Barwon Downs Borefield- Barwon Water Licence Renewal Submission

Council's submission encourages SRW when reviewing Barwon Water's application to also consider:

- Diversification of water supply sources for the Geelong region, including the use of recycled water, thereby reducing the need to access the borefield in the future;
- The role of integrated water management in providing long term water sustainability;
- Climate change mitigation and adaptation; and
- The role of the environmental entitlement framework in ensuring sustainable water use.

These matters were highlighted by Council in its submission to the Central Region Sustainable Water Strategy Review and are relevant here as well.

### **Financial Implications**

There are no direct costs to Council in making the submission. However, if in the future Barwon Water is unable to access the Barwon Downs Borefield, there could be price implications for Barwon Water customers, including those in Surf Coast Shire.

### **Council Plan**

Theme 2 Environmental Leadership  
Objective 2.2 Improve the re-use of resources  
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 2 Environmental Leadership  
Objective 2.3 Support local food production  
Strategy 2.3.1 Develop and implement a local food program in partnership with 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**

Barwon Water has submitted an application under section 58 of the *Water Act 1989* for the renewal of its licence to extract groundwater from the Barwon Downs Borefield. Barwon Water has also been issued a direction notice under section 78 of the *Water Act 1989* to submit and implement a legally enforceable remediation plan for the Boundary Creek and Big Swamp environment.

### **Officer Direct or Indirect Interest**

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

### **Risk Assessment**

There are risks associated with groundwater extraction and also risks to longer term regional water security if Barwon Water is denied ongoing access to the Barwon Downs borefield. Barwon Water is now legally required to undertake remediation of the Boundary Creek, Big Swamp and surrounding area.

### **Social Considerations**

Barwon Water's management and remediation of the Barwon Downs Borefield is of concern to the Winchelsea district community. Council's submission supports local community directly involved in review of the licence and in the development and implementation of Barwon Water's remediation plan.

### **Community Engagement**

SRW's engagement and review process for the Barwon Downs Borefield licence includes the establishment of a Barwon Downs Licence Community Reference Group to assist SRW with community and stakeholder consultation regarding licence renewal. SRW has advised that open houses will be held throughout the review process.

### **Environmental Implications**

Barwon Water's commitments will reduce the environmental impacts of water harvesting from the Barwon Downs Borefield.

#### **5.4 Barwon Downs Borefield- Barwon Water Licence Renewal Submission**

##### ***Communication***

SRW is responsible for consultation and review of Barwon Water's licence renewal application. SRW has a designated website page with information about the licence application, the ministerial notice and consultation opportunities.

##### ***Options***

###### Option 1 – Receive and note the submission

This option is recommended by officers as the submission was written based on information provided to Council and is in keeping with Council's previous submission to the Central Region Sustainable Water Strategy Review.

###### Option 2 – Reject the submission

This option is not recommended by officers because Council would not provide its views on the importance of engaging the local community in the review of Barwon Water's licence renewal application and in their remediation of Boundary Creek and Big Swamp.

##### ***Conclusion***

Barwon Water has acknowledged that past water extractions from the Barwon Downs Borefield is responsible for poor environmental outcomes for Boundary Creek and Big Swamp which are tributaries of the Barwon River that flows through the Surf Coast Shire. Barwon Water is committed to not undertake further extraction, except for maintenance, until Boundary Creek, Big Swamp and the surrounding area is remediated. Council doesn't have the depth of expertise to comment on technical aspects of the licence renewal, however, Council's submission to SRW highlights its support of commitments made to date and the importance of engaging the local community in the review of Barwon Water's licence renewal application and remediation of Boundary Creek and Big Swamp.

**5.4 Barwon Downs Borefield- Barwon Water Licence Renewal Submission**

**APPENDIX 1 COUNCIL SUBMISSION- SOUTHERN RURAL WATER- BARWON DOWNS LICENCE  
RENEWAL APPLICATION- BARWON WATER**



Our Ref: F18/687 D19/8404  
Contact: Kate Smallwood– (03) 5261 0600

28 February 2019

By email: [BarwonLicenceRenewal@srw.com.au](mailto:BarwonLicenceRenewal@srw.com.au)

Barwon Licence Renewal  
Southern Rural Water  
88 Johnson Street  
MAFFRA VIC 3860

Dear Sir/Madam

**Surf Coast Shire Council - Submission on Barwon Water's Licence Renewal Application,  
Barwon Downs Borefield**

Council appreciates the opportunity to provide a submission to Southern Rural Water (SRW) regarding Barwon Water's licence renewal application for the Barwon Downs Borefield. The long term sustainability of water resources in our region and the protection of our waterways are important issues for our community.

Context - Barwon River health

The Barwon River is of particular importance to the Winchelsea district community. During 2018, Council became aware of growing community concerns regarding Barwon Water's management of the Barwon Downs Borefield, the adequacy of environmental flows to the Barwon River and the impacts of these on the health of the Barwon River. Community members raised their concerns directly with Council and with the Minister for Water, the Hon. Lisa Neville.

In response to the concerns raised by the community and to better understand the issues regarding the health of the Barwon River, Councillors and officers received briefings from the Department of Environment, Land, Water & Planning, the Corangamite Catchment Management Authority and Barwon Water on 12 June 2018.

Council subsequently made a submission to the Central Region Sustainable Water Strategy Review, highlighting that inadequate environmental flows for the Barwon River remain a significant concern to our community and requesting that this issue be addressed in partnership with the community. In its submission, Council also supported the local community being directly engaged in the review of Barwon Water's Barwon Downs Borefield licence renewal application and Barwon Water's remediation of Boundary Creek and Big Swamp.

Support for environmental remediation

Barwon Water has acknowledged that water extraction from the Barwon Downs Borefield has contributed to poor environmental outcomes for Boundary Creek and Big Swamp. In particular, this extraction has caused a two-thirds reduction of base flow into Boundary Creek and has increased the frequency and duration of no flow periods into the lower reaches of Boundary Creek. Whilst these water bodies are outside the Surf Coast Shire, they are important to the health of the Barwon River that flows through our Shire.



On 11 September 2018, Minister Neville issued a direction notice to Barwon Water under section 78 of the Water Act 1989 to submit and implement a legally enforceable remediation plan for the Boundary Creek and Big Swamp environment. Council supports this action and that no further borefield extraction is permitted by SRW until Barwon Water has taken the necessary steps to satisfactorily remediate Boundary Creek and Big Swamp. Council acknowledges Barwon Water's commitment to working closely with the local community, key agencies and technical experts to design and implement the remediation plan.

#### Support for securing regional water supplies

Barwon Water's background submission to their application emphasises that the Barwon Downs borefield is an important component in delivering secure water supplies to the region over the next 50 years. In particular, the borefield provides an important 'back up' supply in times of drought, low flow, climate extremes or unplanned events, including natural disasters.

Council notes Barwon Water's advice that if the Barwon Downs Borefield licence is not renewed, an investment in additional water resources, such as seawater desalination, would need to occur to maintain an adequate level of water supply security. Council acknowledges that the cost for this could result in water rate rises to Barwon Water customers, including in our Shire.

#### Support for increased community engagement

In its submission to the Central Region Sustainable Water Strategy review, Council highlighted its support for greater community involvement and the integration of local knowledge into ongoing water management. Council supports SRW's engagement and review process for the Barwon Downs Borefield licence and that it includes the establishment of a Barwon Downs Licence Community Reference Group to assist SRW with community and stakeholder consultation regarding licence renewal.

Council also supports Barwon Water's commitments to establishing an advisory Barwon Downs working group, hosting an annual information session in Colac and advising the community before any significant event such as pumping or change in licence conditions occurs.

Council encourages SRW to continue to liaise directly with the local Winchelsea community on matters regarding the health of the Barwon River, borefield licence renewal and remediation of Boundary Creek and Big Swamp.

#### Support for independent technical experts

Council does not have the depth of expertise to comment on technical aspects of the licence renewal, including the volumetric entitlements. Council supports SRW appointing an independent panel of technical experts to assist with review of the application and that Barwon Water has invited three independent technical experts to work with Barwon Water to develop the remediation plan. The involvement of independent technical expertise will help reassure the community that relevant matters are adequately considered.

#### Other comments

When reviewing the licence renewal application, Council encourages SRW to consider also consider:

- Council's support for the diversification of water supply sources for the Geelong region, including the use of recycled water, that would reduce future demands on natural water supply systems;
- The role of integrated water management in realising innovative water resource solutions;
- The impacts of climate change and the need for mitigation and adaptation; and
- The role of the environmental entitlement framework in ensuring sustainable water use.

These matters were raised in the Central Region Sustainable Water Strategy Review and are relevant here also.



Thank you for the opportunity to provide feedback on licence renewal for the Barwon Downs Borefield. If you have any enquiries concerning this matter, please contact Kate Smallwood, Coordinator Environment on (03) 5261 0600 or email: [ksmallwood@surfcoast.vic.gov.au](mailto:ksmallwood@surfcoast.vic.gov.au)

Yours sincerely

**Ransce Salan**  
General Manager Environment & Development

## 5.5 Environment & Development Monthly Report - January 2019

<b>Author's Title:</b>	Executive Assistant	<b>General Manager:</b>	Ransce Salan
<b>Department:</b>	Environment & Development	<b>File No:</b>	F18/1519
<b>Division:</b>	Environment & Development	<b>Trim No:</b>	IC19/193
<b>Officer Direct or Indirect Conflict of Interest:</b>	<b>Status:</b>		
In accordance with Local Government Act 1989 – Section 80C:	Information classified confidential under Section 77 of the Local Government Act:		
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>Reason:</b> Nil		<b>Reason:</b> Nil	

### Purpose

The purpose of this report is to receive and note the Environment & Development monthly activity report for January 2019.

### Summary

The monthly report provides an overview of the Environment & Development division's key activities undertaken in January 2019.

### Recommendation

That Council receives the Environment & Development Monthly Activity Report for January 2019 and notes the following items:

1. In January, 91.18% of all planning applications were issued within 60 statutory days. The comparative average score for the Peri Urban Group for December was 67% (January result is yet to be published).
2. Council's budget of \$65,000 to complete the Economic Development Strategy has received a significant boost with recent confirmation of a \$195,000 State Government grant to conduct a Skills & Emerging Industry Audit (SEIA) as a component of the strategy.
3. Over 40 events and markets were staged in January, attracting an estimated 120,000 spectators and participants to the Surf Coast, including Pier to Pub, Mountain to Surf, Cadel Evans Great Ocean Road Race, Nightjar Festivals which injected millions of dollars into the local economy.
4. The Australian National Surfing Museum has recorded its highest January visitation in 22 years with attendance of 2,842. This is on top of its 4,000 increase in visitation for the past 12 months to the end of December 2018.
5. The savings target for the Business Improvement program is tracking well and is expected to achieve its target in March 2019.
6. The Powered by Positive program was launched in January and is a web supported program designed to help the community use less energy and make the switch to solar.
7. The Surf Coast Walk website received a significant update prior to summer and forms part of a number of initiatives to convert to and enhance digital platforms to reach a greater audience. The Surf Coast Walk Instagram account now has 1,022 followers.
8. New bushfire signage installed at the Lorne Visitor Information Centre (VIC) this summer has received very positive feedback from visitors and emergency services.

## 5.5 Environment & Development Monthly Report- January 2019

### PLANNING & DEVELOPMENT

#### Measure: 60 Statutory Days

In January, 91.18% of all planning applications were issued within 60 statutory days. The comparative average score for the Peri Urban Group for December was 67% (January result is yet to be published). This is a great result representing Council's best ever turnaround time and one the Statutory Planning Team is excited to have achieved.

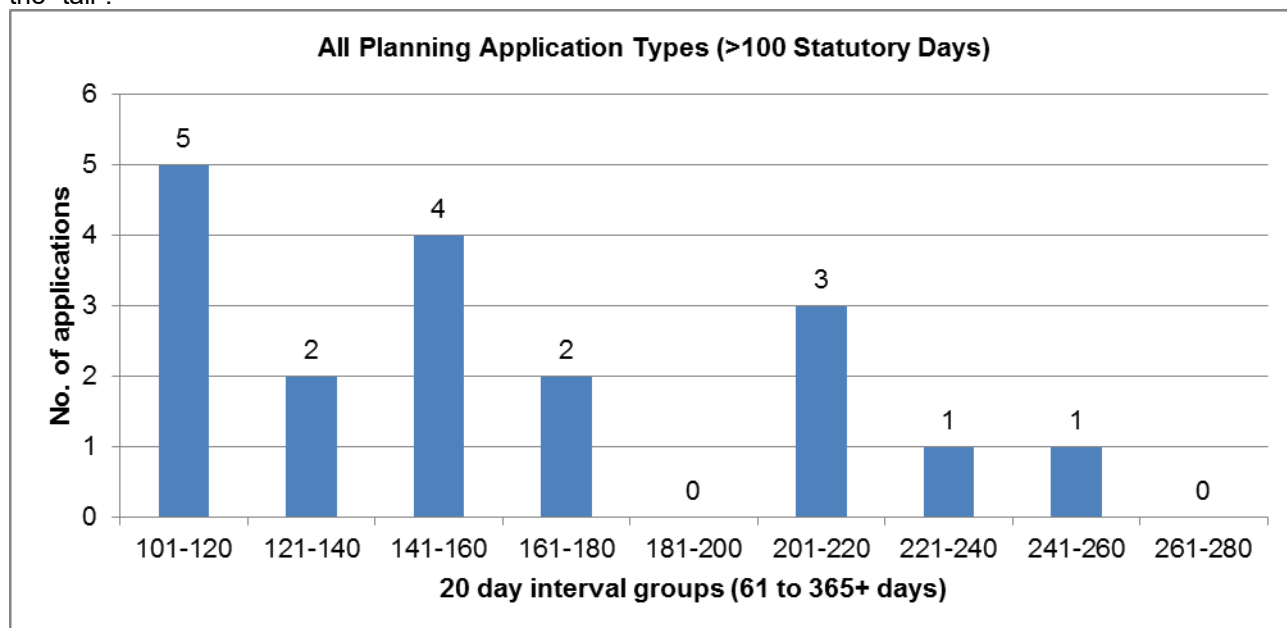
#### Measure: Current Statutory Day Performance (>100 Statutory Days)

This month we are introducing a change to the way we have been reporting on the backlog of applications. The backlog has now been reduced to a small number of applications. When reporting on the Planning Customer Service Program began three years ago, the backlog was defined as those applications greater than 60 statutory days. This figure has been reducing over time from 126 in July 2016 to 35 in February 2019. The level has been in the low 30's for the last 3 quarters.

The planning process under the *Planning and Environment Act* provides for the statutory clock to be reset to zero when an application is in progress and changes are required to an application. Historically, Council has allowed applicants to pursue additional information for extended periods without requiring the withdrawal of the application. This is often to achieve compliance with the planning controls or to address objector concerns following successful mediation. Council has been able to resolve a number of these applications.

Consequently, we were able to achieve 91.18% determined within the 60 statutory days in January, while the current applications are tracking much lower at 75%.

Council has set a new KPI this year of achieving 90% within statutory 100 days. While this is measured on the completion of the application, it is informative to look at the reason behind the applications being within the "tail".





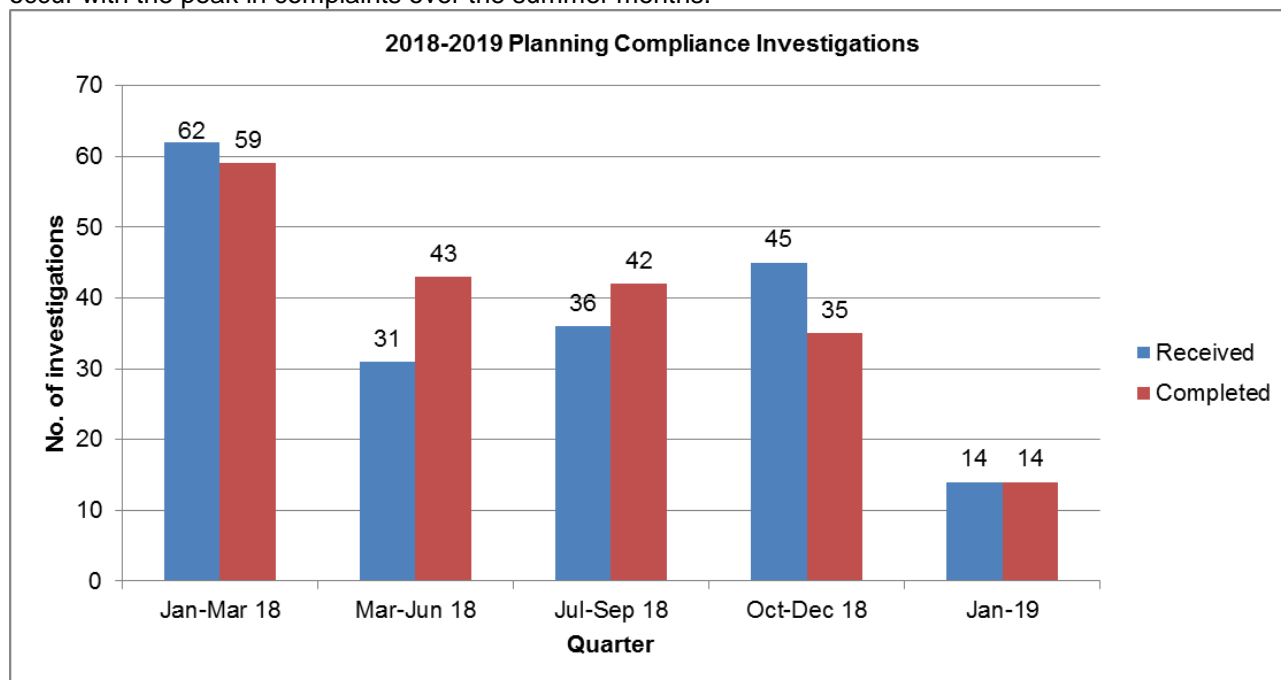
### 5.5 Environment & Development Monthly Report- January 2019

The table below provides an explanation as to why the result is currently over the 100 statutory days.

Categories/Types of Reasons	Number of applications
Appeal has been lodged, awaiting a decision.	1
Applicant to provide further information and once received, the statutory clock will be reset to zero.	1
Applicant resolving bushfire issues and to provide information to Council once issues are resolved. Once received, the statutory clock will be reset to zero.	3
Applicant to submit amended plans. Once received, the statutory clock will be reset to zero.	3
Applicant in the process of preparing a CHMP. Once received, the statutory clock will be reset to zero.	2
Applicant addressing site-wide issues. Decision is unable to be made until these issues are addressed.	1
Application is linked to an application to amend a Section 173 Agreement. A decision cannot be made until the Section 173 Agreement application is ready for a decision.	1
Applicant is further considering their proposal. If plans are amended, the statutory clock is reset to zero.	1
Applicant resolving stormwater issues and bushfire issues. When amended, the statutory clock is reset to zero.	1
A consultation meeting is required.	1
Applicant to provide a Statutory Declaration for completion of advertising.	1
Application has been subject to a height pole meeting .	2

#### Measure: Compliance Open Investigations

The Planning Compliance team focus continues to be on progressing investigations that involve impacts on community members by the actions of others. The aim is to keep this type of complaint to less than 50 live investigations by June 2019 to address compliance investigations in a timely way. Seasonal impacts do occur with the peak in complaints over the summer months.



## 5.5 Environment & Development Monthly Report- January 2019

### VCAT Decisions

One VCAT decision was received by Council in January.

#### **16 Deans Marsh Road, Lorne**

The permit applicant appealed conditions of the permit requiring the second storey wall to be setback from the side boundary to accord with the requirements of Standard A10 which was proposed to be reduced by over 1.0m. As a compromise the applicant proposed to amend the design to cut back the upper roof level, reducing the wall height. There would still be an encroachment but only in the order of 0.2m. This was considered to be a reasonable outcome having regard to the increased articulation of the building form, the new roof setback would comply with the standard and the total separation between the proposed and neighbouring dwelling. As a result a consent order was agreed to and issued by the Tribunal.

### ePlanning Portal

The software provider (Open Office) is still addressing changes preventing Council from a full go live on 4 February as originally planned. A public launch will not be scheduled until the system is fully tested and ready for wide public use. A revised go live date is being worked out and Councillors will be advised once a date has been determined.

### Current Strategic Planning Projects

- Hinterland Futures Strategy: Council officers are waiting for comments from the CFA before finalising changes to the strategy. It will then be exhibited for one month in accordance with Council's resolution of October 2018.
- CORA, Cape Otway Road Australia elite sports facility and tourist development: In late 2018, the Minister for Planning directed that an advisory committee be appointed to consider the CORA proposal. The terms of reference for the advisory committee have not yet been released by the Minister for Planning.
- Anglesea Futures Land Use Framework Plan: In October 2018, the State Government released the final version of the Framework Plan. DELWP are currently drafting new policy to reflect the objectives and strategies of the Framework Plan that will subsequently be implemented within the Surf Coast Planning Scheme.
- Winchelsea Town Centre Urban Design Guidelines: During November and December 2018, Council officers and the consultant undertook a number of successful community engagement activities in Winchelsea to inform the development of the urban design guidelines. Council officers are now in the process of considering the outputs of the engagement events.
- Lorne Structure Plan Review: As part of technical background work, Council has engaged a bushfire consultant to undertake a new assessment of the Lorne township and undeveloped sites in Lorne. Council officers will continue to undertake further background work over the coming months including a review of relevant planning controls.
- Spring Creek and Distinctive Areas and Landscapes: Council officers are scheduled to meet with DELWP's Distinctive Areas and Landscapes project team and DELWP Regional Planning officers to discuss the project.
- Torquay Town Centre: An economic report has been prepared to investigate the need for additional small business office space in the Town Centre. The report will be presented to Council at its ordinary meeting of 26 February 2019. Council officers continue to work with the consultant on preparing urban design guidelines for the Town Centre. Both pieces of work will be used to inform the future planning scheme amendment to implement the Torquay Town Centre study.
- Surf Coast Residential Land Supply and Demand Assessment: The technical report was reported to Council in January 2019. The technical report is now available on Council's website.

## 5.5 Environment & Development Monthly Report- January 2019

### Planning Scheme Amendments

- C114 Spring Creek PSP: The issues raised prior to the State Election regarding the final location of Torquay's western settlement boundary have put Amendment C114 on hold until the State Government concludes community consultation. The process is expected to form part of the broader Distinctive Areas and Landscapes project, as mentioned above.
- 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 is currently with the Minister for Planning for approval.
- C120 Growing Winchelsea implementation: The amendment is currently with the Minister for Planning awaiting approval.
- C123 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: The amendment was reported to Council in January 2019 with a resolution to submit it to the Minister for Planning for approval. Council officers and the proponent are currently finalising the Section 173 agreement. Once the S.173 agreement has been executed, the amendment will be submitted to Minister for Planning for approval.
- C124 Section 96A application for rezoning of 600-640 Cape Otway Road Moriac from Farming to Low Density Residential and planning permit application for multi-lot staged subdivision: This proposal has recently been reactivated with the applicant's planning consultant submitting revised technical reports.
- C126 Proposed rezoning of land at 125/135 Strathmore Drive from Low Density Residential Zone to General Residential Zone: Council officers continue to work through technical matters with the proponent prior to reporting the planning scheme amendment and development plan to a future Council meeting to consider preparing and exhibiting the amendment.
- C127 Section 96A application with rezoning of land at 2995 Princes Highway from Farming Zone to Low Density Residential Zone and planning permit application for an 86 lot subdivision: Council officers continue to work through technical matters with the proponent.
- C128 Miscellaneous Amendment: Council officers received authorisation from the Minister for Planning in early February 2019 to prepare a miscellaneous amendment to the Surf Coast Planning Scheme. The amendment will make changes to the ordinance and mapping provisions of the scheme. Public exhibition is anticipated to commence in March 2019 for a period of one calendar month.
- C130 The Sands, Torquay, Residential Development Planning Review: The planning controls for the Sands Torquay Estate are derived from the underlying planning zone but sit outside of the planning scheme within a set of guidelines administered by an independent Architectural Review Committee. The proposed planning scheme amendment will translate the existing guidelines and incorporate them into the planning scheme. At its January 2019 meeting, Council resolved to seek authorisation from the Minister for Planning to prepare the amendment and place it on public exhibition.

## 5.5 Environment & Development Monthly Report- January 2019

### ENVIRONMENT & COMMUNITY SAFETY

#### Nightjar Market – Food Hygiene

Torquay's Nightjar Market continues to demonstrate high food safety and environmental standards. 67 temporary/mobile food premises from over 20 different councils trading at the market were inspected under the State-wide Streatrader program. Council's Environmental Health Unit has worked with Nightjar organisers and the traders over a number of years to ensure a high level of food safety and that wastewater generated is controlled to avoid any environmental harm.

#### Support of Landcare Rabbit Control Works

To help our community reduce the environmental damage that rabbits cause to our natural environment, Council has sent over 500 letters to rural property owners advising of the Surf Coast and Inland Plains Landcare Network (SCIPN) upcoming rabbit control program. At the same time, Council is undertaking its own rabbit control program on land it manages in accordance with Council's adopted Rabbit Management Policy.

#### Council Submission on Barwon Water's Licence Renewal Application, Barwon Downs Borefield

Barwon Water has applied to renew its licence to extract water from the Barwon Downs borefield. A submission has been prepared for Council to consider at its February meeting. The submission supports Barwon Water to maintain a high level of public consultation and reduce the impacts that groundwater extraction in the Boundary Creek area has on our waterways, including the Barwon River.

#### Anglesea Heath Establishment Project

Officers have been providing support to Parks Victoria's Anglesea Heath Establishment Project, which is establishing the management direction for the more than 6,000 Ha of Anglesea Heath that was incorporated in the Great Otway National Park in January 2018. The Environment team has prepared a submission aimed at ensuring the new management direction is consistent with the Anglesea Futures Land Use Plan and relevant Council strategies and priorities.

#### Preparedness for the Fire Season

To help keep our community safer and to ensure we fulfil our legal responsibilities, the Emergency Management team have been maintaining the organisation preparedness for fire events and other emergencies. During January this largely involves keeping the organisation aware and alert, communicating with Council staff around availability and role clarity. Some roles are an extension of normal duties; however others are emergency specific roles that staff have undergone training for during the year. Council also has an important role in participating in the preparedness activities of the regional incident control centres; providing information on Council and community activities over the busy summer period and coordinating with agencies and neighbouring councils.

#### Asset Protection Zones (APZ) extension project

To reduce the likelihood and consequence of a bushfire in our Shire, Council was awarded a State Government grant to investigate the creation of APZ's on private land in strategically important high fire risk areas. An APZ is fuel reduced areas between houses and the bush and to date have been created on public land. APZ's on private land will provide a larger continuous fuel break around our coastal towns. With DELWP and CFA, areas for investigation have been mapped and community engagement is expected to commence soon.

#### Anglesea Food Organics Collection Pilot

We're now more than two months into the Anglesea Food Organics Collection Pilot and although there have been some significant issues with the kerbside collection service the majority of residents are pleased to be diverting food waste from landfill and having it turned into compost for recycling.

In the next few weeks we'll be mailing out a letter to Anglesea residents and ratepayers providing an update on the pilot, link to the next survey and information about some upcoming waste audits. The surveys and audits will help us clearly understand the impacts of the pilot, including the amount of food waste being saved from landfill.

## 5.5 Environment & Development Monthly Report- January 2019

818 surveys were returned from our mail out to Anglesea residents and ratepayers in November (before the pilot commenced). Analysis of the data showed:

- Most households (97%) advise they recycle everything they can.
- Most people (88-94%) feel they know what goes into each of their kerbside bins.
- The most common benefits listed of the food organics collection were the reduction to landfill, the recycling and composting benefits, and an overall positive effect on the environment.
- The most common concerns were the mess and smell associated with the organic waste, how well people (especially holiday makers) would do with the program, and the change in frequency of bin collection.
- With respondents able to provide multiple responses to questions about the benefits and concerns of the pilot, there were 600 positive comments compared with 260 concerns before the pilot started.

A full summary of responses from the first survey as well as the next steps will be available on our website [www.surfcoast.vic.gov.au/AngleseaOrganics](http://www.surfcoast.vic.gov.au/AngleseaOrganics) in the coming weeks.

### Powered by Positive – Nightjar engagement

In January Council officers launched the Powered by Positive program at Torquay Nightjar Festival. An initiative of Council's 25% by 2020 Renewable Energy Task Force, Powered by Positive is a web supported Council program designed to help the community use less energy and make the switch to solar. Officers spoke with a variety of festival goers, with approximately 40% living in the Surf Coast and 60% visiting. It's important we're talking to visitors, as they contribute to our Shire's energy consumption and can often make small behaviour changes to use less energy in their holiday home.

Festival goers of all ages had some fun playing with the giant 'energy saving' jenga game. Many of the residents we spoke with had been thinking about solar and were keen to hear more about the Victorian Government's new solar homes program. An additional \$2,225 rebate for solar PV systems on top of the existing Federal Government rebate was an appealing incentive for residents. For further information on the program, visit [www.poweredbypositive.com.au](http://www.poweredbypositive.com.au).



## 5.5 Environment & Development Monthly Report- January 2019

### ECONOMIC DEVELOPMENT & TOURISM

#### Economic Development Projects

##### *Economic Development Strategy*

Council's budget of \$65,000 to complete the Economic Development Strategy has received a significant boost with recent confirmation of a \$195,000 State Government grant to conduct a Skills & Emerging Industry Audit (SEIA) as a component of the strategy. The SEIA will allow us to identify the opportunities and connections our surfing, creative, entrepreneurial and home based businesses provide for future job creation.

The combined \$260,000 budget enables a significant increase in our level of community engagement and consultation. The funds will also enable Council to:

- Map the current and future workforce needs of non-traditional sectors (i.e. Start-ups, entrepreneurs, home based businesses, design & creative industries) operating in Surf Coast Shire;
- Develop viable solutions to current and future workforce challenges experienced by non-traditional sectors;
- Engage and build partnerships with these non-traditional sectors (with whom Council has had limited engagement with to date);
- Consider and prepare for shifting employment demands and future job creation;
- Develop options and determine support structures required to help build skills, capacity, partnerships and jobs pathways in these non-traditional sectors; and
- Include identified strategies to support findings from the audit into Council's new Economic Development Strategy.

The Strategy will have a focus on job creation, identify our economic identity, values and key drivers and the priority actions to create jobs and drive positive change for Surf Coast Shire.

Request for Tenders were released in early February with consultants envisaged to commence in April. The project is scheduled to be completed in June 2020.

##### *Surf Coast Walk Website Upgrade*

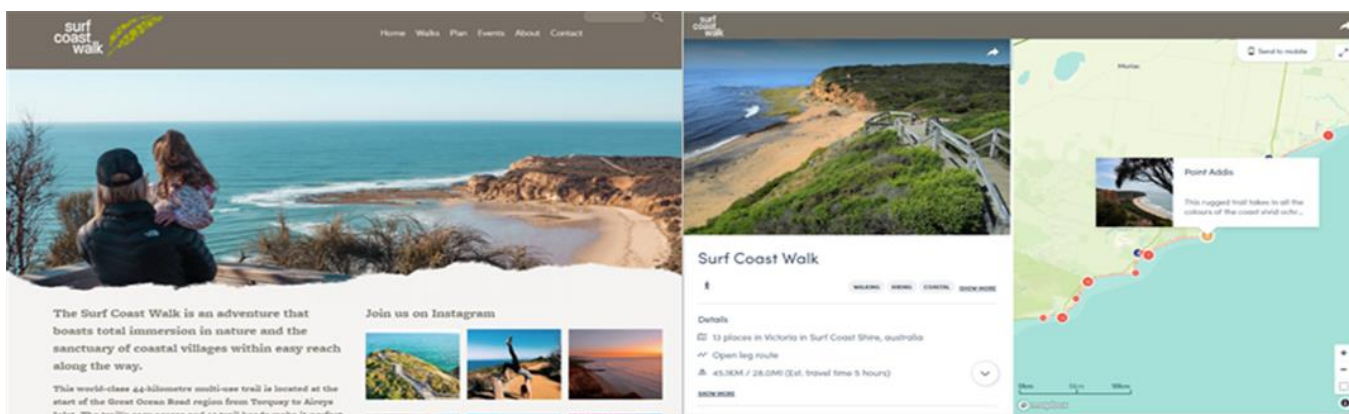
The Surf Coast Walk website received a significant update just prior to summer and forms part of a number of initiatives to convert to and enhance digital platforms to reach a greater audience. New online, interactive mapping for the entire Surf Coast Walk and the individual sections of the walk were added to the website along with a review of existing content. The online maps work well on computer, tablet and phone and provide content-rich information about the Walk and its features.

The website also now features a live-feed from the Surf Coast Walk Instagram account which has 1,022 followers.

There were 12 events in December and January that either used the Surf Coast Walk or were held on the walk.

The number of events hosted on the Surf Coast Walk, the number of users and the social media following makes the Surf Coast Walk the most popular walk on the Great Ocean Road.

## 5.5 Environment & Development Monthly Report- January 2019



### Events

Surf Coast Shire hosted over 40 events and markets in January, collectively attracting visitation of an estimated 120,000 and promoting Surf Coast townships to a national and global audience. The biggest events by numbers were:

Event Major	Estimated attendance	Notes
Cadel Evans Great Ocean Road Race	20,000	Including People's Ride participants and elite race teams, management and spectators
Lorne Pier to Pub	15,000	5,000 participants (capacity) plus 10,000 spectators
Nightjar 2	16,100	
Nightjar 1	15,846	
Nightjar 3	12,659	
Nightjar 4	8,814	Nightjar total: 53,419
Cowrie Market	4,000	
Lorne Mountain to Surf Run	2,000	Capacity
<b>Total:</b>	<b>94,419</b>	

- The 5<sup>th</sup> edition of the **Cadel Evans Great Ocean Road Race** was held in superb conditions on Australia Day weekend. Operationally, the event ran very smoothly, with the rolling road closure minimising impacts and delays in spite of the high volume of traffic due to the long weekend and perfect weather. Spectacular footage of the Surf Coast was broadcast live nationally on Channel 7, as well as to a global audience across 160 countries (figures still to be provided by event organiser).





## 5.5 Environment & Development Monthly Report- January 2019

- Surf Coast Shire Council hosted its third **Welcome Wave** event on 23 January, to recognise and celebrate the female teams and athletes competing in the Deakin University Elite Women's Race. A Welcome to Country community ceremony was held at Torquay Surf Beach, followed by a sit down dinner at the RACV Resort, featuring guest speaker Lydia Lassila. Lydia captivated the audience as she spoke about her learnings as she successfully transitions to life beyond her athletic career. The Welcome Wave event is regarded by the elite women's riders as a tour highlight and the best 'welcome' they receive around the globe by a host community.
- The **GMHBA Lorne Pier to Pub** (5,000 participants) and **Mountain to Surf** (2,000 participants) were held over 11-12 January, with all events selling out well in advance. The events generate a national focus on Lorne and create a significant economic boost for the broader region.
- The **Nightjar Festivals** returned to the Torquay Common on Thursday nights in January with a new site map aimed at improving flow and visitor experience. Visitation increased by 25% on the previous year. There were no incidents, with the family friendly atmosphere reflected by a strong contingent of attendees being young teenagers and children under 12.

### Visitor Information Centres & National Australian Surfing Museum

In early January, the Australian National Surfing Museum (ANSM) hosted the successful Bells Beach Surf Film Festival (BBSFF) which enjoyed sell out audiences for the first two nights and very strong attendance across all nights. The ANSM provides a perfect backdrop for surf focussed films and also enables attendees to the films to see the museum collection.

The strong visitation levels to the ANSM in 2018 continued into January with 2,842 people attending. This figure represented the highest January visitation to the ANSM for 22 years. A challenge will be to continue to ensure the ANSM offers quality exhibitions for visitors and the community to attend. Planning is already underway for new exhibitions post Fossil Beach.

Our Visitor Centres were again busy throughout January with over 28,000 information enquiries received for the month. While a significant proportion of enquiries relate to the 12 Apostles and other destinations beyond Surf Coast Shire, the level of localised township enquiry is growing with visitors keen to experience the various activities on offer.

There is also a trend in visitors seeking more people contact for information requests and searches. Recent research indicates over 47% of people who visit Visitor Centres do so to speak to a 'person'. This has been reflected in the January peak period with all Visitor Centres receiving very positive feedback for volunteers and staff.

New bushfire and emergency contact information installed over the summer at the Lorne VIC has been very well received by both visitors and emergency services (image below). The information will remain on display year round.



