

# Agenda

Meeting of Council  
Tuesday, 28 July 2020

To be held via video conference  
(Zoom)

Commencing at 6:00pm

**Council:**

Cr Rose Hodge (Mayor)  
Cr David Bell  
Cr Martin Duke  
Cr Clive Goldsworthy  
Cr James McIntyre  
Cr Brian McKiterick  
Cr Tony Revell  
Cr Margot Smith  
Cr Heather Wellington

AGENDA FOR THE MEETING OF SURF COAST SHIRE COUNCIL  
TO BE HELD VIA VIDEO CONFERENCE (ZOOM)  
ON TUESDAY 28 JULY 2020 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 meeting of Council held on 23 June 2020 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

### 2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven

**Author's Title:** Senior Statutory Planner  
**Department:** Planning & Development  
**Division:** Environment & Development  
**Appendix:**

**General Manager:** Ransce Salan  
**File No:** 19/0409  
**Trim No:** IC20/569

Nil

**Officer Direct or Indirect Conflict of Interest:**  
In accordance with Local Government Act 1989 –  
Section 80C:

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

☐ Yes

☒ No

**Reason:** Nil

☐ Yes

☒ No

**Reason:** Nil

#### Purpose

The purpose of this report is to determine a position on Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven.

#### Summary

<b>DATE RECEIVED</b>	25/09/2019
<b>PROPERTY NUMBER</b>	52844158, 208492758, 428729692, 41115106
<b>PROPERTY ADDRESS</b>	61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven
<b>APPLICANT</b>	Caroline Wood (Blazing Saddles)
<b>PROPOSAL</b>	Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal
<b>ZONE</b>	Rural Conservation Zone and Public Conservation and Resource Zone
<b>OVERLAY/S</b>	Design and Development Overlay – Schedule 11, Bushfire Management Overlay, Environmental Significance Overlay – Schedule 1 and Schedule 5, Floodway Overlay and Land Subject To Inundation Overlay
<b>PERMIT TRIGGERS</b>	Rural Conservation Zone – Use – Clause 35.06-1 and Development (fence exempt) – Clause 35.06-5 Public Conservation and Resource Zone – Use – Clause 36.03-1 and Development (fence exempt) – Clause 36.03-2 Design and Development Overlay – Schedule 11 – Development – Clause 43.02-2 (fence exempt) Environmental Significance Overlay – Schedule 1 and Schedule 5 – Development and Vegetation removal – Clause 42.01-2 (fence exempt) Floodway Overlay – Development – Clause 44.03-2 (fence exempt) Land Subject To Inundation Overlay – Development Clause 44.04-2 (fence exempt)
<b>RESTRICTIVE COVENANTS</b>	Section 173 Legal Agreement on land at 95 to 107 Bambra Road requiring no more than one dwelling on each lot, no further subdivision and no building outside approved building envelopes
<b>CURRENT USE/ DEVELOPMENT</b>	Horse trail riding, residential, public open space reserve and watercourse
<b>CULTURAL HERITAGE MANAGEMENT PLAN</b>	Not Required
<b>OBJECTIONS</b>	42 objections and 18 supporters
<b>STATUTORY DAYS</b>	148 Appeal days

## **2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

### **Recommendation**

That Council having caused notice of Planning Application No. 19/0409 to be given under Section 52 of the *Planning and Environment Act 1987* and/or the Surf Coast Planning Scheme; and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* decides to Grant a Notice of Decision to Grant a Permit under the Surf Coast Planning Scheme for buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal in respect of the land known and described as 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven in accordance with the plans received by the Responsible Authority 19/12/2019 subject to the following conditions:

### **Amended plans required for endorsement**

1. Before the commencement of the development, amended plans to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The plans must be generally in accordance with the plans submitted with the application but modified to show:
  - a) a schedule of external materials, finishes and colours incorporating colour samples. External colours should be natural and earthy to assist in visually blending the bridge with the surrounding natural landscape;
  - b) details of the dimensions, colours, content and durable finish of signage to be placed adjacent to the access gates to the river bank to identify public access;
  - c) details of the engineering or vegetation treatment of the sides of the compacted backfill of the bridge access ramps to ensure that these areas are effectively stabilised.

### **Other approvals**

2. Prior to the commencement of the development the applicant shall obtain the following approvals/consent to undertake the works:
  - a) A licence/lease agreement for the proposal over Council managed Crown Land and Council Reserve from the responsible authority.
  - b) A works on waterways permit from the Corangamite Catchment Management Authority.
  - c) Approval or exemption from the Federal Government under the Environmental Protection and Biodiversity Conservation Act 1999.

### **Restriction of access**

3. The livestock, pedestrians and maintenance vehicles associated with the trail riding use at 115 Bimbadeen Drive and grazing land at 95 Bambra Road must not enter any Council managed Crown Land or Council Reserve beyond the designated area shown on the endorsed plan unless otherwise consented to by the responsible authority and to the satisfaction of the responsible authority.
4. The bridge access gates must remain in a closed position as shown on the endorsed plans at all times except when the bridge is being actively used for the purpose of the movement of livestock, pedestrians, farm or maintenance vehicles to the satisfaction of the responsible authority.
5. Public access to the reserve track must be maintained at all other times to provide public access along the Council managed Crown Land or Council Reserve to the satisfaction of the responsible authority.

### **Maintenance of fencing**

6. All fencing of the bridge access is to be maintained in a livestock proof condition that does not restrict native fauna access in accordance with the endorsed plans to the satisfaction of the responsible authority.

### **Maintenance of access**

7. The soil compaction and erosion measures on the bridge access as shown on the endorsed plans shall be maintained to the satisfaction of the responsible authority.
8. The bridge access is to be maintained in a weed free condition to the satisfaction of the responsible authority.

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**Department of Environment Land Water and Planning**

**Notification of permit conditions**

9. Before works start, the permit holder must advise all persons undertaking the vegetation removal or works on site of all relevant permit conditions and associated statutory requirements or approvals.

**Construction management and amended plans**

10. Before works start, a plan to the satisfaction of the responsible authority identifying the environmental management measures to be implemented during works must be submitted to and approved by the responsible authority and the Department of Environment, Land, Water and Planning. When approved, the plan will be endorsed and will form part of this permit. All works constructed or carried out must be in accordance with the endorsed plan. The plan must include:
  - a) an amended site plan, drawn to scale with dimensions and georeferences (such as VicGrid94 co-ordinates), that clearly shows:
    - i) the location and identification of the land affected by this permit, including standard parcel identifiers for freehold land.
    - ii) construction vehicle and machinery access points, and the location of any necessary material laydown areas or stockpile sites.
  - b) a detailed description of the measures to be implemented to protect the native vegetation to be retained during construction works, and the person/s responsible for implementation and compliance. These measures must include the erection of a native vegetation protection fence around all native vegetation to be retained on site, to the satisfaction of the responsible authority, including the tree protection zones of all native trees to be retained. All tree protection zones must comply with AS 4970-2009 Protection of Trees on Development Sites, to the satisfaction of the responsible authority.

**Protection of retained vegetation**

11. Except with the written consent of the responsible authority, within the area of native vegetation to be retained and any tree or vegetation protection zone associated with the permitted use and development, the following is prohibited:
  - a) vehicular or pedestrian access
  - b) trenching or soil excavation
  - c) storage or dumping of any soils, materials, equipment, vehicles, machinery or waste products
  - d) any other actions or activities that may result in adverse impacts to retained native vegetation.
12. To protect the environmental values adjacent to the works area, at the completion of works the applicant must establish a vegetated buffer of native species at least ten (10) metres wide, along each side of the fenced access path where it traverses the Environmental Significance Overlays. The revegetation is to be dominated by ground cover and 'filtering' species such as native tussock grasses. Species must be indigenous to the relevant Ecological Vegetation Class. Species selection and establishment of the buffer must be to the satisfaction of the public land manager.
13. Any fill material brought to and used at the site must be certified free of weed seeds and pathogens. Native vegetation removal and offsets
14. The native vegetation permitted to be removed, destroyed or lopped under this permit is 0.0138 hectares of native vegetation described in Native Vegetation Removal Report ID: 365-20200428-004.
15. No native trees are to be removed or damaged as part of the works.
16. To offset the removal of 0.0138 hectares of native vegetation, the permit holder must secure the following native vegetation offset in accordance with Guidelines for the removal, destruction or lopping of native vegetation (DELWP 2017):
  - a) A general offset of 0.004 general habitat units:
    - i) located within the Corangamite Catchment Management boundary or Surf Coast Shire Council municipal area
    - ii) with a minimum strategic biodiversity value of at least 0.368.
17. Before any native vegetation is removed, evidence that the required offset has been secured must be provided to the satisfaction of the responsible authority. This evidence must be one or both of the following:

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- a) an established first party offset site including a security agreement signed by both parties, and a management plan detailing the 10-year management actions and ongoing management of the site, and/or
  - b) credit extract(s) allocated to the permit from the Native Vegetation Credit Register.
18. A copy of the offset evidence will be endorsed by the responsible authority and form part of this permit. Within 30 days of endorsement of the offset evidence, the permit holder must provide a copy of the endorsed offset evidence to the Department of Environment, land, Water and Planning.
19. Where the offset includes a first party offset(s), the permit holder must provide an annual offset site report to the responsible authority by the anniversary date of the execution of the offset security agreement, for a period of 10 consecutive years. After the tenth year, the landowner must provide a report at the reasonable request of a statutory authority.

**Use and Development**

20. This permit will expire if one of the following circumstances applies:
- a) The development is not started within two years of the date of this permit
  - b) The development is not completed within four years of the date of this permit
  - c) The use is not started within two years after the completion of the development
  - d) The use is discontinued for a period of two years.

The Responsible Authority may extend the periods referred to if a request is made in writing in accordance with Section 69 of the Planning and Environment Act 1987.

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### Report

#### Proposal

The proposal seeks to construct a single span bridge over the Painkalac Bridge between 115 Bimbadeen Drive, Fairhaven (Lot 1 LP203794) and 95 Bambra Road, Aireys Inlet (Lot 3 PS 431010). The Bimbadeen Drive property accommodates the Blazing Saddles horse trail riding centre with the Bambra Road property providing leased grazing land for the centre.

The purpose of the bridge is to provide direct livestock, pedestrian and maintenance vehicle access between the two properties. The bridge will replace an existing old timber bridge located to the north of the proposed bridge. The old bridge is accessed from Crown Land on the western bank of the creek and from a Council Reserve on the eastern bank of the creek. To obtain access to the leasehold property, the permit applicant currently traverses part of the property at 101 Bambra Road. This land has recently been sold and the new owner no longer wishes to allow access through their property. The proposed bridge will therefore provide an alternative means of access to the leasehold property.

The proposed bridge would have a width of 3.4 metres and a length of 21 metres. Access ramps either side of the bridge would give the structure a total span of approximately 30 metres. The bridge would have a steel frame, be surfaced with timber sleepers and have 1 metre high timber safety rails on either side. The maximum ramp height would be on the western creek bank and be 1.3 metres above natural ground level.

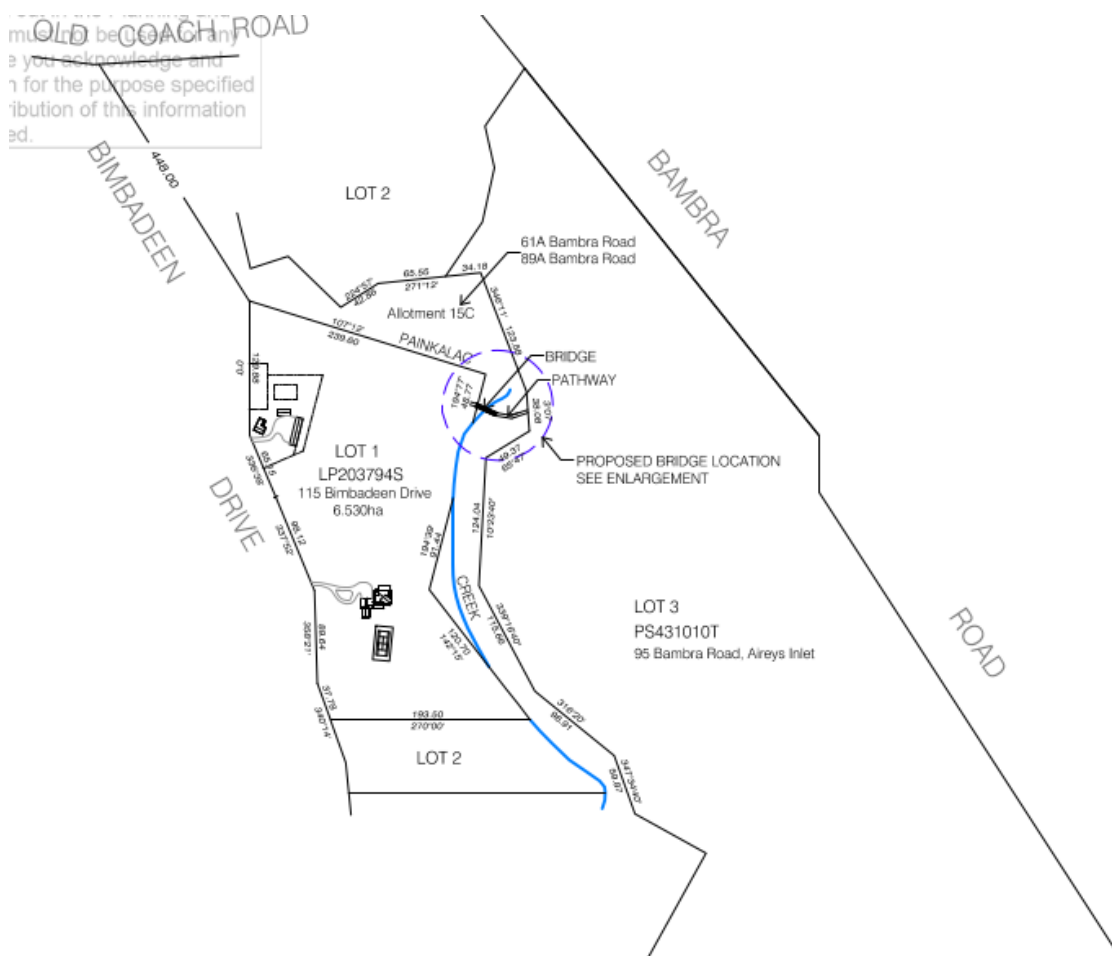


Figure 1 – Site location plan

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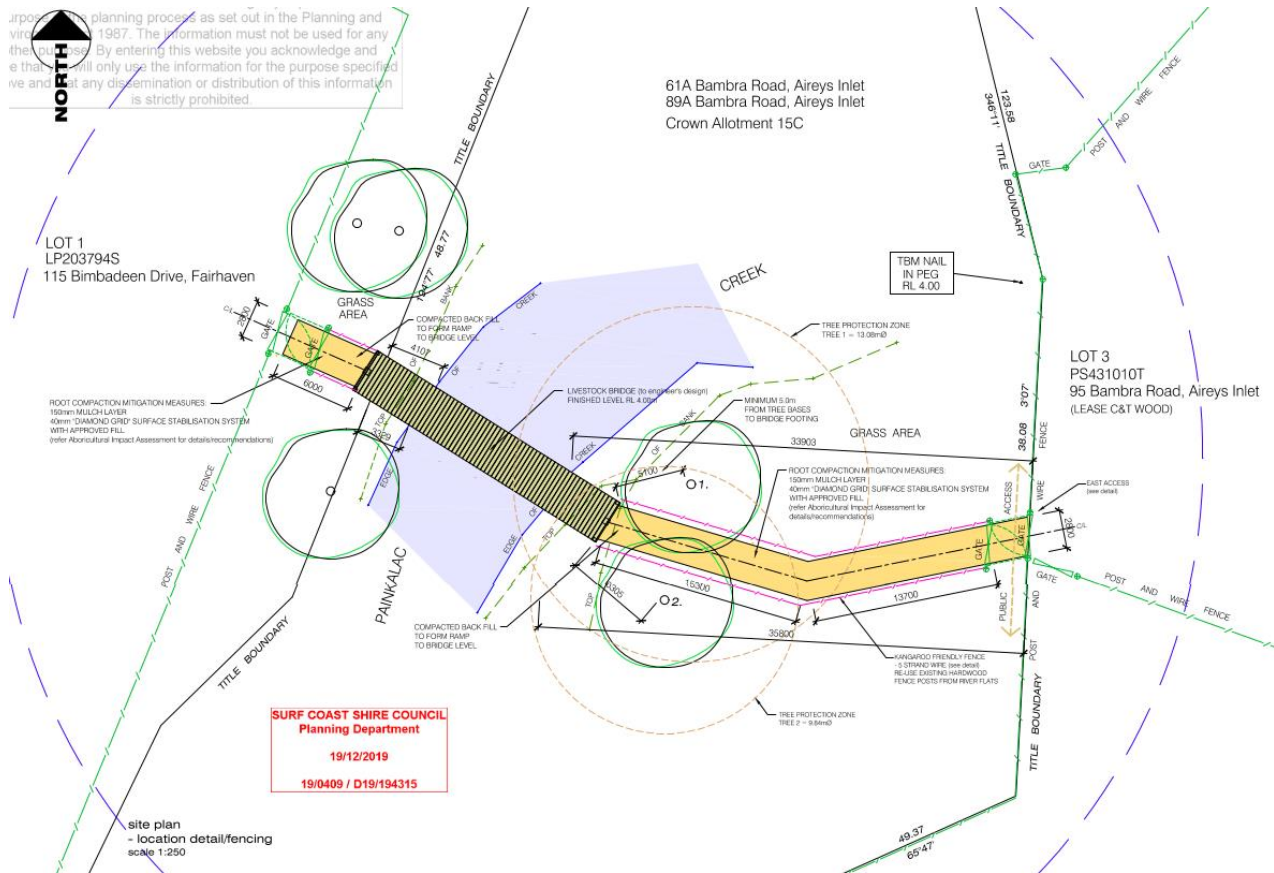