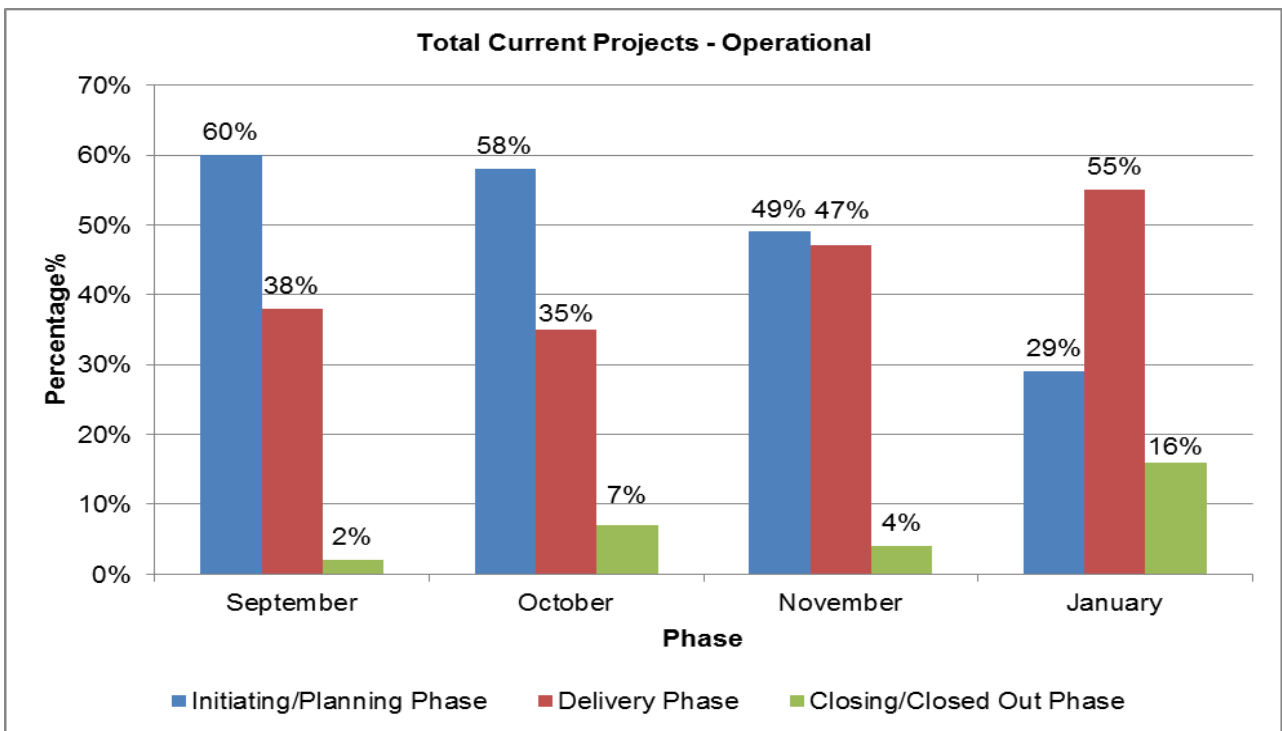
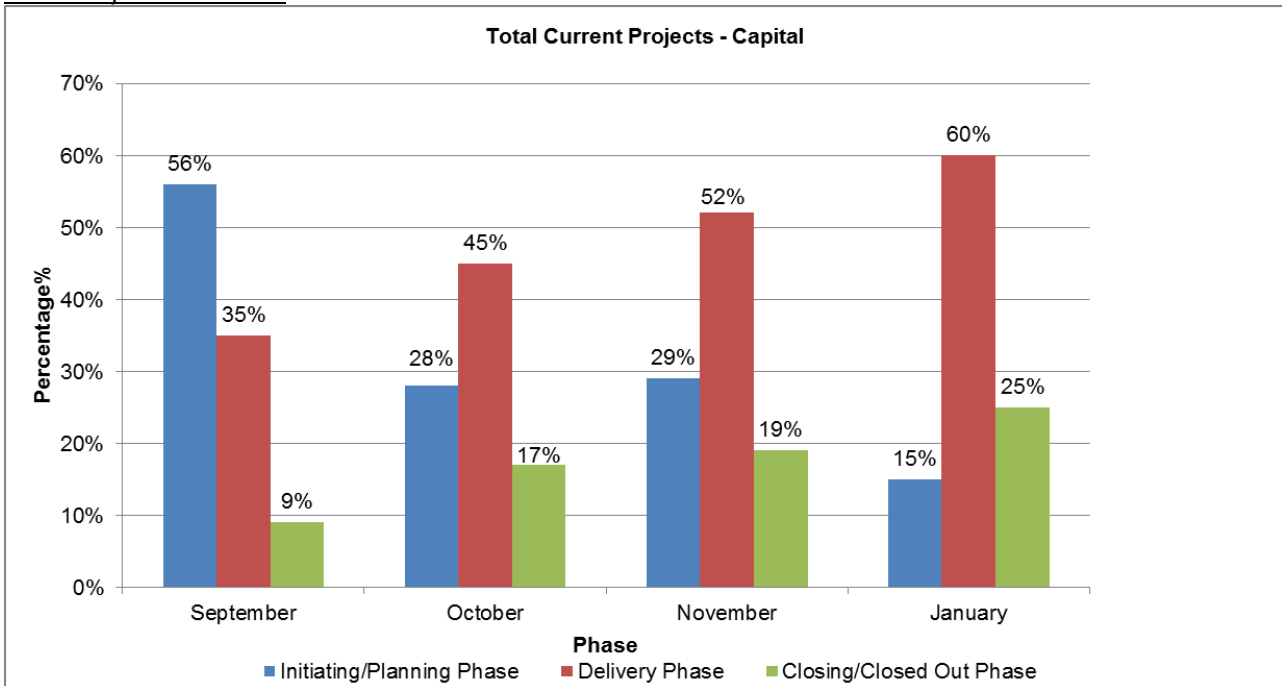
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**5.5 Environment & Development Monthly Report- January 2019**

**PROGRAM MANAGEMENT OFFICE**

Total Projects Overview



As at 31 January 2019:

- 156 Capital Projects
- 45 Operational Projects (reduction in projects in Program as several transferred to Adopted Strategy Implementation Reserve).

### 5.5 Environment & Development Monthly Report- January 2019










Projects are continuing to move out of the Initiating/Planning phase into the Delivering and Closing/Closed Out phases.

<b>Percentage of YTD Spend Target at 31/12/18</b>	<b>2017/18</b>	<b>2018/19</b>
Capital	92%	98%
Operational	65%	51%
Overall	90%	94%

## 5.5 Environment & Development Monthly Report- January 2019

### BUSINESS IMPROVEMENT, RANGER SERVICES AND BUILDING COMPLIANCE




#### Departmental critical functions – performance overview

	Business Improvement	Ranger Services	Building Compliance	
Financial				Both expenditure and revenue are very favourable to budget
CRMs				10 of 179 Ranger Services CRMs in January were completed past the nominated due date. There are no overdue CRMs as at 11 February 2019.
OHS				Active surveillance, compliant

Key:

 On track       Minor delay       Off track

#### Business Improvement

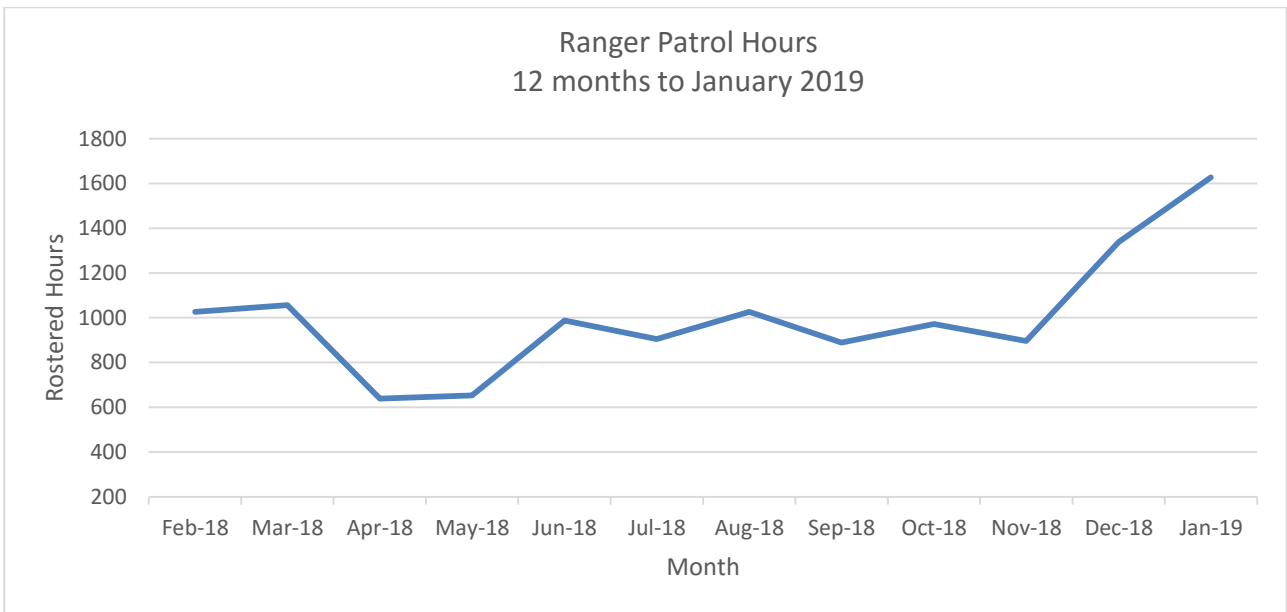
Deliverable	Overview	Status
Develop 2018/19 Business Improvement Program		Completed
Deliver 2018/19 Program		Underway <ul style="list-style-type: none"> <li>• Three reviews complete, one cancelled</li> <li>• Three reviews underway</li> <li>• Two yet to commence</li> </ul>
Deliver identified savings		Underway

The savings target for the Business Improvement program is tracking well, with the target expected to be achieved in March 2019. Strong budget diligence in reviewed areas, primarily Rangers Services, Positive Ageing, Light Fleet and Sports Operations has contributed strongly to the result.

#### Ranger Services

It has been a very busy summer for the team with fine weather and a range of events, including NightJar in Torquay, Cadel Evans Great Ocean Road Race and the Pier to Pub in Lorne generating huge visitation to our towns. The following chart indicates the high volume of Ranger Services resources deployed to deliver services. This bolstered staffing profile for the summer peak period has had a positive impact on compliance and service provided to the community. The focus for staffing has been on weekends and other high visitation times. This higher level of on ground presence will continue through February and then ramp up again at Easter.

**5.5 Environment & Development Monthly Report- January 2019**

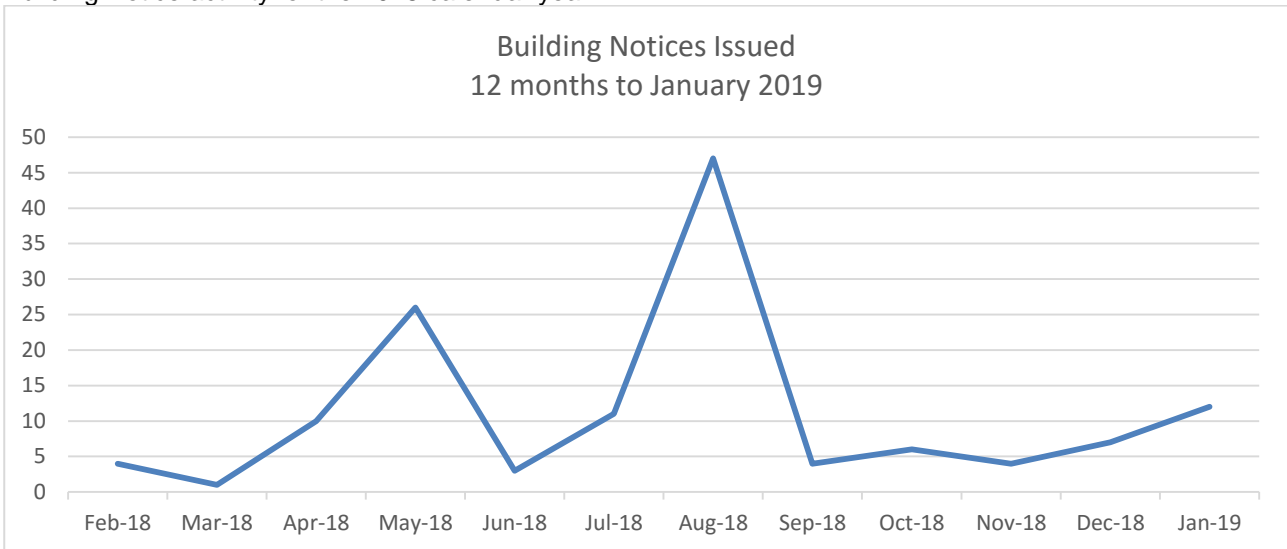


During this period Rangers attended to over 350 customer requests. Rangers were also very active in managing compliance for parking and illegal camping. The beach patrols with GORCC, using the dedicated beach vehicle, have proven to be very successful with a very strong level of compliance witnessed and excellent feedback from the community for the Council and GORCC officers.

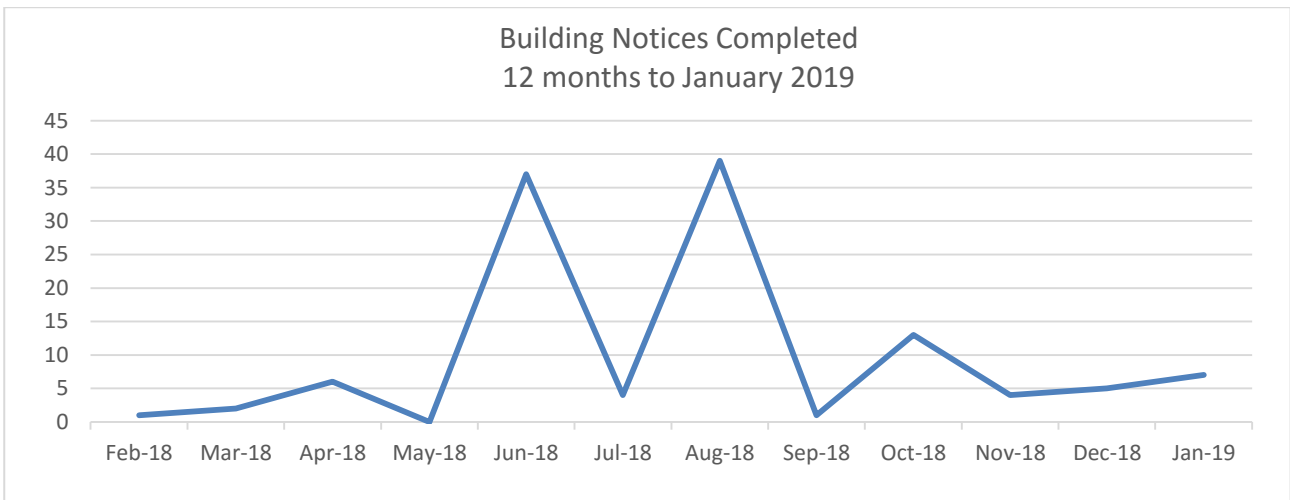
Building Compliance

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. Statistics below show the Building Notice activity for the 2018 calendar year.

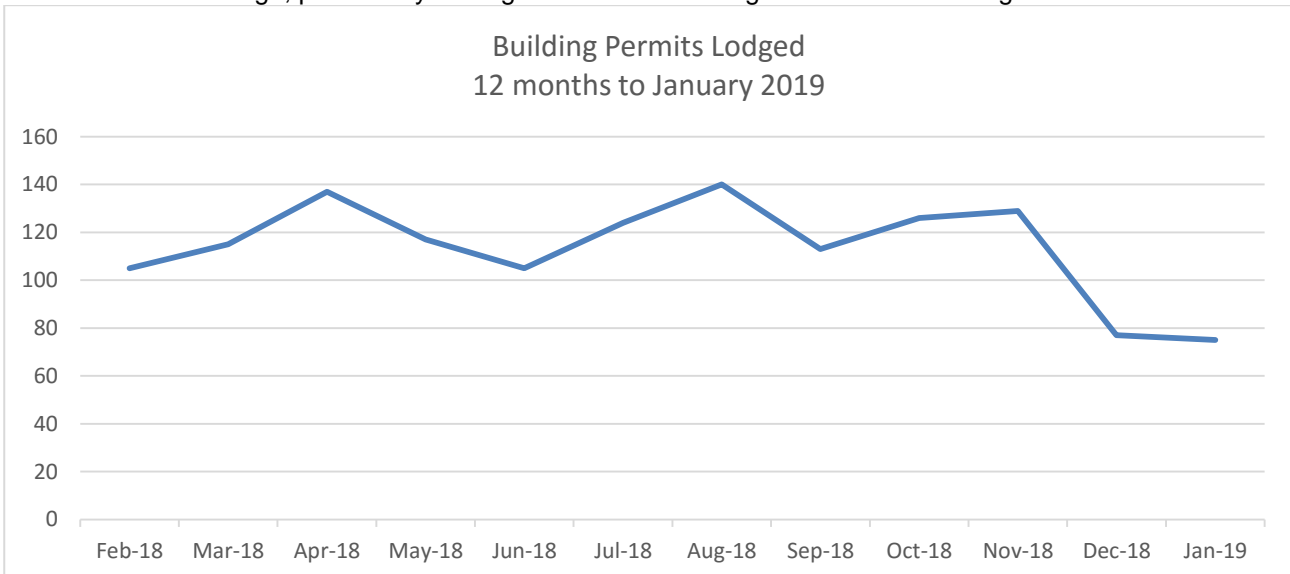


**5.5 Environment & Development Monthly Report- January 2019**

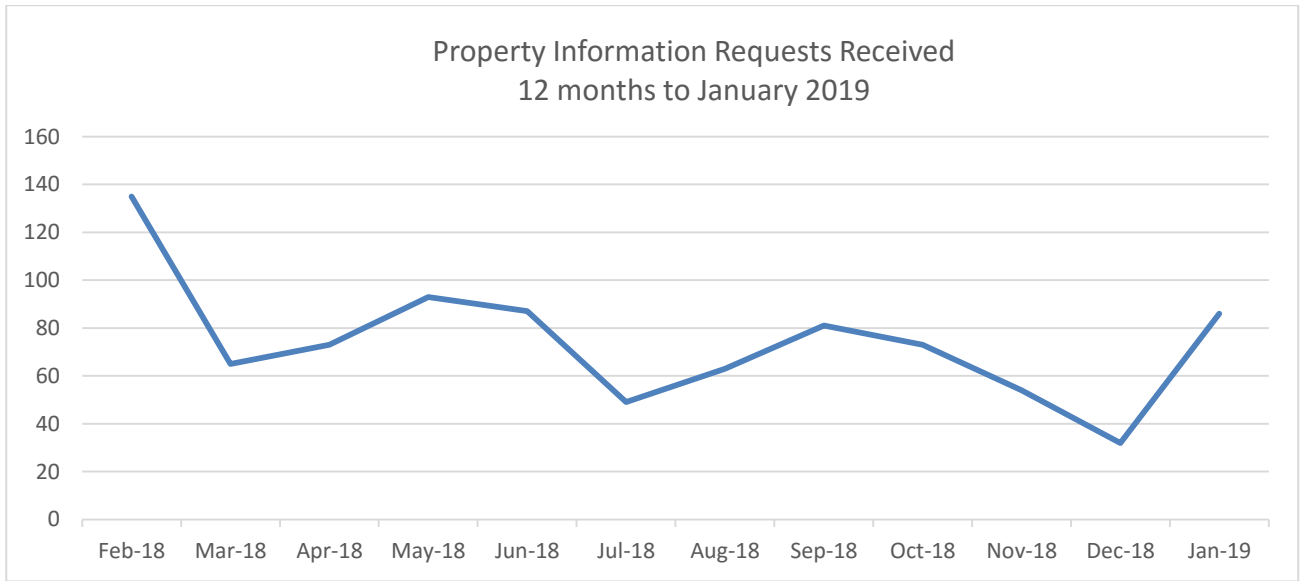


As at the end of January 2019, Council had 464 outstanding Building Notices of which 164 are overdue. Additional resources are being sought through short term consultancy to immediately address this backlog. In addition to this, recruitment is being finalised for an additional Building Inspector, with the position expected to be filled in March 2019. This will complete the new Building Compliance team structure. With all this in place, open building notices are expected to decline in late 2018/19.

Other key workload indicators for the Building Compliance team are shown below. These service delivery tasks are generated by the high level of building activity in the Shire. This is a significant workload for Council staff to manage, particularly the high number of Building Permits that are lodged.



**5.5 Environment & Development Monthly Report- January 2019**



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## 6. CULTURE & COMMUNITY

### 6.1 Bi-Annual Complaints Handling Report - July to December 2018

**Author's Title:** Customer Experience Coordinator

**General Manager:** Chris Pike

**Department:** Community Relations

**File No:** F18/254

**Division:** Culture & Community

**Trim No:** IC19/87

**Appendix:**

Nil

**Officer Direct or Indirect Conflict of Interest:**

**Status:**

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

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

Yes

No

Yes

No

**Reason:** Nil

**Reason:** Nil

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#### **Purpose**

The purpose of this report is to present information on complaints received for the period 1 July to 31 December 2018.

#### **Summary**

Council's Complaints Policy outlines an open and transparent complaint handling system to ensure all complaints are handled fairly and objectively.

Council is committed to resolving complaints in a timely manner, recognises people's right to complain and analyses complaint data to find ways to improve.

The policy commits that a report on complaints performance will be prepared to Council twice a year. The Complaints Policy and Management Procedure outlines complaint performance indicators. This report describes performance against these indicators.

In this period Council received 60 complaints. During this time officers also registered 7085 requests for service from customers through the Authority software system, also known as CRMs. Officers use Authority to handle all complaints and a significant number of customer requests.

#### **Recommendation**

That Council receives and notes the complaints handling report for the period of 1 July to 31 December 2018.



## 6.1 Bi-Annual Complaints Handling Report - July to December 2018

### Report

#### **Background**

Council adopted the Complaints Policy (SCS-032) on 27 June 2017. The purpose of the policy is to outline an open and transparent complaint handling system which ensures all complaints are handled fairly and objectively.

The policy commits Council to deal effectively with complaints and guides how complaints handling procedures are implemented. A commitment in the policy states Council will receive a bi-annual report on complaints performance.

The policy defines a complaint as an expression of dissatisfaction with:

- The quality of an action taken, decision made, or service provided by Council or its contractor.
- A delay or failure in providing a service, taking an action, or making a decision by Council or its contractor.

The policy describes a request for service is different to a complaint. Unlike a complaint, a request for service is when a customer wants Council to provide something, generally information or a service, or similarly report a fault such as a maintenance request.

The policy is based on seven principles for effective complaints handling, as outlined in the Victorian Ombudsman's – *Good Practice Guide to Handling Complaints*:

1. Commitment  
Council is committed to resolving complaints that are received in a timely manner. Council recognises people's right to complain and considers complaint handling to be part of the core business of serving the community and improving service delivery.
2. Accessibility  
People can easily find out how to make a complaint and be supported through the complaint process.
3. Transparency  
The complaint handling system clearly sets out how to complain, where to complain and how the complaint will be handled. The steps taken to respond to a complaint are recorded and will stand up to scrutiny.
4. Objectivity and fairness  
Under the complaint handling system, complainants and staff are treated with respect and courtesy. Complaints are judged on merit and fact.
5. Confidentiality  
The complaint handling system protects the personal information of people making a complaint, and council staff will be informed on a 'need to know' basis.
6. Accountability  
Council is accountable, both internally and externally, for its decision making and complaint handling performance. Council provides explanations and reasons for decisions, and ensures that decisions are subject to appropriate review processes.
7. Continuous Improvement  
Council regularly analyses complaint data to find ways to improve how it operate and how it delivers services.

In August 2018 a review into the application of the policy after the initial 12 months found the policy, including the definition of a complaint, was sound and no changes were required.

The review informed a more proactive approach in the application of the definition of a complaint, i.e. what characterises a complaint, and when to register one. The review found the majority of complaints registered in the preceding 12 month period were when the customer explicitly expressed a wish to complain.

Officers, including the Executive Management Team confirmed a more proactive approach will be taken in registering complaints. As a result complaints are registered when a customer implies failure to satisfactorily respond to a request, or expectation that a service will be delivered. Customers will not need to explicitly state they want to make a complaint. Officers consider this approach the best way to ascertain if there has been a service failure and identify ways to improve, even if a customer does not wish to lodge a complaint.

## 6.1 Bi-Annual Complaints Handling Report - July to December 2018

In line with the policy definition breakdown, a complaint is to be registered when a customer expresses dissatisfaction with:

- quality of an action taken – e.g. the quality of works undertaken
- decision made - e.g. an initial request for service/maintenance is denied
- service provided - e.g. a customer calls back a second time to report a service has not been provided (when we said it would)
- delay/failure in providing service - e.g. we have not undertaken works (when we said we would)
- delay/failure in taking action - e.g. we've not replied to a written request/phone calls
- delay/failure in making a decision - e.g. when objection to fine/payment plan request has not been responded to.

Training for staff on registering and handling complaints is scheduled at least annually and more frequently if needs are identified.

### **Discussion**

The performance report is based on the indicators outlined in Complaints Policy and Management Procedure for the period of 1 July to 31 December 2018:

- 60 complaints received from customers, of these:
  - 17 were upheld
  - 19 were partially upheld
  - 13 were not upheld
  - 11 are still under investigation.
- 15 complaints registered during the period fell beyond the target response time
- There are recommended changes to services as a result of complaints
- No internal complaint reviews were conducted
- No complaints registered with the Ombudsman have resulted in the Ombudsman issuing a proposal for action to Council for the period.

In the July-December period Council recorded 7085 requests for service from customers through the Authority software system, also known as CRMs. Authority handles a significant number of customer requests, but not all.

The complaints received fell under the themes of:

- Not happy with works undertaken
- Time frames not met
- Unclear timeframes
- Irresponsible driving
- Not getting back to the customer
- Privacy and confidentiality
- Failure to provide service
- Staff behaviour
- Concerns with process.

Where complaints were upheld (fully or partially) the following remedies were offered:

- Apologies offered to the customer
- Clearer communication to the customer
- Acknowledgement of concerns and provision of information to the customer on actions taken.

The complaints handling process is an opportunity for Council to learn and do better. All complaints, even those not upheld through the complaint investigation process are reviewed for improvement opportunities.

Officers have identified the following improvement opportunities from the complaints investigated in the period:

- Correction of staff performance
- Staff training
- Process reviews and improvements
- Improved communication
- Review and improve clarity of customer response times.

## 6.1 Bi-Annual Complaints Handling Report - July to December 2018

### **Financial Implications**

There are no significant financial implications in Council considering this report.

### **Council Plan**

Theme 5 High Performing Council  
Objective 5.3 Provide quality customer service that is convenient, efficient, timely and responsive  
Strategy 5.3.3 Improve how we manage customer requests and complaints

### **Policy/Legal Implications**

No 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**

There is a reputational risk to Council if it does not comply with reporting commitments as per the Complaints Policy.

### **Social Considerations**

There are no significant social considerations arising from this report.

### **Community Engagement**

There was no dedicated community engagement in developing this report. The report is the result of customers engaging with Council by registering their complaint.

### **Environmental Implications**

There are no environmental implications arising from this report.

### **Communication**

This report will be incorporated into Council minutes and made available via the Surf Coast Shire Council website. The contents of the report will also be communicated to staff, to reiterate the importance of complaint handling and the service improvements identified in this report.

### **Options**

#### Option 1 – Council receive and note the complaints handling report.

This option is recommended by officers as the complaints handling report is a commitment from the Complaints Policy and describes complaint handling performance from 1 July to 31 December 2018. The analysis of complaints offers insights and opportunities for improvement.

#### Option 2 – Council do not note and receive the complaints handling report.

This option is not recommended by officers as this would not uphold the commitment in Council's Complaints Policy.

### **Conclusion**

Complaints remain an important opportunity for Council to listen to customers and learn how to do things better.

This report upholds Council's commitment in the Complaints Policy. The report identifies service improvements based on the complaints received for the period 1 July to 31 December 2018. Officers are learning and imbedding improvements in processes and performance as a result of the analysis of the complaints received.

This bi-annual report will continue to report performance, and identify service improvements to provide a better experience for our customers.

## 6.2 Former Winchelsea Shire Hall- Future Use

**Author's Title:** Recreation Officer  
**Department:** Recreation & Open Space Planning  
**Division:** Culture & Community

**General Manager:** Chris Pike  
**File No:** F18/1865  
**Trim No:** IC19/246

### Appendix:

1. Terms of Reference Former Winchelsea Shire Hall Community Working Group (D19/23997)

#### Officer Direct or Indirect Conflict of Interest:

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

Yes

No

#### Status:

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

Yes

No

**Reason:** Nil

**Reason:** Nil

### Purpose

The purpose of this report is to receive an update on the Former Winchelsea Shire Hall Future Use consultation process and consider establishing a community working group empowered to develop and recommend to Council a preferred future use of the facility.

### Summary

The Former Winchelsea Shire Hall has been used for a considerable time by private business operators under a commercial lease arrangement. Council, as landlord, has in recent months had to consider the status and future of the current lease when an impasse was reached with the tenant regarding the matter of rent.

In October 2018 Council resolved that the current lease should be concluded at the end of April 2019. In November 2018 Council endorsed a consultation process to determine the future use of the facility whether it be community, commercial or a mix of both. The consultation process has included a review of community building use in Winchelsea; community facility operational model benchmarking; internal and external one on one meetings with key stakeholders regarding potential and preferred type of future use; community survey and a half day listening post at the former Winchelsea Shire Hall to capture community feedback.

The key messages from the consultation process include:

- A strong community connection to the Former Winchelsea Shire Hall
- Community access to the facility is considered a high priority
- The facility is an important tourist attraction for Winchelsea and a café complements this use
- Winchelsea Community House and Historical Society need additional space to grow and develop their activities and services
- Key stakeholders are eager to work together to develop and recommend a preferred future use model
- Community involvement and ownership in designing a solution is critical.

Stage 1 of the consultation process has confirmed that ongoing community use of the facility is a priority that reflects the current operating model. Given that Council is unable to subsidise a private business in a competitive market (competitive neutrality principle), further investigation is required to determine the future use of the facility and community ownership in the final solution is critical.

For this reason, Officers recommend that Council establish a Former Winchelsea Shire Hall Community Working Group via an Expression of Interest process to identify parties interested in participating in this next stage of investigation. The group would be governed by a Terms of Reference with a clear set of parameters to develop options and recommend a preferred future use of the facility.

Given the high level of community interest in ensuring public access to the facility remains a priority, Officers recommend resetting the end of the current lease to 30 September 2019 or earlier as agreed, to enable the tenant to continue to operate. Should the current tenant decline the lease extension, the community working group will be well placed to develop interim measures for ongoing use of the facility from 1 May 2019.

## 6.2 Former Winchelsea Shire Hall- Future Use

### Recommendation

That Council:

1. Notes the community feedback received in relation to the future use of the Former Winchelsea Shire Hall.
2. Endorses the process identified in this report to establish a Former Winchelsea Shire Hall Community Working Group to develop and recommend a preferred future use of the facility.
3. Endorses the Terms of Reference for the Former Winchelsea Shire Hall Community Working Group as attached at Appendix 1.
4. Allocates \$20,000 from the Accumulated Unallocated Cash Reserve towards the next phase of the project that will include group facilitation, community engagement and a final report.
5. Notes that any unused funds will be returned to their source.
6. Receives a report by end of July 2019 relating to the Former Winchelsea Shire Hall Community Working Group preferred future use of the facility.
7. Endorses the establishment of occupancy arrangements with the current tenant at the current rent, through resetting the end of the current lease to 30 September 2019 or earlier as agreed, to enable the tenant to continue to operate.
8. Notes that the Chief Executive Officer will authorise the occupancy arrangements within the current delegations.
9. Notes that if the current tenant declines the lease extension Council may need to consider interim measures.

## 6.2 Former Winchelsea Shire Hall- Future Use

### Report

#### **Background**

The Former Shire Hall in Winchelsea has been used for a considerable time by private business operators under a commercial lease arrangement. Council, as landlord, has in recent months had to consider the status and future of the current lease when an impasse was reached with the tenant regarding the matter of rent.

Council resolved at its meeting on 28 August 2018 to terminate the lease on 30 November 2018, primarily on the basis that continuing to subsidise a private business in a competitive market was not appropriate. At the same meeting Council also noted *“that no alternative use of the building has been considered and that this will be the subject of a future report to Council”*.

Council considered the matter again through an item of Urgent Business at its meeting on 23 October 2018, primarily in response to community concern that the public access previously experienced under the current lease may be diminished. At the meeting held 23 October 2018, Council resolved as follows:

#### *That Council:*

1. *Endorses the establishment of occupancy arrangements with the current tenant, though the current lease or short term license, to enable the tenant to continue to operate at current rent until 30 April 2019 or earlier as agreed with the tenant.*
2. *Notes that the Chief Executive Officer will authorise the occupancy arrangements within the current delegations.*
3. *Notes that a report is to be presented to Council regarding the process by which the future use of the building may be determined.*

Council officers presented a process by which the future use of the building may be determined at the 27 November 2018 Council meeting. Council resolved as follows:

#### *That Council:*

1. *Commences community consultation in-line with the two stage process identified in the report to determine the future use of the Former Winchelsea Shire Hall prior to the condition of the current lease in April 2019.*
2. *Notes that prioritising this work will impact the scheduling of other recreation and open space projects.*

Officers commenced this process in December 2018.

#### **Discussion**

In November 2018 officers commenced a consultation process to determine the future use of the Former Winchelsea Shire Hall. The consultation activities and reach is summarised as follows:

Activity	Attendees
<b>Internal Workshop</b>	<ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Community Development</li> <li>• Planning and Development</li> <li>• Recreation Planning</li> <li>• Property and Legal Services</li> <li>• Youth Development</li> <li>• Community Engagement</li> </ul>
<b>One on One meetings</b>	<ul style="list-style-type: none"> <li>• Winchelsea Community House</li> <li>• Growing Winchelsea</li> <li>• Winchelsea Historical Society</li> <li>• Morning Melodies</li> <li>• Winchelsea Visitor Information Centre Coordinator</li> </ul>

## 6.2 Former Winchelsea Shire Hall- Future Use

<b>Community Survey (12 - 25 Feb 2019)</b>	<ul style="list-style-type: none"> <li>• 88 surveys received</li> </ul>
<b>Listening Post (12 Feb 2019 1 - 6:30pm)</b>	<ul style="list-style-type: none"> <li>• 20 people attended the listening post</li> </ul>
<b>Key Stakeholder workshop:</b>	<ul style="list-style-type: none"> <li>• Winchelsea Community House</li> <li>• Growing Winchelsea</li> <li>• Winchelsea Historical Society</li> <li>• Morning Melodies</li> </ul>

At these consultation sessions stakeholders were asked to consider the following options for the future of the Former Winchelsea Shire Hall:

1. Community Use.
2. Commercial Use.
3. Mixed Use – a blend of community and commercial use.

The pros and cons associated with each future use option were discussed and key messages included:

### Stakeholder meetings

- A strong community connection to the Former Winchelsea Shire Hall
- Community access to the facility is considered a high priority
- The facility is an important tourist attraction for Winchelsea and a café complements this use
- Winchelsea Community House and Historical Society need additional space to grow and develop their activities and services
- Key stakeholders are eager to work together to develop and recommend a preferred future use model
- Community involvement and ownership in designing a solution is critical.

### Survey and Listening Post

- There is a strong connection to the Former Shire Hall, the history of the building represents a time when the Council was in Winchelsea
- The community feel that the building belongs to the people of Winchelsea
- Some community members feel that they have had a lot taken away from them outside of this issue (Scouts Hall, Seniors Building, Winchelsea Common), so they want to keep the former Winchelsea Shire Hall open as a space that they can visit
- There is no other space like this in Winchelsea that is quiet, relaxing and you are able to have a coffee or hold a meeting
- Community members do not understand how Council has arrived at its current position due to the confidential nature of the lease agreement with the current tenant
- Key stakeholders are keen to work together toward a solution that is accepted by the majority of the community
- The 88 respondents\* in the survey want to keep the building as mixed use, emphasis on commercial but only for hospitality not corporate retail
- Community are worried that if the building closes after April how will it be maintained and cared for.

\* Note the survey remains open until 25 February. Councillors will be provided with a full set of survey results upon closure.

Stage 1 of the consultation process has confirmed that ongoing community access to the facility is a priority that reflects the current operating model. Given that Council is unable to subsidise a private business in a competitive market (competitive neutrality principle), further investigation is required to determine the future use of the facility and community ownership in developing the solution is critical.

For this reason, Officers recommend that Council establish a Former Winchelsea Shire Hall Community Working Group via an Expression of Interest process to identify parties interested in participating in this next stage of investigation. The group would be governed by a Terms of Reference (TOR) which outlines the group's purpose, objective, membership requirements and working parameters (as attached at Appendix 1). Rather than drive the process of considering the preferred model for the future, officers will play a supporting and advisory role to assist working group members to develop a local solution.