Figure 2 – Site plan of proposed works

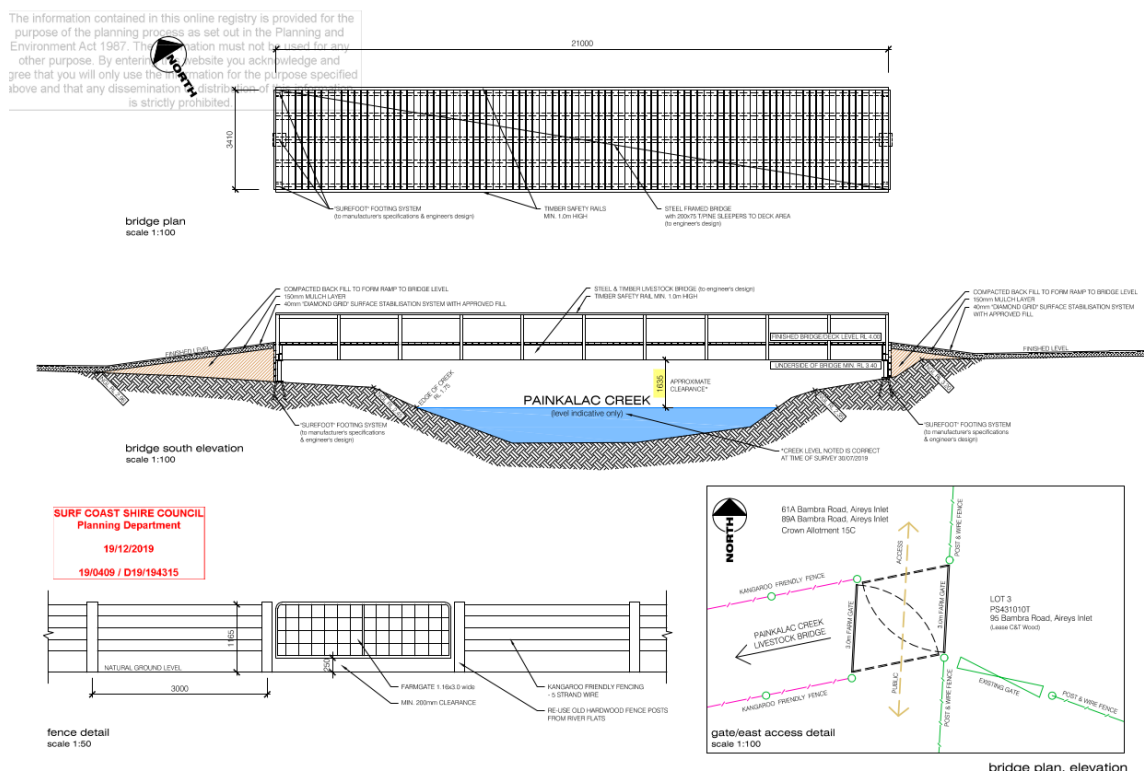


Figure 3 – Proposed bridge and fencing details



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The access either side of the bridge would be 2.8 metres wide and surfaced with a proprietary permeable surface stabilisation system. The track will be constructed 40mm above natural ground level and be surfaced with a 150mm deep layer of mulch. The access will be fenced either side of the bridge up to the Bimbadeen Drive and Bambra Road property boundaries with 1.2 metre high post and strand wire fencing with a 350mm gap below the lowest strand to facilitate the movement of fauna. A gate will be provided at each end of the access to restrict use and a 2.8 metre wide gateway provided through each end of the bridge access to maintain public access along both sides of the creek. A 250mm gap will be provided beneath each gate to facilitate the movement of fauna.

The proposed bridge and associated works will not involve the removal of any trees although some native ground flora species will be required to be removed as part of the development.

### ***Subject Site and Locality***

The proposal traverses three parcels of land; Crown Allotments 15C and 2006, Parish of Angahook which form the Painkalac Creek and the western bank and Reserve 1 on PS 431010 (89A Bambra Road, Aireys Inlet). The proposed bridge will provide access between 115 Bimbadeen Drive, Fairhaven (Lot 1 LP203794) and 95 Bambra Road, Aireys Inlet (Lot 3 PS 431010). The Bimbadeen Drive property accommodates the Blazing Saddles horse trail riding centre whilst the Bambra Road property provides leased grazing land for the centre.



Figure 4 – Aerial photograph showing location of existing bridge (purple) and proposed location of works (red star) (January 2020)



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Figure 5 - View looking north from Bambra Road along the floor of the Painkalac Valley



Figure 6 - Picture of existing bridge looking east



Figure 7 - View from western creek bank looking south along creek line towards proposed bridge location in middle ground



Figure 8 View from western creek bank looking east along approximate line of proposed bridge



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### ***Permit / Site History***

The history of the site includes:

- Planning permit 94/5669 – Use and development for the purpose of a trail riding establishment – 115 Bimbadeen Drive, Fairhaven - Granted 19/04/1995
- Planning permit 97/7281 – Subdivision and realignment of existing lot boundaries and development of one house on each lot – 23-79 Bambra Road, Aireys Inlet – Approved 24/03/1999.

### ***Public Notification***

The application has been advertised pursuant to Section 52 of the Planning and Environment Act 1987 by:

- Sending notices to the owners and occupiers of adjoining land and land in the surrounding area;
- Placing a three signs on site;
- Placing a notice in the following The Echo and Surf Coast Times newspapers.

A Statutory Declaration has been submitted to Council confirming that the notification has been carried out correctly.

### ***Objections***

A total of 42 objections and 18 letters of support have been lodged with Council. The objections can be summarised as follows:

Ecological/environmental impact:

- Impact on native vegetation
- Contamination of land and water from horse droppings and spread of weeds
- Bank erosion and trampling from horse movements
- Adverse environmental impact contrary to policy and Overlay controls to protect wetlands and the landscape
- Effect of bridge on river flow and floodwater.

Lease agreement:

- No evidence has been provided of formal lease agreement with landowner of 95 Bambra Road
- Security of tenure of land at 95 Bambra Road and future lease agreement.

Use:

- Use of bridge should not be defined as a road
- Use of public land for private purpose is contrary to purpose of Crown Land and Municipal Reserve
- Bridge restricts use of creek by kayakers and stand up paddle boarders
- Bridge restricts access along the eastern creek bank.

Alternative access:

- Suitable road access already exists.
- Bridge is unnecessary when alternative means of access is available.

Impact on Fauna:

- Bridge will impede fish movement in the creek
- Adverse impact on wildlife corridor/movement of fauna
- Fencing dangerous to fauna.

Other:

- No mechanism for checking permit conditions complied with
- Contrary to Aireys Inlet to Eastern View Structure Plan 2015
- Precedent for further development in the valley
- Conflicting information between written report and plans e.g. bridge height above creek
- Breach of Section 173 Legal Agreement on the land
- No works on waterway approval from CCMA

## **2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

- No approval has been granted for the works under the Environmental Protection and Biodiversity Conservation Act 1999.

The issues raised are addressed in the assessment section of this report. Those issues not addressed in the assessment are responded to as follows:

- The bridge will have no effect on river flow as the bridge is elevated above the river. The bridge has not been assessed as having any adverse impact on floodwaters by the CCMA.
- None of the Crown Land is designated as a "Reserve" so the use is not considered to be inconsistent with the Crown Land Reserves Act. The use of the Crown Land and Municipal Reserve for private purposes is not inconsistent with the planning policy and control that apply to the land.
- Whilst road access already exists to 95 Bambra Road, Council is being asked to consider a shorter means of access via the proposed bridge.
- The applicant has applied for the use of the bridge as a road on the basis that any Section 1 "no permit required" use in the Public Conservation and Resource Zone must be "A use conducted by or on behalf of a public land manager or parks Victoria under the relevant provisions ... " of the relevant Acts. The use of the land would be for a private enterprise and not be conducted on behalf of the public land manager. As such, the proposal was not considered to meet the provisions of a Section 1 permit not required use and required a planning permit under the zone. It is considered that the use of the bridge could best be described as a road as this is defined under the Planning and Environment Act (the Act) and "... includes highway, street, lane, footway, square, court, alley or right of way, whether a thoroughfare or not and whether accessible to the public generally or not." A bridge is not defined under the Act or Planning Scheme and it is considered that the proposed works are best described as a road under the Act.
- The height of the bridge above the river level will provide sufficient clearance for kayakers and stand up paddle boarders although stand up paddlers will need to kneel down when they go under the bridge. The clearance level of the bridge above the creek shown on the submitted plans of 1.63 metres is based on the water level of the creek on the day the applicant's land surveyor surveyed the works site. The water level of the Painkalac Creek is monitored to prevent flooding in the town when the mouth of the creek is closed. This data shows that generally the creek has a level of 1.4 AHD. As the creek water level rises the procedure is that at 2 AHD the creek mouth is opened, especially if rain is forecast or the reservoir is going to release storage. What this means is that the creek level rarely gets above 2 AHD. The lowest supporting beam of the bridge is a minimum of 3.4 AHD. Based on these figures there will generally be a 2 metre clearance down to as low as 1.4 metre clearance. This is considered adequate as for other bridge crossings, such as Spring Creek in Torquay, a clearance of 1.3 metre has been considered adequate.
- The bridge will not impede fish movement in the creek as the bridge is a single span construction supported on each bank and is elevated above the river.
- The planning policy framework, Zoning and Overlay controls of the Planning Scheme generally embody the Aireys Inlet to Eastern View Structure Plan (Final – November 2015) and the proposal is considered to be consistent with this decision guiding framework.
- The responsibility for checking that permit conditions are complied rests with Council's Planning Compliance team. If there are community concerns any alleged breach can be reported to Council and for this to be investigated by Council officers.
- Approved development does not set a precedent for future development and each proposal is considered on its planning merits.
- Whilst it is acknowledged that there is conflicting information between the written report and plans e.g. bridge height above creek, the plans take precedence over the report as these are the documents that would be endorsed.
- The Section 173 Legal Agreement requires that all building works for the three lots created under Planning Permit 97/7281 be contained within the approved building envelopes. No reference is made to works within the Council Reserve.
- It is not a requirement that a works on waterway approval be obtained from the CCMA at the planning application stage of a proposal. The CCMA have been formally notified of the proposal and have raised no objection to a planning permit being issued subject to a works on waterway approval being obtained prior to the commencement of the works.

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- It is not a requirement that approval from the Federal Minister for the Environment be obtained under the Environmental Protection and Biodiversity Conservation Act 1999 at the planning application stage of a proposal.

### Consultation

In accordance with section 223 of the Local Government Act 1989 submitters were provided with the opportunity to be heard by the Hearing of Submissions Committee (the committee).

At the Hearing of Submissions Committee Meeting held on 16 June 2020 the committee heard submissions on this matter as per the committee's delegation under section 86 of the Local Government Act 1989. A total number of eight persons were heard by the committee. The committee resolved to receive and note the submissions and forward to Council for consideration at the 23 June 2020 Council meeting.

The Hearing of Submissions Committee Meeting resulted in an improved understanding of the application and the issues of concern.

### Referrals

The following external referrals were undertaken:

Referral Authority	Type of Referral	Advice/ Comments/ Conditions
CCMA	Recommending	No objection
DELWP	Determining (CI.66.04 – ESO) and Recommending (CI.66.02-2 - Native Vegetation)	No objection subject to conditions

The following internal referrals were undertaken:

Department	Advice/ Comments/ Conditions
Environment	No Objection
Officer comment	Conditions have been provided to minimise potential impact of works and use

### Officer Direct or Indirect Interest

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

### Planning Controls Zones and Overlays

The zone provisions are as follows:

Public Conservation and Resource Zone			
Clause	Requirement	Proposal	Comment
Clause 36.03-1 Use of land	Permit required to use the land for Road as not a use conducted by or on behalf of a public land manager or Parks Victoria under the relevant provisions of the Local Government Act 1989, the Reference Areas Act 1978, the National Parks Act 1975, the Fisheries Act 1995, the Wildlife Act 1975, the Forests Act 1958, the Water Industry Act 1994, the Water Act 1989, the Marine Act 1988, the Port of Melbourne Authority Act 1958 or the Crown Land (Reserves) Act 1978 or specified in an Incorporated plan in a schedule to this zone.	Use of the land for Road	Permit required
Clause 36.03-2 Buildings and works	A permit is required to construct a building, construct, or carry out works. This does not apply to: <ul style="list-style-type: none"> <li>A building or works shown in an incorporated</li> </ul>	Buildings and works to construct a bridge	Permit required

**2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

	<p>plan which applies to the land.</p> <ul style="list-style-type: none"><li>• A building or works specified in Clause 62.02-1 or 62.02-2 carried out by or on behalf of a public authority or municipal council, if the public authority or municipal council is carrying out functions, powers or duties conferred by or under the Local Government Act 1989, the Reference Areas Act 1978, the National Parks Act 1975, the Fisheries Act 1995, the Wildlife Act 1975, the Forests Act 1958, the Water Industry Act 1994, the Water Act 1989, the Marine Act 1988, the Port of Melbourne Authority Act 1958 or the Crown Land (Reserves) Act 1978.</li><li>• A building or works carried out by or on behalf of a public land manager or Parks Victoria under the Local Government Act 1989, the Reference Areas Act 1978, the National Parks Act 1975, the Fisheries Act 1995, the Wildlife Act 1975, the Forests Act 1958, the Water Industry Act 1994, the Water Act 1989, the Marine Act 1988, the Port of Melbourne Authority Act 1958, the Crown Land (Reserves) Act 1978, or the Road Management Act 2004.</li></ul>		
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**2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

<b>Rural Conservation Zone</b>			
<b>Clause</b>	<b>Requirement</b>	<b>Proposal</b>	<b>Comment</b>
Clause 35.06-1 <b>Use of land</b>	Permit required to use land for a Road	Use of the land for Road	Permit required
Clause 35.06-5 <b>Buildings and works</b>	<p>A permit is required to construct or carry out any of the following:</p> <ul style="list-style-type: none"> <li>• A building or works associated with a use in Section 2 of Clause 35.06-1. This does not apply to: – An alteration or extension to an existing dwelling provided the floor area of the alteration or extension does not exceed the area specified in a schedule to this zone or, if no area is specified, 100 square metres. Any area specified must be more than 100 square metres.</li> <li>• An out-building associated with an existing dwelling provided the floor area of the out-building does not exceed the area specified in a schedule to this zone or, if no area is specified, 100 square metres. Any area specified must be more than 100 square metres.</li> <li>• An alteration or extension to an existing building used for agriculture provided the floor area of the alteration or extension does not exceed the area specified in a schedule to this zone or, if no area is specified, 100 square metres. Any area specified must be more than 100 square metres. The building must not be used to keep, board, breed or train animals.</li> <li>• A rainwater tank.</li> <li>• Earthworks specified in a schedule to this zone, if on land specified in a schedule.</li> <li>• A building which is within any of the following setbacks: <ul style="list-style-type: none"> <li>– 100 metres from a Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1.</li> <li>– 40 metres from a Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2.</li> <li>– 20 metres from any other road.</li> <li>– 5 metres from any other boundary.</li> <li>– 100 metres from a dwelling not in the same ownership.</li> <li>– 100 metres from a waterway, wetlands or designated flood plain</li> </ul> </li> </ul>	Buildings and works to construct a bridge	Permit required

The Overlay controls are as follows:

**2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

<b>Design and Development Overlay – Schedule 11</b>			
<b>Clause</b>	<b>Requirement</b>	<b>Proposal</b>	<b>Comment</b>
Clause 43.02-2 <b>Buildings and works</b>	<p>A permit is required to:</p> <ul style="list-style-type: none"> <li>Construct a building or construct or carry out works. This does not apply: <ul style="list-style-type: none"> <li>If a schedule to this overlay specifically states that a permit is not required.</li> <li>To the construction of an outdoor swimming pool associated with a dwelling unless a specific requirement for this matter is specified in a schedule to this overlay.</li> </ul> </li> <li>Construct a fence if specified in a schedule to this overlay.</li> </ul> <p>Buildings and works must be constructed in accordance with any requirements in a schedule to this overlay. A schedule may include requirements relating to:</p> <ul style="list-style-type: none"> <li>Building setbacks.</li> <li>Building height.</li> <li>Plot ratio.</li> <li>Landscaping.</li> <li>Any other requirements relating to the design or built form of new development.</li> </ul> <p>A permit may be granted to construct a building or construct or carry out works which are not in accordance with any requirement in a schedule to this overlay, unless the schedule specifies otherwise.</p>	Buildings and works to construct a bridge	Permit required

<b>Environmental Significance Overlay – Schedule 1</b>			
<b>Clause</b>	<b>Requirement</b>	<b>Proposal</b>	<b>Comment</b>
Clause 42.01-2 Permit requirement	<p>A permit is required to:</p> <ul style="list-style-type: none"> <li>Construct a building or construct or carry out works. This does not apply if a schedule to this overlay specifically states that a permit is not required.</li> <li>Construct a fence if specified in a schedule to this overlay.</li> <li>Construct bicycle pathways and trails.</li> <li>Subdivide land. This does not apply if a schedule to this overlay specifically states that a permit is not required.</li> <li>Remove, destroy or lop any vegetation, including dead</li> </ul>	Buildings and works to construct a bridge and remove native vegetation	Permit required



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<p>Schedule 1 – Clause 3 Permit requirement</p>	<p>vegetation. This does not apply:</p> <ul style="list-style-type: none"> <li>– If a schedule to this overlay specifically states that a permit is not required.</li> <li>– If the table to Clause 42.01-3 specifically states that a permit is not required.</li> <li>– To the removal, destruction or lopping of native vegetation in accordance with a native vegetation precinct plan specified in the schedule to Clause 52.16</li> </ul> <p><b>Vegetation</b> A permit is not required to remove, destroy or lop any vegetation that:</p> <ul style="list-style-type: none"> <li>• Is within 3 metres of a building used for accommodation (or overhangs this area).</li> <li>• Is listed as an environmental weed in the Incorporated document, Weeds of the Surf Coast Shire (2013).</li> <li>• Is not native to Victoria.</li> <li>• Has been planted or is being managed for the purposes of agroforestry.</li> <li>• Is dead, other than a standing dead tree with a trunk diameter of 40 centimetres or more at a height of 1.3 metres above ground level.</li> <li>• Is the minimum amount necessary to; <ul style="list-style-type: none"> <li>- Maintain a minor utility installation.</li> <li>- Maintain a utility installation in accordance with a code(s) of practice approved by the Secretary of the Department of Environment, Land, Water and Planning.</li> </ul> </li> </ul> <p><b>Fencing</b> A permit is required to construct a fence. This does not apply to a post and wire fence that restricts livestock, but does not restrict native fauna access to a wetland or waterway.</p>		
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**2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

<b>Environmental Significance Overlay – Schedule 5</b>			
<b>Clause</b>	<b>Requirement</b>	<b>Proposal</b>	<b>Comment</b>
<p>Clause 42.01-2 <b>Permit requirement</b></p>	<p>A permit is required to:</p> <ul style="list-style-type: none"> <li>Construct a building or construct or carry out works. This does not apply if a schedule to this overlay specifically states that a permit is not required.</li> <li>Construct a fence if specified in a schedule to this overlay.</li> <li>Construct bicycle pathways and trails.</li> <li>Subdivide land. This does not apply if a schedule to this overlay specifically states that a permit is not required.</li> <li>Remove, destroy or lop any vegetation, including dead vegetation. This does not apply: <ul style="list-style-type: none"> <li>If a schedule to this overlay specifically states that a permit is not required.</li> <li>If the table to Clause 42.01-3 specifically states that a permit is not required.</li> <li>To the removal, destruction or lopping of native vegetation in accordance with a native vegetation precinct plan specified in the schedule to Clause 52.16</li> </ul> </li> </ul>	<p>Native vegetation removal</p>	<p>Permit required</p>
<p><b>Schedule 5 – Clause 3</b></p>	<p><b>Fence</b> A permit is required to construct a fence. This does not apply to a fence not more than 1.5 metres in height that is of post and wire construction with gaps in the wire large enough to enable the movement of indigenous fauna.</p> <p><b>Vegetation</b> A permit is not required to remove, destroy or lop any vegetation that is:</p> <ul style="list-style-type: none"> <li>within 2 metres of the outer edge of the roof of a building or overhangs this area.</li> <li>not indigenous to the Aireys Inlet to Eastern View area.</li> <li>dead, unless it is a tree containing a hollow</li> </ul>		

**2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

<b>Floodway Overlay</b>			
<b>Clause</b>	<b>Requirement</b>	<b>Proposal</b>	<b>Comment</b>
Clause 44.03-2 <b>Buildings and works</b>	<p>A permit is required to construct a building or to construct or carry out works, including:</p> <ul style="list-style-type: none"> <li>• A fence.</li> <li>• Roadworks, if the water flow path is redirected or obstructed.</li> <li>• Bicycle pathways and trails.</li> <li>• Public toilets.</li> <li>• A domestic swimming pool or spa and associated mechanical and safety equipment if associated with one dwelling on a lot.</li> <li>• Rainwater tank with a capacity of not more than 10,000 litres.</li> <li>• A pergola or verandah, including an open-sided pergola or verandah to a dwelling with a finished floor level not more than 800mm above ground level and a maximum building height of 3 metres above ground level.</li> <li>• A deck, including a deck to a dwelling with a finished floor level not more than 800mm above ground level.</li> <li>• A non-domestic disabled access ramp.</li> <li>• A dependent person's unit.</li> </ul> <p>This does not apply:</p> <ul style="list-style-type: none"> <li>• If a schedule to this overlay specifically states that a permit is not required.</li> <li>• To flood mitigation works carried out by the responsible authority or floodplain management authority.</li> <li>• To the following works in accordance with plans prepared to the satisfaction of the responsible authority: <ul style="list-style-type: none"> <li>– The laying of underground sewerage, water and gas mains, oil pipelines, underground telephone lines and underground power lines provided they do not alter the topography of the land.</li> <li>– The erection of telephone or power lines provided they do not involve the construction of towers or poles.</li> </ul> </li> <li>• To post and wire and post and rail fencing.</li> </ul>	Buildings and works to construct a bridge	Permit required

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<b>Land Subject To Inundation Overlay</b>		
<b>Clause</b>	<b>Requirement</b>	<b>Proposal</b>
<p>Clause 44.04-2 <b>Buildings and works</b></p>	<p>A permit is required to construct a building or to construct or carry out works, including:</p> <ul style="list-style-type: none"> <li>• A fence.</li> <li>• Roadworks, if the water flow path is redirected or obstructed.</li> <li>• Bicycle pathways and trails.</li> <li>• Public toilets.</li> <li>• A domestic swimming pool or spa and associated mechanical and safety equipment if associated with one dwelling on a lot.</li> <li>• Rainwater tank with a capacity of not more than 10,000 litres.</li> <li>• A pergola or verandah, including an open-sided pergola or verandah to a dwelling with a finished floor level not more than 800mm above ground level and a maximum building height of 3 metres above ground level.</li> <li>• A deck, including a deck to a dwelling with a finished floor level not more than 800mm above ground level.</li> <li>• A non-domestic disabled access ramp.</li> <li>• A dependent person's unit.</li> </ul> <p>This does not apply:</p> <ul style="list-style-type: none"> <li>• If a schedule to this overlay specifically states that a permit is not required.</li> <li>• To flood mitigation works carried out by the responsible authority or floodplain management authority.</li> <li>• To the following works in accordance with plans prepared to the satisfaction of the responsible authority: <ul style="list-style-type: none"> <li>– The laying of underground sewerage, water and gas mains, oil pipelines, underground telephone lines and underground power lines provided they do not alter the topography of the land.</li> <li>– The erection of telephone or power lines provided they do not involve the construction of towers or poles.</li> </ul> </li> <li>• To post and wire and post and rail fencing</li> </ul>	<p>Buildings and works to construct a bridge</p>

**2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

<b>Bushfire Management Overlay</b>		
<b>Clause</b>	<b>Requirement</b>	<b>Proposal</b>
Clause 44.06-2 – Permit requirement	<p>Buildings and works</p> <p>A permit is required to construct a building or construct or carry out works associated with the following uses:</p> <ul style="list-style-type: none"> <li>• Accommodation (including a Dependent person's unit)</li> <li>• Education centre</li> <li>• Hospital</li> <li>• Industry</li> <li>• Leisure and recreation</li> <li>• Office</li> <li>• Place of assembly</li> <li>• Retail premises</li> <li>• Service station</li> <li>• Timber production</li> <li>• Warehouse</li> </ul> <p>This does not apply to any of the following:</p> <ul style="list-style-type: none"> <li>• If a schedule to this overlay specifically states that a permit is not required.</li> <li>• A building or works consistent with an agreement under Section 173 of the Act prepared in accordance with a condition of permit issued under the requirements of Clause 44.06-5.</li> <li>• An alteration or extension to an existing building used for a dwelling or a dependent person's unit that is less than 50 percent of the gross floor area of the existing building.</li> <li>• An alteration or extension to an existing building (excluding a dwelling and a dependent person's unit) that is less than 10 percent of the gross floor area of the existing building.</li> <li>• A building or works with a floor area of less than 100 square metres not used for accommodation and ancillary to a dwelling.</li> <li>• A building or works associated with Timber production provided the buildings or works are not within 150 metres of Accommodation or land zoned for residential or rural residential purposes.</li> </ul>	No permit required for buildings and works to construct a bridge in association with either a Road or Agriculture

## 2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven

### Particular Provisions

Clause	Requirement	Comment
52.17-1 <b>Permit requirement</b>	A permit is required to remove, destroy or lop native vegetation, including dead native vegetation. This does not apply: <ul style="list-style-type: none"> <li>- If the table to Clause 52.17-7 specifically states that a permit is not required.</li> <li>- If a native vegetation precinct plan corresponding to the land is incorporated into this scheme and listed in the schedule to Clause 52.16.</li> <li>- To the removal, destruction or lopping of native vegetation specified in the schedule to this clause.</li> </ul>	Permit required for native vegetation removal
<b>Table to Clause 52.17-7</b>	<b>Site area</b> Native vegetation that is to be removed, destroyed or lopped on land, together with all contiguous land in one ownership, which has an area of less than 0.4 hectares. This exemption does not apply to native vegetation on a roadside or rail reservation	

### Planning Policy Framework

The following policies are relevant to the consideration of this application:

- 11.03-5S Distinctive areas and landscapes
- 11.03-5R The Great Ocean Road region
- 12 Environmental and Landscape values
- 12.01-1S Protection of biodiversity
- 12.01-2S Native vegetation management
- 12.02-1S Protection of coastal areas
- 12.03-1S River corridors, waterways, lakes and wetlands
- 12.05-1S Environmentally sensitive areas
- 12.05-2S Landscapes
- 13 Environmental risks and amenity
- 13.03-1S Floodplain management
- 13.04-2S Erosion and landslip
- 14.02-1S Catchment planning and management
- 14.02-2S Water quality
- 15.01-6S Design for rural areas
- 17 Economic development
- 17.01-1S Diversified economy
- 17.04-1S Facilitating tourism

### Local Planning Policy Framework (LPPF)

The following policies are relevant to the consideration of this application and have been considered:

- 21.03 Environmental Management
- 21.04 Tourism
- 21.06 Rural Landscape
- 21.12 Aireys Inlet to Eastern View Strategy
- 22.04 Scenic Landscapes and Environmental Assets

### Reference Documents

The reference documents identified in the above policy framework have been considered in the assessment of this proposal.

## 2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven

### **Relevant Planning Scheme Amendments**

There are no amendments relevant to this application.

### **Summary of Key Issues**

#### Planning Policy Framework Objectives

The broad planning policy framework that applies to the proposal recognises the high landscape and environmental qualities of the Painkalac Valley and the importance of tourism and recreational based activities to the regional economy. In essence, planning policy seeks to strike a balance between protecting these recognised environmental and landscape qualities with the provision of a vibrant local tourist economy. For the reasons outlined below, the proposal is considered to meet these objectives.

#### Purpose of the Zones

The land is affected by two land use zones. Whilst most of the bridge is located within a Public Conservation and Resource Zone which covers the creek banks and the Municipal Reserve on the eastern side of the creek, part of the bridge extends onto the applicant's property to the west of the creek which is covered by a Rural Conservation Zone.

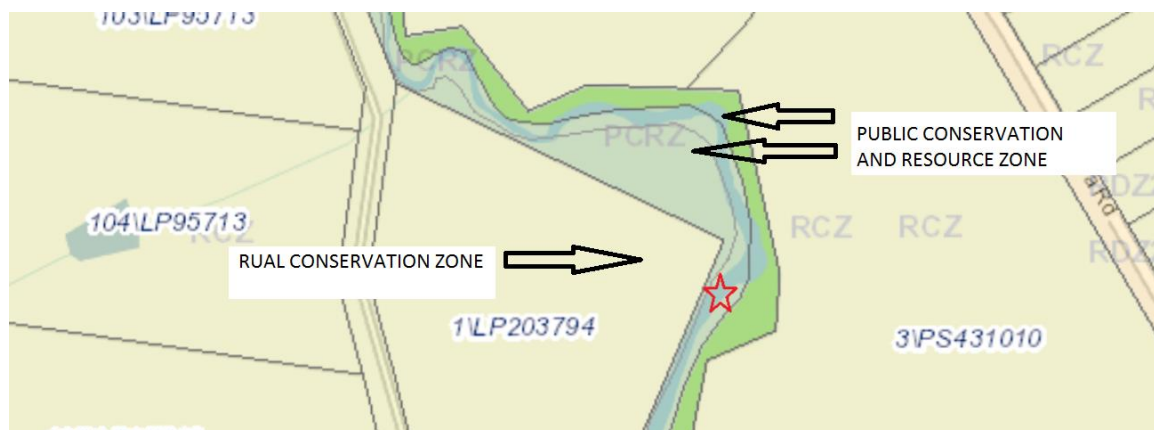


Figure 9 – Zoning map with bridge location shown

#### Public Conservation and Resource Zone

The purpose of the Public Conservation and Resource Zone is:

- To protect and conserve the natural environment and natural processes for their historic, scientific, landscape, habitat or cultural values.
- To provide facilities which assist in public education and interpretation of the natural environment with minimal degradation of the natural environment or natural processes.
- To provide for appropriate resource based uses.

The proposed bridge and access is designed to provide a linear link with a maximum width of 3.4 metres and a total length of approximately 60 metres. Access ramps either side of the bridge would give the structure a total span of approximately 30 metres. The bridge design with timber sleepers to form the deck and 1 metre high timber safety rails on either side will give the structure a rustic rural appearance. The maximum height of the structure would be on the western creek bank and be no more than 2.5 metres above natural ground level. Details of the external finish of the bridge are required to ensure that the structure blends into the landscape and this should be required as a condition of any permit issued.

The link has been designed to avoid any loss of trees and the siting of the bridge and associated works have been designed to ensure that the works will not have any adverse impact upon the stability or health of surrounding trees. The link will involve the removal of some lower storey native vegetation from the creek bank in a very limited and clearly defined area. In assessing native vegetation impact, the proposal is required to consider the three step approach of avoid, minimise and off-set native vegetation removal. The proposal can reasonably be considered to have adopted this approach and off-set planting will be required as a condition of permit to replace that lower level vegetation that will be removed.

## **2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

Contamination of land and water from horse droppings and spread of weeds will be reasonably controlled through the access being fenced to keep animals within a narrow well defined area. The access will be surfaced with gravel on a porous engineered base. This will ensure that the access remains stable, doesn't erode the creek bank or compact the soil. Whilst there is potential for horse manure to enter the creek, due to the limited length of the access and expected frequency of use it is not considered that this is likely to be to such an extent so as to be of detriment to the creek environment. Permit conditions are proposed which restrict the movement of animals to the defined access and that require the structural integrity of the access to be maintained and in a weed free condition.

The fencing of the proposed access comprises 1.2 metre high post and strand wire fencing with a 350mm gap below the lowest strand to facilitate the movement of fauna. A 250mm gap will also be provided beneath each of the proposed gates to facilitate the movement of fauna.

The provision of the bridge will enable the existing trail riding business to continue to manage its tourist based operations effectively and ultimately assist in public education and interpretation of the natural environment, consistent with policy. Subject to the conditions proposed, it is considered that this can be achieved with minimal degradation of the natural environment or natural processes, consistent with the Objectives of the Zone.

### Rural Conservation Zone

The purpose of the Rural Conservation Zone is:

- To protect and enhance the natural environment and natural processes for their historic, archaeological and scientific interest, landscape, faunal habitat and cultural values.
- To protect and enhance natural resources and the biodiversity of the area.
- To encourage development and use of land which is consistent with sustainable land management and land capability practices, and which takes into account the conservation values and environmental sensitivity of the locality.
- To provide for agricultural use consistent with the conservation of environmental and landscape values of the area.
- To conserve and enhance the cultural significance and character of open rural and scenic non-urban
- landscapes.

As outlined above, it is considered that the proposal has sought to minimise its impact upon the natural environment and processes and can reasonably be accommodated into the landscape without any significant adverse impact. The proposed bridge is associated with existing and well established land use in the valley which is consistent with the land capability of the landholdings concerned.

### Purpose of the Overlays

The land is affected by a number of Overlay controls; Design and Development Overlay – Schedule 11, Bushfire Management Overlay, Environmental Significance Overlay – Schedule 1 and Schedule 5, Floodway Overlay and Land Subject To Inundation Overlay. An assessment of the proposal against each of these is provided below.



**2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

Design and Development Overlay – Schedule 11

The Design and Development Overlay affects that part of the proposal on the western creek bank that extends onto the applicant's property.