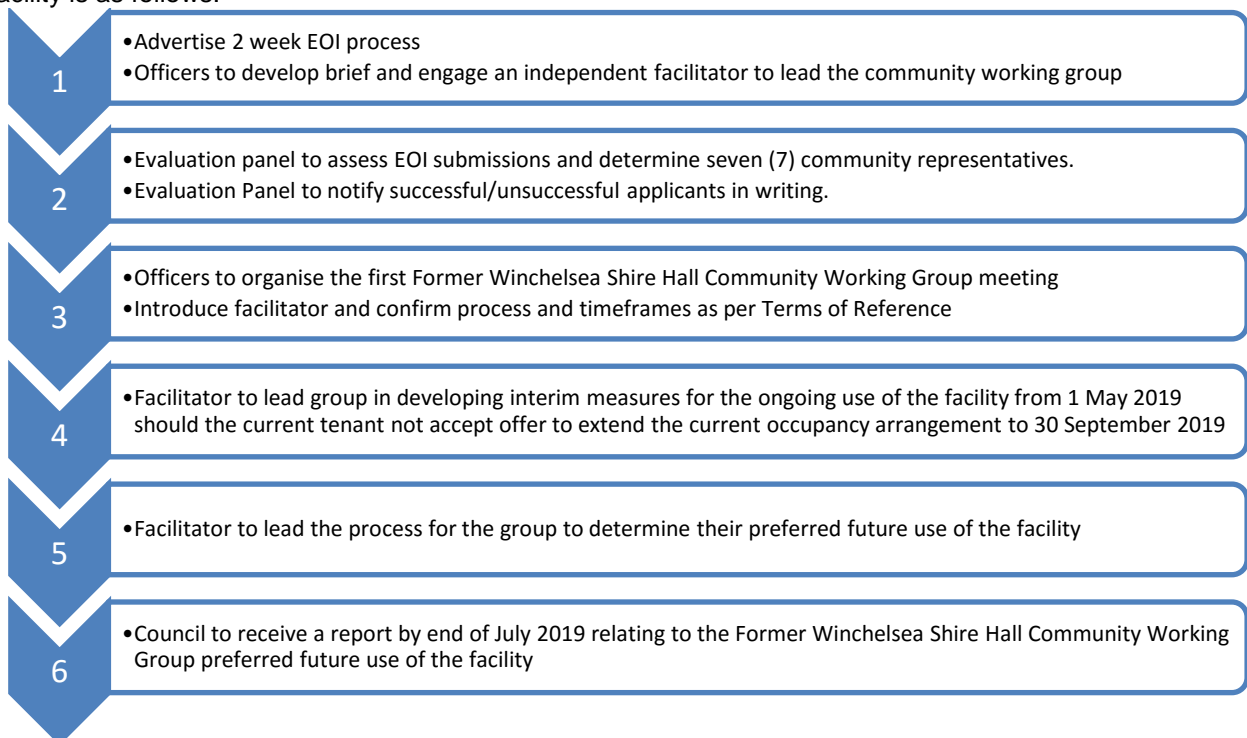
## 6.2 Former Winchelsea Shire Hall- Future Use

It is important to be transparent with the working group members about the boundaries that they must work within, most of which are the same restrictions that officers would face. The parameters that will help guide the working group in developing future use options are as follows:

Meet any legal obligations required of/by Council

- Final future use must be approved by the Crown (land owner)
- Comply with Council's SCS-033 Use of Council Facilities Policy
- Comply with Council's SCS-034 Property Use Agreements Policy
- Implementation cost to Council should be minimal
- Preferred option to be presented at July Council meeting.

This proposed process for establishing the community working group and determining the future use of the facility is as follows:



Officers recommend the above process as the most appropriate next step in identifying the future use options for the Former Winchelsea Shire Hall.

Given the high level of community interest in ensuring public access to the facility remains a priority, Officers recommend resetting the end of the current lease to 30 September 2019 or earlier as agreed, to enable the tenant to continue to operate.

Should the current tenant decline the lease extension, the community working group will be well placed to develop and recommend interim measures for ongoing use of the facility from 1 May 2019.

### Financial Implications

It is requested that Council allocate \$20,000 from the Accumulated Unallocated Cash Reserve to undertake the next phase of the project. This will include group facilitation, community engagement, a final report, project management and contingency.

### 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



## 6.2 Former Winchelsea Shire Hall- Future Use

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

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 process by which Council can engage with the community and then consider future uses of the building is not constrained by legislation. Depending on the type of future use preferred by Council, legislation, regulation and policies may determine the process by which a user, user group or business can be identified and established.

One of the parameters to guide the Former Winchelsea Shire Hall Community Working Group is to ensure that any future use option complies with Council's SCS-033 Use of Council Facilities Policy and SCS-034 Property Use Agreements Policy. Both of these policies were adopted by Council in 2018 and incorporate the legal boundaries that Council is required to work within as a manager of public assets.

### ***Officer Direct or Indirect Interest***

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

### ***Risk Assessment***

No formal risk assessment has been undertaken to prepare this report. Risks considered and addressed in the development of the report include:

- The development of a preferred option that is not owned by the local community.
- Development of community working group options are not informed by community preferences.
- Processes to establish future use of the facility do not comply with legal obligations or Council policies.
- Failure to consider the purpose of the facility in the context of other facilities and services within the town.
- If the current tenant does not agree to extend to 30 September 2019 there is a community expectation that Council will keep the facility open to allow community activities such as Morning Melodies to continue. Interim measures will be a consideration of the community working group if required.
- Prioritising this work will impact the scheduling of other recreation and open space projects.

### ***Social Considerations***

A process that engages with the community is important when considering the future use of the Former Shire Hall, particularly due to the high importance of the building and existing level of interest in the matter.

A level of sensitivity should be used when discussing this topic within the local community due to the potential loss of jobs for some local employees should the current tenant not wish to extend the lease.

### ***Community Engagement***

Extensive community engagement over the past three months has been undertaken to inform the recommendations within this report. Empowering the community through a collaborative working group to assist Council to make an informed decision will ensure an understanding all of the issues in play and a positive outcome is achieved.

### ***Environmental Implications***

There are no environmental impacts associated with this project.

## 6.2 Former Winchelsea Shire Hall- Future Use

### **Communication**

The Expression of Interest process for establishing the Former Winchelsea Shire Hall Community Working Group will be communicated through a variety of communication channels including:

- Media release
- Email database gained through consultation sessions and survey
- Council website and community and Council social media platforms
- Mail drop to the entire Township (951 houses based on rate payer database)
- Sent to local community groups for dissemination to their members.

### **Options**

Option 1 – Allocate \$20,000 from the Accumulated Unallocated Cash Reserve to establishing a community working group to determine future use options for the Former Winchelsea Shire Hall and the engagement of an independent facilitator to work with the group. In addition offer a lease extension to the current tenant until 30 September 2019.

This option is recommended by officers as it is considered the most appropriate next step in determining the future use options for the Former Winchelsea Shire Hall. Establishment of a working group will ensure the community has ownership over any future decisions that are made in relation to the building and having an independent facilitator coordinate the group will give that group the best chance of succeeding.

Offering a lease extension to the current tenant until 30 September 2019, if accepted, will allow the community to continue to utilise the facility in its current format whilst the preferred option is developed.

Option 2 – Endorse the establishment of a community working group to determine future use options for the Former Winchelsea Shire Hall with Council officers to act as the group facilitator. In addition offer a lease extension to the current tenant until 30 September 2019.

This option is not recommended by officers as not engaging a facilitator to independently coordinate the working group may result in residents not fully owning the outcome due to concerns Council has led the community to a predetermined outcome. It also places significant resource implications on Council and will result in the delay of other Council projects.

Offering a lease extension to the current tenant until 30 September 2019, if accepted, will allow the community to continue to utilise the facility in its current format whilst the preferred option is developed.

Option 3 – Acknowledge the feedback received by the community through the consultation sessions, surveys and listening post already held, and endorse a mixed use future use outcome for the Former Winchelsea Shire Hall to be further investigated by Council officers.

This option is not recommended by officers as the option of mixed use can take the form of various models. Implementation of a working group will allow for further investigation of specific uses of the facility in partnership with the community. If Council does not implement a community-led approach to determine future use options the final solution may have reduced acceptance and an opportunity to trial a new approach to problem solving may have been missed.

### **Conclusion**

Officers have received a variety of feedback about the future use of this important community building. There is a lack of consensus amongst respondents. The success of any solution implemented by Council rests on the community gaining a firm understanding of the opportunities and constraints for a public building such as this. Furthermore, acceptance that the best options have been examined requires community buy-in. This is best achieved by sharing the challenge with community through a working group that is well supported to provide local advice to the Council. This will take time and is relatively resource intensive. Accordingly, an extension of the current tenant's lease is recommended.

**6.2 Former Winchelsea Shire Hall- Future Use**

**APPENDIX 1 TERMS OF REFERENCE FORMER WINCHELSEA SHIRE HALL COMMUNITY  
WORKING GROUP**



## **Former Winchelsea Shire Hall Community Working Group**

### **Terms of Reference**

#### **1. Summary**

The Surf Coast Shire Council recognises the former Winchelsea Shire Hall as an important place within the Winchelsea township and acknowledges that when determining the future use of the building the community are integral in shaping the potential outcomes.

The success of any future use solution to be implemented by Council rests on the community gaining a firm understanding of the opportunities and constraints for a public building such as this. Furthermore, acceptance that the best future use options have been examined requires community buy-in.

This is best achieved by sharing the challenge with community through a working group that is well supported to provide local advice to the Council.

#### **2. Purpose**

The purpose of the Former Winchelsea Shire Hall Community Working Group (The Group) is to work through the issues and develop options for the future use of the facility for consideration and approval by Council (land manager) and the Crown (land owner).

The Group will work with an independent facilitator and be well supported by Council as they grapple with the issues of managing a public building that is so highly valued within the local community. Access to Council Officers with a variety of specialist skills including property, law, community engagement, community planning, facility operations or others will be readily available as required.

#### **3. Objectives**

The objectives of The Group include:

- Develop options and recommend to Council by July 2019 a preferred future use of the former Winchelsea Shire Hall on behalf of the local Winchelsea community.
- Develop interim measures for the ongoing use of the Former Winchelsea Shire Hall from 1 May 2019 should the current tenant not accept an offer to extend the current occupancy arrangement to 30 September 2019.

### **3.1 Option Parameters**

It is important to be transparent about the boundaries that the community group must work within, most of which are the same restrictions that officers would face. The parameters that will help guide the working group in developing future use options include:

- Meet any legal obligations required of/by Council
- Final future use must be approved by the Crown (land owner)
- Comply with Council's SCS-033 Use of Council Facilities Policy
- Comply with Council's SCS-034 Property Use Agreements Policy
- Implementation cost to Council should be minimal
- Preferred option to be presented at July Council meeting.

### **4. Membership**

The Group will consist of the following members:

- Independent facilitator - Chair (no voting rights)
- Surf Coast Shire Recreation Planner - Secretariat (no voting rights)
- Seven (7) community representatives with a variety of skills.

The Group may extend invitations to Councillors, Council Officers or other community members to attend meetings, however this should only be to provide advice or in an observer capacity only (no voting rights).

#### **4.1 Membership Support**

The following support will be provided to The Group:

- Independent facilitator engaged to Chair, coordinate meetings and develop a final recommendation report to Council
- Council Officer to provide Secretariat services and act as key Council liaison.
- Agendas and previous minutes will be disseminated to The Group no later than four business days prior to each meeting.

#### **4.2 Membership Selection**

An Expression of Interest process will be run by Council Officers for a period of two (2) weeks to identify and appoint seven (7) community members to the community working group. Membership selection will be based on the following:

1. Knowledge of the facility and its user groups
2. Experience on public committees
3. Communication and negotiation skills
4. Demonstrated network of connections within the local community
5. Variety of views on the preferred future use of the Former Winchelsea Shire Hall.

Members will be required to complete and submit an application form to Council (online or hard copy) which will be reviewed and assessed by an evaluation panel. The evaluation panel will consist of a representative from the following departments:

- Recreation and Open Space Planning
- Communications and Community Engagement.

#### **4.3 Membership requirements and responsibilities**

Members of The Group should:

- Be able to commit the time to attend meetings and participate in the entire process
- Respect the views of others on The Group and allow opportunity for all views to be presented and discussed
- Respect a request for confidentiality should the need arise
- Act as ambassadors to share knowledge and communicate to the broader community about the process, options being investigated and recommendation to Council
- Actively participate in meetings and be willing to undertake tasks between meetings as required.

#### **4.4 Meeting Procedures**

Meeting procedures will be established by The Group with the facilitator. However, it should be expected that The Group will meet a minimum of four (4) times with additional meetings to be scheduled as required.

#### **6. Quorum**

Any four (4) members of The Group.

#### **7. Voting**

The Group will make every effort to arrive at a preferred future use option by consensus. If consensus is not possible, the matter will be resolved by a majority of the votes of members present. If The Group is unable to agree on a preferred outcome the options will be presented to Council for consideration.

No proxies can be nominated to attend meetings or vote on behalf of members.

### 6.3 Healthy Eating and Active Living Action Plan 2018-2021

**Author's Title:** Health & Wellbeing Officer

**General Manager:** Chris Pike

**Department:** Community Relations

**File No:** F18/304

**Division:** Culture & Community

**Trim No:** IC19/166

**Appendix:**

1. Healthy Eating Active Living Action Plan 2018-2021 (D19/6880)

**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 document the research findings regarding the impact that diet and physical inactivity have within the Surf Coast Shire and propose an action plan that addresses identified issues.

#### Summary

The *Public Health and Wellbeing Act 2008* establishes a number of responsibilities for councils including 'to protect, improve and promote public health and wellbeing within the municipal district' and to develop and implement a Municipal Public Health and Wellbeing Plan (MPHWP).

Council has integrated its MPHWP into the 2017-2021 Council Plan. The Council Plan includes the strategic objective to 'support people to be healthy and active' and a strategy to 'develop and implement local programs to support healthy eating and active living'.

The inclusion of this strategy reflected a commitment between the Department of Health and Human Services (Barwon Area), councils and health authorities in the G21 region to address *Healthy Eating and Active Living* as a State Government Health and Wellbeing priority. It is one of two key regional health priorities along with the *Prevention of Violence Against Women and Children*.

Council staff undertook research to determine the specific issues caused by poor diet and physical inactivity. Data indicates that shire residents are doing comparatively better than the state average. Unfortunately given the severity of the issue nationally, this doesn't mean that residents are thriving. With a high percentage of residents not meeting diet and physical activity guidelines, and one in two presenting with at least one preventable chronic illness, the need for Council to take action to address this public health issue is clear.

Research identified current best practice for local governments in relation to healthy eating and active living is to use a health promotion framework, focusing on creating healthy environments. Environments or settings are those places in which residents live, work, study and recreate. The proposed action plan focuses on the difference Council can make by altering these environments to support healthy choices.

#### Recommendation

That Council:

1. Notes the healthy eating and active living research findings outlined in this report.
2. Adopts the Surf Coast Shire Council Healthy Eating and Active Living Action Plan 2018-2021 as attached at Appendix 1 with the implementation cost of \$13,700 plus staff time.
3. Notes that staff time and program implementation costs of \$1200 for the current financial year will be funded through existing operating budgets.
4. Allocates \$12,500 from the Accumulated Unallocated Cash Reserve to fund the balance of implementing this action plan in 2019-20 and 2020-21.
5. Receives updates on the implementation of the plan and its impact at least annually.

## 6.3 Healthy Eating and Active Living Action Plan 2018-2021

### Report

#### **Background**

Local governments are legislated under both the *Local Government Act 1989* and the *Public Health and Wellbeing Act 2008* to endeavour to achieve the best outcomes for the local community.

The *Public Health and Wellbeing Act 2008* defines public health and wellbeing as 'the absence of disease, illness, injury, disability or premature death and the collective state of public health and wellbeing'. The Act imposes a number of responsibilities on councils including 'to protect, improve and promote public health and wellbeing within the municipal district' and to develop and implement a Municipal Public Health and Wellbeing Plan (MPHWP).

In 2017 the Surf Coast Shire Council integrated its MPHWP into the 2017-2021 Council Plan. Accordingly, the Council Plan includes the strategic objective 'support people to be healthy and active'. To achieve this objective the Council Plan commits to four strategies one of which is to 'develop and implement local programs to support healthy eating and active living'.

The inclusion of this strategy reflected the commitment between the Department of Health and Human Services (Barwon Area), councils and health authorities in the G21 region to address *Healthy Eating and Active Living* as a State Government Health and Wellbeing priority. It is one of two key regional priorities along with the *Prevention of Violence Against Women and Children* and contributes to the achievement of the State Health and Wellbeing Outcomes Framework.

To action this commitment the officers undertook research to determine the status of Surf Coast Shire residents' diet and physical activity levels, and the incidence of preventable chronic diseases and early death that these risk factors contribute to.

The healthy eating and active living data analysis included the following data sources:

- VicHealth Indicators Survey data 2015
- Victorian Population Health Survey LGA Quick Stats 2014
- Australian Bureau of Statistics, National Health Survey 2014-15.

Following an analysis of the data further research was conducted to determine current best practice in relation to the identified issues of concern, this process included:

1. Review of the literature.
2. Desktop search of current best practice interventions in line with the literature.
3. Meetings internally with Council staff from the following teams; Recreation and Open Space Planning, Facilities and Open Space Operations, Planning and Development, Environmental Sustainability, Positive Ageing, Early Years and People and Culture.
4. Meetings externally with staff from the following organisations; Barwon Health, Heart Foundation, Barwon Water, Australian Drug Foundation (ADF), Healthy Eating Advisory Service (HEAS), Cancer Council, Bellarine Community Health Service, VicHealth.

#### **Discussion**

##### **Why healthy eating and active living?**

Poor diet has overtaken smoking as the leading cause of preventable chronic disease and early death in Australia (Institute for Health Metrics and Evaluation 2016). Poor diet and sedentary lifestyles are associated with the following preventable health conditions; overweight and obesity, coronary heart disease, dementia, stroke, high blood pressure, various cancers and type 2 diabetes. Coronary heart disease is the leading cause of preventable death in Australia, followed by Dementia.

Australia is currently experiencing unprecedented levels of overweight and obesity. The 2017-18 National Health Survey found that more than 2 in 3 (67 per cent) Australians aged 18 and over were overweight or obese. This was up from 63 per cent in 2015 and 56 per cent in 1995. In 2017-18 males were more at risk of being overweight or obese than females (74.5% and 59.7% respectively), although there was a comparative increase in obesity for both males (2014-15, 28.4% vs 2017-18, 32.5%) and females (2014-15, 27.4% vs 2017-18, 30.2%).



### **6.3 Healthy Eating and Active Living Action Plan 2018-2021**

#### **Is healthy eating and active living an issue in the Surf Coast Shire?**

The data indicates that Australians are suffering from preventable ill health and early death caused by poor diet and sedentary behaviour; and the Surf Coast Shire is not immune.

The VicHealth Indicators Survey 2015 suggests that Surf Coast Shire residents are doing comparatively better than the state against healthy eating and active living indicators, but given the severity of the issue this unfortunately doesn't mean that residents are thriving. In contrast, the Victorian Population Health Survey (LGA Quick Stats 2014) measures indicators against the national guidelines for healthy eating and physical activity. Guidelines are supported by a rigorous evidence review process that considers how these risk factors interrelate and contribute to preventable chronic disease.

The results for Surf Coast Shire residents 18 years and over are as follows:

- 7.1% met vegetable consumption guidelines
- 64% met fruit consumption guidelines
- 30.2% consume sugar-sweetened beverages daily, once or several times a week
- 41.6% of Surf Coast residents do not meet physical activity guidelines
- 45% of adult residents are classified as overweight or obese
- 46.1% have at least one preventable chronic disease.

More than 1 in 3 premature deaths in Australia are the result of chronic diseases that could have been prevented. With almost 1 in 2 (46.1%) Surf Coast Shire residents with a preventable chronic disease, it is important to consider not only how this contributes to early death but how this compromises resident's quality of life.

#### **What is best practice for local governments to address healthy eating and active living?**

Local government is best positioned to focus on health promotion to address healthy eating and active living issues. Health promotion is the process of enabling people to increase control over, and to improve, their health (Vic Health, 2018).

Health promotion is focused at a the population level, is evidence based, aims to address the determinants or root causes of poor health, and focuses on creating healthy environments that makes it easier for people to make choices that are good for their health.

Best practice health promotion work for local governments also includes integrating health promotion principles into all of Councils programs and services to achieve change, as opposed to the creating standalone programs.

#### **What programs and services does Surf Coast Shire Council currently provide that contribute to healthy eating and active living?**

Council has a number of existing programs and services that contribute to healthy eating and/or active living within the Surf Coast Shire.

Planning and Development services involve decisions that impact both healthy eating and active living within the Surf Coast Shire. These decisions are guided by the provisions set out in the Surf Coast Shire Local Planning Scheme. The planning scheme details the consideration for 'health, wellbeing and safety' in these decisions.

Recreation and Open Space Planning services play an important role in ensuring the provision of high quality and accessible recreation facilities and open space. These spaces provide the community with the opportunity to engage in a range of structured (such as sport) and unstructured (such as walking) physical activities.

Facilities and Open Space Operations services include the Sport and Recreation Centre (Torquay), Winchelsea Health Club and Winchelsea Pool. These facilities provide accessible sport and recreation options for residents including Basketball, Netball, Futsal, Badminton, Touch Football, Kinder Gym and group fitness classes providing options for physical activity.

### 6.3 Healthy Eating and Active Living Action Plan 2018-2021

Positive Ageing services provide a delivered meals service to eligible older residents. This service is provided by an organisation that ensures meals meet the Home and Community Care (HACC) program nutritional guidelines.

Early Years services include an 'Early Years Services, Nutrition and Healthy Eating Policy' which serves to; encourage families to provide healthy food and drink choices, provide a positive and safe eating environment, teach children about food and healthy eating, communicate with parents about healthy eating, encourage staff to learn about healthy eating and role model healthy eating behaviour. The policy references it's alignment to the National Quality Framework, which the service is regulated under. In addition, all Council run kindergartens have a vegetable garden which is used to promote healthy eating as a part of their program.

Environment services include a range of local food initiatives that aim to increase access to secure sustainable local food sources. This includes supporting community run vegetable gardens, encouraging food swaps and promoting a range of regional food events.

The organisation's people and culture activities include *Swllness*, a health and wellbeing program for staff and volunteers which aims to build their capacity to achieve 'healthy work-life balance, improve general health, create resilient minds, active bodies and fulfilled souls'. This program includes a calendar of activities and a range of health education initiatives.

Whilst these programs and services are helpful contributions, the statistics outlined above highlight that despite these programs a high number of residents on the Surf Coast are not meeting recommended diet and physical activity guidelines and suffering with preventable chronic illness.

#### **What settings based health promotion could Surf Coast Shire Council provide?**

The proposed Surf Coast Shire Healthy Eating and Active Living Action Plan 2018 – 2021 (Appendix 1) aims address the diet and physical inactivity issues identified in the data. The actions proposed in the plan are all evidence based best practice health promotion programs that build on and strengthen the programs already being provided by Council and other organisations. The recommended initiatives align to the G21 regional Healthy Eating and Active Living priorities and focus on integrating health promotion Councils services, programs and partnerships to achieve maximum result. The attached action plan lists all 12 proposed initiatives, a sample of these recommended initiatives are provided below.

#### Workplaces

It is essential that the Surf Coast Shire leads by example and creates a health promoting environment for its staff and volunteers. Given that the scope of local government's role within the community, these benefits will go beyond the front doors of the Shire offices.

The Achievement Program (developed by the Cancer Council) is recommended, as it is an integrated program that contains six benchmarks, two of which are Healthy eating and Active Living. Each benchmark has key action areas that address leadership, physical environment, culture, education, staff capacity and families and community. Surf Coast Shire is already registered with the Workplace Achievement Program and the People and Culture team are committed to its delivery.

The Community Health and Development team will drive the development of the Healthy Eating Policy, which forms the first component of the healthy eating benchmark. This policy will be developed with internal stakeholders and will fit within national guidelines.

#### Kindergartens

Kindergartens provide a unique opportunity to intervene early and to support children and parents to make healthy changes in the home. Council's six owned and run Kindergartens will form the initial pilot for the delivery of the Early Years Achievement Program.

Similar to the Workplaces Achievement Program, the Early Years Achievement Program has six benchmarks, two of which are Healthy Eating and Active Living. Each benchmark has key action areas that address leadership, physical environment, culture, education, staff capacity and families and community.

### 6.3 Healthy Eating and Active Living Action Plan 2018-2021

The Early Years Achievement Program aligns with the work being done through the G21 Health and Wellbeing priority, 'Healthy Eating and Active Living'. Enabling the Surf Coast Shire to actively contribute to a collective impact project.

#### Schools

To address sedentary behaviour and physical activity levels of children it is recommended that Council support the delivery of VicHealth's 'Walk to School' program. VicHealth offer grants to local governments each year to support the delivery of the program during the month of October.

These funds would enable the delivery of the program into all 14 Surf Coast Shire primary schools which are located within each township. The 'Walk to School' program, like the Achievement Program, has key actions that support the engagement of families and communities.

'Walk to School' aligns with the work being done through the G21 Health and Wellbeing priority, 'Healthy Eating and Active Living', enabling the Surf Coast Shire to actively contribute to a collective impact project.

#### Sport and Recreation

41.2% of Surf Coast Shire residents belong to a sports clubs, this is much higher than the Victorian average (25.7%). Therefore sports clubs are an ideal environment to promote health and prevent disease.

In partnership with the Australian Drug Foundation (ADF) it is recommended that Council facilitate the delivery of the 'Good Sports Junior' program. This program will be adjusted to primarily focus on assisting clubs to implement healthy canteens, healthy fridges, healthier BBQ options and promoting water as the drink of choice. Although the current program is titled 'Junior' this is in the process of receiving a name change, as the program is available to all clubs not just juniors.

Winchelsea Pool is a Council run facility that sells food and drink through an onsite kiosk. The kiosk does not currently offer any food and drink options that comply with the Healthy Eating Advisory Service (HEAS) guidelines other than bottled water. In partnership with Council staff and the local community, the kiosk will undergo a menu change in line with the guidelines that will support pool attendees to make healthier choices for themselves and their families.

#### Open Spaces

To reduce consumption of sugar sweetened beverages and promote water as the drink of choice it is recommended that Council perform a water fountain audit and support the 'Be Smart Choose Tap' program.

VicHealth have developed a local government specific 'Water Fountain Guide' that steps through the audit process. Following the audit and the implementation of necessary changes, the action plan recommends supporting the 'Be Smart Choose Tap' program. This program has been developed by water authorities including Barwon Water, to promote tap water for health and for the environment.

#### ***Financial Implications***

The most recent report detailing the economic cost of diet-related diseases was by the Australian Institute of Health and Welfare in 1989-90. The report states that the direct cost (e.g. the cost of health care services-hospital, medical, pharmaceutical, allied professional and nursing home) of diet-related disease was \$1,520 million and the indirect cost (e.g. earnings foregone through illness and premature death) was \$746 million, arriving at a total cost of \$2,267 million. Given that the data indicates a significant increase in diet related disease since this time, it is expected that the economic cost would now be considerably higher.

### 6.3 Healthy Eating and Active Living Action Plan 2018-2021

The table below summarises the program costs required to implement the Healthy Eating and Active Living Action Plan 2018-2021 and the proposed income sources.

	2018/2019	2019/2020	2019/2020	Totals
<b>Income</b>				
Council Contribution	\$1,200	\$7,050	\$5,450	\$13,700
Vic Health Funding		\$10,000	\$10,000	\$20,000
Total Income				\$33,700
<b>Expenditure</b>				
Total Annual Program Costs	\$1,200	\$17,050	\$15,450	\$33,700
Total Expenditure				\$33,700

The following notes should be made in regards to the table above;

- The table above does not include staff time required to implement the Healthy Eating and Active Living Action Plan.
- 2018-19 program expenses of \$1200 will be funded through existing Council operating budgets.
- The 2019-20 and 2020-21 expenses for Council, a total of \$12,500, is an additional expense that requires an allocation from the Accumulated Unallocated Cash Reserve to fund the balance of implementing this action plan.

#### **Council Plan**

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

#### **Policy/Legal Implications**

The report and action plan recommendations enable the implementation of a strategy item outlined in the integrated Surf Coast Shire Council Plan 2017-2021 and satisfy its legislative requirements outlined in the *Municipal Public Health and Wellbeing Act 2008*.

Failure to implement the Healthy Eating Active Living Action Plan risks failing to fulfil Council's obligations outlined in the *Municipal Public Health and Wellbeing Act 2008*, including to protect, improve and promote public health and wellbeing within the municipal district' and to develop and implement a Municipal Public Health and Wellbeing Plan (MPHWP).

#### **Officer Direct or Indirect Interest**

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

#### **Risk Assessment**

Risk assessments will be carried out as part of the planning process with identified partners to ensure the health and safety of those involved in all interventions.

Not implementing the recommendations creates the following risks for the community:

- Increasing preventable chronic disease and preventable deaths
- Increasing numbers of residents who are overweight and obese
- Decreased productivity due to preventable disease resulting in further economic impacts.

#### **Social Considerations**

Research shows that poor diet and physical inactivity is casually linked to range of preventable chronic diseases. Chronic diseases are long lasting conditions with persistent effects. Their social and economic consequences can impact on peoples' quality of life. Implementing the recommended action plan intends to prevent and reduce the prevalence of chronic disease by making the 'healthiest choice the easiest choice' in the environments in which Surf Coast Shire residents live, work, study and recreate.

### 6.3 Healthy Eating and Active Living Action Plan 2018-2021

#### **Community Engagement**

Comprehensive community engagement was undertaken in the development of the integrated Council Plan and Municipal Public Health and Wellbeing Plan, which identified healthy eating and active living as a priority.

Further engagement was undertaken with key internal and external stakeholders to identify opportunities and design specific programs recommended in the action plan.

#### **Environmental Implications**

Some of the proposed action items will have a positive impact on the natural environment. In particular the Water Fountain Audit and Be Smarty Choose Tap initiatives that promote refilling water bottles.

There are no other negative environmental implications associated with the recommendation to endorse and implement the Healthy Eating and Active Living Action Plan 2017-2021.

#### **Communication**

Following Council's resolution on this report, the Community Health and Development Team will develop a communications plan to promote Council's work in this space. The communications plan will include making the action plan publically available on the Surf Coast Shire Council website and promoting it to the community and key stakeholders via e-mail, social and media print channels.

The Community Health and Development Unit will monitor and evaluate the progress and effectiveness of the Healthy Eating Active Living Action Plan (2018-2021), and report findings to Councillors and the community annually.

#### **Options**

Option 1 – Council note the diet and physical activity research findings, and adopt the recommendation to endorse and implement the Surf Coast Shire Council Healthy Eating and Active Living Action Plan 2018-2021 (Appendix 1).

This option is recommended by officers as it considers the latest evidence and best practice methods to addressing poor diet and physical inactivity in Surf Coast Shire.

Option 2 – Council note the diet and physical activity research findings and only partially adopt the proposed Surf Coast Shire Council Healthy Eating and Active Living Action Plan 2018-2021 (i.e. adopt some initiatives in the action plan and costs associated but not others).

This option is not recommended by officers as the research process identified a need to include all initiatives in the action plan to adequately address the issues. Adopting only parts of the action plan may result in a limited impact.

Option 3 – Council note the diet and physical activity research findings and consider another course of action (e.g. invest more significantly in providing services to those experiencing preventable chronic disease on the Surf Coast)

This option is not recommended by officers as the proposed action plan contains the best opportunities for Council considering local government's role in the issue.

### 6.3 Healthy Eating and Active Living Action Plan 2018-2021

#### **Conclusion**

Addressing healthy eating and active living is a priority in the Surf Coast Shire Council Plan 2017-2021.

The data indicates that Surf Coast Shire residents are doing comparatively better than the state against healthy eating and active living indicators. Unfortunately given the severity of the issue nationally, this doesn't mean that residents are thriving. In contrast, against the national guidelines for healthy eating and physical activity the results for Surf Coast Shire residents 18 years were as follows:

- 7.1% met vegetable consumption guidelines
- 64% met fruit consumption guidelines
- 30.2% consume sugar-sweetened beverages daily, once or several times a week
- 41.6% of Surf Coast residents do not meet physical activity guidelines
- 45% of adult residents are classified as overweight or obese
- 46.1% have at least one preventable chronic disease.

With almost 1 in 2 (46.1%) Surf Coast Shire residents with a preventable chronic disease, it is important to consider not only how this contributes to early death but how this compromises resident's quality of life.

Research identified current best practice for local governments in relation to healthy eating and active living is to use a health promotion framework, focusing on 'creating healthy environments'. Environments or settings are those places in which residents live, work, study and recreate. In addressing these environments the evidence suggests that residents can be supported to make healthier choices for themselves and their families (behaviour change).

The Healthy Eating and Active Living Action Plan 2018-2021 provides Council and its partners with the direction required to address preventable disease and early death caused by poor diet and physical inactivity within the Surf Coast Shire.

**6.3 Healthy Eating and Active Living Action Plan 2018-2021**

**APPENDIX 1 HEALTHY EATING ACTIVE LIVING ACTION PLAN 2018-2021**



# Healthy Eating and Active Living Action Plan

2018-2021



Healthy Eating and Active Living Action Plan 2018-2021

## Background

The Healthy Eating and Active Living Plan 2018-2021 addresses the impact that lifestyle risk factors, diet and physical activity, have on the health and wellbeing of residents by creating environments that support healthy choices.

### Council Plan Commitment

In 2017 the Surf Coast Shire integrated the Municipal Public Health and Wellbeing into the 2017-2021 Council Plan. The Council Plan includes the strategic objective to 'support people to be healthy and active'. Within this objective the Council Plan commits to four strategies one of which is to 'develop and implement local programs to support healthy eating and active living'.

As per the Council Plan, research has been undertaken to determine the impact that lifestyle related risk factors, diet and physical activity, are having on Surf Coast Shire residents and to recommend a course of action.

### Why healthy eating and active living?

Poor diet has overtaken smoking as the leading cause of preventable chronic disease and early death in Australia.

Poor diet and sedentary lifestyles are associated with range of preventable health conditions including; overweight

and obesity, coronary heart disease, dementia, stroke, high blood pressure, various cancers and type 2 diabetes. With coronary heart disease being the leading cause of preventable death in Australia, followed by Dementia.

Australia is currently experiencing unprecedented levels of overweight and obesity. The 2017-18 National Health Survey found that more than 2 in 3 (67 per cent) Australians aged 18 and over were overweight or obese. This was up from 63 per cent in 2015 and 56 per cent in 1995.

### How do we create healthy environments?

Our everyday decisions are influenced by the environments in which we live, work, study and recreate. Therefore by making certain changes within these environments you can empower people to make healthier choices. This approach is proven to enhance disease prevention by addressing the cause of these behavioural risk factors.

Healthy Eating and Active Living Action Plan 2018-2021

## Healthy Eating and Active Living in the Surf Coast Shire

The data indicates that Australians are suffering from preventable ill health and early death caused by poor diet and sedentary behaviour. Research was conducted to uncover if these issues have reached the Surf Coast Shire.

### Surf Coast Shire compared to the Victorian average

The 2015 VicHealth Indicators Survey data suggests that Surf Coast Shire residents are doing comparatively better than the state against most healthy eating and active living indicators, see highlights below:

- Surf Coast residents eat an average of 2.6 serves of vegetables per day (Victoria, 2.2 serves)
- Surf Coast residents reported eating an average of 1.8 serves of fruit each day (Victoria, 1.6 serves)
- Surf Coast residents drink 5.1 cups of water per day (Victoria, 5.4 cups)
- 33.5% of Surf Coast residents participate in organised physical activity such as sport (Victoria, 28.7%).
- 12.5% of Surf Coast Shire residents don't do any physical activity (Victoria, 18.9%)
- 77.5% of Surf Coast Shire residents participate in non-organised physical activity such as walking or running (Victoria, 70.5%)

Although given the prevalence and severity of the issue, comparing local data to state data in this instance does not provide a clear picture of the health status of Surf Coast Shire residents.

### Surf Coast Shire compared to the national guidelines

In contrast, the Victorian Population Health Survey 2014 measures indicators against the national guidelines for healthy eating and physical activity. Guidelines are supported by a rigorous evidence review process that considers how these risk factors interrelate and contribute to preventable chronic disease and early death. The results for the Surf Coast Shire were as follows:

- 7.1% of Surf Coast Shire residents met vegetable consumption guidelines
- 64% of Surf Coast Shire residents met fruit consumption guidelines
- 30.2% of Surf Coast Shire residents consume sugar-sweetened beverages daily, once or several times a week
- 41.6% of Surf Coast Shire residents do not meet physical activity guidelines
- 45% of adult Surf Coast Shire residents are classified as overweight or obese
- 46.1% of adult Surf Coast Shire residents have at least one preventable chronic disease

With almost 1 in 2 (46.1%) adults with a preventable chronic disease, it is clear that these major lifestyle risk factors are impacting both resident's length and quality of life. The action plan below aims to respond to these concerns by creating healthy environments that enable residents to make healthier choices for themselves and their families.