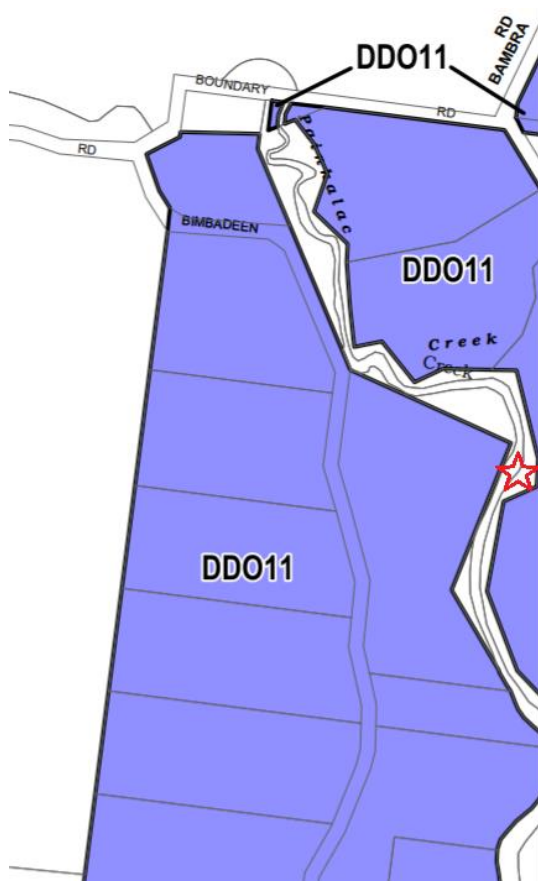


Figure 10 - Design and Development Overlay – Schedule 11 map with bridge location shown

The relevant Design objectives are:

To preserve scenic landscapes and enhance the low scale, low density, vegetated character from Aireys Inlet to Eastern View by:

- Ensuring that development presents an inconspicuous profile against the landscape setting, allowing the landscape to remain the key feature of the settlements, particularly where the vegetation canopy height is low and/or a site is prominently located.
- Ensuring that buildings are sited and designed to avoid protruding over or above ridgelines or form a silhouette against the sky when viewed from the Great Ocean Road or any other significant viewing point.
- Retaining a sense of openness between properties by encouraging the use of open style fencing and vegetated buffers in preference to solid paling fences.
- Encouraging building design that is site responsive and is stepped down the slope, following the natural contour of the land, avoiding the need for cut or fill.
- Ensuring that the scale, setbacks, site coverage and overall form of development respects the low scale, vegetated character of the settlements.
- Ensuring that buildings are sited and designed to avoid and/or minimise removal of native vegetation.
- Encouraging the use of warm, natural and earthy colour schemes and roofs that are clad in a non-reflective material and colour to enable buildings to blend with the natural surroundings.

## 2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven

It is submitted that proposed bridge will not be highly visible in the valley floor. It is considered that the scale, siting, design, materials and colour scheme for the proposed works as outlined in this report will ensure that the proposal will blend into the landscape and will preserve the well landscaped low scale character of the area. The proposed access fencing is a low timber post and strand wire design with the bridge itself having low open timber sides. This will retain the sense of openness in the landscape. The design of the works has minimised the need for an excavation into the landscape being constructed on top of the natural ground surface. There will be a small area of fill to construct access ramps to address the need for the bridge to maintain access for users of the creek, such as kayakers.

### *Environmental Significance Overlay – Schedule 1 and Schedule 5*

The proposed works are located within both a Schedule 1 and Schedule 5 Environmental Significance Overlay as depicted in Figure 7 below.

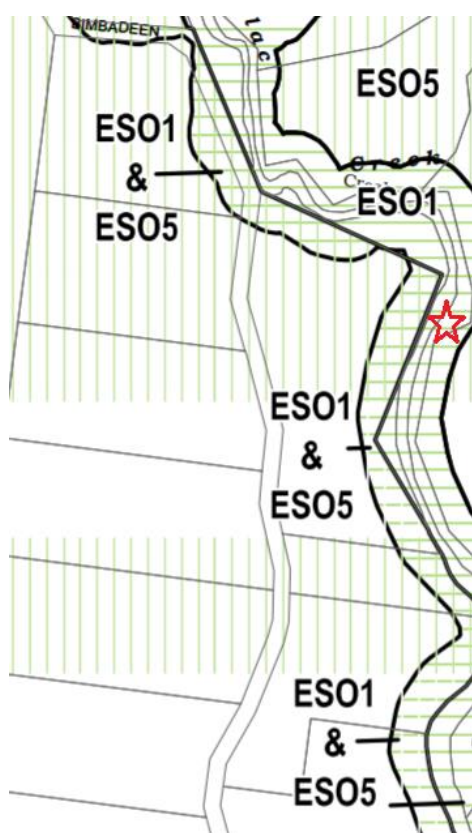


Figure 11 - Environmental Significance Overlay – Schedule 1 and Schedule 5 with bridge location shown

### *Environmental Significance Overlay – Schedule 1 – Aquatic systems – Significant wetlands and waterways*

This Overlay identifies mapped aquatic systems that are considered significant because one or more of the following apply:

- The wetland is of regional or international significance and is protected under an international wetland agreement.
- The aquatic system supports nationally or state listed rare or threatened flora and fauna species.
- The aquatic and associated terrestrial habitats are important in the Surf Coast Shire for Environment Protection and Biodiversity Conservation Act 1999 and /or Flora and Fauna Guarantee Act 1988 listed threatened species including Orange-bellied Parrot, Growling Grass Frog and Brolga.
- The watercourses and associated riparian habitats are important in the Surf Coast Shire for a diverse range of species including the Environment Protection and Biodiversity Conservation Act 1999 and Flora and Fauna Guarantee Act 1988 listed Yarra Pygmy Perch and Australian Grayling.
- The aquatic system is a biodiversity link with significant biodiversity values providing high instream/aquatic and riparian habitat.
- The waterway and its environs contribute to the water quality and integrity of the broader catchment.

## **2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

The environmental objectives to be achieved within this area are:

To maintain the physical and biological integrity and functioning of aquatic systems and to enhance river health and biodiversity, including:

- protection of terrestrial and aquatic habitat for native flora and fauna
- protection of water quality (including downstream water quality)
- protection and enhancement of native vegetation within riparian zones (including ecological restoration, regeneration and revegetation)
- prevention of water pollution, accelerated erosion and siltation or sedimentation facilitation of weed eradication
- avoidance of excessive earthworks (particularly in areas known to contain acid sulphate soils) maintenance of natural flows, flooding regimes, recharge and discharge of ground waters
- filtration of nutrients and other pollutants
- the natural opening and closing of coastal wetlands and estuaries
- protection and restoration of the natural hydrological (wetting and drying) cycle of waterways and wetlands.

As discussed earlier, the proposed bridge and access will replace an existing bridge and informal access located to the north of the proposed bridge works. It is noteworthy that the proposed new access will provide a shorter and more direct link between the two properties. This is beneficial in terms of the length and duration of stock movement being reduced in the riparian corridor through Crown Land and Council Reserve. This in turn will assist in minimising potential impacts from the use of the bridge and access on the terrestrial and aquatic environment of the creek.

As discussed above, the access has been designed to minimise vegetation removal and erosion and off-set planting will be required as part of the proposal. The DELWP are both a determining and recommending referral authority and have required conditions to be placed on any approval including the requirement for offset planting.

The DELWP have given advice in regard to the Rufous Bristlebird a listed species under the Flora and Fauna Guarantee Act which applies to crown land. The advice is that a relatively narrow track for horses shouldn't create a barrier to the movement of the bird and that the planting that DELWP has requested as a condition either side of the bridge (i.e. native tussocks) should support habitat continuity.

The extent of proposed earthworks have been minimised through the elevation of the bridge over the creek and the access being constructed above natural ground level. Further details of the treatment of the sides of the compacted backfill of the bridge access ramps is required to ensure that these areas are stabilised. This will be required as a condition of permit. Whilst post holes will be required to be sunk for the fencing these works are also considered to be minimal. Subject to conditions, the works are considered to have been designed so as to minimise impact on the hydrology of the creek system and not impact on the recreational values of the waterway.

### Environmental Significance Overlay – Schedule 5 – Parts of the settlement and hinterlands of Aireys Inlet to Eastern View

This Overlay identifies the area as a major conservation and ecological resource with the following relevant environmental objectives to be achieved:

- To protect, enhance and restore the native vegetation cover, with emphasis on retaining intact remnant vegetation patches that provides a buffer to the National Park.
- To preserve and enhance vegetation corridors to provide habitat for the Rufous Bristlebird.
- To encourage the use of post and wire fencing to provide for the movement of fauna.
- To maintain a low density of development, where buildings are sited and designed to retain space around them enabling vegetation retention and planting.
- To encourage building design that is site responsive and that reduces the need for cut or fill and the potential for erosion, landslip, loss of top soil or other land degradation.
- To stabilise disturbed areas by engineering works or re-vegetation.

As previously discussed, whilst some native vegetation removal is proposed, this has been minimised and

## **2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

off-set planting is required as a condition of permit. In addition, it is considered that the cessation of the use of the existing bridge and access by livestock will further provide the opportunity for vegetation in this area to regenerate.

The proposed fencing has been designed to be both visually permeable and facilitate the movement of fauna whilst limiting the movement of livestock. The use of five strand post and wire fencing as opposed to 7 strand wire fencing with a gap of 350mm between the lowest strand and the ground is specifically designed to allow the movement of fauna.

### Floodway Overlay

The Purposes of the Overlay are:

- To identify waterways, major floodpaths, drainage depressions and high hazard areas which have the greatest risk and frequency of being affected by flooding.
- To ensure that any development maintains the free passage and temporary storage of floodwater, minimises flood damage and is compatible with flood hazard, local drainage conditions and the minimisation of soil erosion, sedimentation and silting.
- To reflect any declarations under Division 4 of Part 10 of the Water Act, 1989 if a declaration has been made.
- To protect water quality and waterways as natural resources in accordance with the provisions of relevant State Environment Protection Policies, and particularly in accordance with Clauses 33 and 35 of the State Environment Protection Policy (Waters of Victoria).
- To ensure that development maintains or improves river and wetland health, waterway protection and flood plain health.

The application was referred to the Corangamite Catchment Management Authority as the relevant floodplain management authority. No concerns were raised in relation to the impact of the works on the floodway although as a condition of any approval it is a requirement that prior to the commencement of any of the works, a works on waterway permit is required from the Corangamite Catchment Management Authority.

### Land Subject to Inundation Overlay

The Purposes of the Overlay are:

- To implement the Municipal Planning Strategy and the Planning Policy Framework.
- To identify land in a flood storage or flood fringe area affected by the 1 in 100 year flood or any other area determined by the floodplain management authority.
- To ensure that development maintains the free passage and temporary storage of floodwaters, minimises flood damage, is compatible with the flood hazard and local drainage conditions and will not cause any significant rise in flood level or flow velocity.
- To reflect any declaration under Division 4 of Part 10 of the Water Act, 1989 where a declaration has been made.
- To protect water quality in accordance with the provisions of relevant State Environment Protection Policies, particularly in accordance with Clauses 33 and 35 of the State Environment Protection Policy (Waters of Victoria).
- To ensure that development maintains or improves river and wetland health, waterway protection and flood plain health.

The application was referred to the Corangamite Catchment Management Authority as the relevant floodplain management authority as discussed above and conditional consent has been given by the authority

### Orderly planning and amenity impacts

Clause 65.01 of the Scheme requires the responsible authority to consider the following (as relevant) before deciding on an application:

- The purpose of the zone, overlay or other provision.
- Any matter required to be considered in the zone, overlay or other provision.
- The orderly planning of the area.

## **2.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge, use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

- The effect on the amenity of the area.

As previously addressed in this report, the proposal is considered to be consistent with the purposes of the Public Conservation and Resource Zones and Rural Conservation Zone as well as the various Overlays that apply to the site.

Approval of the proposal would provide alternative access arrangements for land already in use as a horse trail riding centre and associated grazing land, and is not considered at odds with the orderly planning of the area.

Clause 65 also requires the consideration of the effect of the proposal on the amenity impacts to the area. The amenity impacts have been previously considered in this report and are considered acceptable.

### ***Options***

#### **Option 1 – Resolve to Issue a Notice of Decision to Grant a Permit**

This option is recommended by officers as the proposal is consistent with the relevant objectives and policies of the planning scheme.

#### **Option 2 – Resolve to Refuse to Grant a Permit**

This option is not recommended by officers as the proposal is consistent with the relevant objectives and policies of the planning scheme.

#### **Option 3 – Defer a decision on the application**

This option is not recommended by officers as the determination of the application by Council has already been delayed due to the COVID-19 pandemic and it is considered that Council has the necessary information to be able to make a decision on this application.

### ***Summary Recommendation***

It is recommended that Council as the Responsible Authority issues a Notice of Decision to Grant a Planning Permit subject to conditions.

### ***Conclusion***

The proposal is considered to strike an appropriate balance between the planning policy framework, Zone and Overlay objectives of minimising the impact of the proposal within the sensitive landscape and environmental setting and enabling the existing trail riding business to continue to manage its tourist based operations. Subject to the conditions proposed, it is considered that this can be achieved with minimal impact on the natural environment or natural processes. It is recommended that the application be approved based to the grounds contained in the recommendation.

### 3. OFFICE OF THE CEO

#### 3.1 Contracts Awarded under Pre Authorisation

**Author's Title:** Manager Information Management

**Department:** Information Management

**Division:** Governance & Infrastructure

**Appendix:**

Nil

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

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

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Yes

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No

**Reason:** Nil

**General Manager:** Anne Howard

**File No:** F20/320

**Trim No:** IC20/970

**Status:**

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

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Yes

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No

**Reason:** Nil

#### Purpose

The purpose of this report is to inform Council of the contract awarded by the Chief Executive Officer (CEO) under authorisation provided via resolution at the 28 April 2020 Council Meeting.

Contracts awarded by the CEO in the preceding month that relate to the 28 April 2020 authorisation are listed below:

Contract No.	Contract Description	Successful Contractor	Contract Value
T20-043	Award Contract T20-043 Telecommunications services – Voice/ mobile data.	Telstra	Est \$720,000 (excl. GST) over the two year period

#### Recommendation

That Council:

1. Notes the award of contract for T20-043 *Telecommunications services – Voice/ mobile data* for an initial contract term of 24 months for an estimated \$720,000 for this period.
2. Notes that the contract head agreement is with the MAV Procurement and LocalBuy.
3. Notes that the contract allows for extensions of up to six years that cannot be exercised by the chief Executive Officer under their current financial delegation or pre-authorised approvals.

### 3.2 Award of Contracts under 2020 - 2021 Capital Works Program

**Author's Title:** Strategic Asset Manager  
**Department:** Asset Management  
**Division:** Governance & Infrastructure

**General Manager:** Anne Howard  
**File No:** F18/2077-2  
**Trim No:** IC20/979

**Appendix:**

Nil

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

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

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Yes

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No

**Reason:** Nil

**Status:**

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

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Yes

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No

**Reason:** Nil

#### Purpose

The purpose of this report is to seek authorisation for the Chief Executive Officer to award specific contracts under the 2020-2021 Capital Works Program.

#### Summary

Council delivers a number of projects through its Capital Works Program on an annual basis. Many of the projects are delivered by way of contract.

In order to expedite the contract process and enable the delivery of the Capital Works Program in a timely manner, it is recommended that Council delegate to the CEO the power to award the contracts listed in this report which exceed the CEO's financial delegation of \$600,000 (excl. GST). It is recommended that this delegation be subject to the recommended tenders being within Council's adopted budget, the contracts complying with Council's procurement policy, and the awarding being reported to the next practicable Council Meeting. This recommendation does not propose to change the Instrument of Delegation Council to Chief Executive Officer dated 5 June 2017, which will apply to other contracts.

Council recognised in 2019-20 that providing pre-authorisation to the Chief Executive Officer (CEO) for nominated contracts, where budgets are approved and procurement governance is established, can lead to effective project delivery without compromising governance. An approach was introduced that is replicated in this report. That approach has enabled reduced timeframes for procurement for key projects and no issues have been identified. Given the changed working practices during the COVID-19 pandemic, strategies such as outlined herein remain important to ensure ongoing project delivery, support an active economy and support employment.

#### Recommendation

That Council:

1. Subject to the recommended tenders being within Council's adopted budget and complying with Council's Procurement Policy, delegates the Chief Executive Officer the power to award contracts for the following projects where they exceed the Chief Executive Officer's financial delegation of \$600,000 (excl. GST):
  - 1.1 Point Roadknight Drainage Outfall
  - 1.2 Road Resealing and Sealing
  - 1.3 Fischer Street Rehabilitation (Highlander to Darian)
2. Authorises the Chief Executive Officer to enter into contracts for the above projects on Council's behalf.
3. Authorises the Senior Contracts Manager to act as Superintendent for contracts awarded under the above delegation.
4. Receives a report at the next practicable Council Meeting detailing the contracts awarded and the successful contactor.

### **3.2 Award of Contracts under 2020 - 2021 Capital Works Program**

#### **Report**

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

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

##### ***Background***

Council has established a Program Management Office and introduced project management disciplines that have seen a notable improvement in the delivery of Councils programs of capital and operational programs.

Continuous improvement opportunities continue to be sought to identify where further program delivery improvements can be achieved to ensure that the community continues to receive benefits from projects in a timely manner. An opportunity has been identified in relation to streamlining the manner in which contracts for approved projects are awarded.

Council has delegated a range of power and authorities to the Chief Executive Officer (CEO) in accordance with Section 5 of the Local Government Act 1989. Council has delegated the CEO the authority to enter into contracts on Council's behalf where the contract amount is up to or including \$600,000 (excl. GST). Where contracts exceed this delegation specific reports are prepared and presented to Council for its formal consideration. The majority of these contracts relate to the construction of relatively straight forward infrastructure projects such as roads, drains and buildings.

Council recognised in 2019-20 that providing pre-authorisation to the Chief Executive Officer (CEO) for nominated contracts, where budgets are approved and procurement governance is established, can lead to effective project delivery without compromising governance.

Council has well-established procurement policies and practices that comply with the Act and reflect best practice for local government procurement. The final decision to award and enter a contract is founded on these well-established procurement practices.

##### ***Discussion***

In order to expedite the contract process and enable a more efficient delivery of the capital works program, it is recommended through this report that Council delegate to the CEO the power to award contracts listed in this report, subject to tenders being within Council's allocated project budgets, complying with council's procurement policy and the awarding of the contract being reported to the next practicable Council meeting.

Not all contracts exceeding the CEO's financial delegation are proposed to be pre-authorised through this report because some major projects, are complex, subject to major funding agreements and partnerships and considered to be strategic projects that warrant direct consideration by Council. The contracts recommended through this report are considered to be 'business as usual' and service contracts and strategic contracts will still be presented for Council's formal consideration when they exceed the CEO's financial delegation.

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

Theme 5 High Performing Council

Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives



### 3.2 Award of Contracts under 2020 - 2021 Capital Works Program

#### **Reporting and Compliance Statements:**

*Local Government Act 2020 – LGA 2020*

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	No
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes
Risk Assessment	No
Communication	No
Human Rights Charter	Yes

#### **Governance Principles - Local Government Act 2020 (LGA 2020)**

The proposal allows for projects proceeding without delay to promptly deliver outcomes beneficial to the community

#### **Policy/Relevant Law**

The proposal to authorise the CEO to award nominated contracts will complement but not change other delegated authorities and will not apply for contracts other than those specifically resolved. Procurement practices will still comply with requirements of the Local Government Act 1989 and Council's procurement policy.

#### **Public Transparency**

Pre-authorisation of the CEO to award nominated capital works funded projects will have no public transparency implication because the processes must be undertaken in line with Council's procurement policy and will be reported at a future Council Meeting.

#### **Financial Management**

Pre-authorisation of the CEO to award nominated capital works funded projects will have no financial implication because the authorisation does not allow for contracts that exceed budget already allocated by Council.

#### **Service Performance**

Will allow service to improve through prompt award and hence delivery of contracts

#### **Human Rights Charter**

The proposal will not impact one or more human rights recognised in the Charter

### **3.2 Award of Contracts under 2020 - 2021 Capital Works Program**

#### ***Options***

##### Option 1 – Authorise the CEO to award nominated contracts

This option is recommended because it retains essential governance and oversight but still expedites the delivery of Council's Capital Works Program.

##### Option 2 – Not authorise the CEO to award nominated contracts

This option is not recommended by officers as it inhibits Council's ability to increase delivery capacity and requires additional work in the preparation of multiple reports throughout the year.

#### ***Conclusion***

This report presents Council with a valuable improvement opportunity while retaining important governance

#### 4. GOVERNANCE & INFRASTRUCTURE

##### 4.1 Council Plan (inc. Health and Wellbeing Plan) 2017-21, Year Four Action Plan.

**Author's Title:** Corporate Planning Coordinator

**General Manager:** Anne Howard

**Department:** Governance & Risk

**File No:** F16/850-3

**Division:** Governance & Infrastructure

**Trim No:** IC20/971

**Appendix:**

1. Council Plan (inc. Health and Wellbeing Plan) 2017-2021 Year four action plan. (D20/111057)

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

**Status:**

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

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

☐ Yes

☒ No

☐ Yes

☒ No

**Reason:** Nil

**Reason:** Nil

#### **Purpose**

The purpose of this report is to seek Council's endorsement of the proposed year four action plan to deliver the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21.

#### **Summary**

Council has a statutory obligation to maintain key strategic planning documents including the Council Plan, Health and Wellbeing Plan and Municipal Strategic Statement.

The Local Government (Planning and Reporting) Regulations 2014 provide the planning and accountability framework for Council to the community, and inform statutory performance reporting requirements.

An endorsed action plan to deliver key strategic planning documents enables appropriate consideration of resource requirements, informs operational work plans, increases Council's transparency and accountability to the community and informs community focussed performance reporting processes.

#### **Recommendation**

That Council:

1. Endorses the 2020-21 action plan to deliver on the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 as at Appendix 1.
2. Notes that:
  - 2.1 The action plan will form the basis of organisational work plans.
  - 2.2 Reporting against the strategic indicators included in the following statutory plans and regulations will be provided to Council at six monthly intervals.
  - 2.3 The December year-to-date report will be presented to Council at the Ordinary meeting of Council in February 2021.
  - 2.4 The end of year report will be presented to Council at the Ordinary meeting of Council in August 2021 and incorporated into the Annual Report.
  - 2.5 Key actions to deliver the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 will be communicated to the public through a variety of channels including the Mayor's Column, Council's social media accounts and the quarterly newsletter "Groundswell".

#### 4.1 Council Plan (inc. Health and Wellbeing Plan) 2017-21, Year Four Action Plan.

##### **Report**

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

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

##### ***Background***

The Local Government (Planning and Reporting) Regulations 2014 provide the planning and accountability framework for Council to the community and inform statutory performance reporting requirements.

In addition to statutory reporting requirements, in recent years Council have considered an annual action plan developed by officers to deliver on both the Council Plan and Health and Wellbeing Plans.

The endorsed action plans have then been used to inform organisational work plans and performance reporting to the community.

##### ***Discussion***

The Local Government (Planning and Reporting) Regulations 2014 require that Council can demonstrate compliance with its Council Plan reporting requirements as follows:

1. Governance and Management Checklist Item 17
  - a. Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators for the first six months of the financial year, together with dates.
2. The report of operations section of the Annual Report must contain:
  - a. A statement that reviews the performance of the Council against the Council Plan, including results achieved in relation to the strategic indicators including in the Council Plan under section 125(2)(c) of the Act.
3. The Public Health and Wellbeing Act 2008 does not specify any reporting requirements against the Health and Wellbeing Plan. Current practice is that performance is reported to Council on a quarterly basis also, consistent with Council Plan reporting.

In addition to statutory reporting requirements, Council has established a practice of developing and endorsing an annual action plan to deliver the Council Plan and Health and Wellbeing Plan. These action plans have been used as the basis of organisational work plans, and performance reporting to the community in a variety of ways including the Mayors Column and quarterly newsletter "Groundswell".

In June 2017 Council integrated the Council and Health and Wellbeing Plans to form the "Council Plan (incorporating the Health and Wellbeing Plan) 2017-21" (the Council Plan).

Council's endorsement of annual action plans provides a transparent and accountable reporting framework for staff 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 Nil

##### ***Reporting and Compliance Statements:***

*Local Government Act 2020 – LGA 2020*

<b><i>Implications</i></b>	<b><i>Applicable to this Report</i></b>
<b><i>Governance Principles</i></b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b><i>Policy/Relevant Law</i></b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b><i>Environmental/Sustainability Implications</i></b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b><i>Community Engagement</i></b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	No

#### 4.1 Council Plan (inc. Health and Wellbeing Plan) 2017-21, Year Four Action Plan.

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	No

##### **Governance Principles - Local Government Act 2020 (LGA 2020)**

The Council Plan and annual action plans ensure compliance with relevant legislation, are developed with a view to achieving best outcomes for the community, promote the sustainability of the community and ensure the community is involved in development through a process of community engagement. The Council Plan includes consideration for the financial sustainability of Council and ensures public transparency through community engagement and open reporting.

##### **Policy/Relevant Law**

Local Government (Planning and Reporting) Regulations 2014.

##### **Public Transparency**

Council's endorsement of annual action plans provides a transparent and accountable reporting framework for staff and the community.

##### **Strategies/Plans**

In June 2017 Council integrated the Council and Health and Wellbeing Plans to form the "Council Plan (incorporating the Health and Wellbeing Plan) 2017-21" (the Council Plan), strengthening and streamlining statutory planning and reporting processes. The Council Plan was developed following an extensive community engagement process. The Council Plan is reviewed annually to affirm that the strategic indicators, strategies and strategic indicators included in the Council Plan (incorporating the Health and Wellbeing Plan) 2017-21 are current and do not require adjustment. The last review was completed in January 2020.

##### **Financial Management**

Actions to deliver the Council Plan in year four of the plan have been funded in the 2020-21 budget.

##### **Service Performance**

The endorsed action plans have then been used to inform organisational work plans and performance reporting to the community.

##### **Risk Assessment**

A stronger emphasis on organisational performance reporting structures increases the likelihood that Council adopted plans and strategies will be delivered.

##### **Communication**

The action plan will be included in the minutes of the Council meeting and available on the website.

##### **Options**

###### Option 1 – Reject action plan

This option is not recommended by officers. It is important that Council provides staff and the community with an endorsed annual action plan confirming Council priorities.

#### **4.1 Council Plan (inc. Health and Wellbeing Plan) 2017-21, Year Four Action Plan.**

##### Option 2 – Modify action plan

This option is not recommended by officers. There has already been considerable engagement with staff during the development of this plan to ensure that the actions are realistic and deliverable. Further delays in adoption of an annual action plan will impact on the ability of staff to deliver the plan during 2020-21.

##### Option 3 – Endorse action plan

This option is recommended by officers as it will provide clear direction to staff and the community on the outcomes Council has prioritised for delivery in 2020-21.

##### **Conclusion**

Action planning to deliver on key strategic documents is an important element of Council's performance reporting framework.

While Council has statutory requirements to report against key strategic plans, there is a broader opportunity to engage the community in the annual action planning process to strengthen community understanding of Council priorities.

The proposed recommendations are designed to support statutory requirements and enhance greater engagement in Council's performance reporting.

**4.1 Council Plan (inc. Health and Wellbeing Plan) 2017-21, Year Four Action Plan.**

**APPENDIX 1 COUNCIL PLAN (INC. HEALTH AND WELLBEING PLAN) 2017-2021 YEAR FOUR ACTION PLAN.**

**Council Plan (inc. the Health and Wellbeing Plan) 2017 – 2021 - Year Four Action Plan**

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 4 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	1. Establish and implement a Community Development Policy, Framework and Action Plan
			2. Administer the COVID-19 Recovery Assistance Grants Program
	2	Facilitate and support high levels of volunteering in the community	3. Provide advice and training to Volunteer Involving Organisations to promote best practice volunteering
	3	Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy	4. Undertake further planning for a Cultural Facility and Library
			5. Implement Actions in the Arts Culture and Heritage Strategy - 'Creative Places'
			6. Complete the Winchelsea Memorial Cairns project
Support people to be healthy and active	4	Develop and implement local programs to support Healthy Eating and Active Living	7. Complete an evaluation of the 2018 - 2021 Healthy Eating and Active Living Action Plan with partners and stakeholders
			8. Implement key Female Friendly Facilities projects including Grant Pavilion Upgrade and Stribling Reserve Pavilions Projects
	5	Implement health and wellbeing impact assessments as part of infrastructure and project planning	No action year four.
	6	Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice	9. Complete an evaluation of the 2018 - 2021 Alcohol and Other Drug (AOD) Action Plan with partners and stakeholders
	7	Reinforce policies to manage electronic gaming machines	10. Review the Gaming Policy



Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 4 Action
Improve community safety	8	Understand community safety issues and needs, and design an appropriate local response	Complete
	9	Continue to build community resilience to prepare for emergencies	11. Facilitate the development of new multi-agency township bushfire response plans for three high risk townships
			12. Undertake collaborative and multi-faceted community engagement programs to help improve community knowledge and resilience to 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	13. Review Early Years services to ensure they continue to meet the changing needs of the community
			14. Develop a plan for the implementation of funded 3 year old Kindergarten 2022
			15. Deliver Engage and FReeZA Youth Programs
	11	Pursue Age Friendly City status	16. Develop and implement an Age Friendly Communities Strategic Plan
			17. Complete transition of aged care services to new providers
	12	Contribute to the delivery of the Strategic Plan for prevention and addressing violence against women and children in the G21 region	18. Complete an evaluation of the Prevention of Violence Against Women (PVAW) Framework and Action Plan in preparation for the Gender Equality Act 2020
	13	Implement the Accessible and Inclusive Surf Coast Shire Strategic Plan	19. Deliver a program of access improvements in existing Council buildings
			20. Review Council's Accessible and Inclusive strategy.
ENVIRONMENTAL LEADERSHIP			
Drive the use of renewable energy	14	Implement the Renewable Energy Roadmap	21. Work with the community, businesses and relevant organisations to deliver the priority Roadmap actions.
	15	Support the work of the Renewable Energy Taskforce	22. Facilitate the Renewable Energy Task Force in accordance with

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 4 Action
			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	23. Roll out the Food Organics Garden Organics (FOGO) program to the balance of the municipality
	17	Develop and implement a waste reduction program to increase the life of the landfill	24. Investigate emerging use of recycled materials in road-making and develop a discussion paper.
			25. Continue an e-waste diversion and recycling service. Tender the e waste collection contract
	18	Review and expand Plastic Wise Program	26. Continue to ensure markets and events are transitioning away from single use plastics.
			27. Develop an action plan to transition away from single use plastics in sporting clubs.
			28. 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	29. Work with Barwon Water regarding feasibility study into high value options for using recycled water.
Support local food production	20	Develop and implement a local food program in partnership with community	30. Implement priority actions of the local food program in partnership with community.
Retain and enhance rural land for appropriate and sustainable uses	21	Finalise and implement the Rural Hinterland Strategy	31. Implementation of short term actions as outlined in the Hinterland Futures Strategy action plan Progress Hinterland Amendment for inclusion in Planning Scheme
	22	Develop partnerships to better manage interfaces between public and private land	32. Continue to work with Landcare, community groups, private landholders & local businesses on weed & rabbit management and revegetation work

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 4 Action
	23	Effectively manage pests, plants and animals on Council land	33. Implement Council's Pest Plant & Animal Strategy
<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	34. Identify opportunities for improved transport outcomes through the development of a G21 Regional Integrated Transport Plan.
	25	Explore the potential public transport link to Torquay and the level of rail service on the Warrnambool line	35. 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	36. Conduct a review of Council's Pathway Strategy.
	27	Ensure appropriate funding mechanisms are in place to support future growth including developer contributions	37. Prepare a revised Torquay Jan Juc Developer Contribution Plan (DCP) for endorsement by Council
			38. Implement a new Torquay Jan Juc Developer Contribution Plan (DCP) through a planning scheme amendment
	28	Work with the community and stakeholders to implement the Anglesea Futures program	39. Advocate to and work with state government agencies to develop solutions for the filling of water on the old mine site and further development of the area in accordance with the adopted Anglesea Futures Land Use Plan.
	29	Advocate for supporting infrastructure	40. Maintain a schedule of regular meetings with our State and Federal MPs to share mutual priorities and partnerships.
			41. Seek capital funding required to deliver a Surf Coast Aquatic and Health Centre in Torquay
			42. Complete the Torquay/Jan Juc Social Infrastructure Study - Stage 2 Project
Strengthen township boundaries and support unique township	30	Work with the community to identify and define desired town footprints and ensure that	No action year four

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 4 Action
character		Township Structure Plans reflect this	
	31	Encourage in-fill development and direct growth to designated areas	43. Participate in the State Government Distinctive Areas and Landscapes Project
	32	Develop a communications strategy to explain the implications of living in different planning zones	44. Update the Rural Living Publication for living in rural areas
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	45. Rezone identified growth areas in Moriac and Winchelsea
	34	Advance a strategic plan for Lorne	46. Incorporate the Lorne Community Housing Action Plan into the Lorne Structure Plan Review
	35	Conduct an impact analysis of Torquay's growth including Armstrong Creek	No action year four
	36	Explore the impact of increased traffic on the road network including inland transport routes	47. Review G21 transport plans to affirm impacts on Surf Coast network and identify key initiatives
<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	48. 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	49. Ensure the currency of the priorities identified in Strategic Road Network Plans on an annual basis to assist in understanding commercial priorities
			50. Advocate and pursue appropriate grants to support identified commercial road network priorities
	39	Facilitate and enable stronger relationships between industry and education	No action year four

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 4 Action
	40	Plan for industrial and commercial zones in growing communities	51. Develop Torquay / Jan Juc Retail and Employment Land Strategy
			52. Facilitate the COVID-19 Economic Support Recovery Assistance Grants Program
Facilitate high quality events throughout the year	41	Further develop diverse, major and signature events, communication and promotion program	53. Review and update the Event Grants Program Guidelines and release an annual funding program to support events in Surf Coast Shire
			54. Facilitate and release an annual funding program to support events in Surf Coast Shire
			55. Facilitate high quality events in collaboration with key stakeholders including Cadel Evans Great Ocean Road Race, Rip Curl Pro, Surf Coast Century, and Amy Grand Fondo as part of COVID recovery initiatives.
			56. Complete new event brand
Strengthen the vitality of town centres	42	Identify and support the economic and social drivers of town centres within the shire	57. Implement the Torquay Town Centre urban design project
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	58. Participate in the Visitor Servicing Project, led by Great Ocean Road Regional Tourism (GORT).
			59. Implement marketing campaigns in conjunction with GORT
	44	Develop and implement an industry development and attraction program	60. Develop a regular series of workshops to assist key industry sectors i.e. marketing, business security, exports etc.
			61. Complete the Prosperous Places Strategy for the Surf Coast Shire
	45	Advocate for and drive the Great Ocean Road visitor economy	62. Develop and undertake campaigns to promote the Surf Coast and its township destinations in conjunction with GORRT as part of COVID recovery initiatives.