Healthy Eating and Active Living Action Plan 2018-2021

### Healthy Eating and Active Living Action Plan 2018-2021 Summary

Council Plan Strategy	Healthy Environments		
Develop and implement local programs to support Healthy Eating and Active Living	Deliverables	Partners	Timeframe
	<b>Surf Coast Shire Council Workplaces</b>		
	<b>Healthy Eating Policy</b> Develop a policy that will enable Council to meet the national guidelines for healthy eating.	Cancer Council Barwon Health People and Culture Community Health and Development	March 2019 – October 2019
	<b>Workplace Achievement Program</b> Support the delivery of this best practice health promotion program which requires organisations to meet six benchmarks, including healthy eating and active living.	All Departments People and Culture Community Health and Development	March 2019 – June 2021
	<b>Open Space</b>		
	<b>Health in All New Developments</b> Utilising the latest guidelines to ensure that the built environment promotes healthy and active communities.	Heart Foundation Recreation and Open Space Planning Planning and Development Community Health and Development	March 2019 – June 2021
	<b>Health in All Precinct Master Plan Developments</b> Utilising the latest guidelines to ensure that the built environment promotes healthy and active communities.	Heart Foundation Recreation and Open Space Planning Planning and Development Community Health and Development	March 2019 – June 2021
	<b>Water Fountain Audit</b> Complete an audit to determine if there is sufficient access to quality water fountains across the shire and implement recommendations.	Barwon Water Recreation and Open Space Planning Facilities and Open Space Operations Planning and Development Community Health and Development	May 2019 – December 2019

Healthy Eating and Active Living Action Plan 2018-2021

<p><b>Be Smart Choose Tap</b> Support the delivery of this integrated health promotion program that aims to increase water consumption and reduce plastic waste.</p>	<p>Barwon Water Recreation and Open Space Planning Community Health and Development</p>	<p>January 2020 – January 2021</p>
<p><b>Active Public Spaces</b> Explore the promotion of active living through existing spaces and infrastructure.</p>	<p>Recreation and Open Space Planning Events Community Health and Development</p>	<p>November 2019 – November 2020</p>
<b>Sport and Recreation</b>		
<p><b>Good Sports 'Junior'</b> Coordinate the delivery of this health promotion program will enable clubs to implement healthier options and promoting water as the drink of choice.</p>	<p>Australian Drug Foundation (ADF) Sports Clubs Recreation and Open Space Planning Community Health and Development</p>	<p>April 2019 – June 2021</p>
<p><b>Healthy Choices Framework – Winchelsea Pool Kiosk</b> Implement the framework to increase the proportion of healthier options sold at the kiosk and promote water as the drink of choice.</p>	<p>Healthy Eating Advisory Service (HEAS) Deakin University Winchelsea Primary School Deans Marsh Primary School Facilities and Open Space Operations</p>	<p>July 2018 – November 2019</p>
<b>Kindergartens</b>		
<p><b>Early Years Achievement Program</b> Support the delivery of this best practice health promotion program which requires organisations to meet six benchmarks, including healthy eating and active living.</p>	<p>Cancer Council Bellarine Community Health Service Early Years Community Health and Development</p>	<p>March 2019 – June 2021</p>
<b>Schools</b>		
<p><b>Stephanie Alexander Kitchen Garden</b> Increase vegetable consumption through the development of the kitchen garden program in primary schools.</p>	<p>Stephanie Alexander Kitchen Garden Surf Coast Primary Schools Environmental Sustainability Community Health and Development</p>	<p>March 2019 – June 2021</p>
<p><b>Walk to School</b> Increase the number families and children that use active transport methods to go to and from school.</p>	<p>VicHealth Surf Coast Primary Schools Community Health and Development</p>	<p>March 2019 – June 2021</p>

#### 6.4 Djila Tjarri Skate Bowl Leak Investigation

**Author's Title:** Recreation Officer  
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**Division:** Culture & Community

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**File No:** F17/42  
**Trim No:** IC19/247

**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 receive an update on the Djila Tjarri skate bowl leak investigation and determine a way forward to resolve the current leak issue.

#### Summary

The Djila Tjarri Skate Bowl has been experiencing water leaking problems since late 2016. Despite maintenance and preventative works being completed in early 2017 the skate bowl continues to leak water through the structural joints and was closed in June 2018 due to safety concerns (re-opening in December 2018).

Officers had limited knowledge of the underlying cause of the water leak and in August 2018 Council allocated funds to undertake geotechnical and hydrological testing. SMEC Australia (engineering firm) was engaged to understand cause(s) of the leakage issue, and to obtain viable and cost-effective engineering solutions and repair options.

The investigation involved SMEC drilling five 6m deep boreholes around the skate bowl to assess subsurface conditions. Pressure meters were installed in all the boreholes to monitor groundwater conditions and assess geological formation permeability.

The final SMEC report confirmed that the deepest part of the skate bowl intercepts the water-table by up to a depth of 0.5m. Hence, it is possible that the water-table is pressurising the structure, causing buoyancy and inducing water seepage at structural joints. In the absence of artificial drainage this pressure can only be relieved by seepage through joints between the concrete slabs.

The SMEC report provides three solution options which are summarised as follows:

1. Install pressure release valve (in existing pit of bowl) and polyurethane seal all skate bowl joints and cracks.
2. Remove section of skate bowl slab. Install additional drainage connecting to existing stormwater system and reconstruct bowl.
3. Inject grout curtain (creation of barrier for water table) around perimeter of bowl then undertake works as per Option 2.

Officers have considered the cost, implementation timeframe and associated risks of each option and have a high level of confidence in Option 1 resolving the water leak issue. Should this option fail the other options would need to be considered.

## 6.4 Djila Tjarri Skate Bowl Leak Investigation

### Recommendation

That Council:

1. Notes the progress of the Djila Tjarri Skate Bowl Leak Investigation.
2. Allocates \$50,000 from the Accumulated Unallocated Cash Reserve to allow for the installation of a pressure release valve (in existing pit of bowl) and polyurethane seal all skate bowl joints and cracks (Option 1).
3. Notes that Officers will monitor the effectiveness of the remediation works and provide progress updates via Council's social media platforms.
4. Acknowledges the Djila Tjarri Skate Reference Group for their patience and support in identifying options to resolve this matter.

## 6.4 Djila Tjarri Skate Bowl Leak Investigation

### Report

#### **Background**

The Djila Tjarri Skate Bowl has been experiencing water leaking problems since late 2016. Despite maintenance and preventative works being completed in early 2017 the skate bowl continues to leak water through the structural joints and was closed in June 2018 due to safety concerns (re-opening in December 2018).

Officers had limited knowledge of the underlying cause of the water leak and in August 2018 Council allocated funds to undertake geotechnical and hydrological testing. SMEC Australia was engaged in October 2018 to investigate the leakage issue, and to obtain viable and cost-effective engineering solutions and repair options.

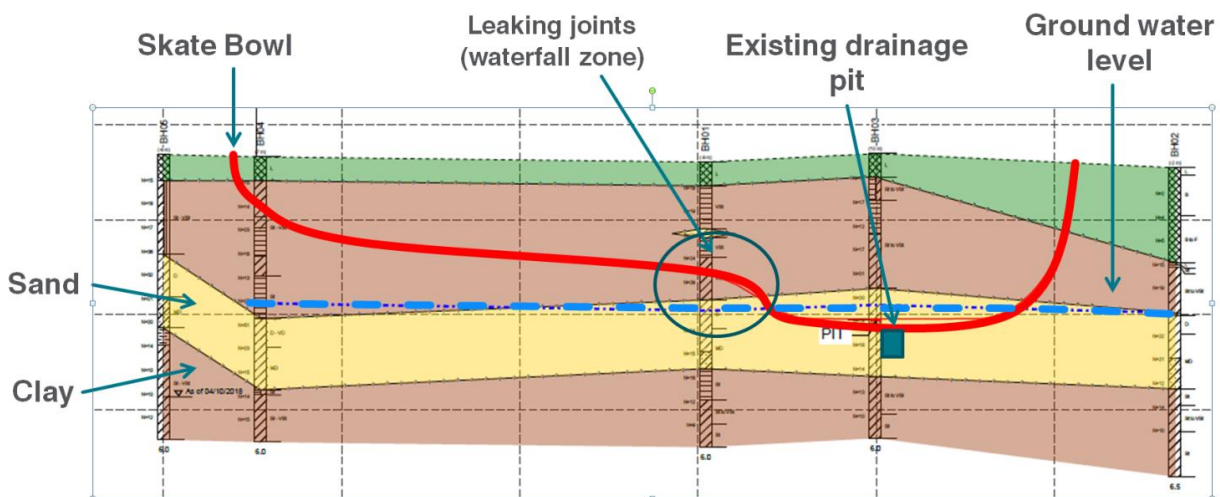
#### **Discussion**

The methodology used to determine the leak cause involved SMEC drilling five 6m deep boreholes around the skate bowl to assess subsurface conditions. Pressure meters were installed in all the boreholes to monitor groundwater conditions, assess geological formation permeability using falling and rising head tests, and assess groundwater quality for irrigation purposes.

The final SMEC report confirmed that the deepest part of the skate bowl intercepts the water-table by up to a depth of 0.5m. Hence, it is possible that the water-table is pressurising the structure, causing buoyancy and inducing water seepage at structural joints.

The report concludes that there is a shallow water-table that impacts the deeper part of the skate bowl. It is possible that high pressures in the low permeability sedimentary rocks surrounding the bowl are acting upon the structure of the skate bowl together with the shallow water-table to cause buoyancy pressures. In the absence of artificial drainage this pressure can only be relieved by seepage through joints between the concrete slabs as witnessed by the leaking water particularly around the 'waterfall' zone of the structure. The ground water has also been confirmed as unsuitable for irrigation purposes due to its high level of salinity.

The picture below illustrates the shallow water table and the effects on the structural joints.



\*The ground water level is higher than the lowest/deepest section of the bowl

The investigation report highlights that there are no underdrains detailed on the existing skate bowl drawings, which are commonly included in concrete basins to drain any water away which relieves the pressure and buoyancy forces when they are emptied.

SMEC have provided three solution options to address the leaking issues, these options are detailed and reviewed below.

## 6.4 Djila Tjarri Skate Bowl Leak Investigation

	Option One	Option Two	Option Three
<b>Summary of Proposed Works</b>	Install pressure release valve (in existing pit of bowl) and polyurethane seal all skate bowl joints and cracks	Remove section of skate bowl slab. Install additional drainage connecting to existing stormwater system and reconstruct bowl	Inject grout curtain (creation of barrier for water table) around perimeter of bowl then undertake works as per Option 2
<b>Cost Estimate</b> (inc PM and contingency)	Approx. \$50K	Approx. \$250k	Approx. \$500k
<b>Implementation Timeframe and Risk</b>	Complete in 2-4 weeks. Not guaranteed to fix issue, however least invasive option with limited risks.	Removal and reconstruction of slab will close the bowl for an extended period whilst works are completed. This Option introduces further risks associated with compromising skate surface condition and structural integrity of the bowl. Not guaranteed to fix issue.	Additional works will close the skate bowl for a longer period than Option 2. This Option introduces further risks associated with comprising surface condition and integrity of the bowl. Not guaranteed to fix issue.
<b>Level of Confidence</b>	Confidence in solution - 75-85%	Confidence in solution 85-95%	Confidence in solution >95%

Officers have considered the cost, implementation timeframe and associated risks of each option and have a high level of confidence in Option 1 resolving the water leak issues. Should this option fail the other options would need to be considered.

### **Financial Implications**

The construction of the skate bowl in 2016 was \$320,000. Costs incurred to date due to the skate bowl leak include \$6,000 maintenance works and \$80,000 (including \$10,000 project management and \$10,000 contingency allocations) for SMEC Australia to investigate the leakage issue and confirm viable and cost-effective engineering solution options.

The investigation report has confirmed that remediation works are required to address the immediate safety concerns. The cost of implementing any of the three potential solution options range from \$50,000 – \$500,000. This allocation would require a resolution of Council from the Accumulated Unallocated Cash Reserve.

### **Council Plan**

Theme 1 Community Wellbeing  
 Objective 1.2 Support people to be healthy and active  
 Strategy 1.2.2 Implement health and wellbeing impact assessments as part of infrastructure and project planning

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

### **Policy/Legal Implications**

Officers shall monitor the effectiveness of the proposed solution and should this fail the other options would need to be considered and further review of the skate bowl design may be required.

### **Officer Direct or Indirect Interest**

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



## 6.4 Djila Tjarri Skate Bowl Leak Investigation

### **Risk Assessment**

Djila Tjarri Skate Bowl is currently open, but has been closed for extended periods due to the water seepage through the joints presenting an unacceptable safety risk for skaters. The leak issue needs to be resolved to ensure the ongoing safety of all skate bowl users.

### **Social Considerations**

Not addressing the cause of the skate bowl leaks now will likely result in outrage from the community and a further closure of the bowl once the ground water rises in the winter months.

### **Community Engagement**

The Djila Tjarri Skate Park Reference Group has been receiving regular updates during the leak investigation process. A meeting was held on 19 February 2019 to discuss the key findings of the SMEC report and next steps toward resolving the leak issues. The Skate Reference Group will be engaged and kept well informed through the next phase of remediation works.

### **Environmental Implications**

The SMEC report assessed and concluded that the groundwater quality is unsuitable for irrigation purposes. Groundwater modelling also demonstrated that a dewatering scheme for irrigation supply is not viable.

### **Communication**

The outcomes of this report will be communicated to the Djila Tjarri Skate Park Reference Group and further skate bowl repair progress updates via Council's social media platforms.

### **Options**

Option 1 – Allocate \$50,000 from the Accumulated Unallocated Cash Reserve to implement Option 1 remediation works as identified in this report.

This option is recommended by officers as it is considered the most appropriate approach to address the water leak issue when considering the cost, implementation timeframe and associated risks to complete the works. Officers have a high level of confidence that installing a pressure release valve (in existing pit of bowl) and polyurethane seal all skate bowl joints and cracks will provide a viable and cost-effective solution.

Option 2 – Allocate \$250,000 from the Accumulated Unallocated Cash Reserve to implement Option 2 remediation works as identified in this report.

This option is not recommended by officers as removal and reconstruction of slab will close the bowl for an extended period whilst works are completed. This option introduces further risks associated with compromising skate surface condition and structural integrity of the bowl.

Option 3 – Allocate \$500,000 from the Accumulated Unallocated Cash Reserve to implement Option 3 remediation works as identified in this report.

This option is not recommended by officers for the same reasons as identified above in option 2 and there is no guarantee these works will fix the issue at a significantly larger cost to Option 1.

Option 3 – Do nothing to address the leak issues at Djila Tjarri Skate Bowl

This option is not recommended by officers as not addressing the cause of the skate bowl leaks now will likely result in outrage from the community and a further closure of the bowl once the ground water rises in the winter months.

### **Conclusion**

The final SMEC report has confirmed that the deepest part of the skate bowl intercepts the water-table by up to a depth of 0.5m. Hence, it is possible that the water-table is pressurising the structure, causing buoyancy and inducing water seepage at structural joints. In the absence of artificial drainage this pressure can only be relieved by seepage through joints between the concrete slabs.

Officers have confidence in Option 1 to address the leaking issue, which recommends installing a pressure release valve (in existing pit of bowl) and polyurethane seal all skate bowl joints and cracks to address the issue.

## 6.5 Submission to The National Transport Commission Issues Paper- Barriers to the Safe Use of Innovative Vehicles and Motorised Mobility Devices.

**Author's Title:** Community Relations Manager

**General Manager:** Chris Pike

**Department:** Community Relations

**File No:** F18/720

**Division:** Culture & Community

**Trim No:** IC19/227

### Appendix:

1. Surf Coast Shire Submission- Barriers to the Safe Use of Innovative Vehicles and Mobility Devices February 2019 (D19/24513)

### 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 adopt Council's submission to the National Transport Commission's Issues Paper – *Barriers to the safe use of innovative vehicles and motorised mobility devices*.

### Summary

The National Transport Commission (NTC) has compiled an issues paper on the barriers to the safe use of innovative vehicles and motorised mobility devices (MMDs) to engage the public this topic.

MMDs include motorised wheelchairs which are generally designed to carry people with greater mobility needs than users of mobility scooters. Mobility scooters are often used by older people, or by people who have a permanent or long-term physical limitation but have sufficient mobility to walk short distances.

Innovative vehicles are a form of transport that differs from conventional vehicles and are typically small, portable and designed to carry one person. Examples include Segways, electric skateboards or scooters.

The purpose of the issues paper is to investigate the extent to which regulatory barriers exist in the Australian Road Rules (ARRs) and other relevant legislation that may inhibit the safe use of innovative vehicles and MMDs.

The submission prepared for Council's adoption responds to the key issues and questions raised in the NTC issues paper with particular attention paid to the safety issues for pedestrians, in particular people with a disability such as a vision or hearing impairment.

There is currently limited safety incident or injury data on this issue available locally. Council' submission references other data to describe important issues relevant to innovative vehicles and MMDs.

Council's All Abilities Advisory Committee has offered strong advice that Council should take this opportunity to influence the review of road rules and regulations related to innovative vehicles and MMDs.

### Recommendation

That Council:

1. Adopts the submission to the National Transport Commission Issues Paper- Barriers to the safe use of innovative vehicles and mobility devices as attached at Appendix 1.
2. Lodges its submission with the National Transport Commission by the 28 February 2019 deadline.

## **6.5 Submission to The National Transport Commission Issues Paper- Barriers to the Safe Use of Innovative Vehicles and Motorised Mobility Devices.**

### **Report**

#### ***Background***

Innovative vehicles and MMDs have existed for some decades and there is the likelihood of growth in the number of these devices on our roads, footpaths and pathways in the future.

The current regulatory framework is outdated and does not enable our road and path system to cater properly for a diverse range of vehicles. The framework predates the general availability of innovative vehicles and MMDs, and is based largely on the three main types of passenger vehicles – cars, motorcycles and bicycles.

The increasing use of innovative vehicles and MMDs impacts other footpath, pathway users including pedestrians – particularly those with a disability such as people with a vision or hearing impairment.

There is limited available local data related to this issue. Council data does not show a strong pattern related to incidents involving MMDs and innovative vehicles in Surf Coast Shire.

#### ***Discussion***

Council's All Abilities Advisory Committee have offered strong advice that this is a key issue that is likely to be even more important in the future as the number of these devices in Surf Coast Shire is likely to grow.

Council's submission notes that many people experience positive impacts by using MMDs as this increases their social connection and independence. The submission encourages a specific focus on pedestrian safety especially for this people with a vision or hearing impairment.

The submission proposes that a distinction should be made between innovative vehicles which are primarily leisure devices and MMDs which assist people with mobility. The submission contends that tighter controls be placed on innovative vehicles.

Other key points in Council's submission include:

- The Australian Road Rules should be updated to improve safety (with particular regard for pedestrians), provide consistency and clarity about the use of innovative vehicles and MMDs.
- All rules and related documentation make reference to footpaths and pathways rather than "road related areas".
- Require that all retail suppliers of innovative vehicles and MMDs have a legal responsibility to provide a purchaser with evidence that the device complies with Australian Standards for safety for such devices.
- The State and Federal Governments should consider increased investment to construct and maintain better roads, footpaths, pathways and other infrastructure as a result of any new regulations or improvements that this review identifies
- Manufacturing standards should be reviewed to ensure safety is paramount now and as future design and technology changes.
- Greater effort is required in enforcing rules and regulations. Speed limits below 10km/h on footpaths and pathways need to be legislated and properly policed.
- Devices that exceed 200 watt power should not be allowed to be used on footpaths and pathways.
- A systematic and sustained approach to data collection regarding incidents related to innovative vehicles and MMDs is needed to properly understand the issues. Data collection needs to include and understand impacts on pedestrians and should pay particular attention and engage directly with pedestrians with a vision or hearing impairment.
- MMDs and innovative vehicles should be fitted with mandatory alert devices to notify pedestrians and other path users they are nearby.
- Any revised and new regulations need to be clear about which agency is responsible for:
  - checking device safety and appropriateness for use on footpaths and pathways
  - enforcement of new compliance rules
  - education for users
  - signage

## **6.5 Submission to The National Transport Commission Issues Paper- Barriers to the Safe Use of Innovative Vehicles and Motorised Mobility Devices.**

### ***Financial Implications***

There are no immediate financial implications related to this report.

### ***Council Plan***

Theme 1 Community Wellbeing

Objective 1.1 Support people to participate in and contribute to community life

Theme 1 Community Wellbeing

Objective 1.2 Support people to be healthy and active

### ***Policy/Legal Implications***

There is no policy or legal implications related to this report.

### ***Officer Direct or Indirect Interest***

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

### ***Risk Assessment***

Council's submission is not informed by Surf Coast Shire specific data which is a risk to the strength of the submission.

However there is a risk in not making a submission as this would forego the opportunity to have a say and influence an outcome which Council's advisory committee has articulated is a high priority.

### ***Social Considerations***

Council's submission seeks to balance the needs of people using MMD's and the important role these devices play in maintaining social connection and the safety needs of pedestrians.

### ***Community Engagement***

Council's All Abilities Advisory Committee is an ongoing community engagement group regarding access and inclusion issues. The Committee has offered strong advice that Council should be making a submission and have offered suggestions on the intent and content of the submission.

### ***Environmental Implications***

There are no significant environmental implications related to this report.

### ***Communication***

Direct communication will occur with the All Abilities Advisory Committee regarding this report and Council's submission. Council's submission will be made available on the website. Local media may report on this topic.

The NTC will be directly contacted with Council's submission after it is adopted.

### ***Options***

#### **Option 1 – Council makes a submission as described in this report to the NTC Issues Paper**

This option is recommended by officers as the submission is based on the advice of the All Abilities Advisory Committee and research into the key issues related to innovative vehicles and MMDs. The submission seeks to balance the needs of users of MMDs with pedestrian safety.

#### **Option 2 – Council does not make a submission to the NTC Issues Paper**

This option is not recommended by officers as this would be ignoring the advice of Council's All Abilities Advisory Committee and missing the opportunity for Council to engage the NTC on this topic.

#### **Option 3 – Council makes a different submission to the one described in this report to the NTC Issues Paper**

This option is not recommended by officers as the proposed submission has taken into consideration the Committee's advice and is informed by research.

## **6.5 Submission to The National Transport Commission Issues Paper- Barriers to the Safe Use of Innovative Vehicles and Motorised Mobility Devices.**

### ***Conclusion***

MMDs are an important device assisting people with limited or no mobility so they can remain socially connected and independent. MMDs and innovative vehicles however can present safety challenges for users and in particular pedestrians if used without proper regard to safety.

This review needs to recognise the safety of pedestrians with a disability who are entitled to an environment that enables access and inclusion in the life of their community. The new regulations should seek to find a balance for the use of MMDs so that people can remain connected and independent and ensuring that other users of footpaths, pathways and roads feel safe.

Surf Coast Shire's submission to the NTC Issues Paper encourages the review of ARR's and development of clear guidelines in relation to the safe use of innovative vehicles and MMDs.

Updated AARs should reflect that MMDs need to abide to a speed limit of 10km/h on footpaths and pathways and a stricter enforcement regime be put in place. MMDs must have appropriate design controls that enable them to be used safely.

Innovative vehicles are leisure based by nature whose core purposes is not to aid with mobility and provide social connectivity and independence for people with a disability or low mobility. As such, they should be subject to strict controls including restricted power that does not exceed 200 watt power output and restriction to their maximum speeds.

**6.5 Submission to The National Transport Commission Issues Paper- Barriers to the Safe Use of Innovative Vehicles and Motorised Mobility Devices.**

**APPENDIX 1 SURF COAST SHIRE SUBMISSION- BARRIERS TO THE SAFE USE OF INNOVATIVE VEHICLES AND MOBILITY DEVICES FEBRUARY 2019**

28 February 2019

Attn: Anthony Pepi  
Productivity and Safety Team  
National Transport Commission  
Level 3/600 Bourke Street  
Melbourne VIC 3000

Dear Anthony,

**Surf Coast Shire Council submission to the National Transport Commission issues paper: Barriers to the safe use of innovative vehicles and motorised mobility devices - January 2019**

Thank you for the opportunity to provide feedback on the regulatory barriers that prevent the safe use of innovative vehicles and motorised mobility devices. Our submission is drafted with input from Council's All Abilities Advisory Committee.

Surf Coast Shire Council supports the National Transport Commission (NTC) review of the Australian Road Rules (ARRs) that are preventing the safe and legal use of motorised mobility devices (MMDs) such as motorised wheelchairs and mobility scooters and innovative vehicles such as electric skateboards, scooters and unicycles.

We welcome the development of a consistent and efficient national framework that allows a clear understanding of the legal requirements and safety for all users of innovative vehicles and motorised mobility devices.

Surf Coast Shire Council would like the project to carefully consider pedestrian safety when developing new rules and regulations for road and pathway users. We therefore provide the following submission addressing the issues and questions presented in the NTC report:

The use of MMDs and innovative vehicles is likely to increase in the future. Increased use of these devices increases the risk of accidents, including accidents with pedestrians particular those with a disability such as people with vision or hearing impairments. While these devices present risks, many people experience positive impacts in their lives when using MMDs, so changes need to balance these different priorities.

There is a lack of local data regarding incidents related to MMDs and innovative vehicles; therefore, Council's submission contains data from other sources. Any changes to regulations should include improved data collection regarding MMDs and innovative vehicles.

Monash University conducted a study of Injury Data Involving Motorised Mobility Scooters published in 2011, which found:

- There were 62 identified fatalities related to motorised mobility scooters from July 2000 to August 2010.
- There were 442 hospitalisations involving motorised scooters in Australia from July 2006 to June 2008.

- 26% of injuries occurred on the road/street and highway.
- 13% of incidents were the result of a collision between a MMD and a motor vehicle.

**Issues Paper Key Point 1: Limitations may exist in the current Australian Road Rules (ARRs) that prevent the safe and appropriate use of new and existing innovative vehicles and motorised mobility devices (MMDs) on Australia's road and road-related areas.**

We would agree with this section of the issues paper which states:

- The current regulatory framework regarding the use of innovative vehicles and motorised mobility devices is outdated and does not accommodate the safe use of these devices.
- The design and capacity of the road system to cater for a diverse range of vehicles in Australia is increasingly being tested with additional demand for access by new categories of vehicles (Staysafe, 2014).
- The regulatory framework predates the general availability of innovative vehicles and motorised mobility devices and is based mostly on passenger vehicles.
- The result is a highly prescriptive set of ad-hoc road rules not specific to MMDs and innovative vehicles.
- The increasing use of innovative vehicles and MMDs impacts other vulnerable road and road-related area users, as well as the device users themselves (Staysafe, 2014).

The Australian Road Rules should:

- Be updated to improve safety (with particular regard for pedestrians), provide consistency and clarity about the use of innovative vehicles and MMDs.
- Refer to footpaths and pathways rather than 'road related areas'.
- Require that all retail suppliers of innovative vehicles and MMDs have a legal responsibility to provide a purchaser with evidence that the device complies with Australian Standards for safety for such devices.
- Provide clarity that MMDs assisting people with limited mobility may require priority above innovative vehicles used primarily for leisure when setting rules and a management framework.

**Key Point 2 - Public demand for the use of innovative vehicles and motorised mobility devices is expected to grow. Increased use of these devices may result in potential risks to both users and other road and road-related area users.**

- This issues paper focusses on users of these devices however pedestrians – especially those with a disability - warrant particular attention in revised ARRs.
- The State and Federal Governments should consider increased investment to construct and maintain better roads, footpaths, pathways and other infrastructure as a result of any new regulations or improvements that this review identifies.
- Along with updated ARRs, manufacturing standards require review to ensure safety is paramount now and as future design and technology changes.

**Key Point 3 - Enabling people of all ages and abilities with the freedom to be mobile, independent and socially-included is a priority.**

- MMDs, in particular, provide people of all abilities with the freedom to be mobile, independent and socially included. The primary purpose of many innovative vehicles does not deliver this benefit.
- Freedom needs to be maintained for pedestrians so they can be mobile, independent and socially included and this is only achievable when they are safe.



- Safety concerns are summarised by the Senate Standing Committee on Rural and Regional Affairs and Transport (2018) which identified 132 deaths involving mobility scooters between 2000 and 2017 – 129 were users; 3 were pedestrians.

**Key Point 4 - Risk of conflict between different road users due to the increased use of innovative vehicles.**

- This is a critical risk evidenced by Dr Edward Gibson (Royal Australasian College of Surgeons) who identified 15% of the 81 people hospitalised in South Australia from accidents involving MMDs were people not riding in them.
- Greater effort is required in enforcing rules and regulations. There is little data available of police charging users of innovative devices or MMDs with offences.
- Speed limits below 10km/h on footpaths and pathways need to be legislated and adequately policed.
- In February 2019, *The Consumer Reports* magazine counted 1542 cases of emergency medical treatment in the United States due to electric scooter use since late 2017 – less than 18 months. Many of these were caused by rideshare electric scooters.
- If electric scooter ride sharing is allowed to grow in Australia, close monitoring and tight regulation will be required to maintain safety and avoid issues such as those seen previously with bike sharing.

**Key Point 5 - The use of innovative vehicles is illegal in most jurisdictions.**

- Vehicle classifications and standards should be updated to provide clarity about what is legal for use on footpaths and therefore what is legal to be imported. Devices that exceed 200watt power should not be allowed to be used on footpaths and pathways.
- A number of submissions to the Senate Standing Committee raised concerns about mobility scooter drivers being affected by drugs or alcohol when travelling on footpaths. Submitters noted that users cannot be breath or drug tested when travelling under a speed limit as they are classified as a pedestrian.

**Key Point 6 - A lack of national consistency could create confusion for industry and community.**

- A systematic and sustained approach to data collection regarding incidents and safety related to innovative vehicles and MMDs is needed to understand the issues properly.
- Data collection needs to focus on more than just users of the devices and needs to include and understand impacts on pedestrians and mental wellbeing even if physical injury is not sustained.
- Data collection should pay particular attention and engage directly with pedestrians who have a vision or hearing impairment.
- Improving the consistency of how these devices are managed is the first step. Greater education is then required so users and other community members are aware of the requirements. Appropriate resources should be allocated to make this effective.

**Key Point 7 - Limited understanding of the safety risks associated with innovative vehicle use.**

- It is difficult to find data on safety issues involving innovating vehicles. Consideration should be given that medical reporting includes these devices to understand the incidence of injuries related to their use.
- Retailers and health professionals advising on the purchase of these devices need to undergo accreditation to provide buyers with appropriate safety information.

## **Surf Coast Shire Council response to issues paper questions.**

### **What characteristics need to be considered when defining what an innovative vehicle is?**

- A distinction needs to be made between innovative vehicles as leisure devices and MMDs, which assist people with mobility issues. MMDs should be given priority and greater use above innovative vehicles, when reviewing the ARR.

### **What differences between motorised wheelchairs and mobility scooters need to be recognised by this project?**

- It should be recognised that motorised wheelchairs are designed for people who have a permanent disability, are unable to walk, and who use these devices as their primary or only mode of mobility.
- Motorised wheelchairs are used by people with a disability to support their independence and participation in their community. These wheelchairs are prescribed by a qualified professional.
- Mobility scooters are often used by people who have a disability or limited mobility but are able to walk short distances within their home environment or in the community. Mobility scooters are often used as a secondary means of transportation.
- Motorised wheelchair users and mobility scooter users rely on their mobility devices to access the local community. This project needs to formally recognise both devices as essential transportation for people with limited mobility to access their community.

### **What key factors need to be considered when determining safe rules of operation (including speed) for innovative vehicles on roads and road-related areas?**

- The needs of people with a disability need to be carefully considered. People who are blind or have low vision may not be able to negotiate with a speeding vehicle on a path. Pedestrians who have a hearing impairment are placed at risk with a vehicle on a pathway.
- Innovative vehicles that are capable of speeds over 10km/h place all other footpath and pathway users at risk. Vehicles that can attain speeds in excess of 10km/h should not be allowed on footpaths.

As per the recommendations made in the RACV report: Assessment of New Recreational Transport Devices (2016), there is a need to:

- Develop Australian and NZ standards to define performance standards in relation to electrical or fuel safety, warning devices, light and reflectors, speed control and limiting, braking, and human capability to control the recreational vehicle;
- Develop training, testing and licencing for riders, including age limits for solo riding in different settings.
- Require conditions that should be attached to their use on different types of infrastructure.

### **What are the practical and measurable outcomes required from a nationally consistent policy and regulatory framework for innovative vehicles?**

- Reduction in complaints from pedestrians about the safety risk from speeding innovative vehicles and MMDs.
- Reduction in deaths, injuries and incidents relating to conflicts between pedestrians and innovative vehicles and MMDs.
- Increased education and understanding for all users about the policies and rules governing the use of these vehicles.
- New policies relating to design, speed and safety requirements leading to changes in design standards being introduced.

**What barriers and health or safety risks are associated with the use of a motorised mobility device that does not meet the needs of a user because of the current restrictions?**

- Many MMDs for sale in Australia have been imported which exceed the weight and speed limits established in the ARR so are in effect being used on pathways illegally.
- This inconsistency is placing other path users - particularly people with a disability - at a significant disadvantage with regards to motorised mobility devices choice.
- The existing confusion in the regulations and rules for motorised wheelchairs places the users at a greater safety risk as they are less likely to understand their legal obligations.
- The motor of a motorised mobility device currently cannot exceed 200-watts, travel above 10km/h and must maintain an unladen mass limit of 110kg to travel on pathways. There are no restrictions on the length or width of these devices, so a user may purchase a device without knowing if the device will be able to access parts of infrastructure such as doorways, public transport and community facilities.
- The lack of guidelines and technical standards for MMDs place users at risk of purchasing and using a device that is not suitable for accessing their community in a safe manner or is illegal to use.

**How do current classifications of drivers of wheelchairs as both 'pedestrians' and 'vehicles' in the Australian Road Rules create confusion?**

- Currently, a motorised wheelchair that can travel faster than 10 km/h on level ground is considered a vehicle. Vehicles are currently not able to travel on pathways; therefore some users are travelling illegally on pathways.
- Motorised wheelchairs that do not have the capacity to travel over 10km/h are considered pedestrians. There are many times when a user may need to travel on the road if there is no footpath to travel along. Therefore a wheelchair user as a pedestrian is in breach of the law in this instance.
- In many cases, law enforcement authorities are not able to judge the speed capacity of a motorised wheelchair.

**Is there a need for construction and performance requirements for motorised mobility devices to ensure safe use on public transport infrastructure?**

- Many innovative vehicles and MMDs have wheels with a small wheel radius which creates instability. Manufacturing standards should consider appropriate and safe wheel radii.
- MMDs and Innovative vehicles should be fitted with mandatory alert devices to notify pedestrians and other path users they are nearby.
- Innovative Vehicles and MMDs should not exceed 200-watt power output.

**Conclusion**

MMDs are an important device assisting people with limited or no mobility to provide them with the opportunity to remain socially connected and independent. MMDs and innovative vehicles however can present safety challenges for users and in particular pedestrians if used without proper regard to safety. The AARs should reflect that MMDs need to abide to a speed limit of 10km/h on footpaths and pathways and stricter enforcement be put in place. MMDs must have appropriate design controls that enable them to be used safely.

Innovative vehicles are leisure based and the core purpose is not to aid with mobility or provide social connectivity and independence for people with a disability or low mobility. As such, they should be subject to strict controls including restricted power that does not exceed 200-watt power output and restriction to their maximum speeds.

Import laws and regulations should ensure closer monitoring of the types of vehicles that enter the Australian market. Some innovative vehicles while in use can look similar to a pedestrian which can confuse other road and footpath users. Innovative vehicle use can be unpredictable and there is a risk for pedestrians from high watt power vehicles that have a larger mass and can travel at double or triple walking speeds. Innovative vehicles and MMDs must be fitted with alert devices to avoid these issues.

Pedestrians especially those with vision and hearing impairments may feel unsafe as a result of the increased use of innovative vehicles on footpaths and pathways.

Regulations about the design and safety performance of innovative devices and MMDs need to be established.

Any revised or new regulations need to be clear about which agency is responsible for:

- checking device safety and appropriateness for use on footpaths and pathways
- enforcement of new compliance rules
- education for users and
- signage of areas for use

Surf Coast Shire Council encourages the review of ARR and development of clear guidelines concerning the safe use of innovative vehicles and MMDs. This review needs to recognise the safety of pedestrians with a disability who are entitled to an environment that enables access and inclusion in the life of their community. The new regulations should seek to find a balance for the use of MMDs so that people can remain connected and independent and ensuring that other users of footpaths, pathways and roads feel safe.

Thank you again for the opportunity to present this submission. Please feel free to contact me or our Community Relations Manager, Damian Waight on 5261 0600 if you require further information.

Yours sincerely

**Cr Rose Hodge**  
Mayor  
Surf Coast Shire Council

## 6.6 Council Plan (Incorporating the Health and Wellbeing Plan) 2017-21- Year Two Review

**Author's Title:** Coordinator Governance & Corporate Planning      **General Manager:** Chris Pike

**Department:** Governance & Risk      **File No:** F15/1705

**Division:** Governance & Infrastructure      **Trim No:** IC18/2083

**Appendix:**

1. Council Plan (Incorporating the Health and Wellbeing Plan) 2017-21 (D17/43811)

**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 consider the outcomes of the annual review of the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21.

### Summary

In June 2017 Council adopted an integrated Council and Health and Wellbeing Plan for 2017-21, strengthening and streamlining statutory planning and reporting processes (refer Appendix 1).

The Plan was developed in accordance with the following legislation:

- Section 125 of the *Local Government Act 1989* (the Act)
- Section 26 of the *Public Health and Wellbeing Act 2008*.

The above legislation also requires Council to conduct an annual review of the Plan to ensure its currency.

An internal mid-term review of the Plan was conducted in November 2018. Officers throughout the organisation were engaged in this process, resulting in two briefings of Councillors. This included:

- A review of externally and internally-produced data including health and wellbeing indicators available since the last annual review
- An external environmental scan covering all dimensions of the Plan
- A review of progress against the current Plan
- Consideration of findings from community and stakeholder engagement activities.

This review has confirmed the currency of the Plan and therefore no changes are recommended.

### Recommendation

That Council:

1. Affirms that the strategic indicators, strategies and strategic indicators included in the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 as attached at Appendix 1 are current and do not require adjustment.
2. Incorporates the revised Strategic Resource Plan 2019-23, once it is produced in the 2019-20 Annual Budget, into the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21.

## 6.6 Council Plan (Incorporating the Health and Wellbeing Plan) 2017-21- Year Two Review

### Report

#### **Background**

The Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 (the Plan), adopted in June 2017 is Council's key directional document influencing the strategic and operational activities of Council during their elected term.

This Plan was developed following an extensive community engagement process and in accordance with the following legislative requirements:

- Section 125 of the *Local Government Act 1989*
- Section 26 of the *Public Health and Wellbeing Act 2008*.

Council is required to review the Plan on an annual basis and make any adjustments where necessary to ensure it continues to meet the requirements of legislation and the priorities of Council and the community.