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 4 Action
	46	Develop and implement an agribusiness strategy	63. Implement actions in the Rural Hinterland Futures Strategy including Actions 2.1, 2.2 & 3.5
<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	Complete
	48	Develop and implement an organisational capability and capacity program	64. Establish strategic workforce and capability plan
			65. Progress the employee experience program incorporating COVID-19 recovery
	49	Develop innovative funding partnerships with community, business and government	No action year four
Ensure that Council decision-making is balanced and transparent and the community is involved and informed	50	Build on relationships with agencies and key stakeholders for the benefit of the community	No action year four
	51	Prepare for Local Government Act review recommendations	66. Coordinate implementation of the required changes.
	52	Evolve our community engagement approach to inform strategic Council direction and decision-making	67. Develop new Community Engagement Policy in keeping with the requirements of the new Local Government Act
Provide quality customer service that is convenient, efficient, timely and responsive	53	Use technology to make Council decision-making more accessible	Complete
	54	Implement Digital Transformation Program, including opportunities for customer self-service	68. Implement Online Forms with workflow (integrate to Authority) and online payments
	55	Investigate the feasibility of a certified quality system	Complete
	56	Improve how we manage customer requests and complaints	69. Publish a report twice annually of customer request and complaints handling performance and improvement actions.

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs )	Year 4 Action
	57	Continued reforms in statutory planning service delivery	70. Complete SMART planning reforms of the Local Planning Policy Framework with DELWP
	58	Further update and implement a customer service strategy	71. Improve the uptake of customer service access via digital channels.
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	Refer strategy 60
	60	Conduct service reviews to identify best service delivery model	72. Deliver annual Business Improvement Program
	61	Advocate for services that are best delivered by others	73. Collaborate with the Municipal Association of Victoria to secure a commitment from the state government to fully fund professional surf lifesaving services.
	62	Review arrangements for governance of the coast	No action year four

## 4.2 Councillor Attendance at Meetings and Councillor Expenses

**Author's Title:** Governance Officer

**General Manager:** Anne Howard

**Department:** Governance & Risk

**File No:** F18/221-2

**Division:** Governance & Infrastructure

**Trim No:** IC20/950

**Appendix:**

1. Councillor allowances and expenses - June quarter and 2019-20 financial year (D20/126708)
2. Councillor meeting attendance - June quarter and 2019-20 financial year (D20/126706)

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

**Status:**

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

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

☐ Yes

☒ No

☐ Yes

☒ No

**Reason:** Nil

**Reason:** Nil

### Purpose

The purpose of this report is to present a quarterly and 2019-20 financial year report on Councillor allowances and expenses paid and Councillor attendance at meetings, and to seek Council's endorsement to publish the financial year reports in the Surf Coast Shire Council Annual Report.

### Summary

With an aim to promote transparency and accountability, Council resolved in April 2017 to make Councillor allowances and expenses available to the public through quarterly reporting at Council meetings and through publishing on Council's website. The Councillor allowances and expenses report for each financial year is published in the Surf Coast Shire Council Annual Report.

The Councillor Meeting Attendance report includes Councillor attendance at Council Meetings, Hearing of Submissions Committee meetings, Councillor Briefings and Assemblies of Councillors. The quarterly report is made available to the public at Council meetings and the financial year report is published in the Surf Coast Shire Council Annual Report.

### Recommendation

That Council:

1. Notes the attached summary of Councillor allowances and expenses for the period 1 April to 30 June 2020 and for the 2019-20 financial year (Appendix 1).
2. Publishes the summary of Councillor allowances and expenses on Council's website and in the Surf Coast Shire Council Annual Report 2019-20.
3. Notes the attached summary of Councillor meeting attendance for the period 1 April to 30 June 2020 and for the 2019-20 financial year (Appendix 2).
4. Publishes the 2019-20 financial year summary of Councillor Meeting Attendance in the Surf Coast Shire Council Annual Report 2019-20.



## 4.2 Councillor Attendance at Meetings and Councillor Expenses

### **Report**

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

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

### **Background**

The *Local Government Act 2020* (the Act) outlines that the Mayor and Councillors are paid an allowance and are provided with the appropriate tools and support to enable them to properly undertake their statutory obligations.

The Act also requires Councils to adopt and maintain a policy in relation to the reimbursement of expenses to Councillors. The Councillor Entitlements, Expenses and Facilities Policy, adopted by Council in November 2019, outlines the level of resources and support that is provided to Councillors to enable them to effectively discharge their official duties. This policy is available on Council's website.

### **Discussion**

#### **Councillor allowances and expenses paid**

The format of the allowance and expenses quarterly report has been updated in line with the Local Government Better Practice Guide Report of Operations 2018-19, with parking, travel, car mileage and conferences/accommodation now defined separately.

Councillor allowances and expenses are defined by the following categories:

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

Any contributions paid by Councillors towards phone and internet usage are also included in the summary. It should be noted that some payments (e.g. travel costs) are included at the time they are paid out rather than when incurred, therefore figures quoted may include expenses from outside this reporting period.

### **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

### **Reporting and Compliance Statements:**

*Local Government Act 2020 – LGA 2020*

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	No
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	No

#### 4.2 Councillor Attendance at Meetings and Councillor Expenses

<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	No
Communication	No
Human Rights Charter	No

##### **Policy/Relevant Law**

The Local Government (Planning and Reporting) Regulations 2014 requires Council to disclose the details of allowances and expenses for each Councillor, divided into certain defined categories, in its Annual Report. Council is exceeding this requirement by making quarterly disclosures at Council meetings and by posting these details on their website. Reporting of Councillor attendance at meetings is commonly included in annual reports as better practice.

##### **Public Transparency**

In line with public transparency principles outlined in the Act, quarterly and annual reporting on Councillor allowances and expenses paid and Councillor attendance is made publically available through Council meetings, Council's website and Council's Annual Reporting.

##### **Options**

###### Option 1 – Adopt proposed recommendations

This option is recommended by officers as it enables public transparency around Councillor reporting and allows for the data to be incorporated into the Surf Coast Shire Annual Report in accordance with Local Government Regulations and Council's best practice reporting.

###### Option 2 – Do not adopt proposed recommendations

This option not recommended by officers as obstructs public access to Councillor reporting and does not align with Government Regulations and Council's best practice reporting.

##### **Conclusion**

Quarterly and annual reporting of Councillor allowances and expenses, and Councillor attendance at meetings provides for transparent, accountable and open communication of Council information.

## **4.2 Councillor Attendance at Meetings and Councillor Expenses**

### **APPENDIX 1 COUNCILLOR ALLOWANCES AND EXPENSES - JUNE QUARTER AND 2019-20 FINANCIAL YEAR**



Surf Coast Shire Council Councillor Payment Summary Between 1 April to 30 June 2020											
Councillor	Allowance (\$)	Expenses Reimbursed					Items Provided			Contributions	Total (\$)
		Travel & Parking (\$)	Child Care (\$)	Car Mileage (\$)	Conferences, Events & Training (\$)	Other Expenses (\$)	Motor Vehicle (\$)	Mobile Phone (\$)	Internet (\$)	By Councillors (\$)	
Cr Brian McKitterick	7,513.12	-	-	69.36	-	-	-	94.08	99.93	-	7,776.49
Cr Clive Goldsworthy	7,513.12	-	-	-	-	-	-	94.08	99.93	-	7,707.13
Cr David Bell	7,513.12	-	-	46.24	-	-	-	94.08	99.93	-	7,753.37
Cr Heather Wellington	7,513.12	-	-	2,493.63	-	-	-	94.08	99.93	-	10,200.76
Cr James McIntyre	7,513.12	-	-	61.20	-	-	-	94.08	99.93	-	7,768.33
Cr Margot Smith	7,513.12	-	-	787.44	-	-	-	94.08	99.93	-	8,494.57
Cr Martin Duke	7,513.12	-	-	73.44	-	-	-	94.08	99.93	-	7,780.57
Cr Rose Hodge *	23,256.10	-	-	-	-	-	2,286.22	94.08	99.93	(30.00)	25,706.33
Cr Tony Revell	7,513.12	-	-	259.76	-	-	-	94.08	99.93	-	7,966.89
<b>Total</b>	<b>83,361.06</b>	<b>-</b>	<b>-</b>	<b>3,791.07</b>	<b>-</b>	<b>-</b>	<b>2,286.22</b>	<b>846.72</b>	<b>899.37</b>	<b>(30.00)</b>	<b>91,154.44</b>

**Notes:**

\* Cr Rose Hodge (Mayor period: 08/11/2018 - Present).

Car mileage reimbursement includes remote area travel allowance.

Allowance figures include superannuation.

Other expenses include items such as Australian Institute of Company Directors memberships and other expenditure incurred in carrying out councillor duties.

End of financial year processing was in progress at the time of preparing this information. As a result, figures presented may vary with the final audited 2019-20 Annual Report.

Figures exclude GST.



Surf Coast Shire Council Councillor Payment Summary Between 1 July 2019 to 30 June 2020											
Councillor	Allowance (\$)	Expenses Reimbursed					Items Provided			Contributions	Total (\$)
		Travel & Parking (\$)	Child Care (\$)	Car Mileage (\$)	Conferences, Events & Training (\$)	Other Expenses	Motor Vehicle (\$)	Mobile Phone (\$)	Internet (\$)	By Councillors (\$)	
Cr Brian McKitterick	28,709.15	50.00	-	643.15	617.17	750.00	-	376.32	218.55	-	31,364.34
Cr Clive Goldsworthy	28,709.15	-	-	4,038.60	-	540.91	-	376.32	218.55	(20.00)	33,863.53
Cr David Bell	28,709.15	-	-	1,106.19	337.14	550.00	-	376.32	218.55	-	31,297.35
Cr Heather Wellington	28,709.15	-	-	7,180.45	40.50	-	-	376.32	218.55	-	36,524.97
Cr James McIntyre	28,059.23	-	-	1,691.72	-	-	-	376.32	218.55	-	30,345.82
Cr Margot Smith	28,709.15	-	-	4,317.87	426.37	6.36	-	376.32	218.55	-	34,054.62
Cr Martin Duke	28,709.15	-	-	73.44	1,019.39	-	-	376.32	218.55	-	30,396.85
Cr Rose Hodge *	88,866.82	681.82	-	-	640.04	30.00	9,195.12	376.32	218.55	(355.00)	99,653.67
Cr Tony Revell	23,293.15	-	-	770.60	-	-	-	313.60	192.19	-	24,569.54
<b>Total</b>	<b>312,474.10</b>	<b>731.82</b>	<b>-</b>	<b>19,822.02</b>	<b>3,080.60</b>	<b>1,877.27</b>	<b>9,195.12</b>	<b>3,324.16</b>	<b>1,940.59</b>	<b>(375.00)</b>	<b>352,070.68</b>

**Notes:**

\* Cr Rose Hodge (Mayor period: 08/11/2018 - Present).

^ Car mileage reimbursement includes remote area travel allowance.

Allowance figures include superannuation.

Other expenses include items such as Australian Institute of Company Directors memberships and other expenditure incurred in carrying out councillor duties.

Figures exclude GST.

End of financial year processing was in progress at the time of preparing this information. As a result, figures presented may vary with the final audited 2019-20 Annual Report.

## **4.2 Councillor Attendance at Meetings and Councillor Expenses**

### **APPENDIX 2 COUNCILLOR MEETING ATTENDANCE - JUNE QUARTER AND 2019-20 FINANCIAL YEAR**

**2019-20 Councillor Attendance - Council Meetings, Hearing of Submissions Committee, Councillor Briefings & Assembly of Councillors**

June Quarter 2020					Financial Year				
	Ordinary Council Meetings	Special Council Meetings	Hearing of Submissions Committee Meetings	Councillor Briefings and Assembly of Councillors		Ordinary Council Meetings	Special Council Meetings	Hearing of Submissions Committee Meetings	Councillor Briefings and Assembly of Councillors
Total meetings held (in quarter)	2	2	3	29	Total meetings held (FY)	10	5	9	75
Cr David Bell	2	2	3	29	Cr David Bell	10	4	6	70
Cr Martin Duke	2	2	3	29	Cr Martin Duke	10	5	9	70
Cr Clive Goldsworthy	2	2	3	29	Cr Clive Goldsworthy	9 #4 Approved leave of absence for 1	5	8 #4 Approved leave of absence for 1	65
Cr Rose Hodge	2	2	3	27	Cr Rose Hodge	10	5	8	71
Cr James McIntyre	2	1	2 #6 - Attended via audio only	22	Cr James McIntyre	8 #5 Approved leave of absence for 1	4	6 #5 Approved leave of absence for 1	47 #1 - Not appointed for 1 #5 Approved leave of absence for 1
Cr Brian McKiterick	2	2	3	18	Cr Brian McKiterick	10	4	7	52
Cr Tony Revell	2	2	3	29	Cr Tony Revell	8 #2 - Not appointed for 2	4 #2 - Not appointed for 1	7 #2 - Not appointed for 2	59 #2 - Not appointed for 13
Cr Margot Smith	2	2	3	29	Cr Margot Smith	9	5	9	68
Cr Heather Wellington	2	2	3	19	Cr Heather Wellington	10 #3 Approved leave of absence for 1	5	8	25

**Notes**

#1 - Cr James McIntyre was appointed as a Councillor on 2 July 2019.

#2 - Cr Tony Revell was appointed as a Councillor on 6 September 2019.

#3 - At the Ordinary Meeting of Council held on 10 December 2019, Council resolved to grant Cr Heather Wellington a leave of absence from Council for the period of 18 December 2019 to 12 January 2020 inclusive.

#4 - At the Ordinary Meeting of Council held on 21 January 2020, Council resolved to grant Cr Clive Goldsworthy a leave of absence from Council for the period of 11 February 2020 to 7 March 2020 inclusive.

#5 - At the Ordinary Meeting of Council held on 25 February 2020, Council resolved to grant Cr James McIntyre a leave of absence from Council for the period of 20 February 2020 to 16 March 2020 inclusive.

#6 - In accordance with Requirement One of the Minister's Good Practice Guideline, each Councillor must be seen and heard in order to be an active member of the meeting. Cr James McIntyre did not have video enabled but could hear and see the meeting.

#### 4.3 Appointment of Councillor Conduct Officer

**Author's Title:** General Manager Governance & Infrastructure

**General Manager:** Anne Howard

**Department:** Governance & Infrastructure

**File No:** F18/216-2

**Division:** Governance & Infrastructure

**Trim No:** IC20/1001

**Appendix:**

Nil

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

**Status:**

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

Defined as confidential information in accordance with Local Government Act 2020, Section 3(1):

☐

Yes

☒

No

☐

Yes

☒

No

**Reason:** Nil

**Reason:** Nil

#### Purpose

The purpose of this report is to seek Council's recognition of Terry Bramham as a person suitably qualified to perform the functions of the Principal Conduct Officer for Surf Coast Shire Council, in accordance with Section 150(2)(b) of the *Local Government Act 2020* (the 2020 Act).

#### Summary

At its Ordinary Council meeting held on 25 September 2018, Council recognised Terry Bramham as a suitably qualified person to perform the functions of the Principal Conduct Officer. The Chief Executive Officer appointed Terry Bramham of Macquarie Local Government Lawyers as a Principal Conduct Officer for the Surf Coast Shire Council on 27 September 2018, in accordance with section 81Y of the *Local Government Act 1989* (the 1989 Act).

The provisions in the 1989 Act relating to this matter are closely reflected in the relevant provisions of the 2020 Act, albeit the role is now referred to as the Councillor Conduct Officer rather than the Principal Conduct Officer.

Under section 150(2)(b) of the *Local Government Act 2020*, an external person is eligible to be appointed by the Chief Executive Officer to be a Councillor Conduct Officer if the Council resolves that the person is suitably qualified to perform the functions of the Councillor Conduct Officer. This enables the Chief Executive Officer to appoint an internal or external person to the role of the Councillor Conduct Officer.

The appointment of an external person to the role has assisted with unplanned workload of senior officers allowing them to focus on other matters. This report proposes that Council maintain the ability to have an external Councillor Conduct Officer appointed under the 2020 Act.

#### Recommendation

That Council recognises Terry Bramham of Macquarie Local Government Lawyers as a suitably qualified person who is eligible for appointment to the role of the Councillor Conduct Officer in accordance with section 150 of the *Local Government Act 2020*.



### 4.3 Appointment of Councillor Conduct Officer

#### Report

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

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

##### **Background**

At its Ordinary Council meeting held on 25 September 2018, Council recognised Terry Bramham as a suitably qualified person to perform the functions of the Principal Conduct Officer. The Chief Executive Officer appointed Terry Bramham of Macquarie Local Government Lawyers as a Principal Conduct Officer for the Surf Coast Shire Council on 27 September 2018, in accordance with section 81Y of the *Local Government Act 1989* (the 1989 Act).

The provisions in the 1989 Act relating to this matter are closely reflected in the relevant provisions of the 2020 Act, albeit the role is now referred to as the Councillor Conduct Officer rather than the Principal Conduct Officer.

##### **Discussion**

Under section 150(2)(b) of the *Local Government Act 2020*, an external person is eligible to be appointed by the Chief Executive Officer to be a Councillor Conduct Officer if the Council resolves that the person is suitably qualified to perform the functions of the Councillor Conduct Officer. This enables the Chief Executive Officer to appoint an internal or external person to the role of the Councillor Conduct Officer.

The appointment of an external person to the role has assisted with unplanned workload of senior officers allowing them to focus on other matters. This report proposes that Council maintain the ability to have an external Councillor Conduct Officer appointed under the 2020 Act.

Terry Bramham of Macquarie Local Government Lawyers has more than 25 years of experience in Local Government Law. His comprehensive understanding of the Local Government Act and other relevant legislation affecting the sector makes him a person suitably qualified to perform the functions of the Principal Conduct Officer for Council.

The Act does not preclude the Chief Executive Officer from appointing more than one person to the role of Principal Conduct Officer. The primary benefit sought from the endorsement of Terry Bramham as a suitable alternative is to create flexibility and ensure that these functions can be performed in the most effective manner when the need may arise.

##### **Council Plan**

Theme 5 High Performing Council  
Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives  
Strategy 5.2.1 Prepare for Local Government Act review recommendations

##### **Reporting and Compliance Statements:**

*Local Government Act 2020 – LGA 2020*

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	No
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No

#### 4.3 Appointment of Councillor Conduct Officer

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	Yes
Communication	No
Human Rights Charter	Yes

#### **Policy/Relevant Law**

Council must make decisions in accordance with the relevant law. In relation to this matter, Council is exercising its power in accordance with section 150(2)(b) of the *Local Government Act 2020*.

#### **Public Transparency**

By recognising Terry Bramham as a person who is suitably qualified to undertake the role of Councillor Conduct Officer at a Council Meeting that is open to the public Council is providing transparency of this decision. Should Mr Bramham be appointed by the Chief Executive Officer to the role of Councillor Conduct Officer and be required to perform any functions of the role, the details of these activities would be generally confidential.

#### **Financial Management**

Council's operational budgets include a nominal allowance for expenses associated with Councillor conduct matters. These budgets would be available for the purpose of expenses associated with the duties of the Councillor Conduct Officer, although expenses are reactive and dependant on the number and complexity of matters that may arise.

#### **Human Rights Charter**

The Human Rights Charter Impact Assessment Tool has been reviewed and no impact has been identified with respect to human rights.

#### **Options**

##### Option 1 – Recognise Terry Bramham as a suitably qualified person to undertake the role of Councillor Conduct Officer

This option is recommended by officers because it represents an opportunity to maintain flexibility while ensuring that the functions of the Councillor Conduct Officer can be performed in a manner that is efficient and effective.

##### Option 2 – Seek to recognise an alternative external person as a suitably qualified person to undertake the role of Councillor Conduct Officer

This option is not recommended by officers because this matter should be resolved without undue delay. Terry Bramham is suitably qualified and has performed the role of Principal Conduct Officer satisfactorily since his appointment in September 2018.

##### Option 3 – Not recognise an external person as a suitably qualified person to undertake the role of Councillor Conduct Officer

This option is not recommended by officers as the objective is to minimise impact on the workload of internal resources.

#### **Conclusion**

The workload of the Principal Conduct Officer is unpredictable and recognition of an external person to fulfil the functions of the role aims to provide more flexibility, efficiency and effectiveness.

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## 5. ENVIRONMENT & DEVELOPMENT

### 5.1 Climate Emergency - Council's role in and approach to the community's climate emergency response

**Author's Title:** Climate Emergency Project Officer

**General Manager:** Ransce Salan

**Department:** Environmental Sustainability

**File No:** F18/2523-2

**Division:** Environment & Development

**Trim No:** IC20/932

**Appendix:**

1. Council's role and approach to the community climate emergency response (Part 3) (D20/46387)

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

**Status:**

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

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

☐ Yes

☒ No

☐ Yes

☒ No

**Reason:** Nil

**Reason:** Nil

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#### Purpose

The purpose of this report is to present Part 3 of Council's Climate Emergency Response: Council's role in, and approach to, community action in the climate emergency.

#### Summary

In response to petitions with more than 1000 signatures from community members seeking leadership on climate change, Council resolved to declare a climate emergency at its 27 August 2019 Council Meeting.

Council's Climate Emergency Response is being developed in four parts, with Parts 1 and 2 relating to Council's corporate actions and Parts 3 and 4 relating to community action.

The development of community focussed actions in the Climate Emergency Response requires a different approach to Parts 1 and 2 as Council will not have control over community actions or commitments. Parts 3 and 4 reflect that a community development approach needs to be taken in collaboration with the community. Part 3 (Appendix 1) specifically outlines Council's role in, and approach to, community action in the climate emergency.

It is proposed that Council play a role in facilitation and empowerment of the community to develop community owned and led responses to the climate emergency. Council will play a role to inspire, inform, enable and connect the community throughout the development and implementation of community climate emergency responses.

The proposed approach is guided by three principles:

- community development, to foster community ownership;
- evidence-based to ensure actions are well informed; and
- systems thinking to facilitate widespread integration of actions.

#### Recommendation

That Council endorses the proposed role in, and approach to, community action in the climate emergency response as attached in Appendix 1 – Council's role in and approach to the community climate emergency response.

## **5.1 Climate Emergency - Council's role in and approach to the community's climate emergency response**

### **Report**

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

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

### **Background**

At its 27 August 2019 Council Meeting, in response to community petitions, Council resolved to declare a climate emergency and develop a Climate Emergency Response Plan in partnership with the community (27 August 2019 Council Meeting, Council Resolution 5.4 "Response to Climate Emergency Petitions").

Since Council's Resolution to declare a climate emergency, the following actions have been undertaken:

- Council endorsed a four part approach to the development of the Climate Emergency Response Plan (26 November 2019 Council Meeting, Council Resolution 5.1 "Climate Emergency Response Plan"). Parts 1 and 2 relate to Council's corporate actions (the Short Term Corporate Action Plan and the Long Term Corporate Action Plan respectively) and Parts 3 and 4 relate to the community response.
- A Climate Emergency Response project charter and communication and engagement plans have been developed to guide current work.
- Part 1 of our Climate Emergency Response (the Short Term Corporate Action Plan) is currently being implemented.
- Officers continue to strengthen networks with councils and other bodies in the region and across Australia to share resources and experiences, collaborate and learn from each other.
- Part 2 (the Climate Emergency Long Term Corporate Action Plan) approach is complete, strategic and planning documents are being finalised and initial staff engagement carried out.
- Corporate targets have been established in the areas of emissions reduction, renewable energy, waste, water and land use/biodiversity.
- There has been ongoing communication and engagement on climate emergency with the organisation, community and Traditional Owners.

### **Discussion**

- Council recognises, both globally and locally, that a more significant and urgent climate change response is required. A warming climate is already increasing the frequency and severity of extreme weather events and this will worsen if global greenhouse gas emission continue on the current trajectory. Leading climate scientists recognise the need for an emergency response to both rapidly slow the rate of global warming and adapt to the impacts we are already facing.
- Parts 1 and 2 of our Climate Emergency Response enable Council to demonstrate leadership in its own operations, facilities and services to both reduce our impact and adapt to climate change.
- The development of community focussed actions in the Climate Emergency Response requires a different approach to Parts 1 and 2 as Council does not have control over community actions or commitments. Part 3 recognises that a community development approach will need to be taken in collaboration with the community.
- The climate emergency petitions received by Council reflect the community's aspiration to take urgent climate action. Surf Coast Shire is home to many individuals, groups and businesses who value the natural environment and are committed to protecting and enhancing local ecosystems, plant and animal species and communities. The community consistently advocate for climate action including awareness and advocacy on climate change, uptake of renewable energy, and projects implemented by community groups promoting local food production, active transport, tree planting, waste reduction and more. The community are well placed to lead their own responses to the climate emergency.
- Part 3 (Appendix 1) specifically outlines Council's role in, and approach to, community action in the climate emergency. In summary, Part 3 outlines that:
  - Council play a role to facilitate and empower the community to develop community owned and led responses to the climate emergency. Council will help to initiate community processes, support community leaders, mobilise local action and facilitate access to resources and information. Council will play a role to inspire, inform, enable and connect the community throughout the development and implementation of community climate emergency responses.
  - The proposed approach is guided by three principles:

## 5.1 Climate Emergency - Council's role in and approach to the community's climate emergency response

- i. community development, to foster community ownership;
  - ii. evidence-based to ensure actions are well informed; and
  - iii. systems thinking to facilitate widespread integration of actions.
- o The approach will have two phases:
  - i. Phase One – facilitate targeted community engagement to determine the framework, process and governance model for the community Climate Emergency Response with key stakeholders.
  - ii. Phase Two – Use the agreed process as a framework to facilitate shire wide engagement activities to develop the substance of the response with the community.
- o Council will facilitate and support the community planning process; the actions identified through this process will be community owned and implemented by the community.

### Council Plan

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

Theme 1 Community Wellbeing  
Objective 1.3 Improve community safety  
Strategy 1.3.1 Understand community safety issues and needs, and design an appropriate local response

Theme 1 Community Wellbeing  
Objective 1.3 Improve community safety  
Strategy 1.3.2 Continue to build community resilience to prepare for emergencies

The current Council Plan does not specifically mention climate emergency, however, objectives within the Council Plan are considered responses to climate change, in particular the objective to drive the use of renewable energy.

In its 27 August 2019 resolution, Council noted the opportunity to consider climate change in future reviews of the Council Plan (incorporating the Health and Wellbeing Plan).

### Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	Yes
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	No

## 5.1 Climate Emergency - Council's role in and approach to the community's climate emergency response

### ***Governance Principles - Local Government Act 2020 (LGA 2020)***

Victoria's Climate Change Adaptation Plan 2017-2020 and the Victoria Health and Well-being Plan 2019-2023.

### ***Policy/Relevant Law***

The proposed approach to the community Climate Emergency Response does not exceed Council's legislative power. It consolidates Council's Resolution to Declare a Climate Emergency and the endorsed Climate Emergency Response. The proposed approach aligns with and compliments the Council Plan, including environmental leadership and community wellbeing objectives. The Council Plan and other Council policies do not specifically reference or include climate emergency however other relevant environmental and community plans and policies have been considered and are in compliance.

Victoria's Climate Change Adaptation Plan 2017-2020 and the Victorian Climate Change Framework provide additional roles and responsibilities for local government to collaborate, lead and foster community action and input on climate change.

### ***Community Engagement***

The proposed approach is the vehicle driving community engagement on the Climate Emergency Response. It provides an overarching framework to how community engagement will be planned and implemented. The response to this document will dictate future levels of community engagement, ensuring it adheres to s 56 of the LGA 2020.

### ***Public Transparency***

The proposed approach supports public transparency by ensuring that the community is aware of and involved in Surf Coast Shire Council's Climate Emergency Response, reflecting Council's prior resolution to declare a Climate Emergency. The decision-making resulting in Council's role in, and approach to the community Climate Emergency Response will be clearly communicated in an accessible format.

### ***Strategies/Plans***

The proposed role and approach is the guiding framework which will lead to the involvement of the community in Climate Emergency strategic planning. Council's response to this document will dictate the community's participation in the strategic planning process.

### ***Financial Management***

The development of the climate emergency community response including community engagement activities can be undertaken within the existing Towards Environmental Leadership program budget and other existing Council resources.

Actions arising as a result of developing community responses to the climate emergency will be owned and implemented by the community; the community must consult Council on any funding, infrastructure or resourcing requests and these will be subject to the usual Council budgeting and approvals processes.

### ***Risk Assessment***

An extensive climate change risk assessment was undertaken as part of Council's Draft Adaptation Plan 2017-20. The assessment identified risks to our community, environment and economy. Increased mitigation and adaptation actions will assist in managing these risks. The risks within Council's control have been incorporated into Council's Risk Register. The six highest priority risks are outlined below.

Risk #	Priority Risk	Asset	Rating (0-5 yrs)	Rating (5-60 yrs)
1	Increase in heat stress and solar exposure to the community leading to increased heat-related illness.	Community Wellbeing	High	Extreme
2	Increase in heat stress and solar exposure to the community leading to increased pressure on emergency management and health services.	Community Wellbeing	High	Extreme
3	Less tourists visiting due to bushfires/bushfire risk and loss of tourist demand for region.	Industry	High	High
4	Increased bushfire risk to community homes.	Community Wellbeing	High	High

## 5.1 Climate Emergency - Council's role in and approach to the community's climate emergency response

5	Damage to tourism attractions such as national parks and the Great Ocean Road.	Industry	High	High
6	A decline in water availability for agricultural operations.	Industry	Medium	Extreme

In addition to ecological and physical risks there are health and well-being risks to community inaction on climate change. The Climate and Health Alliance, Royal Australasian College of Physicians and the Australian Medical Association report noticeable health risks as a result of environmental changes, with growing scientific evidence recognising climate change as a health emergency. Ecological and physical risks may also result in financial and liability exposure to local businesses and residents in the Surf Coast Shire.

Encouraging the community to develop its own responses to the climate emergency and take action on emissions reduction and adapting towns, businesses, buildings and the local economy to climate change impacts will contribute to decreasing the risks identified above.

### Communication

Council's role in, and approach to the community Climate Emergency Response will be communicated widely, pursuant to the existing Climate Emergency Communication Plan and Engagement Plan. This will include:

- Developing a clear visual tool to help explain the proposed role and approach
- Putting the role and approach on Council's Towards Environmental Leadership website
- Communicating the role and approach to the Renewable Energy Taskforce and environmental and community groups within the Surf Coast Shire
- Communicating the role and approach to the wider community on Council's social media channels and through other networks

### Options

#### Option 1 – Endorse the proposed role and approach of Council in the community Climate Emergency Response

This option is recommended by officers as community focussed action in the Climate Emergency Response requires the community to draw on its expertise, commitment and leadership on climate action to lead and develop its own response. Council's facilitative and empowerment role will further support the process. Stakeholder engagement and research of existing community plans demonstrate the need for the proposed role and approach.

#### Option 2 – Reject the proposed role and approach of Council in the community Climate Emergency Response

This option is not recommended by officers as it will delay action on Council's Climate Emergency Response. The approach and role have been developed after extensive research and stakeholder engagement to develop the most beneficial strategy.

### Conclusion

Council's declaration of a climate emergency at its 27 August 2019 Council Meeting recognises that climate change is a significant threat and that more urgent action is needed globally and locally. Council's Climate Emergency Response consists of four parts, and this report outlines part 3 – Council's approach to the community Climate Emergency Response.

The proposed approach of Council in the community Climate Emergency Response recognises the leadership, expertise and willingness of the Surf Coast Shire community to lead and own the community response, with the support of Council. The facilitative and empowering role of Council in the process, including Council's ability to inspire, inform, enable and connect, will help the community to achieve long-lasting social, environmental and economic outcomes. The two-pronged approach will allow community leaders with the knowledge and passion to co-design and drive the community Climate Emergency Response framework, process and governance model. Following this initial targeted engagement Council and key community members will begin broader engagement across the Surf Coast Shire to enable everyone the opportunity to meaningfully contribute to the community Climate Emergency Response and overarching goals of emissions reduction, climate change preparedness and community resilience.

**5.1 Climate Emergency - Council's role in and approach to the community's climate emergency response**

**APPENDIX 1 COUNCIL'S ROLE AND APPROACH TO THE COMMUNITY CLIMATE EMERGENCY RESPONSE (PART 3)**



## **Climate Emergency Response Part 3: Council's role in, and approach to, community action in the climate emergency**

In 2019 Council received petitions with more than 1000 signatures from community members seeking leadership on climate change. Council subsequently declared a climate emergency at its 27 August 2019 Council Meeting, committing to take stronger climate action and develop a Climate Emergency Response.

Council's Climate Emergency Response will be delivered in four parts:

- Part 1 - A Short Term Corporate Action Plan that identifies initiatives across the organisation that can be implemented quickly and within existing resources.
- Part 2 - A Long Term Corporate Action Plan that identifies initiatives across the organisation requiring implementation over a longer timeframe and potentially requiring additional resources.
- Part 3 – Develop an approach for, and define Council's role in, community action in the Climate Emergency Response.
- Part 4 – Facilitate and empower community-led responses to the climate emergency.

This document defines the role Council can play in community climate action and outlines the approach to facilitate and empower the community to develop their own responses to the climate emergency. There are many elements of Council's own corporate responses (Part's 1 and 2) that will help the community respond to the climate emergency. However, the actions outlined in Parts 1 and 2 of Council's Climate Emergency Response will be owned and led by Council; actions developed in Parts 3 and 4 will be community owned and led.

Climate change is a sensitive issue for many people. It's recognised that discussion of climate change can cause emotional stress. Council understands that the climate emergency can be a contentious and divisive topic and is encouraging and respectful of differing opinions. However, mitigation of climate change is unlikely without significant societal change and individual behaviour change. Council's role in, and approach to, community action in the climate emergency will be a-political and positive and seek to build collaboration and unity.