The following sections extracted from legislation direct Council in developing and reviewing the Plan.

Section 125 of the *Local Government Act 1989*:

- (2) A Council Plan must include:-
- (a) The strategic objectives of the Council;
  - (b) Strategies for achieving the objectives for at least the next 4 years
  - (c) Strategic indicators for monitoring the achievement of the objectives
  - (d) A Strategic Resource Plan containing the matters specified in section 126;
  - (e) Any other matters which are prescribed by the Regulations.
- (7) At least once in each financial year, a Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan.
- (8) Subject to subsections (9) and (10), a Council may make any adjustment it considers necessary to the Plan.
- (9) A person has a right to make a submission under section 223 on a proposed amendment to a Council Plan which relates to a matter specified under subsection (2)(a), (2)(b) or (2)(c).
- (10) If a Council makes an adjustment to the Council Plan the Council must, within 30 days of making the adjustment, advise the Minister of the details of the adjustment to the Council Plan.

Section 26 of the *Public Health and Wellbeing Act 2008* requires that:

- (2) A municipal public health and wellbeing plan must-
- (b) identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing.
  - (ba) specify measures to prevent family violence and respond to the needs of victims of family violence in the local community.
- (4) A Council must review its municipal public health and wellbeing plan annually, and if appropriate, amend the municipal public health and wellbeing plan.
- (4A) An annual review must include a review of the measures referred to in subsection (2)(ba).

#### **Discussion**

Council adopted the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 in June 2017 following an extensive community engagement process.

An internal mid-term review of the Plan was conducted in November 2018. Officers throughout the organisation were engaged in this process, resulting in two briefings of Councillors. This included:

- A review of externally and internally-produced data including health and wellbeing indicators available since the last annual review
- An external environmental scan covering all dimensions of the Plan
- A review of progress against the current Plan
- Consideration of findings from community and stakeholder engagement activities.

This review has confirmed the currency of the Plan as articulating the priorities of Council and the community at this time. No changes are recommended.

## 6.6 Council Plan (Incorporating the Health and Wellbeing Plan) 2017-21- Year Two Review

### **Financial Implications**

Strategies in the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 will be considered in preparation of the Budget 2019-20.

### **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	5.2.2 Evolve our community engagement approach to inform strategic Council direction and decision-making

### **Policy/Legal Implications**

This report complies with Section 125 of the *Local Government Act 1989* and Section 26 of the *Public Health and Wellbeing Act 2008*.

### **Officer Direct or Indirect Interest**

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

### **Risk Assessment**

Failure to conduct an annual review of Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 could result in misalignment of the priorities of Council and the community.

### **Social Considerations**

In accordance with the *Local Government Act 1989*, the “primary objective of a council is to endeavour to achieve the best outcomes for the local community with regard to the long-term and cumulative effectiveness of decisions.” The annual review of this plan enables Council consideration of the Plan to ensure it continues to reflect the needs, views and aspirations of the community.

### **Community Engagement**

Council completed an extensive community engagement process in early 2017 to receive input from the community in regard to Council’s proposed vision and objectives for the next four years. Council continues to engage the community in the delivery of the Council Plan in six-monthly performance reporting and in the Annual Report.

In addition Council undertakes regular community consultation activities in delivering services and projects. The Council and individual Councillors also receive representations from individuals and groups through email, community meetings, Councillor briefing sessions, Council Committee meetings, and Special and Ordinary Meetings of the Council. Councillors and the organisation’s Executive Management Team also meet six monthly with resident and business groups from across the Shire’s townships.

Together these engagement opportunities enable officers and the Council to stay abreast of the key issues for the community and other stakeholders.

### **Environmental Implications**

Council remains committed to preserving and enhancing the natural environment including encouraging the uptake of renewable energy, the reuse of resources and supporting the production and consumption of locally grown food. These priorities are included in the “Environmental Leadership” theme in the Council Plan.

### **Communication**

The Plan can be accessed on Council’s website [www.surfcoast.vic.gov.au](http://www.surfcoast.vic.gov.au) and at nominated exhibition locations throughout the Shire.

## **6.6 Council Plan (Incorporating the Health and Wellbeing Plan) 2017-21- Year Two Review**

### ***Options***

#### Option 1 – Revise the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21

This option is not recommended by officers as the annual review of the plan has found it to be current.

#### Option 2 – Affirm the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 as adopted by Council in June 2017 without change

This option is recommended by officers as the plan is considered current.

Both options would ensure that Council meets its statutory obligations to review the plan in each financial year.

### ***Conclusion***

Council has a statutory obligation to review the Council Plan and Municipal Public Health and Wellbeing Plan on an annual basis. These documents have been combined to form the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21, (the Plan) to strengthen and streamline statutory planning and reporting processes. A mid-term review of the Plan has confirmed that the priorities of Council and the community were still reflected in the Plan at this time.



**6.6 Council Plan (Incorporating the Health and Wellbeing Plan) 2017-21- Year Two Review**

**APPENDIX 1 COUNCIL PLAN (INCORPORATING THE HEALTH AND WELLBEING PLAN) 2017-21**



Surf COAST SHIRE

# COUNCIL PLAN 2017-2021

(Incorporating the Health and Wellbeing Plan)

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## Welcome from the Mayor

Council has worked hard to create a plan for 2017 to 2021 that reflects the needs of our community, while laying the foundation needed to achieve a longer-term vision for our region.

In this plan, we have set goals for many highly valued priorities, including infrastructure, community life, renewable energy, transport corridors, digital technology, customer service and financial responsibility. We have been careful to focus our attention on what is not only most important, but where we as Council can make a significant difference within our community.

For the first time, we have incorporated the Health and Wellbeing Plan into the Council Plan, highlighting the importance of this for our Shire.

With significant population growth forecast for our region, we face the challenge of preserving and enhancing our unique natural environment and townships, while still catering for the vast number of people who wish to visit or live in our Shire.

In this plan, we have looked at balancing growth within our town boundaries, with continued population increases in Torquay and Jan Juc, and with Winchelsea's population forecast to quadruple by 2050.

Growth also puts increased pressure on our existing infrastructure, such as the Great Ocean Road – an internationally acclaimed tourist destination and the 'spine' of our Shire. It is an important connection for our coastal communities and rural hinterland, and we are working with state and federal governments and the community to ensure this great asset is protected and managed effectively.

The agricultural features of our rural areas are playing a significant role in the development of our Shire's economy, which requires more than 2000 jobs to be created in the next 20 years to maintain the current ratio of local employment. A range of industries and businesses will contribute, but it is the visitor economy that is expected to provide the most growth.

This Council Plan not only reflects the important work that needs to be undertaken by Council during this term, but also lays the foundation for what is required to ensure a successful and sustainable future for our community.



Cr Brian McKitterick  
Mayor  
June 2017

## **Our Vision**

*“An engaged, innovative and sustainable community.”*

This plan identifies five main themes that support our vision and will guide Council's focus throughout the current four-year term.

Each theme is aligned with a number of strategic objectives and outcomes.

## **Our Themes**

1. Community Wellbeing
2. Environmental Leadership
3. Balancing Growth
4. Vibrant Economy
5. High Performing Council

## About the Council Plan (incorporating the Health and Wellbeing Plan)

The Surf Coast Shire Council Plan 2017-2021 is a plan for our community. It sets Council's strategic direction for the next four years, identifying the key priorities and themes that will help guide decision-making during this time.

This Council Plan also incorporates the Surf Coast Shire's Health and Wellbeing Plan for the first time, reflecting Council's commitment to improving the health and wellbeing of the local population. Enhancing the quality of life of our residents and visitors is intrinsic to Council's vision for an engaged, innovative and sustainable community.

Working in partnership with all levels of government, peak bodies, local organisations and members of our community, Council aims to deliver better health and wellbeing outcomes for all and to contribute to the overall success of the *Victorian Public Health and Wellbeing Plan 2015-2029*.

Community members and a range of organisations helped shape this plan by providing Council with ideas and important feedback on the five key themes. An online survey on *Surf Coast Conversations* – distributed through various community groups – allowed people across the Shire to share insights that helped Council determine priorities and tailor strategies.

As part of the plan, Council commits to evaluating its own performance and publishing results within its annual report each October. The community has an opportunity to assess Council's annual performance against the priorities outlined in this plan.

Council will draw on funds and resources from the Strategic Resource Plan to deliver the actions outlined in the Council Plan, and will work with a range of partners to implement this.

With the recent introduction of the Victorian Government's Fair Go Rates system, Council is mindful of the ongoing requirement to meet community needs for services and infrastructure, while safeguarding the long-term social, economic and environmental viability and sustainability of the Surf Coast Shire.

## Why do we need a plan?

Developing a Council Plan helps our community – residents, visitors, local businesses, organisations, agencies, staff and other important partners – to have a shared understanding of our vision and priorities.

As well as planning for the future needs of our municipality, Council plays a key role in promoting health and wellbeing across our community. These important functions are requirements under State Government law, as outlined in:

- i) Section 125 of the *Local Government Act 1989 (Vic)*; and
- ii) Section 26(2) of the *Public Health and Wellbeing Act 2008*.

Section 125 of the *Local Government Act 1989* requires a Council to prepare and approve a Council Plan within six months of a general election or by the next 30 June, whichever is later. The Council Plan must include:

- a) the strategic objectives of the Council;
- b) strategies for achieving the objectives for at least the next four years;
- c) strategic indicators for monitoring the achievement of the objectives;
- d) a Strategic Resource Plan containing the matters specified in section 126 of the Act;
- e) any other matters which are prescribed by the regulations.

The *Victorian Public Health and Wellbeing Act 2008* requires that municipal public health plans are also developed within 12 months of a general council election, or included in the overall Council Plan, with a focus that:

- builds on priority areas evident in the Council Plan;
- examines data about health status and determinants in the municipal district;
- is consistent with the municipal strategic statement and other related plans, e.g. heatwave

- plan;
- incorporates evidence-based goals and strategies for creating a local community in which people can achieve maximum health and wellbeing;
- specifies how the council will work in partnership with the Department of Health and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health plan;
- provides for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan; and
- supports a social model of health.

### Surf Coast Shire Council Policy Context

The Council Plan takes into account the range of existing policies and documents across the organisation to ensure consistency. The existing documents provide guidance at a more operational level. The full list is available on our website.

A range of data sources was used in the development of the Council Plan, incorporating a review of the five environments for health – social, built, natural, economic, as well as an examination of the cultural environment. A list of all data sources and their relevance to the Council Plan is included at Appendix 1.

This plan also forms part of the *G21 Health and Wellbeing Plan* for our region, which was developed through collaboration with local communities, organisations and regional partners. Its aim is to support and strengthen the capacity of communities and individuals to achieve better health.

G21 is the formal alliance of government, business and community organisations within the Geelong region across five member municipalities – Colac Otway, Golden Plains, Greater Geelong, Queenscliff and Surf Coast Shire. Council works closely with the G21 alliance to help develop strategies that will improve the lives and experience of people who live, visit and work in our communities.

The priorities identified in the *G21 Health and Wellbeing Plan* include the promotion of active living and healthy eating and the prevention of men's violence against women and children.

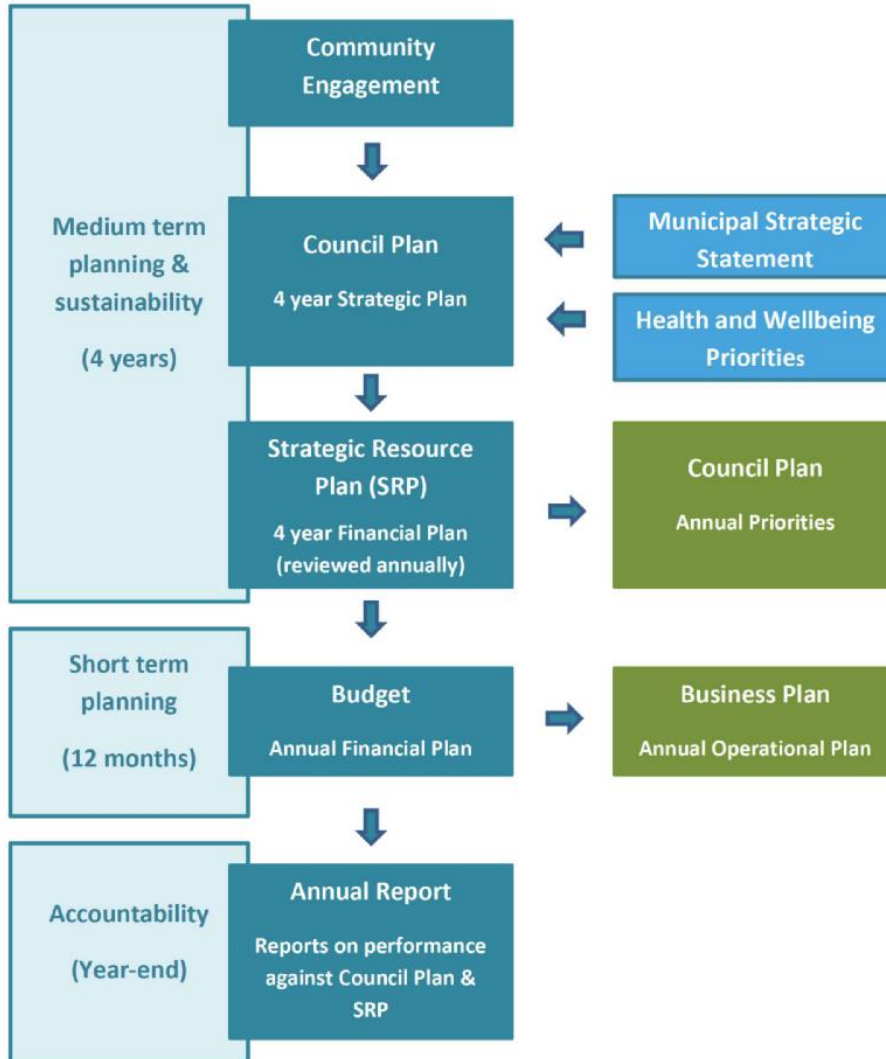
The Surf Coast Shire Council Plan acknowledges the priorities set out in the *Victorian Health Priorities Framework 2012 – 2022: Rural and Regional Health Plan*. It also supports the vision of the *Victorian Public Health and Wellbeing Plan 2015 – 2019* for a state free of the avoidable burden of disease and injury, so that all Victorians can enjoy the highest attainable standards of health, wellbeing, and participation at every age.



### Council Planning Hierarchy

Community engagement is the foundation for developing the Council Plan and Strategic Resource Plan. Both are important touchstones to establish our annual priorities and prepare a budget and business plan for the year ahead.

Council is committed to implementing the plan in partnership with the community, organisations and agencies providing services, and other levels of government. A list of these partners is provided at Appendix 3.



## Community Engagement

Surf Coast Shire Council recognises that keeping people informed and inviting them to take part in decision-making makes our community a better place to live, work and visit.

As detailed in the Council's Communications and Community Engagement Strategy 2015 – 2018, Council agrees that community members have a right to know and contribute to decisions that affect them.

In accordance with the *Local Government Act 1989*, "the primary objective of a council is to endeavour to achieve the best outcomes for the local community with regard to the long-term and cumulative effects of decisions". The 'Best Value Principles' also contained in the Act support a program of regular consultation with the community in relation to the services provided by Council and its responsiveness to community needs.

Council recognises that this can only be achieved if people are involved in planning for their future.

Through consultation, collaboration and engagement with the Council, our community has contributed to the development, implementation and evaluation of the Council Plan, which is not only a requirement under the *Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*, but helps improve the quality of the plan. Council believes this plan reflects the views and aspirations of our community.

Using the online hub Surf Coast Conversations along with numerous face to face discussions, community members have been able to help shape the Council Plan by sharing feedback about priorities for the next four years, including goals for better health and wellbeing, and input into the five themes and what might be delivered under each of them.

Almost 1,000 people provided their views via this portal. While many views were diverse, there was a consistent message that people love to live in and visit the Surf Coast Shire and there are many things that make the area special. Our community is looking for the opportunity to participate further in community life and provide support for others in the community.

The draft Council Plan 2017-2021 was made available on the Council website and Surf Coast Conversations online hub in April and May 2017, and at the following exhibition locations for further public comment. The opportunity to provide feedback was extensively advertised. Additional feedback was considered in development of the final plan.

Hard copies of the survey and draft Council Plan were available for inspection at:

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

## Monitoring and Evaluation

It is important that Council has an opportunity to reflect on the implementation of the Council Plan on an annual basis, not only as a requirement of the *Victorian Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*, but to ensure that delivery of the plan is on target and to check that the plan's strategies remain the best way for Council to deliver its priorities.

Annual monitoring and review allows Council to determine whether it has achieved what it set out to do; how well it did it; what difference it has made; and whether any adjustments are needed to the plan for the remainder of its term. Section 125 (7) of the *Local Government Act 1989* specifies that "At least once in each financial year, a Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan".

Indicators are included in the plan to demonstrate how Council will measure its performance against the strategic objectives. The *Local Government (Planning and Reporting) Regulations 2014* require Council to report twice a year on these indicators.

Where appropriate, Council is working with partners to improve the monitoring and evaluation of the plan. In particular, Council is working with broader G21 Councils to review the effectiveness of shared regional plans.

The *Public Health and Wellbeing Act 2008* requires that "A Council must review its municipal public health and wellbeing plan annually and, if appropriate, amend the municipal public health and wellbeing plan". The Act does not require a specific reporting requirement. Integration of the Health and Wellbeing Plan within the Council Plan will ensure that performance will be reported against health and wellbeing outcomes every six months.

## Your Council

As affirmed in our Council Purpose, we exist *to help our community and environment to thrive*. In working to fulfil our purpose, the organisation supports our Councillors so they can best serve our community.

These principles underpin how the Council organisation operates.

Our community has many important priorities. Our Council sought your views and diligently reviewed these priorities to identify those to be included in the Council Plan.

I would like to highlight two themes that will require particular focus: how do we manage growth and how do we generate jobs, while maintaining the character and amenity of our towns and rural hinterland? While they are not new issues as such, the Council Plan seeks to draw out strategies for addressing them at a deep level.

The Council Plan also recognises the importance of community wellbeing and that our way of life ultimately depends on the environment. For example, our recent youth survey highlighted the importance of improving health services for young people, in particular in support of mental health.

Council understands that you, our citizens and customers, require from us an efficient and effective service. We are working hard to understand your experience in dealing with Council and are identifying ways for it to be enhanced. We will continue with important reform programs, such as the use of digital technologies and Council's focus on our town planning service.

The Council Plan outlines how we intend to deliver the required outcomes and measure our performance. Importantly, we have also developed a 10-year financial plan that shows how Council's priorities can be supported.

It is an authentic and insightful plan, with realistic and achievable goals that we believe will make a significant difference to our community – not only over the next four years of this Council term but also for the long-term future of the Surf Coast Shire.

We are committed to working alongside you to achieve this.



Keith Baillie  
CEO, Surf Coast Shire  
June 2017

## **Council Purpose and Organisation Direction**

This Council Plan includes our Council Purpose and Organisation Direction, which were developed to help ensure the Council's activities remain focused on community needs. Much thought has been given to developing statements that define Council's strategic focus and decision-making.

These statements were made available for community consultation in June 2016.

The Surf Coast Shire Council Purpose states the Council exists to:

***Help our community and environment to thrive.***

The Organisation Direction was introduced to guide thinking on future challenges and opportunities.

There are many influences likely to impact the way a Council operates. Factors such as rate capping, pervasive technology, alternatives to government-provided services, environmental change and social disadvantage will all influence Council's future direction.

The Organisation Direction is intended to address these influences and articulate Council's future focus.










The Organisation Direction states that the Council will be:

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

## Your Councillors

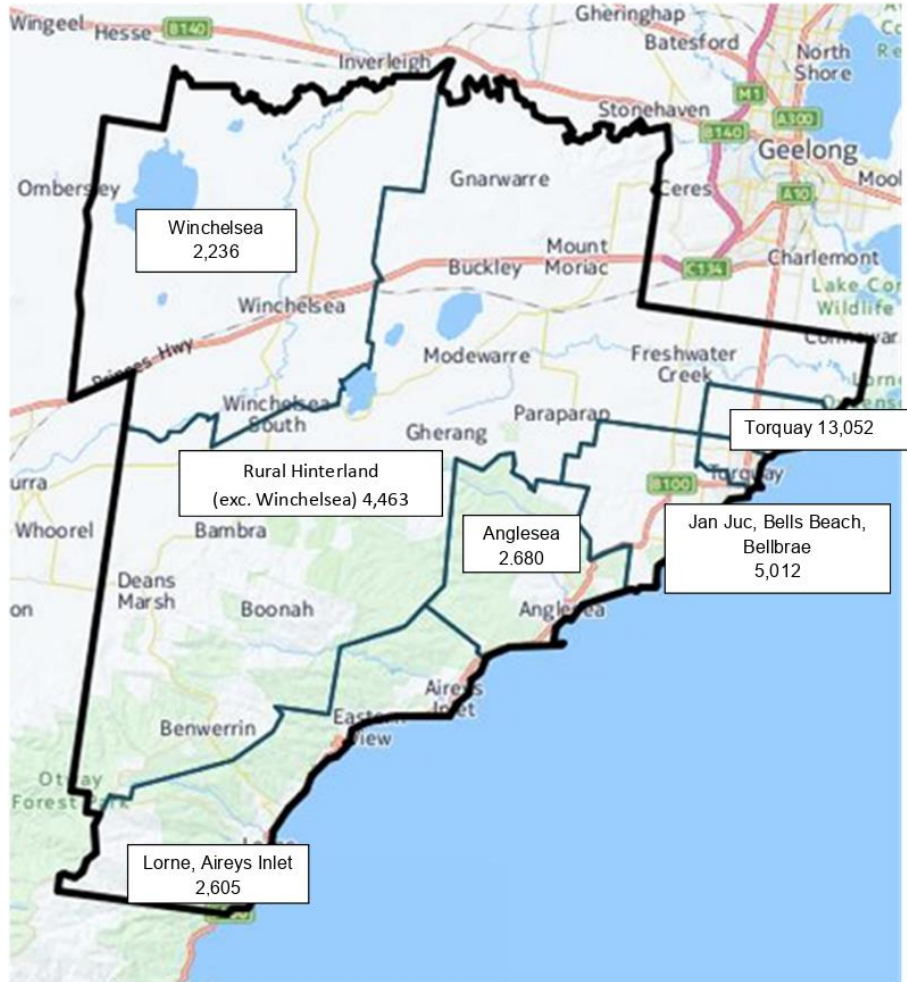
The Council election held in October 2016 saw the election of nine Councillors and the continuation of a four-ward structure for our municipality. The Anglesea, Lorne, Torquay and Winchelsea Wards ensure that communities have local representation in Council.

Surf Coast Shire Councillors are elected by residents and ratepayers to govern the municipality. The Mayor of the Council is chosen by the Councillors in November each year for a 12-month term.

Anglesea Ward			
	Cr Libby Coker P. 5261 0855 M. 0427 337 558 E. <a href="mailto:lcoker@surfcoast.vic.gov.au">lcoker@surfcoast.vic.gov.au</a>		Cr Margot Smith P. 5261 0852 M. 0400 271 574 E. <a href="mailto:msmith@surfcoast.vic.gov.au">msmith@surfcoast.vic.gov.au</a>
Lorne Ward			
	Cr Clive Goldsworthy P. 5261 0854 M. 0400 756 854 E. <a href="mailto:cgoldsworthy@surfcoast.vic.gov.au">cgoldsworthy@surfcoast.vic.gov.au</a>		
Torquay Ward			
	Cr David Bell P. 5261 0859 M. 0409 626 614 E. <a href="mailto:dbell@surfcoast.vic.gov.au">dbell@surfcoast.vic.gov.au</a>		Cr Martin Duke P: 5261 0856 M: 0409 806 073 E: <a href="mailto:mduke@surfcoast.vic.gov.au">mduke@surfcoast.vic.gov.au</a>
	Cr Rose Hodge P. 5261 0857 M. 0407 552 025 E. <a href="mailto:rhodge@surfcoast.vic.gov.au">rhodge@surfcoast.vic.gov.au</a>		Cr Brian McKitterick - Mayor P. 5261 0851 M. 0428 570 094 E. <a href="mailto:bmckitterick@surfcoast.vic.gov.au">bmckitterick@surfcoast.vic.gov.au</a>
Winchelsea Ward			
	Cr Carol McGregor – Deputy Mayor P. 5261 0858 M. 0400 169 741 E. <a href="mailto:cmcgregor@surfcoast.vic.gov.au">cmcgregor@surfcoast.vic.gov.au</a>		Cr Heather Wellington P. 5261 0853 M. 0417 542 967 E. <a href="mailto:hwellington@surfcoast.vic.gov.au">hwellington@surfcoast.vic.gov.au</a>

### About Surf Coast Shire

Id. Consulting (Forecast.id), 2017 Surf Coast Shire population forecast by district = 30,048





## Our Community

The Council Plan 2017-21, adopted in June 2017, is a reflection of our community. Where we live, who we are, what we do, what we value and what we consider to be our future challenges, are all elements that were considered in developing a strategic plan. Consultation with the Surf Coast Shire community provided significant insight into local needs and priorities. Where possible, relevant statistical data has been used to provide an understanding of our demographic profile, expected future trends and health and wellbeing needs.

## Location

The Surf Coast Shire, with its beach, bushland and rural environment, is located in south-western Victoria, 120km from Melbourne, 21km south of Geelong and close to the Geelong Ring Road. It is an appealing destination for holidaymakers and international visitors, or those looking to make a permanent sea change. The Shire is home to some of the world's best surfing locations and the iconic Great Ocean Road, with other important attractions including the Great Otway National Park, Bells Beach and Erskine Falls.

## Population

The Surf Coast Shire continues to be one of the fastest growing municipalities in Victoria, with the permanent population forecast to rise from 30,048 in 2017 to almost 44,000 by 2036 (*forecast.id March 2017*). Over the life of this Council Plan 2017-21, around 3,000 more people are expected to live in the Surf Coast Shire, taking the total population above 32,837 by 2021 (*forecast.id*).

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

The greatest population growth in the Shire over the past 20 years has generally been focused in Torquay and neighbouring Jan Juc. While most of the Shire's growth in housing development is expected to continue in Torquay, particularly to the north and west of the township, Winchelsea is recognised as the secondary growth centre within the Shire, with residential dwelling numbers forecast to increase by 43% by 2036 (*forecast.id March 2017*).

Ongoing population growth in the Shire is based predominantly on two factors – the attractiveness of a coastal lifestyle to young families, and the significant demand from retirees moving from Melbourne and Geelong. This latter group is predicted to increase as the 'baby boomer' generation reaches retirement age.

The Shire continues to accommodate significant numbers of tourists, particularly in summer, when the population generally doubles in size. Part-time populations are also significant, with holiday-home residents, seasonal visitors, event crowds and day-trippers all adding to the number of people who visit, live and work here. Visitation to the Surf Coast Shire is expected to increase by one third in the next 25 years.

Total voting population and its distribution throughout the Shire is another important consideration and is used by the Victorian Electoral Commission to ensure equitable Councillor representation within each ward. In January 2017, the voting population of the wards was Anglesea: 3,043 (two-Councillor ward); Lorne: 1,314 (one-Councillor ward); Torquay: 11,328 (four-Councillor ward); and Winchelsea: 6,444 (two-Councillor ward), with a total of 22,129 registered voters.

Managing anticipated growth in the permanent population, as well as the ongoing temporary increases in populations during peak periods, is critical due to the impact such growth will have on local communities, infrastructure and environments. This plan looks at how we can ensure local communities in the Shire are resilient and sustainable.

Additional information about population forecasts and demographics of the Surf Coast Shire can be accessed via [forecast.id](http://forecast.id). (<http://forecast.id.com.au/surf-coast>)



## Strategic Opportunities and Risks

Key influences on the population of the Surf Coast Shire are: the natural environment; access to major centres; change in demographics; rapid population and housing growth; tourism; and age composition. Council has considered the strategic opportunities and risks inherent in each of these factors, in order to plan effectively for them. The challenge for Council is to maximise opportunities presented by these influences, whilst minimising risks, in a climate of strong population growth and limited funding. Some of these opportunities and risks include:

### **Natural environment:**

The proven health and wellbeing benefits of the natural environment mean the Surf Coast Shire is well placed to achieve positive quality-of-life outcomes for its residents and visitors. From a walk on the beach, a picnic in the bush and surfing in the ocean, to sightseeing down the Great Ocean Road, our Shire is naturally built for good health and wellbeing. With this advantage, comes the associated risk of bushfire and potential mental stress, as well as the need to protect public open spaces and green belts as the population and dwelling numbers grow.

### **Access to major centres:**

With close proximity to Geelong (including Waurn Ponds and Armstrong Creek) and direct access to Melbourne, the Surf Coast Shire offers considerable choice and opportunities to fulfil employment, social, medical and educational needs. This proximity, coupled with a coastal lifestyle, attracts many to the Shire. The risk is that it may limit the development of local services, such as public transport and health.

### **Change in demographics:**

The influx of more affluent residents, including 'sea-changers' migrating from Melbourne, has seen the socio-economic landscape of the Shire change considerably over the years. With more people in the highest income quartile – and fewer in the lowest – the Surf Coast Shire has become one of the least disadvantaged municipalities in Victoria. However, this Shire-wide result masks smaller areas of disadvantage. Similarly, rising house prices and decreases in affordable rentals limit the opportunity for young families to move to or live in the Shire. Although wealthier people tend to be healthier, issues around work-life balance also pose a risk.

### **Rapid population and housing growth:**

The Shire's rapidly growing population provides more opportunities for connecting with other people than some other municipalities. However, the high number of permanent residents forecast to live in the Shire places pressure on a range of services, infrastructure and natural places that contribute to overall health and wellbeing. Nearby areas, such as Armstrong Creek are also predicted to place additional requirements on infrastructure. Another risk is the lower than average diversity within the population, including ethnicity and disability, which may increase feelings of alienation for people belonging to these groups.

### **Tourism:**

As one of Australia's top tourist destinations, the Surf Coast Shire attracts a culturally diverse, visitor population. Tourism provides benefits to the local community through increased facilities, services, events, employment and recreation. The challenge is that large numbers of visitors may negatively impact on amenity and the environment, including noise and pollution, road congestion, safety, bushfire risk, crime rates and access to services during the summer months.

### **Age composition:**

The age distribution in the Shire is unusual for a regional municipality, encompassing strong family growth as well as a higher than average ageing population, with almost 30% of the population aged over 60 within the next twenty years. Generally, communities with a good cross-section of ages are able to maintain a broader range of services and facilities. Cross-generational support and volunteering is also strengthened. A risk factor is the local variations within the Shire, with the smaller coastal towns ageing more rapidly and attracting fewer families, creating pressure for local employment and services. The increase in numbers of older people will impact communities as health issues become more acute with age.

### Our Themes for 2017-2021

The Surf Coast Shire Council Plan focuses on five themes that capture the essence of what Council is hoping to achieve over the next four years in order to make a difference in our community.

Each theme comes with its own set of challenges, which Council has responded to by detailing what it hopes to achieve (strategic objectives) and what the community can expect to see as a result of our actions.

Council will report on its performance against these themes in February and October each year. The full year performance results are included in the Surf Coast Shire Council Annual Report in October, and published online at [www.surfcoast.vic.gov.au](http://www.surfcoast.vic.gov.au).

This section also identifies services Council already delivers to support each theme, as well as existing strategies and legislation that determine how Council delivers its services.

<b>COMMUNITY WELLBEING:</b>	Create an inclusive community where everyone can participate and contribute to community life.
<b>ENVIRONMENTAL LEADERSHIP:</b>	Preserve and enhance the natural environment.
<b>BALANCING GROWTH:</b>	Provide for growth whilst ensuring the intrinsic values and character of the Shire are retained.
<b>VIBRANT ECONOMY:</b>	Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors.
<b>HIGH PERFORMING COUNCIL:</b>	Deliver valued services to the community.

## Our Themes: Making a Difference

<b>Council Vision</b>	An engaged, innovative and sustainable community.
<b>Council Purpose</b>	To help our community and environment to thrive.
<b>Organisation Direction</b>	An innovative and flexible leader, and a constructive partner, that values the strengths of others; a place where people can do their best and be proud of their achievements.
<b>Council Plan Approach</b>	While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.

## Measuring our Performance

Strategic Indicator	Regularity	Proposed Collection Method	Related Strategic Objective
1. Improvements in overall quality of life, and reported on the following cohorts: <ul style="list-style-type: none"> <li>• People under 25</li> <li>• People over 65</li> <li>• People with Disabilities</li> </ul>	Annually commencing in 2018	Clinically valid method collected in partnership with research body	All strategic objectives relate to this indicator
2. 25% of energy is from renewable sources by 2020	Annually commencing in 2017	Collection methods endorsed by the Renewable Energy Taskforce	e, f, g, i
3. An increase in housing in Winchelsea and Moriac	Annually commencing in 2017	Internal Systems (Planning & GIS)	a, b, c, d, g, h, i, j, k, l, n, o
4. Maintain satisfaction in planning for population growth in Torquay / Jan Juc	Annually commencing in 2017	Community Satisfaction Survey	i, j, k
5. Increased access to public transport including trains, public buses and community buses	Annually commencing in 2017	PTV statistical information, internal records relating to community transport	a, b, c, d, f, i, n, s
6. Rolling median annual unemployment rate for the Shire does not exceed 3.5%	Biannually commencing in 2017	Small area labour markets data source	a, b, d, g, h, i, k, l, m, n, o
7. Meet the financial benefit targets in the long term financial plan	Annually commencing in 2017	Internal systems (Finance)	f, h, k, p, q, r, s

Strategic Indicator	Regularity	Proposed Collection Method	Related Strategic Objective
<b>8. Increase in the number of digital transactions with Council including:</b> <ul style="list-style-type: none"> <li>• Self Service Transactions</li> <li>• Completion of forms</li> </ul>	Biannually commencing in 2017	Internal systems (Payment & Web)	p, q, r, s
<b>9. Increased performance rating for Customer Service in the Annual Community Satisfaction in Local Government Survey</b>	Annually commencing in 2017	Community Satisfaction Survey	All strategic objectives relate to this indicator
<b>10. 80% of planning permit applications are determined within 60 statutory days by the end of the term of the plan</b>	Biannually commencing in 2017	Internal Systems (Planning)	q, r, s

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# COUNCIL PLAN SUMMARY 2017-2021

(Incorporating the Health  
and Wellbeing Plan)

## COUNCIL VISION

An engaged, innovative and sustainable  
community.

## COUNCIL PURPOSE

To help our community and environment  
to thrive.

## ORGANISATION DIRECTION

Our organisation will be:

- An innovative and flexible leader,
- And a constructive partner,
- That values the strengths of others;
- A place where people can do their best
- And be proud of their achievements













## COUNCIL PLAN APPROACH

While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.




### COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions/programs)
<b>a) Support people to participate in and contribute to community life</b> 	Local people participating in and contributing to local life	1. Develop and implement a program to support communities of place and interest, and provide opportunities for them to identify and achieve their community aspirations 2. Facilitate and support high levels of volunteering in the community 3. Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy
<b>b) Support people to be healthy and active</b> 	High levels of quality physical activity and health, including mental wellbeing	4. Develop and implement local programs to support <i>Healthy Eating and Active Living</i> 5. Implement health and wellbeing impact assessments as part of infrastructure and project planning 6. Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7. Reinforce policies to manage electronic gaming machines
<b>c) Improve community safety</b> 	People feel safe in their community	8. Understand community safety issues and needs, and design an appropriate local response 9. Continue to build community resilience to prepare for emergencies
<b>d) Provide support for people in need</b> 	Young people and their families are able to access the services and support they need  Older people are supported to live independent and meaningful lives Culture, all abilities and diversity are celebrated	10. Work in partnership with community and agencies to improve young people and their families' access to the services and support they need 11. Pursue <i>Age Friendly City</i> status 12. Contribute to the delivery of the <i>Strategic Plan for prevention and addressing violence against women and children in the G21 region</i> 13. Implement the <i>Accessible and Inclusive Surf Coast Shire Strategic Plan</i>





### ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions/programs)
<b>e) Drive the use of renewable energy</b> 	Surf Coast Shire is a state leader in the take up of renewable energy	14. Implement the Renewable Energy Roadmap 15. Support the work of the Renewable Energy Taskforce
<b>f) Improve the re-use of resources</b> 	More waste is diverted from landfill for reuse and recycling  Recycled water is used to support agribusiness appropriate to the shire	16. Develop and implement organic waste diversion pilot program 17. Develop and implement a waste reduction program to increase the life of the landfill 18. Review and expand Plastic Wise Program 19. Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas
<b>g) Support local food production</b> 	An increase in the production and consumption of locally grown food	20. Develop and implement a local food program in partnership with community
<b>h) Retain and enhance rural land for appropriate and sustainable uses</b> 	Rural land use is productive and sustainable and in keeping with environmental values of the shire (CP, L)	21. Finalise and implement the Rural Hinterland Strategy 22. Develop partnerships to better manage interfaces between public and private land 23. Effectively manage pests, plants and animals on Council land

**BALANCING GROWTH:** Provide for growth whilst ensuring the intrinsic values and character of the shire are retained

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions/programs)
<p>i) <b>Ensure infrastructure is in place to support existing communities and provide for growth</b></p> 	Infrastructure demands, including public transport, are planned and provided for	<p>24. Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections</p> <p>25. Explore the potential public transport link to Torquay and the level of rail service on the Warrnambool line</p> <p>26. Conduct a review of the existing pathway strategy and implement recommendations</p> <p>27. Ensure appropriate funding mechanisms are in place to support future growth including developer contributions</p> <p>28. Work with the community and stakeholders to implement the Anglesea Futures program</p> <p>29. Advocate for supporting infrastructure</p>
<p>j) <b>Strengthen township boundaries and support unique township character</b></p> 	Sprawl is contained and townships remain distinct communities with designated settlement breaks between	<p>30. Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this</p> <p>31. Encourage in-fill development and direct growth to designated areas</p> <p>32. Develop a communications strategy to explain the implications of living in different planning zones</p>
<p>k) <b>Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire</b></p> 	Measures are in place to limit negative impacts on amenity	<p>33. Advance a Winchelsea and Moriac Development Program</p> <p>34. Advance a Strategic Plan for Lorne</p> <p>35. Conduct an impact analysis of Torquay's growth including Armstrong Creek</p> <p>36. Explore the impact of increased traffic on the road network including inland transport routes</p>

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

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions/programs)
<p>l) <b>Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community</b></p> 	Continued growth in local employment	<p>37. Support and build capability of businesses and business / tourism groups</p> <p>38. Investigate how the strategic road network impacts on commercial transport</p> <p>39. Facilitate and enable stronger relationships between industry and education</p> <p>40. Plan for industrial and commercial zones in growing communities</p>
<p>m) <b>Facilitate high quality events throughout the year</b></p> 	Diverse series of events that deliver economic, environmental and social benefits to the community	<p>41. Further develop diverse, major and signature events and a communication and promotion program</p>
<p>n) <b>Strengthen the vitality of town centres</b></p> 	Town Centres are a good place to be and an important part of community life	<p>42. Identify and support the economic and social drivers of town centres within the shire</p>
<p>o) <b>Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses</b></p> 	There are a number of strong industry sectors, which create a sustainable year-round economy	<p>43. Work with key stakeholders to encourage visitors to stay longer and spend more in the shire</p> <p>44. Develop and implement an industry development and attraction program</p> <p>45. Advocate for and drive the Great Ocean Road visitor economy</p> <p>46. Develop and implement an agribusiness strategy</p>



## HIGH PERFORMING COUNCIL:

### Deliver valued services to the community

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions/programs)
<p><b>p) Ensure Council is financially sustainable and has the capability to deliver strategic objectives</b></p>	<p>Council has a viable long-term financial plan Council has the capacity to deliver on new things</p>	<p>47. Establish long-term financial principles and incorporate into the long-term financial plan 48. Develop and implement an organisational capability and capacity program 49. Develop innovative funding partnerships with community, business and government 50. Build on relationships with agencies and key stakeholders for the benefit of the community</p>
<p><b>q) Ensure that Council decision-making is balanced and transparent and the community is involved and informed</b></p>	<p>Council uses a range of engagement approaches to inform its decision-making Council communicates its decisions clearly and widely</p>	<p>51. Prepare for Local Government Act review recommendations 52. Evolve our community engagement approach to inform strategic Council direction and decision-making 53. Use technology to make Council decision-making more accessible</p>
<p><b>r) Provide quality customer service that is convenient, efficient, timely and responsive</b></p>	<p>People are comfortable to approach Council for assistance, and have confidence in our response We see improvements in Council performance in areas of high importance to the community</p>	<p>54. Implement Digital Transformation Program, including opportunities for customer self-service 55. Investigate the feasibility of a certified quality system 56. Improve how we manage customer requests and complaints 57. Continued reforms in statutory planning service delivery 58. Further update and implement a customer service strategy</p>
<p><b>s) Ensure the community has access to the services they need</b></p>	<p>High quality services are available to the community</p>	<p>59. Review Council-delivered services to ensure they are of high quality and delivering best value 60. Conduct service reviews to identify best service delivery model 61. Advocate for services that are best delivered by others 62. Review arrangements for governance of the coast</p>

Healthy & Well Safe & Secure Capabilities to Participate Connected to Culture & Community Liveable

STRATEGIC INDICATOR	REGULARITY	COLLECTION METHOD	RELATED STRATEGIC OBJECTIVE
1. Improvements in overall quality of life, and reported on the following cohorts: People under 25 People over 65 People with Disabilities	Annually commencing 2018	Clinically valid method collected in partnership with research body	All strategic objectives relate to this indicator
2. 25% of energy is from renewable sources by 2020	Annually commencing 2017	Collection methods endorsed by the Renewable Energy Taskforce	c, e, f, h, k, p, r
3. An increase in housing in Winchelsea and Moriac	Annually commencing 2017	Internal Systems (Planning & GIS)	a, b, c, d, g, h, i, j, k, l, m, n, o, p
4. Maintain satisfaction in planning for population growth in Torquay / Jan Juc	Annually commencing 2017	Community Satisfaction Survey	h, i, j, k
5. Increased access to public transport including trains, public buses and community buses	Annually commencing 2017	PTV statistical information, internal records relating to community transport	a, b, c, d, h, k, o, s
6. Rolling median annual unemployment rate for the Shire does not exceed 3.5%	Biannually commencing 2017	Small area labour markets data source	a, b, d, g, i, j, l, m, n, o
7. Meet the financial benefit targets in the long term financial plan	Annually commencing 2017	Internal systems (Finance)	f, h, j, p, r, s
8. Increase in the number of digital transactions with Council including: Self Service Transactions Completion of forms	Biannually commencing 2017	Internal systems (Payment & Web)	p, q, r, s
9. Increased performance rating for Customer Service in the Annual Community Satisfaction in Local Government Survey	Annually commencing 2017	Community Satisfaction Survey	a, h, l, o, p, q, r, s
10. 80% of planning permit applications are determined within 60 statutory days by the end of the term of the plan	Biannually commencing 2017	Internal Systems (Planning)	q, r, s

## Theme 1: COMMUNITY WELLBEING

People make our community what it is ... so your health and wellbeing is our priority. Our aim is for the Surf Coast Shire to be a place where people are proud to live, participate and contribute to local life. As a community, we value healthy and active lifestyles and we care about our mental wellbeing. We should all feel safe and have access to the services and support we need, whilst living independent and meaningful lives. Importantly, we want to celebrate culture and diversity.

### Health and Wellbeing

Councils play a key role in planning for health and wellbeing across their municipalities, as recognised in both the *Local Government Act 1989*, which outlines a council's role in the protection, improvement and promotion of health and wellbeing, and the *Victorian Health and Wellbeing Act 2008*, which requires that councils develop a health and wellbeing plan – or incorporate it into the overall Council Plan – by 30 June following a general council election.

The Surf Coast Shire Regional Profile compiles the latest population health, Census and other data to provide a snapshot of demographics and health and wellbeing across the Shire. This profile is available here ([http://www.q21.com.au/sites/default/files/resources/141029\\_region\\_profile\\_surf\\_coast\\_webv2.pdf](http://www.q21.com.au/sites/default/files/resources/141029_region_profile_surf_coast_webv2.pdf))

The general health and wellbeing of a community can be measured and reviewed through the examination of five key 'environments' – social, built, natural, economic and cultural.

The Surf Coast Shire scores very well on the bulk of health and wellbeing indicators, including diet and exercise, mental health and welfare, general health conditions/disease, some aspects of community engagement, recreation facilities, urban design, open space, nature, sustainable living and economic circumstances overall.

We are more challenged with issues such as access to health services, supporting our growing population over 65, and connecting with and supporting our young people. Other areas of concern include long commutes, work-life balance, availability of public transport, the affordability of housing, ongoing and non-seasonal employment opportunities, lack of diversity, alcohol abuse, increasing vulnerability of children in some areas, youth, and access to some health services.

It is important to note that some issues draw on total Shire characteristics, while other indicators are from smaller surveys and may require further validation. Where there is a comparison with 'an average', this refers to Victoria.

Following is an overview of the strategic objectives Council has developed for improved health and wellbeing in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

### Support people to participate in and contribute to community life

A community may be defined as people who live together in the same area, or people who are linked together through a shared interest. Increasing connection to community has well-known mental and physical wellbeing advantages. It connects people and improves the outcomes for society as a whole.

The [Victorian public health and wellbeing outcomes framework](#) recognises the importance of being connected to a community via an organised group or via participation in a cultural or arts activity.

The Surf Coast has volunteering rates of 43.7% which is significantly higher than the Victorian average of 34.3%. The Surf Coast Shire also has a significantly higher than average percentage of people participating in citizen engagement activities at 69.3%. (VicHealth, 2012)

These high participation rates may be partially driven by the larger than average number of retirees in the Shire and therefore ongoing sustained rates of volunteering and community participation are not guaranteed.

This strategic objective is designed to recognise the importance and value of citizen engagement activities in a number of forms, and to identify how Council can better support those already taking part and encourage new people to participate. It will build on the strengths of the community, support volunteer activities and recognise the importance of heritage, arts and culture to the Surf Coast.

### **Support people to be healthy and active**

The Surf Coast has a number of natural advantages in achieving high levels of healthy activity. People in the Shire regularly visit green spaces and generally have healthy eating habits. People in the Surf Coast also have lower levels of a range of preventable diseases. (Department of Health and Human Services, Victoria, 2017)

The community survey, conducted as part of the preparation for this Council Plan, highlighted the value that residents and visitors place on the provision of open space and recreation facilities. The community reinforced the need for Council's ongoing role in supporting these spaces and facilities.

The Council has also committed to supporting the G21 priority work, in relation to Health Eating and Active Living (<http://g21hwbpillar.com.au/project/healthier-eating-and-active-living>) as well as the G21 Physical Activity Strategy (<http://www.g21.com.au/g21-physical-activity-strategy-2014-17>).

It is essential that Council continues to focus on these areas to ensure that these current levels of healthy activity are maintained or improved. In addition, Council has the opportunity to incorporate health and wellbeing as part of planning for all project activities. This will help to ensure that key investment in the Surf Coast is focused on achieving all available health and wellbeing outcomes.

However, there are other areas where the Surf Coast does not score as well, particularly in relation to alcohol usage. People in the Surf Coast spend more on packaged liquor and at licensed premises than the Victorian average (VicHealth, 2012). As a holiday destination, the Surf Coast is at risk of being an environment of increased alcohol consumption. A number of actions will be undertaken to address these issues, as they are not confined to one cohort or situation.

In addition, a survey of young people conducted by Council in 2016 highlighted that many young people were concerned about the potential for increased abuse of illegal drugs. Council is working with a range of partners to identify actions that will have the biggest impact on mitigating the harm from illegal drugs.

Electronic Gaming Machine players lost over \$2.8m dollars in 2015/2016 (Victorian Commission for Gambling and Liquor Regulation, 2016) and gambling losses continue to rise, with a 50% increase in player loss since July 2016, reinforcing the need to continue to focus on ensuring that gambling is conducted in a responsible manner.

### **Improve community safety**

On average, a higher proportion of people in the Surf Coast feel safe walking alone during the day or night than the Victorian average (VicHealth, 2012). Overall, the crime rate within the Shire remains low. However, some areas of crime are disproportionately high, such as thefts and burglaries (Crime Statistics Agency). These rates may be partially driven by higher numbers of people who choose to live part-time in the Shire.

In addition, the community survey conducted as part of the development of the Council Plan showed that many people had increasing concerns about personal safety for a range of reasons, including pedestrian, personal and emergency safety (Surf Coast Shire, 2017). Council is working in partnership with other agencies, including Victoria Police and emergency services providers, to understand and address community safety concerns.

### Provide support for people in need

The Surf Coast Shire SEIFA (Socio-Economic Indexes for Areas) Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage.

Overall, the population of the Shire experiences a relatively high SEIFA index at 1066.5, with above average levels of employment, higher than average salaries and lower than average levels of disadvantage when compared to Victoria (.idcommunity). However, these statistics mask some local areas of disadvantage. The SEIFA index across the municipality varies from 922 to 1131. A survey of young people conducted by the Surf Coast Shire in 2016 showed a need for increased youth-friendly health and mental health services. In addition, one in ten young people said they had no-one to turn to in times of trouble. This survey also demonstrated the need for improved health services catering to young people (Surf Coast Shire, 2016). Council is committed to working with service providers to reduce any service gaps in these areas.

The Surf Coast Shire is an attractive place for people to retire and the Shire has a higher proportion of persons at post-retirement age than Greater Melbourne (.idcommunity). The over 60 population is predicted to grow from 20% to 30% in the next twenty years, and is therefore an important cohort to focus on. While the Shire recognises the benefits of our area for retirees, this also presents challenges in providing access to suitable services, infrastructure and support. Council has committed to pursuing Age-Friendly City status, a concept developed by the World Health Organisation. This is a holistic strategy that looks at transport, infrastructure and social supports in the context of an active ageing population.

Violence against women and children is also an important focus, with one in three women experiencing physical violence since the age of 15 (Our Watch). Surf Coast Shire Council is supporting the work being done by G21, including its extensive action plan, to help prevent and address this violence (<http://g21hwpillar.com.au/project/preventing-and-addressing-violence-against-women-children-strategic-plan-2016-20>).

At the time of writing, there were approximately 869 people who require assistance with day-to-day activities within the Shire. With an ageing population, this figure is likely to increase (.idcommunity). However, when accessibility issues impact on a larger population than those with physical disabilities. Improved access to facilities benefits a range of people including parents with prams, people with temporary disabilities or people with permanent mobility concerns. The Accessible and Inclusive Surf Coast Shire Strategic Plan provides for a large number of specific actions that can be implemented within Council over the period of this plan. ([https://www.surfcoast.vic.gov.au/files/assets/public/council/hearing\\_of\\_submissions\\_committee/2015/item\\_21\\_appendix\\_2\\_-\\_draft\\_access\\_and\\_inclusion\\_strategic\\_plan\\_2014-24\\_summary.pdf](https://www.surfcoast.vic.gov.au/files/assets/public/council/hearing_of_submissions_committee/2015/item_21_appendix_2_-_draft_access_and_inclusion_strategic_plan_2014-24_summary.pdf))

The majority of evidence supports the need to implement specific strategic activities to ensure that all people - regardless of age, circumstance or ability - are able to access services they need to maintain or increase their independence, health and wellbeing.



**COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute**

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)		
a) <b>Support people to participate in and contribute to community life</b>	Local people participating in and contributing to local life (HW, SS, CP, CC, L)	1) Develop and implement a program to support communities of place and interest, and opportunities for them to identify and achieve their community aspirations 2) Facilitate and support high levels of volunteering in the community 3) Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy		
b) <b>Support people to be healthy and active</b>	High levels of quality physical activity and health, including mental wellbeing (HW, SS, CP, CC, L)	4) Develop and implement local programs to support <i>Healthy Eating and Active Living</i> 5) Implement health and wellbeing impact assessments as part of infrastructure and project planning 6) Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7) Reinforce policies to manage electronic gaming machines		
c) <b>Improve community safety</b>	People feel safe in their community (HW, SS, CP, CC, L)	8) Understand community safety issues and needs, and design an appropriate local response 9) Continue to build community resilience to prepare for emergencies		
d) <b>Provide support for people in need</b>	Young people and their families are able to access the services and support they need (HW, SS, CP, CC, L) Older people are supported to live independent and meaningful lives (HW, SS, CP, CC, L) Culture, all abilities and diversity are celebrated (HW, SS, CP, CC, L)	10) Work in partnership with community and agencies to improve young people and their families' access to the services and support they need 11) Pursue <i>Age Friendly City</i> status 12) Contribute to the delivery of the <i>Strategic Plan for prevention and addressing violence against women and children in the G21 region</i> 13) Implement the <i>Accessible and Inclusive Surf Coast Shire Strategic Plan</i>		
<b>Health and Wellbeing Focus Areas</b>				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable (L)

## **Theme 2: ENVIRONMENTAL LEADERSHIP**

Surf Coast Shire Council remains committed to preserving and enhancing the natural local environment. From driving the uptake of renewable energy and re-use of resources, to supporting the production and consumption of locally grown food, Council is working with local communities to build our region as a leader in sustainable and environmentally-friendly practices.

### **Environment**

The Surf Coast Shire is an area of high environmental significance, which underpins our lifestyle and economy. With spectacular physical features, including a large coastline and state and national parks, unique natural character and significant biological diversity, the environment is a defining feature of the Surf Coast Shire. This influences decisions on local urban development and land management.

As owner or manager of less than one per cent of land in the Shire, it is critical that Council works in partnership with the community and other agencies to oversee and protect the natural environment, particularly through the management of public open spaces, as well as the supervision of planning controls on environmentally significant land. An important focus is managing invasive pests, plants and animals, and the impacts of climate change, such as rising sea levels and increased bush fire risk.

The Surf Coast Shire recently implemented its joint Council-community Towards Environmental Leadership program which clearly sets out a series of specific environmental actions.  
[https://www.surfcoast.vic.gov.au/My\\_Environment/Towards\\_Environmental\\_Leadership](https://www.surfcoast.vic.gov.au/My_Environment/Towards_Environmental_Leadership)

Following is an overview of the strategic objectives Council has developed for environmental leadership in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

### **Drive the use of renewable energy**

Increasing renewable energy helps to support energy security and meet our international commitment to reduce greenhouse gases. In June 2016, the Victorian Government committed to Victorian renewable energy generation targets of 25 per cent by 2020 and 40 per cent by 2025. This policy was designed to give the renewable energy sector confidence in investing in renewable energy projects and generate employment opportunities (Department of Environment, Land, Water and Planning, 2016).

The community survey conducted as part of the development of this plan shows significant support for Council to continue to show leadership in this area. In keeping with this community expectation, Council has made a commitment to taking a leadership role and assisting the Victorian Government to meet these obligations. As part of its Towards Environmental Leadership program, Council has already commenced work in this area through the development of a renewable energy task force and roadmap. This work will continue through the term of this plan.

Actions completed as part of this strategic objective holistically consider reducing total energy usage, as well as increasing rates of renewable energy, both by Council and by our community.

### **Improve the re-use of resources**

During the development of the plan, Council had targeted engagement with young people, including those under 13 years. Young people emphasised the importance of clean and litter-free recreation spaces, as well as the importance of recycling.

Council is working with a number of partners including the Barwon South West Waste and Resource Recovery Group to further the 12 priority actions identified by that group (<http://www.bswwrrg.vic.gov.au/>). Those actions are designed to improve recycling rates, reduce waste to landfill and plan for the region's future sustainability. Council has a keen interest in achieving this in order to support its own landfill and recovery sites.

### **Support local food production**

Food insecurity occurs when people are unable to access an adequate food supply at all times and this may be caused by economic hardship or due to food supply, which may be heightened in small towns. The Surf Coast has a slightly elevated percentage of people experiencing food insecurity compared to the state measure (Department of Health and Human Services, Victoria, 2017). This was also identified by Council when it completed detailed health and wellbeing township profiles.

Increasing local food production can help to address food insecurity issues, improve the environmental sustainability of food, freshness of food and assist employment opportunities in the local area, all of which are a key focus for Council.

Council is working with a number of partners who focus on providing opportunities for local providers to sell their goods in the local area and are also working on a range of initiatives which increase the production of food by our local residents. These include edible landscapes, community gardens, school orchards and insect hotels.

### **Retain and enhance rural land for appropriate and sustainable uses**

The Surf Coast Shire covers an area of 1,560 square kilometres, of which approximately 45% of the total area is used for farming and other rural uses. The Surf Coast Shire specifies that the purpose of this land is to secure food, water and energy resources. The planning scheme also seeks to protect this agricultural land in a number of ways, including limiting development to existing township areas (Surf Coast Shire, 2017).

While Council has control over only a small part of open space within the Shire, there is an opportunity for Council to help preserve that land in a sustainable manner to support native flora and fauna, while at the same time reducing the prevalence of non-native pest species.

In many instances, agricultural land abuts Council land and it is essential that Council protects and manages its own land in order to ensure the protection and sustainability of neighbouring lands. Council will investigate and implement the best methods of achieving this.

**ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment**

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)		
<b>e) Drive the use of renewable energy</b>	Surf Coast Shire is a state leader in the take up of renewable energy (L)	14) Implement the <i>Renewable Energy Roadmap</i> 15) Support the work of the <i>Renewable Energy Taskforce</i>		
<b>f) Improve the re-use of resources</b>	More waste is diverted from landfill for reuse and recycling (CP, L)  Recycled water is used to support agribusiness appropriate to the Shire (L)	16) Develop and implement organic waste diversion pilot program 17) Develop and implement a waste reduction program to increase the life of the landfill 18) Review and expand <i>Plastic Wise Program</i> 19) Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas		
<b>g) Support local food production</b>	An increase in the production and consumption of locally grown food (HW, CC, CP, L)	20) Develop and implement a local food program in partnership with community		
<b>h) Retain and enhance rural land for appropriate and sustainable uses</b>	Rural land use is productive and sustainable and in keeping with environmental values of the Shire (CP, L)	21) Finalise and implement the <i>Rural Hinterland Strategy</i> 22) Develop partnerships to better manage interfaces between public and private land 23) Effectively manage pests, plants and animals on Council land		
<b>Health and Wellbeing Focus Areas</b>				
<b>Healthy &amp; Well (HW)</b>	<b>Safe &amp; Secure (SS)</b>	<b>Capabilities to Participate (CP)</b>	<b>Connected to culture and community (CC)</b>	<b>Liveable(L)</b>



### **Theme 3: BALANCING GROWTH**

Council recognises the intrinsic values and unique character of townships in the Surf Coast Shire should be protected. With more people expected to live in and visit the Shire, Council will work to understand and manage the impact of population growth. The focus includes containment of residential sprawl, advocacy for more public transport, appropriate use of rural land and working to ensure our towns remain a desirable place to live.

#### **Infrastructure**

Continued growth places increased pressure on infrastructure. Council's capital investment priority is to ensure existing, well-utilised assets are renewed, redeveloped and, in some instances, expanded or replaced over time to extend their service life. Planning and investment in infrastructure is necessary as new residential neighbourhoods develop and as part-time residents are replaced with full-time ones.

The Fair Go Rates system recently introduced by the Victorian Government limits the amount of revenue councils can collect through rates. Developer contributions to new community infrastructure are collected relative to the timing of development and only partially cover the cost.

Council will need to attract funding from State and Federal governments to deliver some projects, and will work closely with local members to advocate for this financial support. Additionally, there will be a strong focus on constructive partnerships, where Council can work alongside community, business and agencies to advocate for government funding, contribute funding and deliver projects together.

Following is an overview of the strategic objectives Council has developed for balancing growth in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

#### **Ensure infrastructure is in place to support existing communities and provide for growth**

Population growth can have many benefits, including increased service provision, employment opportunities and cultural diversity. However, it is essential that infrastructure is provided to meet the needs of a growing community. This may include the provision of key requirements such as roads or drainage and may also include community infrastructure, such as recreational, educational and social facilities. The provision of such facilities was a key theme identified in the survey conducted to develop this plan (Surf Coast Shire, 2017).

This includes ensuring that there are sufficient transport alternatives to mitigate increases in car usage. Access to public transport is a significant issue for people in the Shire, with only 33.2% of people living near public transport (Department of Health and Human Services, Victoria, 2017). The community survey conducted when developing the Council Plan also indicated significant concerns with access to public transport (Surf Coast Shire, 2017).

Council appreciates that provision of transport goes beyond simply increasing the number of bus routes, although this may be needed in some cases, and also considers the need to provide for improved connections and pathways between areas of transport provision. Council will work with partners to ensure that public transport provision is in place to meet the needs of the growing community and that community transport is evaluated in circumstances where there are gaps.

Another key theme in the community survey was ensuring that those who benefit from infrastructure development also help to ensure that this is appropriately funded (Surf Coast Shire, 2017). Council is investigating ways in which this can be done fairly and robustly.

#### **Strengthen township boundaries and support unique township character**

One of the key messages received as part of the community survey conducted by Council during the process to develop the Council Plan was the importance of retaining and supporting the things that

make the Shire unique in the face of population growth.

The community discussed the desire to avoid township sprawl and unmanaged growth beyond existing township boundaries. While restricting growth altogether is not possible for Council to achieve, there is recognition that there are opportunities to direct that growth in ways that enhance township character, rather than degrade it (Surf Coast Shire, 2017). The community is also presently engaged in a number of key strategic activities which will help to define the face of future townships, such as the Anglesea Futures project.

The Surf Coast Planning Scheme can be complex. There are a number of zones and overlays that apply to different areas of land. There are opportunities for Council to clarify the intent and opportunities within different zones to help people understand the use of those zones and how they contribute to overall township character. Council will work closely with a number of partners, particularly community advocates, to identify how township character can best be protected and preserved in a sustainable manner.

### **Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire**

The Surf Coast Shire population forecast for 2017 is 30,048, and is forecast to grow to 43,763 by 2036. (idcommunity, 2017) There is also significant growth occurring in neighbouring areas, such as the Armstrong Creek growth corridor. While the drivers of this population change are relatively well understood, the impacts on the community and infrastructure requirements are not fully known.

Growth in Torquay has been underway for some years and its continuance into the future is well documented in strategic land use planning documents. In contrast, growth in Winchelsea and Moriac is a very recent phenomenon and its 'sow burn' projection may be challenged as people seek rural living at affordable prices in close proximity to Geelong.

The views of the community regarding growth are mixed, as shown in the survey conducted as part of the Council Plan. In some cases and in some areas, growth was desired and found to be beneficial to the development of the community. In other cases, people were concerned about the potential impacts of growth on amenity and township character (Surf Coast Shire, 2017).

Further work is required to understand how to manage population growth in an appropriate manner, in the appropriate areas, and for the benefit of the community as a whole.

**BALANCING GROWTH: Provide for growth whilst ensuring the intrinsic values and character of the Shire are retained**

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)		
i) <b>Ensure infrastructure is in place to support existing communities and provide for growth</b>	Infrastructure demands, including public transport, are planned and provided for (HW, SS, CP, CC, L)	24) Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 25) Explore the potential rail link in Torquay and the level of rail service on the Warrambool line 26) Conduct a review of the existing pathway strategy and implement recommendations 27) Ensure appropriate funding mechanisms are in place to support future growth including developer contributions 28) Work with the community and stakeholders to implement the <i>Anglesea Futures</i> program 29) Advocate for supporting infrastructure		
j) <b>Strengthen township boundaries and support unique township character</b>	Sprawl is contained and townships remain distinct communities with designated settlement breaks between (HW, SS, CP, CC, L)	30) Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this 31) Encourage in-fill development and direct growth to designated areas 32) Develop a communications strategy to explain the implications of living in different planning zones		
k) <b>Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire</b>	Measures are in place to limit negative impacts on amenity (HW, SS, CP, CC, L)	33) Advance a Winchelsea and Moriac Development Program 34) Advance a strategic plan for Lorne 35) Conduct an impact analysis of Torquay's growth including Armstrong Creek 36) Explore the impact of increased traffic on the road network including inland transport routes		
<b>Health and Wellbeing Focus Areas</b>				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)

## Theme 4: VIBRANT ECONOMY

A growing community needs to create jobs to ensure a sustainable year-round economy. A key theme in the Council Plan is to support initiatives that build the job market. Support for innovative businesses, high quality events and key industry sectors is an important focus. Strengthening the vitality of each township is also a strategic priority.

### Economic Development & Tourism

The townships and rural hinterland of the Surf Coast Shire support more than 3,000 businesses, which provide more than 7,000 local jobs. The Shire economy is worth more than \$1 billion annually and currently growing at a rate of more than 4% p.a. Small business drives the economy with approximately 87% of local businesses employing fewer than four people. The top three standard industry sectors for employment are accommodation and food, construction and retail.

The economy of the Surf Coast Shire is unique and distinctly different to that of Victoria, Geelong and surrounding regions, with the surfing industry representing almost 27% of all jobs and 26.5% (\$217 million) of all 'Value Add' activity. In recognising this, Council has formed collaborative partnerships with industry and key organisations to ensure the sector's growth and stability.

Tourism also plays a vital role. In the year ended June 2016, more than 2.161 million visitors came to the Surf Coast Shire, directly expending over \$430 million. Summer periods dominate visitation patterns with the March Quarter accounting for just over 41% of annual visitation (based on a 10-year period). The December (28%), June (17%) and September quarters (13%) showed distinctly lower visitor numbers reflecting the strong influence of the beach. There is a need to focus on 'off-beach' attractions to ease pressure on this important asset.

Continued population growth will create the need for at least 2,000 new jobs by 2036 to maintain the current ratio of local jobs.

Signature events, including the Falls Festival, Cadel Evans Great Ocean Road Race, Amy's Gran Fondo, Bells Beach Rip Curl Pro, Surf Coast Century and the Great Ocean & Otway Classic Ride, headline a calendar of events that bring visitors from across the globe and play a vital role in sustaining businesses throughout the off-peak periods. In total, events generate more than \$105 million annually in expenditure. The significance of our major events results in an annual viewer audience of over 32 million people globally.

Construction also plays a key role in the Surf Coast Shire economy, with more than 700 businesses in this sector alone, employing close to 1000 people. These businesses have played a key role in the \$2.25 billion worth of development that has taken place in the Surf Coast Shire over the past 10 years. A significant component of this construction takes place in and around Torquay.

The hinterland, with its agricultural and aesthetic attributes, is starting to play a growing role in the development of the Surf Coast Shire's economy, particularly in local food and niche tourism opportunities. Agriculture was one of the fastest growing sectors (by percentage) for the Surf Coast Shire in 2016, reflecting its increasing contribution and importance.

While the growth of the economy is important, the natural environment is a critical factor in our planning and decision-making.

Following is an overview of the strategic objectives Council has developed for a vibrant economy in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

### **Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community**

In the Australian Consensus Statement on the Health Benefits of Work, it is fundamentally acknowledged that work is generally good for health and wellbeing (Australasian Faculty of Occupation and Environmental Medicine, Royal Australasian College of Physicians, 2011).

The Surf Coast Shire has a very low unemployment rate, which is approximately half of that of the G21 region and Victoria in general. The Surf Coast Shire has access to a labour force of approximately 145,059 including 14,166 people from the Shire and the remainder available from the surrounding region. This labour force is also well educated, with 23% having a tertiary education. The Surf Coast also has a very high median weekly housing income, which is higher than the Victorian benchmark (Surf Coast Shire, 2016).

2,000 jobs will need to be created in order to retain the level of employment within the Shire. As noted by many people who responded to the community survey conducted as part of the development of the Council Plan, all residents who live in the Shire do not need to have employment within the Shire. There are many alternative employment options including telecommuting, working part-time or working in the broader G21 area (Surf Coast Shire, 2017).

However, it is also important to continue to provide locally-based employment opportunities, as these can assist in increasing work-life balance, which is low in the Shire, (Department of Health and Human Services, Victoria, 2017) and also increase the number and diversity of service offerings and overall economic prosperity.

While Council has limited ability to directly impact the unemployment rate, there are a number of supporting activities that can be implemented to build an environment in which job creation is more likely. Council is able to support business development and attraction, create business networks and facilitate connections between education and business.

### **Facilitate high quality events throughout the year**

Events can help to increase community connection, pride and individual health and wellbeing. The Surf Coast Shire hosts over 200 events per year with over 240,000 participants, generating \$105m in economic benefit (Surf Coast Shire, 2016).

It is essential that events adhere to the overall objectives of the community in terms of environmental sustainability, safety and cultural suitability. This is a strong motivator for Council in working with event providers, with high levels of success demonstrated by the substantial number of people in the Surf Coast who have attended a local community event (Department of Health and Human Services, Victoria, 2017).

Events can also help to draw visitors in the traditionally off-peak tourist season. This assists tourism-driven businesses to increase their opportunities to generate income. Shire events drew tourists from 160 countries and had a global viewing audience of 32 million people (Surf Coast Shire, 2016). Not only do these events provide for immediate economic contributions to our community, they also increase the reputation of our area, which is important for future tourism development.

Council is committed to seeking additional, high quality events to be run within our Shire and increasing the promotion of those that already exist.

### **Strengthen the vitality of town centres**

Town centres are the heart of local communities. They generate local employment and create attractive, diverse places where people want to live, visit and work. Town centres can also help to articulate what is unique about a township and create a genuine sense of community. These centres may include public open space, community facilities, retail or housing.

Council is committed to developing plans for town centres. This will require working with the community and other partners to understand the diversity of uses for the town centre, customer behaviours and needs, accessibility, traffic and pedestrian flows and future opportunities for the centres.

**Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses**

The Surf Coast includes over 3,000 businesses and the Shire's economy generates over \$1billion per annum. The economy of the Surf Coast is growing an average four times faster than other regional councils. The Surf Coast has a unique economic profile that is dominated by surfing, which directly provides 26.9% of all employment in the Shire. Tourism, construction and retail sectors are also valuable employment sectors. Agriculture is also important and rural businesses tend to be small, employing four people or less (Surf Coast Shire, 2016). Council has the opportunity to work with a range of partners to grow and support businesses in all of these industries.

The Shire is known to be a tourist area due to the Great Ocean Road, amazing beaches and unsurpassed natural environment. Council is looking at ways to ensure that those who can visit these features are able to appreciate them in the best way possible, resulting in longer and more enjoyable visitations to our area. The Shire is the start of any journey down the Great Ocean Road and Council must continue to work with neighbouring councils and other partners to advocate for the visitation throughout the region.

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

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )		
<b>l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community</b>	Continued growth in local employment  (HW, SS, CP, CC)	37) Support and build capability of businesses and business / tourism groups 38) Investigate how the strategic road network impacts on commercial transport 39) Facilitate and enable stronger relationships between industry and education 40) Plan for industrial and commercial zones in growing communities		
<b>m) Facilitate high quality events throughout the year</b>	Diverse series of events that deliver economic, environmental and social benefits to the community  (HW, SS, CP, CC, L)	41) Further develop diverse, major and signature events, and a communication and promotion program		
<b>n) Strengthen the vitality of town centres</b>	Town Centres are a good place to be and an important part of community life  (HW, SS, CP, CC, L)	42) Identify and support the economic and social drivers of town centres within the Shire		
<b>o) Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses</b>	There are a number of strong industry sectors, which create a sustainable year-round economy  (HW, SS, CP, CC, L)	43) Work with key stakeholders to encourage visitors to stay longer and spend more in the Shire 44) Develop and implement an industry development and attraction program 45) Advocate for and drive the Great Ocean Road visitor economy 46) Develop and implement an agribusiness strategy		
<b>Health and Wellbeing Focus Areas</b>				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)



## **Theme 5: HIGH PERFORMING COUNCIL**

The community requires a Council that is financially sustainable and capable of delivering valued services. We will involve the community in decision-making and ensure our approach is fair and transparent. The goal is to ensure that people feel comfortable and confident to approach Council for support, advice or to give feedback. Ultimately, all people in our community must be able to access to the services they require.

### **Services**

The ongoing challenge for Council is to keep pace with the demands of rapid growth within the Surf Coast Shire; ensuring services are available to meet a diverse range of community needs, whilst maintaining a responsible budget.

This plan anticipates that ongoing pressures on Shire services over the next four years will require Council to continue to advocate to the state and federal governments for support. This will be necessary to ensure that people across the municipality have access to services, programs and infrastructure to meet their needs, and that any Council-provided services are delivered within a framework of responsible financial management.

Council has a strong emphasis on ensuring that the services it provides are of high quality and meet the needs of the customer. Council also seeks to continuously improve service delivery through technological and other innovations in a cost-effective manner.

Following is an overview of the strategic objectives developed for a high performing council in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

### **Ensure Council is financially sustainable and has the capability to deliver strategic objectives**

As of 1 July 2016, all of Victoria's 79 Councils were operating under the Fair Go Rates system, providing a specified rate increase, which was 2.5% in 2016-2017 and 2% in 2017-2018. The Fair Go Rates system was delivered as part of a key election promise by the Victorian Government to help ease the cost of living pressures on Victorians (The State of Victoria).

The Fair Go Rates system means that it is more important than ever that Council is efficient and forward thinking in the management of its finances. It must work within these constraints to develop budgets that support necessary existing services and deliver on important new initiatives.

There are a number of ways in which Council is seeking to ensure that it is able to do this, including supporting staff capability and capacity, reviewing funding arrangements and partnership opportunities as well as careful future budgeting.

### **Ensure that Council decision-making is balanced and transparent and the community is involved and informed**

The Know Your Council website, which provides information on key measures relating to community satisfaction with council services and processes, shows that Council decisions are generally more transparent than similar councils. Annual survey results for Surf Coast Shire in 2017 show improvement in the following related areas:-

- Community Consultation and Engagement (+5 points) ^
- Decisions in the Community Interest (+3 points) #

^ denotes higher than State and Large Rural Shire categories

# denotes higher than Large Rural Shire category and lower than State result



The survey conducted as part of the development of this Council Plan demonstrated the importance of continued and meaningful community engagement into important Council decisions (Surf Coast Shire, 2017).

A review of local government is being conducted for the first time in 25 years by Local Government Victoria, for the purpose of creating a more contemporary, accessible, plain English Act that meets current and future needs of the community and local government (State Government of Victoria, 2017). While the findings of this review are unlikely to be released until part way through this term, it is understood that this review may have significant impacts on the operation of Council and it is essential that Council actively prepares for these changes in order to continue to meet the needs of the community.

Council's Communications and Engagement Strategy 2015 – 2018 provides four fundamental beliefs that guide Council's communications and engagement practice: Trustworthy; Responsive; Simple; and Progressive (Surf Coast Shire, 2015). These beliefs provide a solid base for Council to work from, providing information and engagement opportunities in new ways that best suit those with whom we are seeking to communicate. The development of these actions will be guided by the Communications and Engagement Strategy and will be further defined in consultation with the community.

### **Provide quality customer service that is convenient, efficient, timely and responsive**

Customer service remains a high priority for Council, having adopted the Customer Service Strategy 2015 – 2018. The strategy defines customers as Surf Coast Shire community members, ratepayers and visitors, businesses, other organisation and levels of government working with Council, and Council staff (Surf Coast Shire, 2015).

This strategy commits Council to working in partnership with our customers to deliver an excellent service experience, including a range of specific commitments made via the Service Excellence Charter (Surf Coast Shire, 2015).

On the whole, Council scores well on satisfaction with key customer service drivers, however there are opportunities to improve in a range of areas (Surf Coast Shire, 2015). The Customer Service Strategy 2015 – 2018 has been implemented for several years and it is timely to review this strategy to identify opportunities for better delivery of our customer service promises.

With the proliferation of technology in people's lives, it is essential that Council respond to this driver. Council will focus on specific areas of need and look at better ways to use technology to service our customers. In addition, Council has commenced reforms into its statutory planning service, which will continue into the life of this plan.

### **Ensure the community has access to the services they need**

Council continues to review its service provision to ensure that high quality services are being delivered, in an efficient manner, and are continuing to meet the needs of our customers. There may be opportunities for Council to advocate for service delivery by others in order to ensure that the service is being delivered in the best manner possible. This will allow Council to focus on the delivery of high quality, core services that cannot be delivered by others. Council has implemented a robust process for this, which has been in place for several years. This work will continue into the life of this plan.

### HIGH PERFORMING COUNCIL: Deliver valued services to the community

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )		
<b>a) Ensure Council is financially sustainable and has the capability to deliver strategic objectives</b>	Council has a viable long-term financial plan (HW, CP, CC) Council has the capacity to deliver on new things (HW, CP, CC)	47) Establish long-term financial principles and incorporate into the long-term financial plan 48) Develop and implement an organisational capability and capacity program 49) Develop innovative funding partnerships with community, business and government 50) Build on relationships with agencies and key stakeholders for the benefit of the community		
<b>b) Ensure that Council decision-making is balanced and transparent and the community is involved and informed</b>	Council uses a range of engagement approaches to inform its decision-making (HW, CP, CC) Council communicates its decisions clearly and widely (HW, CP, CC)	51) Prepare for <i>Local Government Act</i> review recommendations 52) Evolve our community engagement approach to inform strategic Council direction and decision-making 53) Use technology to make Council decision-making more accessible		
<b>c) Provide quality customer service that is convenient, efficient, timely and responsive</b>	People are comfortable to approach Council for assistance, and have confidence in our response (HW, CP, CC) We see improvements in Council performance in areas of high importance to the community (HW, CP, CC)	54) Implement <i>Digital Transformation Program</i> , including opportunities for customer self-service 55) Investigate the feasibility of a certified quality system 56) Improve how we manage customer requests and complaints 57) Continued reforms in statutory planning service delivery 58) Further update and implement a customer service strategy		
<b>d) Ensure the community has access to the services they need</b>	High quality services are available to the community (HW, SS, CP, CC, L)	59) Review Council-delivered services to ensure they are of high quality and delivering best value 60) Conduct service reviews to identify best service delivery model 61) Advocate for services that are best delivered by others 62) Review arrangements for governance of the coast		
<b>Health and Wellbeing Focus Areas</b>				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)

## **Appendices**

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## Appendix 1: Surf Coast Shire Data Sources

### Overall Data

Title	Type of Data	Location
<b>VicHealth Indicators – By LGA</b>	<ul style="list-style-type: none"> <li>Provides a comprehensive overview of key health indicators in the Surf Coast Shire.</li> <li>Recommended as a primary dataset for analysis of health and wellbeing factors within the Shire.</li> </ul>	<a href="https://www.vichealth.vic.gov.au/programs-and-projects/vichealth-indicators-survey-lga-profiles">https://www.vichealth.vic.gov.au/programs-and-projects/vichealth-indicators-survey-lga-profiles</a>
<b>Department of Health, Local Government area profiles</b>	<ul style="list-style-type: none"> <li>Provides a holistic summary of a range of health indicators.</li> <li>Recommended to gain a deeper understanding of the overall health profile of the Shire.</li> </ul>	<a href="https://www2.health.vic.gov.au/about/publications/data/barwon-area-2015">https://www2.health.vic.gov.au/about/publications/data/barwon-area-2015</a>
<b>Id.Forecast</b>	<ul style="list-style-type: none"> <li>Provides a summary of known demographic data about the Surf Coast as well as evidence based forecasts.</li> <li>Includes a wide range of data about people who live in the Shire including a number of health and wellbeing indicators.</li> <li>Recommended as a primary dataset for analysis of health and wellbeing factors within the Shire.</li> </ul>	<a href="http://forecast.id.com.au/surf-coast">http://forecast.id.com.au/surf-coast</a>
<b>ABS Statistics</b>	<ul style="list-style-type: none"> <li>While the full 2016 statistics have not been released as of April 2017, it is recommended that any person wishing to gain additional insight into the population statistics of the Shire review whether relevant data has been released by the ABS when required.</li> </ul>	<a href="http://www.abs.gov.au/websitedbs/census/home.nsf/home/2016products?opendocument&amp;navpos=140">http://www.abs.gov.au/websitedbs/census/home.nsf/home/2016products?opendocument&amp;navpos=140</a>
<b>Health status of Victorians</b>	<ul style="list-style-type: none"> <li>Provides detailed analysis of health conditions for those that live in the region.</li> <li>Useful for understanding care needs and health drivers.</li> </ul>	<a href="http://www.health.vic.gov.au/atlas/atlas/html/Surf_Coast.html">http://www.health.vic.gov.au/atlas/atlas/html/Surf_Coast.html</a>
<b>Surf Coast Shire community consultation “The Plan 2017 – 2021”</b>	<ul style="list-style-type: none"> <li>Survey conducted as part of the community consultation activities to develop the Council Plan incorporating the health and wellbeing plan 2017 – 2021.</li> <li>Provides an overview of a number of key health and wellbeing issues.</li> </ul>	<a href="https://www.surfcoast.vic.gov.au/files/assets/public/council/council_plan/surf_coast_shire_council_plan_2017_-_2021_community_engagement_report.pdf">https://www.surfcoast.vic.gov.au/files/assets/public/council/council_plan/surf_coast_shire_council_plan_2017_-_2021_community_engagement_report.pdf</a>
<b>Know Your Council</b>	<ul style="list-style-type: none"> <li>Provides an overview of Council’s performance in a number of areas and is benchmarked against similar Councils.</li> </ul>	<a href="https://knowyourcouncil.vic.gov.au/councils">https://knowyourcouncil.vic.gov.au/councils</a>

### Economic Data

Title	Type of Data	Location
<b>Economic Profile</b>	<ul style="list-style-type: none"> <li>Provides a detailed analysis of the economic profile of the Surf Coast, including employment and gross regional product.</li> <li>Recommended as a secondary data source in understanding economic drivers in the region.</li> </ul>	<a href="http://www.economicprofile.com.au/surfcoast/">http://www.economicprofile.com.au/surfcoast/</a>
<b>Great Ocean Road Market Profile</b>	<ul style="list-style-type: none"> <li>Provides an analysis of visitors to the Great Ocean Road.</li> </ul>	<a href="http://www.tourism.vic.gov.au/research/domestic-and-regional-research/regional-visitation.html">http://www.tourism.vic.gov.au/research/domestic-and-regional-research/regional-visitation.html</a>

### Data relating to specific cohorts

Title	Type of Data	Location
<b>Australian Early Development Census</b>	<ul style="list-style-type: none"> <li>Provides information about early childhood development by region.</li> <li>Has been conducted every three years and allows for a comparison over previous years.</li> <li>Useful for analysis of early childhood needs.</li> </ul>	<a href="https://www.aedc.gov.au/data/data-explorer">https://www.aedc.gov.au/data/data-explorer</a>
<b>Maternal Child health annual reports</b>	<ul style="list-style-type: none"> <li>Provides a summary of data relating to enrolments for maternal and child health services.</li> </ul>	<a href="http://www.education.vic.gov.au/childhood/providers/support/Pages/mchannualreportarchive.aspx">http://www.education.vic.gov.au/childhood/providers/support/Pages/mchannualreportarchive.aspx</a>
<b>Aged Care Reform Research and Statistics</b>	<ul style="list-style-type: none"> <li>Provides a range of statistics that were utilised in decision making for the aged care reform.</li> </ul>	<a href="https://agedcare.health.gov.au/ageing-and-aged-care-publications-and-articles/ageing-and-aged-care-research-and-statistics">https://agedcare.health.gov.au/ageing-and-aged-care-publications-and-articles/ageing-and-aged-care-research-and-statistics</a>

### Issue Specific Data

Title	Type of Data	Location
<b>Crime statistics</b>	<ul style="list-style-type: none"> <li>Provides interactive crime statistics in the Shire.</li> </ul>	<a href="https://www.crimestatistics.vic.gov.au/explore-crime-by-location">https://www.crimestatistics.vic.gov.au/explore-crime-by-location</a>
<b>Housing in Victoria</b>	<ul style="list-style-type: none"> <li>Provides a range of statistics relating to housing affordability and costs.</li> <li>Interactive website that can produce data specific to the Shire.</li> </ul>	<a href="http://www.housinginvictoria.com.au/Default.aspx">http://www.housinginvictoria.com.au/Default.aspx</a>
<b>Gambling and Liquor Data</b>	<ul style="list-style-type: none"> <li>Provides an overview of gambling and liquor licensing activity by area.</li> </ul>	<a href="http://www.vcqlr.vic.gov.au/resources/data-and-research">http://www.vcqlr.vic.gov.au/resources/data-and-research</a>
<b>Victorian Alcohol and Drug Interactive statistics</b>	<ul style="list-style-type: none"> <li>Provides an interactive map of alcohol and drug related issues by LGA.</li> </ul>	<a href="http://www.aodstats.org.au/">http://www.aodstats.org.au/</a>

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**Appendix 2: Strategic Resource Plan**

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



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

**Comprehensive Income Statement**

For the Four years ending 30 June 2021

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

**Balance Sheet**

For the four years ending 30 June 2021

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

**Statement of Changes in Equity**

For the four years ending 30 June 2021

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

**Statement of Cash Flows**

For the four years ending 30 June 2021

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

### Statement of Capital Works

For the Four years ending 30 June 2021

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

### Funding Sources for Planned Capital Expenditure

For the Four years ending 30 June 2021

	2017/18 Budget \$'000	2018/19 Forecast \$'000	2019/20 Forecast \$'000	2020/21 Forecast \$'000
Capital Grants	2,378	694	708	708
Contributions	10	-	-	-
Borrowings	3,000	-	-	-
Special Charges	21	-	-	-
Council Funds	17,818	18,301	17,668	19,932
<b>Total Funding Sources</b>	<b>23,227</b>	<b>18,996</b>	<b>18,377</b>	<b>20,640</b>

**Statement of Human Resources**

For the Four years ending 30 June 2021

	2017/18	2018/19	2019/20	2020/21
	Budget	Forecast	Forecast	Forecast
Division	\$'000	\$'000	\$'000	\$'000
Chief Executive	741	620	635	651
Culture and Community	11,087	11,251	11,504	11,791
Environment and Development	7,179	7,068	7,139	7,317
Governance and Infrastructure	7,503	7,668	7,827	8,023
Total Permanent Staff Expenditure	26,511	26,606	27,105	27,783
Casuals and Other Expenditure	2,883	3,251	2,962	3,568
Capitalised Labour Costs	1,561	1,592	1,624	1,656
<b>Total Employee Costs</b>	<b>30,955</b>	<b>31,449</b>	<b>31,690</b>	<b>33,007</b>
<b>Employee Numbers</b>				
Permanent full-time	196.0	193.0	193.0	193.0
Permanent part-time	106.9	106.1	105.5	107.0
<b>Total Permanent Employee Numbers (EFT)</b>	<b>302.9</b>	<b>299.1</b>	<b>298.5</b>	<b>300.0</b>

### Appendix 3: Partnerships List

<b>Council Vision</b>	An engaged, innovative and sustainable community.			
<b>Council Purpose</b>	To help our community and environment to thrive.			
<b>Organisation Direction</b>	An innovative and flexible leader, and a constructive partner, that values the strengths of others; a place where people can do their best and be proud of their achievements.			
<b>Council Plan Approach</b>	While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.			
Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )	Partners (Who we will work with- note the community is a partner in all strategies)
<b>COMMUNITY WELLBEING:</b> Create an inclusive community where everyone can participate and contribute	a) Support people to participate in and contribute to community life	Local people participating in and contributing to local life (HW, SS, CP, CC, L)	<ol style="list-style-type: none"> <li>1) Develop and implement a program to support communities of place and interest, and provide opportunities for them to identify and achieve their community aspirations</li> <li>2) Facilitate and support high levels of volunteering in the community</li> <li>3) Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy</li> </ol>	<ul style="list-style-type: none"> <li>• Geelong Regional Libraries Corporation</li> <li>• Surf Coast Arts &amp; other arts networks</li> <li>• District Historical Societies</li> <li>• Office of Aboriginal Affairs Victoria</li> <li>• Township Groups</li> <li>• Volunteering Geelong</li> <li>• Volunteer Agencies</li> <li>• G21 Arts &amp; Culture Pillar</li> <li>• Registered Aboriginal Parties</li> </ul>



Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )	Partners (Who we will work with- note the community is a partner in all strategies)
	b) Support people to be healthy and active	High levels of quality physical activity and health, including mental wellbeing (HW, SS, CP, CC, L)	4) Develop and implement local programs to support <i>Healthy Eating and Active Living</i> 5) Implement health and wellbeing impact assessments as part of infrastructure and project planning 6) Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7) Reinforce policies to manage electronic gaming machines	<ul style="list-style-type: none"> <li>• Local Government Alcohol and Other Drugs Issues Forum</li> <li>• Alcohol and Drug Foundation</li> <li>• Victorian Responsible Gambling Foundation</li> <li>• Victoria Police</li> <li>• Leisure Networks</li> <li>• Youth Advisory Groups</li> <li>• Electronic Gaming Machine Clubs</li> <li>• VicHealth</li> <li>• Sport and Recreation Victoria</li> <li>• Bicycle Network</li> </ul> <ul style="list-style-type: none"> <li>• G21 Health and Wellbeing Pillar &amp; Sport &amp; Recreation Pillar</li> <li>• Barwon Health</li> <li>• Hesse Rural Health</li> <li>• Lorne Hospital</li> <li>• Department of Health</li> <li>• Headspace</li> <li>• Health Practitioners</li> <li>• Primary Health Network</li> <li>• Deakin University</li> <li>• Department of Health and Human Services</li> </ul>
	c) Improve community safety	People feel safe in their community (HW, SS, CP, CC, L)	8) Understand community safety issues and needs, and design an appropriate local response 9) Continue to build community resilience to prepare for emergencies	<ul style="list-style-type: none"> <li>• Department of Environment, Land, Water and Planning</li> <li>• Neighbourhood Watch</li> <li>• Department of Health and Human Services</li> </ul> <ul style="list-style-type: none"> <li>• Victoria Police</li> <li>• Country Fire Authority</li> <li>• VicRoads</li> <li>• State Emergency Service</li> <li>• Local media</li> </ul>

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )	Partners (Who we will work with- note the community is a partner in all strategies)
	d) Provide support for people in need	Young people and their families are able to access the services and support they need (HW, SS, CP, CC, L)	10) Work in partnership with community and agencies to improve young people and their families' access to the services and support they need	<ul style="list-style-type: none"> <li>• Health Practitioners</li> <li>• Schools</li> <li>• Youth Advisory Group</li> <li>• Barwon Youth Geelong</li> <li>• G21 Education &amp; Training Pillar</li> <li>• Department of Health and Human Services</li> <li>• Deakin University</li> <li>• Department of Health</li> <li>• Schools</li> <li>• Headspace</li> <li>• Barwon Health</li> <li>• Lorne Hospital</li> <li>• Hesse Rural Health</li> <li>• Primary Health Networks</li> <li>• Department of Education and Training</li> </ul>
		Older people are supported to live independent and meaningful lives (HW, SS, CP, CC, L)	11) Pursue <i>Age Friendly City</i> status	<ul style="list-style-type: none"> <li>• Barwon Health</li> <li>• Lorne Hospital</li> <li>• Hesse Rural Health</li> <li>• Senior Citizens Centres</li> <li>• All Abilities Advisory Committee</li> <li>• Department of Health and Ageing</li> <li>• Deakin University</li> <li>• Council on the Ageing (Victoria)</li> <li>• World Health Organisation</li> <li>• Department of Health</li> <li>• Volunteer Agencies</li> <li>• G21 Health &amp; Wellbeing Pillar</li> <li>• National Disability Insurance Agency</li> <li>• Health Practitioners</li> </ul>
		Culture, all abilities and diversity are celebrated (HW, SS, CP, CC, L)	12) Contribute to the delivery of the <i>Strategic Plan for prevention and addressing violence against women and children in the G21 region</i> 13) Implement the <i>Accessible and Inclusive Surf Coast Shire Strategic Plan</i>	<ul style="list-style-type: none"> <li>• Victoria Police</li> <li>• White Ribbon</li> <li>• Community providers</li> <li>• National Disability Insurance Agency</li> <li>• 1800 RESPECT</li> <li>• Primary Health Networks</li> <li>• Volunteer Agencies</li> <li>• All Abilities Advisory Committee</li> <li>• Health Practitioners</li> <li>• Disability Providers</li> <li>• G21</li> <li>• Barwon Health</li> <li>• Lorne Hospital</li> <li>• Hesse Rural Health</li> </ul>

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )	Partners (Who we will work with- note the community is a partner in all strategies)
ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment	e) Drive the use of renewable energy	Surf Coast Shire is a state leader in the take up of renewable energy (L)	14) Implement the <i>Renewable Energy Roadmap</i> 15) Support the work of the <i>Renewable Energy Taskforce</i>	<ul style="list-style-type: none"> <li>Environment and Rural Advisory Panel</li> <li>Deakin University</li> <li>Renewable Energy Taskforce</li> <li>One Planet</li> <li>Department of Environment, Land, Water and Planning</li> <li>Surf Coast Energy Group</li> <li>Solar Towns Project</li> <li>Positive Charge Program</li> <li>Department of Environment and Energy</li> <li>Department of Sustainability and Environment</li> <li>G21 Environment Pillar</li> </ul>
	f) Improve the re-use of resources	<p>More waste is diverted from landfill for reuse and recycling (CP, L)</p> <p>Recycled water is used to support agribusiness appropriate to the Shire (L)</p>	<p>16) Develop and implement organic waste diversion pilot program</p> <p>17) Develop and implement a waste reduction program to increase the life of the landfill</p> <p>18) Review and expand <i>Plastic Wise Program</i></p> <p>19) Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas</p>	<ul style="list-style-type: none"> <li>Environment and Rural Advisory Panel</li> <li>BYO H2O</li> <li>Plastic Bag Free Torquay</li> <li>Plastic Wise</li> <li>Take 3</li> <li>Closed Loop</li> <li>G21 Environment Pillar</li> <li>Barwon South West Waste and Resource Recovery Group</li> <li>Barwon Water</li> <li>Department of Environment and Energy</li> <li>Department of Sustainability and Environment</li> <li>Department of Environment, Land, Water and Planning</li> <li>Environment Protection Authority</li> <li>Department of Sustainability and the Environment</li> </ul>
	g) Support local food production	An increase in the production and consumption of locally grown food (HW, CC, CP, L)	20) Develop and implement a local food program in partnership with community	<ul style="list-style-type: none"> <li>Eat Local Month, festivals &amp; farmers markets</li> <li>Grow it Local</li> <li>One Planet</li> <li>Municipal Association of Victoria</li> <li>Local Food Loop</li> <li>Environment and Rural Advisory Panel</li> <li>Closed Loop</li> <li>Local Harvest</li> <li>G21 Environment Pillar</li> </ul>

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )	Partners (Who we will work with- note the community is a partner in all strategies)
	h) Retain and enhance rural land for appropriate and sustainable uses	Rural land use is productive and sustainable and in keeping with environmental values of the Shire (CP, L)	21) Finalise and implement the <i>Rural Hinterland Strategy</i> 22) Develop partnerships to better manage interfaces between public and private land 23) Effectively manage pests, plants and animals on Council land	<ul style="list-style-type: none"> <li>• Landcare</li> <li>• Otway Agroforestry Network</li> <li>• ANGAIR</li> <li>• Surfers Appreciating Natural Environment</li> <li>• Department of Sustainability and the Environment</li> <li>• G21 Planning &amp; Services Pillar</li> <li>• Parks Victoria</li> <li>• Department of Environment, Land, Water and Planning</li> </ul>
<b>BALANCING GROWTH:</b> Provide for growth whilst ensuring the intrinsic values and character of the Shire are retained	i) Ensure infrastructure is in place to support existing communities and provide for growth	Infrastructure demands, including public transport, are planned and provided for (HW, SS, CP, CC, L)	24) Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 25) Explore the potential rail link in Torquay and the level of rail service on the Warrnambool line 26) Conduct a review of the existing pathway strategy and implement recommendations 27) Ensure appropriate funding mechanisms are in place to support future growth including developer contributions 28) Work with the community and stakeholders to implement the <i>Anglesea Futures</i> program 29) Advocate for supporting infrastructure	<ul style="list-style-type: none"> <li>• Department of Environment, Land, Water and Planning</li> <li>• V/Line</li> <li>• Public Transport Victoria</li> <li>• Department of Planning and Community Development</li> <li>• Developers</li> <li>• Parks Victoria</li> <li>• Alcoa</li> <li>• Department of Economic Development, Jobs, Training and Resources</li> <li>• Parks Victoria</li> <li>• Sport and Recreation Victoria</li> <li>• Bicycle Network</li> <li>• G21 Transport Pillar</li> <li>• Environment Protection Authority</li> <li>• Department of Economic Development, Jobs, Training and Resources</li> <li>• Corangamite Catchment Management Authority</li> <li>• Barwon Water</li> <li>• Office of Aboriginal Affairs Victoria</li> <li>• Local Media</li> <li>• VicRoads</li> <li>• All Abilities Committee</li> <li>• Environment and Rural Advisory Panel</li> <li>• Great Ocean Road Coast Committee</li> <li>• Business Victoria</li> <li>• Department of Sustainability and the Environment</li> <li>• G21 Planning &amp; Services Pillar</li> </ul>

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )	Partners (Who we will work with- note the community is a partner in all strategies)
	j) Strengthen township boundaries and support unique township character	Sprawl is contained and townships remain distinct communities with designated settlement breaks between (HW, SS, CP, CC, L)	30) Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this 31) Encourage in-fill development and direct growth to designated areas 32) Develop a communications strategy to explain the implications of living in different planning zones	<ul style="list-style-type: none"> <li>Department of Environment, Land, Water and Planning</li> <li>Local Media</li> <li>Environment and Rural Advisory Panel</li> <li>Planning Panels Victoria</li> <li>Committee for Lorne</li> <li>Growing Winchelsea</li> <li>3228 Residents Association</li> <li>Environment and Rural Advisory Panel</li> <li>G21 Planning &amp; Services Pillar</li> </ul>
	k) Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire	Measures are in place to limit negative impacts on amenity (HW, SS, CP, CC, L)	33) Advance a Winchelsea and Moriac Development Program 34) Advance a Strategic Plan for Lorne 35) Conduct an impact analysis of Torquay's growth including Armstrong Creek 36) Explore the impact of increased traffic on the road network including inland transport routes	<ul style="list-style-type: none"> <li>Department of Environment, Land, Water and Planning</li> <li>Business Victoria</li> <li>Growing Winchelsea</li> <li>G21 Planning &amp; Services Pillar</li> <li>G21 Economic Development Pillar</li> <li>VicRoads</li> <li>City of Greater Geelong</li> <li>Roads Australia</li> <li>Developers</li> </ul>
<b>VIBRANT ECONOMY: Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors</b>	l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community	Continued growth in local employment (HW, SS, CP, CC)	37) Support and build capability of businesses and business / tourism groups 38) Investigate how the strategic road network impacts on commercial transport 39) Facilitate and enable stronger relationships between industry and education 40) Plan for industrial and commercial zones in growing communities	<ul style="list-style-type: none"> <li>G21 Economic Development Pillar</li> <li>Department of Economic Development, Jobs, Training and Resources</li> <li>Business Victoria</li> <li>G21 Planning &amp; Services Pillar</li> <li>Deakin University</li> <li>Gordon Institute of TAFE</li> <li>VicRoads</li> <li>Roads Australia</li> <li>Business Victoria</li> <li>Schools</li> <li>G21 Education &amp; Training Pillar</li> </ul>

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )	Partners (Who we will work with- note the community is a partner in all strategies)
	m) Facilitate high quality events throughout the year	Diverse series of events that deliver economic, environmental and social benefits to the community (HW, SS, CP, CC, L)	41) Further develop diverse, major and signature events, and a communication and promotion program	<ul style="list-style-type: none"> <li>• Visit Victoria</li> <li>• Commercial Event Providers</li> <li>• Local Media</li> <li>• Surfing Industry</li> <li>• Industry Bodies</li> </ul>
	n) Strengthen the vitality of town centres	Town Centres are a good place to be and an important part of community life (HW, SS, CP, CC, L)	42) Identify and support the economic and social drivers of town centres within the Shire	<ul style="list-style-type: none"> <li>• G21 Economic Development Pillar</li> <li>• Department of Economic Development, Jobs, Training and Resources</li> <li>• Business Victoria</li> <li>• Torquay Commerce and Tourism Association</li> <li>• Business and Tourism Anglesea</li> <li>• Aireys Inlet Tourism and Traders Association</li> <li>• Growing Winchelsea</li> <li>• Lorne Business and Tourism Association</li> <li>• Committee for Lorne</li> </ul>
	o) Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses	There are a number of strong industry sectors, which create a sustainable year-round economy (HW, SS, CP, CC, L)	43) Work with key stakeholders to encourage visitors to stay longer and spend more in the Shire 44) Develop and implement an industry development and attraction program 45) Advocate for and drive the Great Ocean Road visitor economy 46) Develop and implement an agribusiness strategy	<ul style="list-style-type: none"> <li>• Business Victoria</li> <li>• Department of Economic Development, Jobs, Training and Resources</li> <li>• Surfing Victoria</li> <li>• G21 Economic Development Pillar</li> <li>• Torquay Commerce and Tourism Association</li> <li>• Business and Tourism Anglesea</li> <li>• Aireys Inlet Tourism and Traders Association</li> <li>• Growing Winchelsea</li> <li>• Lorne Business and Tourism Association</li> <li>• Committee for Lorne</li> </ul>
<b>HIGH PERFORMING COUNCIL:</b> Deliver valued services to the community	p) Ensure Council is financially sustainable and has the capability to deliver strategic objectives	Council has a viable long-term financial plan (HW, CP, CC) Council has the capacity to deliver on new things (HW, CP, CC)	47) Establish long-term financial principles and incorporate into the long-term financial plan 48) Develop and implement an organisational capability and capacity program 49) Develop innovative funding partnerships with community, business and government 50) Build on relationships with agencies and key stakeholders for the benefit of the community	<ul style="list-style-type: none"> <li>• Municipal Association of Victoria</li> <li>• Corporate entities</li> <li>• Applicable government agencies</li> <li>• G21</li> <li>• G21 Collaborative tendering group</li> <li>• Great Ocean Road Coast Committee collaborative tendering processes</li> <li>• Local Government Victoria</li> </ul>

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs )	Partners (Who we will work with- note the community is a partner in all strategies)
	q) Ensure that Council decision-making is balanced and transparent and the community is involved and informed	Council uses a range of engagement approaches to inform its decision-making (HW, CP, CC) Council communicates its decisions clearly and widely (HW, CP, CC)	51) Prepare for <i>Local Government Act</i> review recommendations 52) Evolve our community engagement approach to inform strategic Council direction and decision-making 53) Use technology to make Council decision-making more accessible	<ul style="list-style-type: none"> <li>Municipal Association of Victoria</li> <li>Digital Transformation Reference Group</li> <li>Local Government Victoria</li> <li>Victoria Local Governance Association</li> <li>Local Government Compliance and Investigations Inspectorate</li> </ul>
	r) Provide quality customer service that is convenient, efficient, timely and responsive	People are comfortable to approach Council for assistance, and have confidence in our response (HW, CP, CC) We see improvements in Council performance in areas of high importance to the community (HW, CP, CC)	54) Implement <i>Digital Transformation Program</i> , including opportunities for customer self-service 55) Investigate the feasibility of a certified quality system 56) Improve how we manage customer requests and complaints 57) Continued reforms in statutory planning service delivery 58) Further update and implement a customer service strategy	<ul style="list-style-type: none"> <li>Municipal Association of Victoria</li> <li>Digital Transformation Reference Group</li> <li>Statutory Planning Reference Group</li> <li>Local Government Victoria</li> </ul>
	s) Ensure the community has access to the services they need	High quality services are available to the community (HW, SS, CP, CC, L)	59) Review Council-delivered services to ensure they are of high quality and delivering best value 60) Conduct service reviews to identify best service delivery model 61) Advocate for services that are best delivered by others 62) Review arrangements for governance of the coast	<ul style="list-style-type: none"> <li>Municipal Association of Victoria</li> <li>Local Government Victoria</li> </ul>

## Appendix 4: Reference List

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**7. URGENT BUSINESS**

Nil

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## 8. PROCEDURAL BUSINESS

### 8.1 Advisory Committee Minutes

**Author's Title:** Senior Governance Officer

**General Manager:** Chris Pike

**Department:** Governance & Risk

**File No:** F18/221

**Division:** Governance & Infrastructure

**Trim No:** IC19/147

**Appendix:**

1. 25% By 2020 Task Force Minutes- 8 November 2018 (D18/150201)
2. Positive Ageing Advisory Committee Minutes - 18 January 2019 (D19/10622)
3. All Abilities Advisory Committee Minutes- 7 February 2019 (D19/20220)

**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

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#### **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. 25% By 2020 Task Force Committee - 8 November 2018.
2. Positive Ageing Advisory Committee - 18 January 2019.
3. All Abilities Advisory Committee - 7 February 2019.

**8.1 Advisory Committee Minutes**

**APPENDIX 1 25% BY 2020 TASK FORCE MINUTES- 8 NOVEMBER 2018**

25% BY 2020 RENEWABLE ENERGY TASKFORCE  
Meeting Minutes – 8 November 2018



**Date:** 8 November 2018

**Time:** 5 – 7.30pm

**Location:** Council Chambers, Surf Coast Shire Offices

**Present:**

*Renewable Energy Taskforce:* Cr Margot Smith, Scott Ferraro (Task Force Chair), Doug Rolfe, Gareth Bellchambers, Adrian Ford, Zoe Roloff, Maxine Bazeley and Julie Dingle.

*Council Staff:* Rowan Mackenzie (Manager Environment and Community Safety), Lauren Watt (Environment and Sustainability Coordinator) and Lachie McLean (Environment and Sustainability Officer).

**Apologies:**

*Renewable Energy Taskforce:* Cr Carol McGregor, Cr Martin Duke, Seamus Butcher, Aman Oo and Sally Groom.

*Council Staff:* Keith Bailie (CEO) and Ransce Salan (General Manager Environment and Development).

**Welcome and introductions**

Scott Ferraro welcomed all and apologies were noted.

**Update on progress towards the Renewable Energy Target**

- Council officers provided an update on progress towards the target. At the end of the 2017/18 financial year 12% of energy consumed in the Shire was from renewable sources.
  - Renewable energy consumption grew by 27% between 2016/17 and 2017/18, whilst energy consumption from the grid only grew by 3%.
  - Task Force noted that although the percentage growth favoured renewables, the increased amount of energy consumed from the grid was still larger than the increased amount consumed from renewable sources.
  - The number of additional installations required to reach the target over the next 18 months is a challenge based on uptake to date.
  - It was agreed that although the target is ambitious, it is stimulating action and accelerating the pace of change.
- The majority of renewable energy installations in the Shire are small systems under 10kW, with only 3% of installations being over 10kW.
  - Task Force members suggested system capacity might be a better indicator to track as opposed to the number of installations. This would give an indication of the contribution towards the target.
- Task Force members expressed interest in reviewing the growth in consumption across different localities within the Shire.
  - It was assumed the majority of growth would be the result of development in and around Torquay, but it would be good to confirm this through the data.

**Action:**

- Council officers to investigate the inclusion of the follow items in the energy profile:
  - More localised consumption data
  - Data on the capacity of systems over and under 10kW

**Update on development of the residential program**

- Council officers indicated that there had been some delays developing the website, but a time would be arranged for Task Force members to review the draft website prior to launch in early December.
  - Task Force members noted it was a busy time of year to be launching and it might be difficult to engage the community.
  - Council officers indicated the focus throughout December would be to re-engage key stakeholders and a stronger public push would be coordinated in the New Year.
- Residents will be connected with a list of services providers through Council's Localised business directory. The directory is limited to businesses located within the G21 region (Surf Coast Shire, Colac Otway Shire, Golden Plains Shire, Borough of Queenscliffe and City of Greater Geelong).
  - Task Force members flagged that this might be a limitation for actions where there are a limited number of high quality local installers or service providers.
  - It was suggested that users could be referred to other credible online directories, such as ATA's supplier directory.
- Council officers shared the proposed criteria for solar panel installers and highlighted the need to ensure criteria were not too onerous for small businesses, but provided residents with a degree of confidence when selecting a supplier.
- It was suggested community ratings could be incorporated into the Localised directory, or at least a link to other platforms that collated customer reviews, such as "Solar Quotes".
  - Council officers advised that customer reviews were not a function of Localised, but a link to other platforms collating customer reviews could be included on the Powered by Positive website.
- Task Force members noted the importance of engaging Sustainability Victoria on the program as a potential funding source.
- Task Force members flagged a recent government announcement regarding financial support for rental properties looking to install solar panels and suggested this was an opportunity to incorporate into the program.

**Actions:**

- Council officers to investigate the inclusion of links to platforms that collate customer reviews on the program website.
- Council officers to circulate information on proposed support for rental properties.
- Council officers to re-engage with Sustainability Victoria to brief them on the program in anticipation of potential funding options post-election.

**Discussion on proposed commercial sector event**

- Task Force members were provided with a draft event flyer for a proposed breakfast information session in early 2019.
  - The event would be questions and answer session with businesses who have installed solar.
  - The focus would be communicating the financial benefit of solar and highlighting any funding options, including SCEGs community owned solar program.
- It was suggested that the flyer be reduced to one page. Detailed feedback to be provided to Council officers outside of the meeting on how this might be achieved.
- Many of the business owners may also have residential properties in the Shire, so there is an opportunity to promote the Powered by Positive residential program.
- It would be beneficial to run something similar for the agriculture sector.
- Task Force members recommended engaging Torquay Commerce and Tourism to help promote the event.
- It was recommended that Council approach Sustainability Victoria to contribute financially to the commercial program. This might allow Council to run more sessions throughout the Shire.

**Actions:**

- Task Force members to provide further feedback on the flyer to Council officers.
- Council officers to re-engage with Sustainability Victoria to brief them on the program in anticipation of potential funding options post-election

**Update on the Barwon Region Alliance for Community Energy (BRACE)**

- Adrian provided an overview of the newly formed BRACE and explained the concept of an Energy Hub in the region (presentation to be circulated with these minutes).
- BRACE was formed to enhance the depth and breadth of community energy projects in the region.
- The Energy Hub concept is something this group are currently investigating for the region.
- The establishment of an Energy Hub would require the presence of a retailer willing to work with community organisations and facilitate peer to peer trading of electricity.
  - Energy Locals are one such group who act as a 'white label'\* energy retailer for community organisations.
- Adrian will keep the Task Force update as this conversation progresses.

\*\*"White label" refers to a fully supported product or service that's made by one company but sold by another. The reseller can customise the product with their own brand, logo and identity, allowing customers to associate the product with the reseller (*Why a white label solution is easier than building your own*, Young Entrepreneur Council 2014).

**2018 review and 2019 priorities**

- Renewable Energy Task Force 2018 Review and 2019 Priorities workshop notes to be circulated with minutes (D18/150100)

**Other business and next steps**

- Council officers indicated that the current Task Force Terms of Reference were set to expire in December this year. Council officers have valued the role of the Task Force and would like to see the group continue.
  - Community and industry members indicated that they have found the Task Force is a valuable mechanism for community input and members are keen to continue working with Council on this project over the coming years.
- Rowan and Doug provided a brief update on the Mt Pollock Wind Farm proposal.
  - The solar component of the proposal has been called in to be assessed alongside the wind turbines.
  - The submission is currently sitting with the Minister for Planning.

**Actions:**

- Cr Smith recommended officers provide more regular updates to Council on the program.
- Council officers will contact Task Force members and request confirmation of interest to continue involvement.

**Task Force Top Three**

- Promote the commercial breakfast event once finalised.
- Council to prepare communications material for the Task Force to promote the Powered by Positive program.
- Share 2018 achievements and 2019 priorities.


**Next Meeting:**

**Date:** TBC

**8.1 Advisory Committee Minutes**


**APPENDIX 2 POSITIVE AGEING ADVISORY COMMITTEE MINUTES - 18 JANUARY 2019**



<p><b>MINUTES</b></p> <p><b>Positive Ageing Advisory Committee Meeting Number 3</b>  <b>Friday 18 January 2019 - 9.30am to 11.30am</b>  <b>Aireys Inlet Room, Surf Coast Shire Council Civic Centre</b>  <b>1 Merrijig Drive, Torquay</b></p>		
<b>Committee Members:</b>	Cr Margot Smith, Magdalena Wheatland, Christine Brooks (Chair), Elizabeth Bills, Pam Aylward, Kristin McDonald, Keith Perkin, Gary Allen, Jenny Mathison	
<b>Non-Committee Members:</b>	Jemma James, Jill Moodie, Nicole Langtip, Carolyn Trowell and Jennine Templar (Minute Taker).	
<b>Apologies:</b>	Brian Butterworth (Deputy Chair) and Deb Campbell.	

Topic	Details Discussed	Points of Discussion	Further Action Follow Up - Required
<b>1. Welcome</b>	- Welcome.	- All members were warmly welcomed by Christine (first meeting as Chair). Apologies noted. - Meeting objectives tabled.	
<b>2. Business Arising</b>	- Actions from last meeting. - Questions arising from last meeting?	- No actions arising from last meeting. - One question arising from last meeting. <b>Q1:</b> Clarify term "Non-residential clients". <b>A1:</b> People who don't live in aged care facilities.	
<b>3. Project Update</b>	- Project status. - Council Briefing and Report. (upcoming Council meeting) - Competitive Neutrality- clarify. - Accreditation Updates. - Guiding Principles. - Client's perspective / Service Provider Perspective. - Regional Assessment Service. Report and submission.	- <b>Positive Ageing Project Update</b> – report handed out and discussed. Nicole has presented the Project Presentation, which included the Guiding Principles and Four Focus areas to various audiences including: <ul style="list-style-type: none"> <li>• Positive Ageing office based staff team</li> <li>• Community Care Workers</li> <li>• Councillor Briefing</li> <li>• Executive Management team</li> </ul> - <b>Council Report</b> has been prepared for the January Council Meeting which includes a Project Update and asks for Guiding Principles to be adopted by Council. Positive Ageing Reform Readiness Plan will be presented to Council by June 2019 (previous date April 2019). - <b>My Aged Care client pathways</b> handout discussed. My Aged Care is the initial contact screening point for all people wanting access for Aged Care services. - <b>Competitive Neutrality</b> effectively means that Council can no longer subsidise services. This is a key point (currently Council subsidises 1.4 million dollars).	<b>Nicole</b> - Council Report is available on Surf Coast Shire website. Nicole will provide link for all members to access information.  <b>All</b> - Invited to attend next Council meeting in Anglesea. No obligation. Jill, Nicole and Christine confirmed attendance meeting scheduled 22 January 2019.

<p><b>Project Update (Continued...)</b></p>		<ul style="list-style-type: none"> <li>- <b>Domestic Assistance</b> discussed. Council's domestic assistance service is not a cleaning service rather support in the home (monitor wellbeing). Community Care Workers have a qualification in Aged Care not cleaning and the premise of their role is to support people in domestic chores rather than being a 'cleaning service' as such, and monitor clients wellbeing.</li> <li>- <b>Accreditation Updates</b> Last week the Community Home Support Program (CHSP) had auditors out to undergo 3 year audit. We are expecting report from this within 7 days.</li> <li>- <b>Quality of service</b> continues to be key concern. Reference made in the <b>Guiding Principles Client's Perspective</b> <i>I know Council will work hard to ensure the services I receive are of a high standard, meet quality guidelines, are monitored well and always work towards continuity of care. <b>Guiding Principles Service Provider Perspective</b> <i>Ensure its services meet quality standards and are efficient and viable.</i></i></li> <li>- <b>Commonwealth Home Support Programme (CHSP)</b> Funding anticipated extension to 30 June 2020 expected to be under New Agreements/Funding Conditions.</li> <li>- <b>"Streamline Assessment for Aged Care"</b> There are currently 2 Assessment teams. In our Region there is one based at the Surf Coast Shire "<i>Regional Assessment Team</i>" and one based at Barwon Health "<i>Aged Care Assessment Team</i>". Part of the Reform is that there will no longer be 2 services, but one combined service. This is to take place as of 1 July 2020.</li> <li>- There is currently a paper out called "<b>Streamline Assessment for Aged Care</b>", which discusses the proposed new Service and asks for feedback. We are currently working on a paper to reply to this. If anyone is interested in being involved in this please let Nicole know. There is no expectation that you would – just offering in case you were interested.</li> </ul>	<p><b>Jennine</b></p> <ul style="list-style-type: none"> <li>- "<b>Streamline Assessment for Aged Care</b>" report to be mailed to Kristin and Elizabeth. All other members to receive an electronic version.</li> </ul> <p><b>All</b></p> <ul style="list-style-type: none"> <li>- Please contact Nicole as soon as possible, if you are interested in being involved in discussing the new Assessment model.</li> </ul>
<p><b>4. Communication Plan</b></p>	<ul style="list-style-type: none"> <li>- Presentation and discussion on Communication Plan. Information and consultation process.</li> </ul>	<ul style="list-style-type: none"> <li>- Nicole provided a PowerPoint presentation on Communication Plan she is formulating with the Shire's Communication team.</li> <li>- Activity: Brainstorm current information sources in your local area (eg: newsletters, upcoming forums / meetings, facebook pages, etc) and any key contacts for Nicole to follow up.</li> <li>- Discussion regarding the importance of a variety of information methods. Technology as information source is not high priority for our client group.</li> <li>- Communication Plan - Tone and Approach: Plain English, Reassuring yet fact-based and person centred and Informative and transparent.</li> </ul>	<p><b>Nicole</b></p> <ul style="list-style-type: none"> <li>- To collate feedback from Activity and present to members at next meeting.</li> </ul>

<p><b>5. Age Friendly Cities</b></p>	<ul style="list-style-type: none"> <li>. Age Friendly Cities.</li> </ul>	<ul style="list-style-type: none"> <li>- Jill provided a PowerPoint presentation. Age Friendly Cities movement started in 2007 and is gaining momentum. Recognising older people are an asset not a liability.</li> <li>- 11 Councils are currently part of this process. Whole Community, Whole Council Response Plan.</li> </ul> <p>8 Elements to model include:-</p> <ol style="list-style-type: none"> <li>1) Housing.</li> <li>2) Social Participation.</li> <li>3) Respect and Social Inclusion.</li> <li>4) Transportation.</li> <li>5) Outdoor Spaces and Buildings.</li> <li>6) Communication and information.</li> <li>7) Civic Participation and Employment.</li> <li>8) Community Support and Health Services.</li> </ol> <ul style="list-style-type: none"> <li>- Three zones include:-                     <ol style="list-style-type: none"> <li>1) Community and Health Support.</li> <li>2) Physical Environment (Traffic, Public Transport, Social Isolation).</li> <li>3) Social Environment (Language and Labelling, Healthy Living Promotion and Initiatives).</li> </ol> </li> <li>- Activity – discussing possible things in our community that contribute to ageing well and aspirations of our community. What are the gaps as our community grows older?</li> <li>- Homelessness was discussed and it has been noted as a concern and is incorporated in the Age Friendly Cities model (under housing).</li> </ul>	<p><b>Nicole</b></p> <ul style="list-style-type: none"> <li>- To collate feedback from Activity and present to members at next meeting.</li> </ul>
<p><b>6. Future</b></p>	<ul style="list-style-type: none"> <li>- Future meeting dates.</li> <li>- Close.</li> </ul>	 <p><b>Next Meeting:</b>          Friday 22 March 2019.          Time: 9.30am to 11.30am.</p> <p>Christine thanked everyone for attending today's meeting and appreciated Nicole's commitment to communicate any pressing information to members prior to next meeting.</p> <p>Jemma (from People and Culture) provided further assistance to members applying for a Police Check / Working With Children Check.</p> <p><b>Points of Interest:-</b></p> <ul style="list-style-type: none"> <li>• Adult Changing Places Survey (closing shortly).</li> <li>• National Seniors Association (resources available).</li> </ul>	

**8.1 Advisory Committee Minutes**

**APPENDIX 3 ALL ABILITIES ADVISORY COMMITTEE MINUTES- 7 FEBRUARY 2019**

**All Abilities Advisory Committee MINUTES**  
**Thursday 7 February 2019 11am – 1pm**  
**Surf Coast Shire Council, 1 Merrijig Drive Torquay**

**Attendees:** Caroline Maplesden (Chairperson), Richard Porter, Cr Rose Hodge (Council), Janet Brown, Manny Pimentel, Kate Marshall, Laurel Wieland, Leone Mervin, Dan Remenyi, Helen Shepherd, Kerri Deague (Council), Damian Waight (Council)

**Apologies:** Michael Chan

Ag. No.	Issue Topic	Time	Points of Discussion Details/ Decision	Agreement/ Action/Timeframe	Responsible
1.1	Welcome, introductions and acknowledgements	5	Our meeting is being held on the traditional lands of the Wadawurrung people and we acknowledge them as Traditional Owners. We pay our respects to their elders, past and present.		C Maplesden
1.2	Minutes from previous meeting	2	The minutes from Thursday 6 December 2018 were noted at the Council meeting on January 22	Moved: L Wieland Seconded: L Mervin Carried: All	C Maplesden
1.3	Conflicts of Interest	2	Declaration of conflict of interest	Nil	C Maplesden
<b>2</b>	<b>Business Arising</b>				
2.1	Group discussion about newsworthy items or new resources in the space of access and inclusion	10	Not discussed at this meeting		All members
2.2	Pedestrian safety. Submission to National Transport Commission (NTC issues paper)	30	The National Transport Commission (NTC) is calling for submissions to assist in a review that will identify regulatory barriers to the safe use of innovative and motorised mobility vehicles in Australia. These vehicles include electric skateboards, electric bicycles (innovative vehicles), mobility scooters and motorised wheelchairs (mobility devices). The review will take into account the safety for all users of these vehicles and will seek to develop new and consistent regulations for all user groups. The submissions are due to the NTC by 28 February. Caroline Maplesden is planning a submission to the NTC to advocate for the safety of pedestrians and wheelchair users on pathways and walking trails throughout Australia. Caroline proposed a motion to seek Council endorsement in making a	Motion moved: D Remenyi Motion seconded: R Porter Motion carried by unanimous vote.	C Maplesden

			<p>submission to the NTC issues paper. All AAAC members unanimously agreed to this motion. Damian advised the process for this submission would be the need to document data and evidence on the topic, - preferably Surf Coast specific – by Monday 11 February. Members of the committee will need to support officers in drafting the submission to give it the best chance of a strong submission. The submission may then be shared with Councillors at a briefing on 19 February. The submission would need to be adopted / endorsed at a Council meeting on 26 February before it could be submitted to the NTC.</p> <p>Damian and Cr Rose Hodge left the meeting at approximately 11:35pm</p>		
2.3	Adult Changing Places project update	10	<p>Winchelsea – Kerri provided answers to questions raised by AAAC at December meeting                  Letter to Editor of Surf Coast Times (31 January). Similar points were raised in the submission to Council's engagement process by the same person. Officer responded addressing some of the concerns and correcting some misinformation.                  Anglesea – Community Engagement update provided</p>		K Deague
2.4	All Aboard DisAbility Services Volunteer update	5	<p>Progress update on volunteer recruits.                  CEO and Councillor invitations to visit All Aboard on site.</p>	<p>Action: K Deague and K Marshall will confirm potential dates for CEO Councillors and AAAC members to visit and meet All Aboard participants out and about in the community.</p>	K Marshall
2.5	Proposed meeting day change	10	<p>Discussion about potential meeting time changes</p>	<p>Agreement: Meeting times to remain as Thursdays 11am – 1pm</p>	K Deague
2.6	Consultation with AAAC by Program Management Office for projects in 2018-19	20	<p>Rowena presented a report on current building and planning projects with access considerations. AAAC requested that they be consulted at the project proposal and design stages of project development for all infrastructure projects</p>	<p>Action                  1. R Frost will attend future AAAC meetings to provide information about projects and arrangements to consider access and inclusion in design.                  2. That AAAC notify</p>	K Deague and R Frost

				<p>Kerri on which projects they would like to have input, who that person is and their contact details. R Frost will liaise with the relevant project staff to identify appropriate meetings. R Frost will record arrangements in the regular report to AAAC. The community rep can also report back to the AAAC on design discussions / issues / outcomes.</p>	
2.7	Customer satisfaction survey		<p>Proposal to incorporate a question into Council Community Survey about the needs of individuals with a disability in Surf Coast Shire. The reach of the existing survey is 600 residents. AAAC discussed the idea of developing a Council survey to seek input from a wider reach of community members.</p>	<p>Action: Carried forward to next meeting</p>	K Deague
3.	<b>New Business</b>				
3.1	2019 project: Accessible Accommodation resource		<p>Kerri is investigating a project to have key accessible features listed in the existing Anglesea Adventures website with the aim of highlighting Anglesea as an accessible destination for visitors with a disability. Discussions are underway with Council's Economic Development and Tourism unit and Great Ocean Road Tourism organisation.</p>	<p>Action: Progress report to be presented at next meeting</p>	K Deague
3.2	Key initiatives for 2019-2021. Member ideas for activities, projects, awareness raising etc	20	<p>This item was not discussed due to time constraints.</p>	<p>Action: Kerri will send out information on projects and activities for the next two year period.</p>	K Deague
4.	<b>Next meeting</b>	2	<p>Thursday 4 April 2019 at Council Offices</p>		

**Ground Rules for our Meeting**

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• We start on time and finish on time</li><li>• We all participate and contribute – everyone is given an opportunity to voice their opinions</li><li>• We use improvement tools that enhance meeting efficiency and effectiveness</li><li>• We actively listen to what others have to say, seeking first to understand then to be understood</li></ul> | <ul style="list-style-type: none"><li>• We follow-up actions for which we are assigned responsibility and complete them on time</li><li>• We give and receive open and honest feedback in a constructive manner</li><li>• We use data to make decisions (whenever possible)</li><li>• We strive to continually improve our meeting process and build time into each agenda for reflection</li></ul> |
|--|---|

2019 meeting times: 11am – 1pm first Thursday of every second month commencing February 2019



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## 8.2 Section 86 Committee Minutes

**Author's Title:** Senior Governance Officer  
**Department:** Governance & Risk  
**Division:** Governance & Infrastructure

**General Manager:** Anne Howard  
**File No:** F18/221  
**Trim No:** IC19/148

**Appendix:**

1. Hearing of Submissions Committee Meeting Minutes- 12 February 2019 (D19/22246)

**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:**

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**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 meeting:

1. Hearing of Submissions Committee Meeting – 12 February 2019.

**8.2 Section 86 Committee Minutes**

**APPENDIX 1 HEARING OF SUBMISSIONS COMMITTEE MEETING MINUTES- 12 FEBRUARY 2019**



# Minutes

## Hearing of Submissions Committee Tuesday, 12 February 2019

Held in the  
Council Chambers  
1 Merrijig Drive, Torquay  
Commencing at 5.00pm

**Council:**

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

MINUTES FOR THE HEARING OF SUBMISSIONS MEETING OF SURF COAST SHIRE COUNCIL  
HELD IN THE COUNCIL CHAMBERS, 1 MERRIJIG DRIVE, TORQUAY  
ON TUESDAY 12 FEBRUARY 2019 COMMENCING AT 5.00PM

**PRESENT:**

Cr Rose Hodge (Mayor)  
Cr David Bell  
Cr Martin Duke  
Cr Carol McGregor  
Cr Brian McKiterick

**In Attendance:**

Chief Executive Officer – Keith Baillie  
General Manager Environment & Development – Ransce Salan  
General Manager Culture and Development – Chris Pike  
Manager Planning & Development – Bill Cathcart  
Coordinator Statutory Planning – Michelle Watt

15 members of the public

**Not In Attendance:**

General Manager Governance & Infrastructure – Anne Howard

**APOLOGIES:**

**Committee Resolution**

**MOVED Cr Brian McKiterick, Seconded Cr Martin Duke**

That an apology be received from Cr Libby Coker, Cr Clive Goldsworthy and Cr Margot Smith.

CARRIED 5:0

**CONFIRMATION OF MINUTES**

**Committee Resolution**

**MOVED Cr Carol McGregor, Seconded Cr David Bell**

That the Hearing of Submissions Committee note the minutes of the meeting held on 13 November 2018 as a correct record of the meeting.

CARRIED 5:0

**CONFLICTS OF INTEREST:**

Nil

**SUBMITTERS HEARD**

1. Helen Day
2. Julie Fitzpatrick
3. Katie O'Neil
4. Dianne and John Lau
5. Gordon McComb (Support)
6. Service Stream (representatives Katie Hill, Andrew Fenby & Vitas Anderson) (For the applicant)

**BUSINESS:**

<b>1. PLANNING MATTERS .....</b>	<b>4</b>
1.1 2 Quay Boulevard, Torquay - Telecommunication Tower .....	4

**1. PLANNING MATTERS**

**1.1 2 Quay Boulevard, Torquay - Telecommunication Tower**

**Author's Title:** Senior Statutory Planner

**General Manager:** Ransce Salan

**Department:** Planning & Development

**File No:** 18/0484

**Division:** Environment & Development

**Trim No:** IC19/230

**Appendix:**

1. Order of Speakers - Planning Permit Application 18/0484 - 2 Quay Boulevard Torquay (D19/15549)

**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 Planning Permit application 18/0484 for a telecommunications tower to be located on the Quay Reserve known as 2 Quay Boulevard, Torquay. The proposal, if approved, will swap out an existing sports light tower and replace it with a combined tower for lighting and telecommunications.

**Summary**

In November 2018 the application was publicly exhibited in accordance with the *Planning and Environment Act 1987*.

**Summary of Submissions**

A total number of 160 submissions were received including 36 objections and 124 submissions in support. In general, the supporters of the application are from the Star of the Sea Retirement Village.

The key issues raised are summarised as follows:

**Objections**

Location of facility

- Located within a public park in the middle of residential area
- Failure to adequately consider suitable alternative locations
- Houses in direct vicinity
- Not needed as current internet connection good
- Disrespectful to land owners living within close proximity.

Impact on health

- Detrimental to health including nearby residents, children using the reserve and children in the nearby school
- Exposure to radiation
- Impact of electromagnetic field on health.

Property values

- Impact of tower on future real estate prices
- Loss of property values
- Devaluation of properties.

Visual impact

- Negative visual impact on the area including skyline and coastal views;
- Visual eyesore
- Aesthetics of the reserve
- Bring down the look of Torquay
- Height and bulk of tower

### 1.1 2 Quay Boulevard, Torquay - Telecommunication Tower

- Reserve visually blighted by telecommunications infrastructure on community green space land
- Ruin outlook from adjoining properties.

#### Use of Council reserve

- Loss of important recreation and open space
- Safety of children utilising reserve.

#### Other

- Not enough consultation
- Misleading visual representation of proposed facility
- Distorted representation of community consultation
- Failure of the planning process at Council, State and Federal levels
- Possibility of tower being modified in future.

#### In support

- Currently very poor reception, with issues such as phone drop outs and poor internet
- Noticeable increase in drop outs with new houses being built
- No reception inside, need to go outside to make phone calls/send text messages
- Replacing the existing light pole with a multipurpose pole minimises visual impact
- Astonishing that somewhere as developed as Torquay has such poor reception
- Will improve mobile reception and is essential for the area
- Long overdue service upgrade
- Minimum impact on surrounding area/landscape.

The issues raised in the submissions will be considered in detail in a report to be presented to the 26 February 2019 Council meeting.

It is important to note that while the amount of electromagnetic radiation emitted by a telecommunications facility is an issue of community concern, this issue cannot be considered by Council where the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) standard is met, as is the case with this application. This position has been established by VCAT case law.

#### Recommendation

That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit 18/0484 and forward to Council for consideration.

#### Committee Resolution

##### **MOVED Cr Martin Duke, Seconded Cr Brian McKitterick**

That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit 18/0484 and forward to Council for consideration.

CARRIED 5:0

**1.1 2 Quay Boulevard, Torquay - Telecommunication Tower**

**APPENDIX 1 ORDER OF SPEAKERS - PLANNING PERMIT APPLICATION 18/0484 - 2 QUAY  
BOULEVARD TORQUAY**





**Hearing of Submissions**  
**Tuesday 12 February 2019**  
**5.00 pm**  
**Council Chambers**  
**1 Merrijig Drive, Torquay**

**Planning Permit application 18/0484 – Quay Reserve & Pavilion, 2 Quay Boulevard Torquay**  
Use and Development of a Telecommunications Facility

**ORDER OF SPEAKERS**

Item	Submitter
1	Gordon McComb (Support)
2	Helen Day
3	Julie Fitzpatrick
4	Katie O'Neill
5	Dianne and John Lau
6	Service Stream (representatives Katie Hill, Andrew Fenby & Vitas Anderson) (For the Applicant)

**Close:** There being no further items of business the meeting closed at 6.01pm.

### 8.3 Assemblies of Councillors

**Author's Title:** Senior Governance Officer  
**Department:** Governance & Risk  
**Division:** Governance & Infrastructure

**General Manager:** Anne Howard  
**File No:** F18/225  
**Trim No:** IC19/145

**Appendix:**

1. Assembly of Councillors - Councillor Briefing - 15 January 2019 (D18/165752)
2. Assembly of Councillors - Responsible and Planning Authority Briefings - 22 January 2019 (D18/165746)
3. Assembly of Councillors - Councillor Briefing - 22 January 2019 (D18/165745)
4. Assembly of Councillors - Councillor Briefing - 5 February 2019 (D19/15098)
5. Assembly of Councillors- Animal Welfare Workshop- 12 February 2019 (D19/25089)

**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

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#### 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 – 15 January 2019.
2. Responsible and Planning Authority Briefing – 22 January 2019.
3. Councillor Briefings – 22 January 2019.
4. Councillor Briefings – 5 February 2019.
5. Animal Welfare Workshop – 12 February 2019.

**8.3 Assemblies of Councillors**

**APPENDIX 1 ASSEMBLY OF COUNCILLORS - COUNCILLOR BRIEFING - 15 JANUARY 2019**




## Assembly of Councillors Record

<b>Description of Meeting:</b> Councillor Briefings Minutes
<b>Responsible Officer:</b> Anne Howard – General Manager Governance & Infrastructure
<b>Date:</b> 15 January 2019
<b>In Attendance:</b> Yes (✓) No (X)      N/R (Not Required)

Councillors	✓	Officers		Externals	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓		
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓		
Cr. Libby Coker	X	General Manager Environment & Development - Ransce Salan	✓		
Cr. Martin Duke	✓	Acting General Manager Culture & Community – Damian Waight	✓		
Cr. Clive Goldsworthy	✓	Coordinator Governance & Corporate Planning - Danielle Foster (minutes)	✓		
Cr. Carol McGregor	✓	Manager People and Culture – Leanne Perryman	✓		
Cr. Brian McKiterick	X	Coordinator Workplace Health and Safety – Sam Liston	✓		
Cr. Margot Smith	✓	Engineering Services Manager – Ian Stewart	✓		
Cr. Heather Wellington	X	Coordinator Design and Traffic – Mark Gibbons	✓		
		Manager Economic Development – Matt Taylor	✓		
		Manager Planning and Development – Bill Cathcart	✓		
		Coordinator Strategic Planning – Karen Hose	✓		
		Principal Strategic Planner – Michelle Warren	✓		
		Principal Strategic Planner – James Hamilton	✓		
		Coordinator Events – Kate Patterson	✓		
		Event Delivery Officer – Jim Lawson	✓		
		Health and Wellbeing Officer – Chloe Godau	✓		
		Coordinator Community Health & Development – Olivia Naughtin	✓		
		Manager Community Strengthening – Jill Moodie	✓		
		Project Manager - Positive Ageing – Nicole Langtip	✓		
		Manager Recreation and Open Space Planning – Shaan Briggs	✓		
		Coordinator Recreation Planning – Jarrod Westwood	✓		
		Manager Governance and Risk – Wendy Hope	✓		

<b>MEETING COMMENCED</b>	9.45am	<b>MOVED INTO CONFIDENTIAL</b>	1.36pm
<b>MEETING RECOMMENCED</b>	1.38pm	<b>MEETING CLOSED</b>	1.46pm



<b>Matters considered at the meeting</b>		
1. Confirmation of Council Briefing Minutes Responsible & Planning Authority Briefing Minutes		
2. Conflicts of Interest		
3. WHS Monthly Update		
4. Merrijig Drive and Fischer Street Intersection Upgrade		
5. Quarterly Report – Road Management Update		
6. Bellbrae School Crossing Supervisor		
7. Funding Request – Great Ocean Road Regional Tourism – Centenary of Commencement of Construction Celebration		
8. Planning Permit Application 18/0159 – Use and Development of 21 Apartments and 1 Shop – 109 Great Ocean Road, Anglesea		
9. Review of Planning Controls in The Sands Estate		
10. Planning Scheme Amendment C126 – Strathmore Drive, Jan Juc		
11. Planning Scheme Amendment C123 and Permit: 3-5 Loch Ard Drive, Torquay		
12. Surf Coast Residential Land Supply and Demand Assessment		
13. Request for Financial Support – Rural and Peri Urban Scoping Study (Multi-Purpose Saleyards)		
14. Future of New Year's Eve Fireworks		
15. Event Grants Program 2019-2020		
16. Alcohol and Other Drug Action Plan 2018-2021		
17. Positive Ageing Reform Update		
18. Quarterly Advocacy Priorities Update		
19. Stribling Reserve Sports Lighting Project Update		
20. MPP-053 Staff and Councillor Interaction - CEO Protocol – Version 4		
21. Review of Local Law No.2 2018 - Council Meeting Procedures and Common Seal		
<b>Councillor/Officer Declarations of Interest</b>		
<b>Councillor/Officer</b>	<b>Left Meeting (Yes/No)</b>	<b>Type &amp; Details of Interest(s) Disclosed</b>
Anne Howard	No	General Manager Governance & Infrastructure Anne Howard declared an indirect conflict of interest relating to Item 4. Agenda Item 2.1 Merrijig Drive and Fischer Street Intersection Upgrade under Section 78 of the Local Government Act 1989 - close association. The nature of the interest being Anne Howard resides in the vicinity of the proposed works. Anne Howard did not leave during the presentation or as the item was being discussed.
Cr Clive Goldsworthy	Yes	Cr Clive Goldsworthy declared an indirect conflict of interest relating to Item 7, Agenda Item 3.1 Funding Request – Great Ocean Road Regional Tourism (GORRT) – Centenary of Commencement of Construction Celebration, under section 78B of the Local Government Act 1989 – conflicting duty. The nature of the interest being Cr Goldsworthy is a GORRT board member. Cr Goldsworthy left the room while this item was being discussed.
<b>Responsible Officer Signature:</b> 		<b>Print Name:</b> Anne Howard
<b>Date:</b> 15 January 2019		
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 -

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**8.3 Assemblies of Councillors**

**APPENDIX 2 ASSEMBLY OF COUNCILLORS - RESPONSIBLE AND PLANNING AUTHORITY  
BRIEFINGS - 22 JANUARY 2019**



## Assembly of Councillors Record

<b>Description of Meeting:</b> Responsible & Planning Authority Briefing Minutes
<b>Responsible Officer:</b> Anne Howard – General Manager Governance & Infrastructure
<b>Date:</b> 22 January 2019
<b>In Attendance:</b> Yes (✓) No (X)      N/R (Not Required)

Councillors	✓	Officers		Externals	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	X		
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	X		
Cr. Libby Coker	✓	General Manager Culture & Community - Chris Pike	X		
Cr. Martin Duke	✓	Acting General Manager Culture & Community – Damian Waight	✓		
Cr. Clive Goldsworthy	✓	General Manager Environment & Development - Ransce Salan	✓		
Cr. Carol McGregor	✓	Senior Governance Officer - Daniella Vasiloski (minutes)	✓		
Cr. Brian McKiterick	X	Manager Planning and Development – Bill Cathcart	✓		
Cr. Margot Smith	✓	Coordinator Strategic Planning – Karen Hose	✓		
Cr. Heather Wellington <i>Leave of Absence</i>	X	Principal Strategic Planner – Michelle Warren	✓		
		Principal Strategic Planner – James Hamilton	✓		
		Principal Statutory Planner - Ben Schmied	✓		

<b>MEETING COMMENCED</b>	3.04 pm	<b>MEETING CONCLUDED</b>	3.16 pm
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### Matters considered at the meeting

1. Planning Permit Application 18/1059 – Construction of a Three Storey Building Containing 21 Apartments and 1 shop – 109 Great Ocean Road, Anglesea
2. Planning Scheme Amendment C123 and Permit – 3-5 Loch Ard Drive, Torquay – Panel Report
3. Planning Scheme Amendment C130 - The Sands Estate Torquay
4. Surf Coast Residential Land Supply and Demand Assessment

### Councillor/Officer Declarations of Interest

Councillor/Officer	Left Meeting (Yes/No)	Type & Details of Interest(s) Disclosed
Nil		Nil Declared

**Responsible Officer Signature:**

**Print Name:** Anne Howard

**Date:** 22 January 2018

To be completed on conclusion of session and provided to Governance Administration Officer.





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**8.3 Assemblies of Councillors**

**APPENDIX 3 ASSEMBLY OF COUNCILLORS - COUNCILLOR BRIEFING - 22 JANUARY 2019**



## Assembly of Councillors Record


<b>Description of Meeting:</b> Councillor Briefings Minutes
<b>Responsible Officer:</b> Anne Howard – General Manager Governance & Infrastructure
<b>Date:</b> 22 January 2019
<b>In Attendance:</b> Yes (✓) No (X)      N/R (Not Required)

Councillors	✓	Officers		Externals	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie <i>Arrived at 3.50pm</i>	✓		
Cr. David Bell	✓	General Manager Environment & Development - Ransce Salan	✓		
Cr. Libby Coker	✓	Acting General Manager Culture & Community – Damian Waight	✓		
Cr. Martin Duke	✓	Senior Governance Officer - Daniella Vasiloski (minutes)	✓		
Cr. Clive Goldsworthy	✓	Manager Finance - John Brockway	✓		
Cr. Carol McGregor	✓				
Cr. Brian McKiterick	X				
Cr. Margot Smith	✓				
Cr. Heather Wellington <i>Leave of Absence</i>	X				

<b>MEETING COMMENCED</b>	3.16 pm	<b>MEETING CONCLUDED</b>	3.51 pm
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<b>Matters considered at the meeting</b>
1. Digital Transformation Program Update
2. Monthly Program Status Report Update – December 2018
3. Monthly Finance Report – October – December 2018
4. Agenda Review – Council Meeting – 22 January 2019

<b>Councillor/Officer Declarations of Interest</b>		
Councillor/Officer	Left Meeting (Yes/No)	Type & Details of Interest(s) Disclosed
Nil		Nil Declared

**Responsible Officer Signature:**  **Print Name:** Anne Howard

**Date:** 22 January 2019

To be completed on conclusion of session and provided to Governance Administration Officer.



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**8.3 Assemblies of Councillors**

**APPENDIX 4 ASSEMBLY OF COUNCILLORS - COUNCILLOR BRIEFING - 5 FEBRUARY 2019**



## Assembly of Councillors Record

<b>Description of Meeting:</b> Councillor Briefings
<b>Responsible Officer:</b> Anne Howard – General Manager Governance & Infrastructure
<b>Date:</b> 5 February 2019
<b>In Attendance:</b> Yes (✓) No (X)      N/R (Not Required)

Councillors		Officers		Others	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	X	Parks Victoria Regional Program Coordinator, Western Region – Saul Vermeeren	✓
Cr. Libby Coker	X	General Manager Governance & Infrastructure - Anne Howard	✓	Parks Victoria Manager Regional Delivery – Will Cox	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓	Barwon Water Manager Asset Planning – Peter Morgan	✓
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓	Barwon Water Coordinator Network Planning – Rhys Bennett	✓
Cr. David Bell	✓	Coordinator Governance and Corporate Planning- Danielle Foster (minutes)	✓	Barwon Water Coordinator Water Resource Planning – Jo Lee	✓
Cr. Carol McGregor	✓	Governance Officer Zoe Eastick (sub-minutes)	✓	Macquarie Lawyers Terry Bramham	✓
Cr. Brian McKiterick	✓	Manager Environment and Community Safety – Rowan McKenzie	✓		
Cr. Margot Smith	X	Manager Governance & Risk – Wendy Hope	✓		
Cr. Heather Wellington (Leave of Absence)	X	Manager Strategic Assets – John Bertoldi	✓		
		Manager Economic Development – Matt Taylor	✓		
		Manager Community Relations – Damian Waight	✓		
		Manager Recreation & Open Space Planning – Shaan Briggs	✓		
		Manager Facilities & Open Space Operations – Travis Nelson	✓		
		Manager Community Strengthening – Jill Moodie	✓		
		Biodiversity Officer – Gabrielle O’Shea	✓		
		Coordinator Recreation Planning – Jarrod Westwood	✓		
		Principal Strategic Planner – James Hamilton	✓		




	Coordinator Business and Tourism – Simon Loone	✓		
	Asset Management Analyst – Tymothy Guthridge	✓		
	Customer Experience Coordinator – Virginia Morris	✓		
	Project Manager – Capital & Operational Projects – Leigh Irvine	✓		
	Health & Wellbeing Officer – Chloe Godau	✓		
	Coordinator Community Health & Development – Olivia Naughtin	✓		
	Community Engagement Officer – Robyn Lucas	✓		

<b>MEETING COMMENCED</b>	10.00am	<b>MEETING CONCLUDED</b>	3.08pm
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<b>Matters considered at the meeting</b>
External Presentation – Anglesea Heath Establishment Project
External Presentation – Barwon Downs Borefield - Barwon Water Licence Renewal
1. Confirmation of Council Briefing Minutes
2. Conflicts of Interest
3. Review Local Law No.2 – Council Meeting Procedures and Common Seal
4. Asset Management Presentation
5. Anglesea Heath Project Submission
6. Torquay Town Centre – Small Business Office Space Assessment
7. Barwon Downs Borefield - Barwon Water Licence Renewal – Subsequent Discussion
8. Economic Development Strategy
9. Quarterly Update Customer Requests and Complaints – October to December 2018
10. Surf Coast Multi-purpose Indoor Stadium Update
11. SCS 040 – Outdoor Sports Facilities Standard Provisions Policy
12. Healthy Eating and Active Living Action Plan 2018-2021
13. SCS-010 Fraud Corruption and Control Policy
14. Bellbrae HEARTspace Sculpture Project

<b>Councillor/Officer Declarations of Interest</b>		
<b>Councillor/Officer</b>	<b>Left Meeting (Yes/No)</b>	<b>Type &amp; Details of Interest(s) Disclosed</b>
Nil		Nil Declared

**Responsible Officer Signature:**  **Print Name:** Anne Howard

**Date:** 05 February 2019

To be completed on conclusion of session and provided to Governance Administration Officer.

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**8.3 Assemblies of Councillors**

**APPENDIX 5 ASSEMBLY OF COUNCILLORS- ANIMAL WELFARE WORKSHOP- 12 FEBRUARY 2019**





## Assembly of Councillors Record

<b>Description of Meeting: Animal Welfare Workshop</b>
<b>Responsible Officer: Rowan Mackenzie</b>
<b>Date: 12 February 2019</b>
<b>In Attendance:</b> Yes (✓) No (X)      N/R (Not Required)

Councillors		Officers		Others
Cr. David Bell	✓	Chief Executive Officer - Keith Baillie	N/R	
Cr. Libby Coker	X	General Manager Governance & Infrastructure - Anne Howard	N/R	
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓	
Cr. Clive Goldsworthy	X	General Manager Culture & Community - Chris Pike	N/R	
Cr. Rose Hodge, Mayor	✓	Rowan Mackenzie - Environment & Community Safety Manager	✓	
Cr. Carol McGregor	✓			
Cr. Brian McKiterick (Leave of Absence)	✓			
Cr. Margot Smith	X			
Cr. Heather Wellington	X			

<b>MEETING COMMENCED</b>	2.30pm	<b>MEETING CONCLUDED</b>	4.00pm
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<b>Matters considered at the meeting</b>		
1. Development & loss of habitat (including kangaroo displacement)		
2. Living with wildlife (including cockatoos)		
3. Management & enforcement		
<b>Councillor/Officer Declarations of Interest</b>		
<b>Councillor/Officer</b>	<b>Left Meeting (Yes/No)</b>	<b>Type &amp; Details of Interest(s) Disclosed</b>
	No	
<b>Responsible Officer Signature:</b> <i>Rowan Mackenzie</i>		<b>Print Name:</b> Rowan Mackenzie
<b>Date:</b> 12/02/2019		
To be completed on conclusion of session and provided to Governance Administration Officer.		

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**9. NOTICE OF MOTIONS**

Nil

## 10. CLOSED SECTION

### Recommendation

That Council pursuant to section 89(2)(a) personnel matters, section 89(2)(c) industrial 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 **Rural Council Transformation Program - Services and Functions** (section 89(2)(a) personnel matters; AND industrial matters; AND other matters) (section 89(2)(c) personnel matters; AND industrial matters; AND other matters) (section 89(2)(h) personnel matters; AND industrial matters; AND other matters)
- 10.2 **Sport and Facilities Operations Service Review** (section 89(2)(a) personnel matters)
- 10.3 **25% By 2020 Task Force Terms of Reference Extension** (section 89(2)(a) personnel matters)
- 10.4 **Council Governance Matters** (section 89(2)(a) personnel matters; AND industrial matters; AND other matters) (section 89(2)(c) personnel matters; AND industrial matters; AND other matters) (section 89(2)(h) personnel matters; AND industrial matters; AND other matters)
- 10.5 **Confidential Assemblies of Councillors** (section 89(2)(h) other matters)

**Close:** There being no further items of business the meeting closed at pm.