### **Council's Role**

Council's role is to facilitate and empower the community to develop a community owned and led response to the Climate Emergency. Council will help to initiate community processes, support community leaders to mobilise local action and facilitate access to resources and information.

This role will incorporate the following:

#### **Inspire – Through its own work Council can inspire community action**

- Lead by example on corporate targets and our organisation wide approach to corporate action
- Be seen as a trusted source of information in the community
- Advocate on behalf of the community to relevant agencies and other levels of government
- Initiate community engagement processes to mobilise action
- Be open to ideas and be challenged by the community on our corporate responses

**Actions may include:** setting strong corporate environmental sustainability targets; advocating to state and federal government on emission reduction targets; and actively communicating Council's progress in delivering their Climate Emergency Short and Long Term Corporate Action Plans

**Inform – A climate informed community is better positioned to respond to the climate emergency**

- Support the community to understand the nature of the climate emergency
- Share and encourage positive, solutions based responses

Communicate local climate change stories of action and impact **Actions may include:** informing the community on climate change science and the climate emergency through workshops and the TEL website; and, sharing stories of local action and responses through TEL website and social media.

**Enable – Council can enable the community to achieve their response aspirations**

- Manage infrastructure, land use, planning and service delivery to enable more opportunities for the community to reduce emissions and adapt to climate change
- Support community leaders to mobilise local action
- Provide access to resources and funding
- Provide leadership and development opportunities
- Support community aspirations of climate action

**Actions may include:** providing active transport options; improving ESD outcomes in the planning scheme; supporting the community to reduce and manage waste more effectively; directing grants programs to climate action and tailoring the Casuarina program to engage community leaders on a climate change response.

**Connect – A connected community can maximise its response Shire wide**

- Promote connections within the community and with Council
- Encourage collaboration and co-design on local climate solutions and responses
- Share approaches and ideas to learn from each other
- Facilitate connections with the wider regional, state, national and global community

**Actions may include:** establishing a Youth Climate Network to connect youth with each other, Council and environmental groups; facilitating collaborative action planning between businesses, groups, clubs and township networks; co-designing a community response and holding a series of community workshops to share ideas and learn from each other.

## **Council's Approach**

### **Guiding Principles**

This approach will be guided by three principles; community development, evidence-based and systems thinking. These principles will ensure that the process and development of the community climate emergency response is:

- owned and led by the community;
- inclusive of all members of the community and where necessary works with certain groups to encourage participation;
- informed as much as possible by scientific evidence or other trusted and reputable sources to inform action;
- aware of the different people and groups working in the climate space and related fields;
- communicating and collaborating with people and groups to maximise effort and impact.

Throughout the process Council must reinforce its role to *facilitate* and *empower* the community to develop a climate emergency response. Challenging situations such as conflicting opinions, and time, participation and resource constraints will arise, so flexibility in the process is required.

Where possible the climate emergency community response will utilise and work with existing Council and community projects, engagement activities and networks.

#### **Community development: community owned and led**

A community development approach will ensure that we work *with* communities to design and implement a community owned and led response, acknowledging that resilient communities and lasting change are the result of active participation, collaboration and empowerment. This approach will be guided by the Community Engagement Strategy.

#### **Evidence-based: informed community action and targets**

An evidence-based approach will ensure that community actions, and the information and support we offer the community, are researched and well-founded. This approach extends to engagement and mobilisation components, as well as supporting the community to develop evidence-based targets and actions.

#### **Systems thinking: integrated and holistic**

This approach recognises that there are many people directly and indirectly involved in climate-related work. Utilising this approach will enhance community and cross-Council collaboration for combined effort, co-benefits and maximum impact. It will also improve our understanding of drivers, potential impacts and collective goals. If we have a greater understanding of what everyone in Council and the community are doing we can avoid people working in isolation and the adverse effects that could arise as a result, such as project duplication or projects undermining each other. This approach aligns with the Short and Long Term Corporate Action Plans which promote a holistic organisational wide approach.

### **Approach**

The approach will consist of two key phases:

1. **Procedural phase: facilitate targeted community engagement to determine the process, scope, vision and governance model for the community response with key stakeholders.**

This will include:

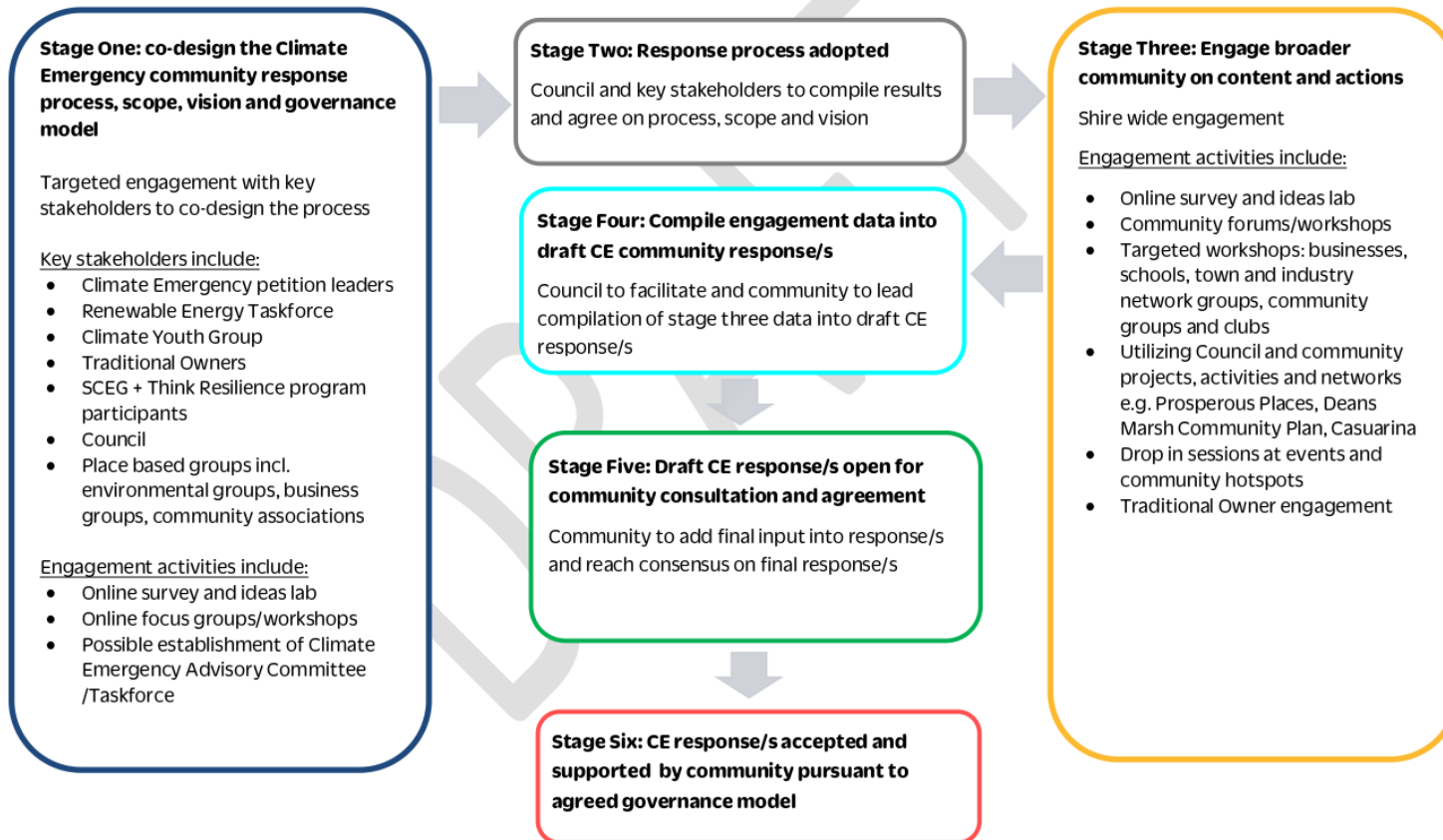
- Investigating community attitudes and desire for a detailed community inventory. This could be used to make emissions data more tailored and applicable to community groups, businesses, individuals etc.
- Exploring whether the community response will be shire wide, place-based or a combination of both.
- Exploring engagement with Traditional Owners in the process.
- Potential formation of a Climate Emergency Community Advisory Committee/Taskforce.

2. **Substantive phase: Use the agreed process as a framework to facilitate shire wide engagement activities to develop the substance of the response with the community.**

- Provide opportunities for the community to develop a general awareness and understanding of climate change and its associated impacts – informed action and response.
- Provide a wide range of engagement activities to capture as many voices as possible.

### Stages of Council's approach to facilitate and empower community action for climate emergency response

\*CE = climate emergency



## Scope

Council appreciates that during the development of the community climate emergency response community members may have expectations that Council will deliver on community aspirations, or specific aspects of the community response. Council will facilitate and support the community planning process; the actions identified through this process will be community owned and implemented by the community. While Council welcomes the community's ideas and will consider priorities identified by the community as they relate to Council's work, Council cannot commit to delivering goals or actions outlined in the community response without seeking Council endorsement prior to finalisation of the community plan. In developing their response, the community must consult Council on any funding, infrastructure or resourcing requests and these will be subject to the usual Council budgeting and approvals processes.

In scope	Out of scope
<ul style="list-style-type: none"><li>• Facilitating processes to support the community to develop their CE response and take action in line with the Council resolution to declare a Climate Emergency i.e. workshops, online engagement, working with businesses and schools</li><li>• Encouraging respectful conversations and collaboration between all members of the community, with a focus on audiences</li><li>• Facilitating conversations and processes between the community and relevant departments at Council</li><li>• Providing opportunities for the community to build on their knowledge and understanding of climate change science, emission sources, place based risks and impacts and solutions</li><li>• Identifying areas where Council can play a role, or where the community response aligns with Council's corporate climate emergency response plan</li></ul>	<ul style="list-style-type: none"><li>• Council will support and facilitate the community response process but will not lead or own the development and implementation of the actions identified</li><li>• Council committing budget or resource allocation in response to the community's response without first seeking approval from Council</li><li>• Engaging in non-climate related issues</li><li>• Council will not adopt the community climate emergency response</li></ul>

## 6. CULTURE & COMMUNITY

### 6.1 SCS-049 Community Development Policy and Community Development Framework and 2020-22 Action Plan

**Author's Title:** Coordinator Community Health and Development      **General Manager:** Chris Pike

**Department:** Community Health and Development      **File No:** F18/939

**Division:** Culture & Community      **Trim No:** IC20/966

**Appendix:**

1. SCS-049 Community Development Policy (D20/41056)
2. Community Development Framework and 2020 - 22 Action Plan (D20/41653)

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

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

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Yes

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No

**Reason:** Nil

**Status:**

Defined as confidential information in accordance with Local Government Act 2020, Section 3(1):

☐

Yes

☒

No

**Reason:** Nil

#### Purpose

The purpose of this report is to present SCS-049 Surf Coast Shire Community Development Policy for adoption and the Community Development Framework and 2020 – 22 Action Plan for endorsement.

#### Summary

The Council Plan aims to 'Support people to participate in and contribute to community life' through a strategy to 'Develop and implement a program to support communities of place and interest and provide a place for them to identify and achieve their community aspirations.

The United Nations defines Community Development as "a process where community members come together to take collective action and generate solutions to common problems". Council is increasingly employing community development approaches. Most recently, Council's response to COVID-19 has focussed on place-based community and business support teams and assisting local community networks. A recovery grants initiative, building on long-standing grant programs, has been established to support community and business initiatives.

Council's future business model, aligning with contemporary developments in government, will need to increasingly embrace community expertise, resources and initiative. This builds on the inherent strengths of communities, regularly evident through community activity across the shire, to deliver positive outcomes. This approach is vital for Council's financial sustainability as it addresses the challenges most recently laid out in the paper – *Our Financial Story* – received by Council at the 23 June 2020 Council Meeting

However, Council currently has no clear policy position on the use of community development approaches. This report seeks to address this policy gap and make clear that community development is core to many of Council's roles and functions.

The accompanying Community Development Framework references the guiding principles of the Community Development Policy and provides an extra layer of detail (the 'what', the 'why' and the 'how') in describing the strategies that Council will employ in the medium term to achieve its longer term vision of healthy, vibrant and sustainable communities. The 2020-22 Action Plan is not intended to achieve the entire framework, but instead collates a series of existing and new initiatives as a first step towards a longer-term commitment to community development and volunteering.

#### Recommendation

That Council:

1. Adopts SCS-049 Surf Coast Shire Community Development Policy.
2. Endorses the Community Development Framework and 2020 – 22 Action Plan.

## **6.1 SCS-049 Community Development Policy and Community Development Framework and 2020-22 Action Plan**

### **Report**

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

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

### ***Background***

The United Nations (2014) defines Community Development as “a process where community members come together to take collective action and generate solutions to common problems.”

The Council Plan aims to ‘Support people to participate in and contribute to community life’ and deliver an outcome of ‘Local people participating in and contributing to local life’ through the following strategies:

- ‘Develop and implement a program to support communities of place and interest and provide a place for them to identify and achieve their community aspirations.
- ‘Facilitate and support high levels of volunteering in the community’

Since its inception in the US-based ‘community organising’ movements of the 1930’s, a number of approaches that flesh out key principles of Community Development, have emerged. These approaches have contributed to an understanding of the way Community Development is practiced and have been considered in the development of the Community Development Policy. They include:

- Strength or Asset-Based Community Development (ABCD) approaches which begin the process of working with communities by identifying and building on their assets rather than needs. Assets include physical infrastructure, places of natural or cultural heritage, services, skills, networks, etc. (Kretzman & McKnight, 2005).
- Place-Based Community Development approaches which join up the efforts of all community stakeholders (citizens, industry, diverse non-government organisations and all levels of government) to improve the social, economic and physical wellbeing of a defined geographical location (State Government of Queensland, 2017).
- Collective Impact approaches which aim to improve collaboration between parties who share common goals and objectives (Kania and Kramer, 2011). Collective Impact approaches specify five conditions to achieve the desired change: a common agenda, continuous communication, mutually reinforcing activities, backbone support, and shared measurement (Ibid).
- Empowerment and self-determination approaches which support people to do things for themselves and enable communities to take control over the decisions and factors that affect their lives, for example, community priority setting, making budget choices, designing services and programs, management of public assets, etc.
- Human rights and social justice approaches which recognise that inequities in health and wellbeing are socially and spatially patterned and that participation in community development initiatives helps individuals and communities recognise and challenge the conditions and structures that set up disempowerment or negatively impact their wellbeing (Ife, 2016).

### **Community and Council officer engagement**

In 2018, Council conducted research with community groups from across the Shire, receiving 124 responses from 75 community groups and detailed input through five focus group discussions.

When asked about which of Council’s existing services supported their group respondents, able to tick more than one option, identified the most helpful supports to be:

- provision of grants - 86%
- provision of/access to assets - 57%
- advice from Council officers - 57%
- project management support - 28%
- networking opportunities - 23%



## **6.1 SCS-049 Community Development Policy and Community Development Framework and 2020-22 Action Plan**

When asked what supports they most needed respondents, again able to select more than one response, identified that they would like greater support with:

- attracting funding and accessing affordable, fit-for-purpose facilities - 75%
- creating a platform to be able to share interests, resources, activities, services and ideas - 74%
- attracting, retaining and developing the capacity of volunteers - 69%
- planning and delivering events or projects and strategic documents - 59%
- access to training and mentoring - 68%
- opportunities to network, learn from peers - 60%

The survey and focus group data identifies the value that community members and groups place on the provision of grants and other resources such as Council facilities. The research also indicates that there is a depth of knowledge and skill among community members and groups, and more broadly in other sectors (philanthropy, business, etc.), that could be better utilised, shared and developed. The research identifies that Council can improve the way that it supports communities by tapping into this local knowledge and knowhow, building on community assets, developing community builders and leaders and better aligning its resources (technical knowledge, access to research, training, mentoring, partnerships, funding, etc.) to match community priorities and initiatives.

The Community Development Policy has been developed with input from across Council departments and is viewed as an opportunity to work more effectively and cohesively with community members, and other partners to be able to better support communities to identify, resource and realise their priorities.

### ***Discussion***

There is significant evidence of community initiative and activity occurring, both with and without Council assistance:

- Township advocacy and action groups such as Committee for Lorne, Growing Winchelsea, Aireys Inlet and District Association identify opportunities and issues, engaging in-community expertise and resources to progress these. They frequently seek to partner with Council.
- Interest group such as sports clubs, environmental groups, business groups and arts collectives engage volunteers, develop skills, raise funds and provide activities for many in the community.
- Council supports such groups to achieve their goals in many ways including support and advice, grant programs, learning opportunities and assistance connecting with others.
- Council engages local volunteers who offer their skills, knowledge and time to provide services to and manage local facilities for their communities

The shire will experience more frequent and severe weather events and emergencies such as bushfires, floods, and - the current challenge - pandemics. Building social connections and supporting community leadership and planning will be vital to preparing for and recovering from emergencies.

The principles of the Community Development Policy, whilst not yet adopted, have guided Council's response to the COVID-19 pandemic, including the formation of place-based community and business support teams. The community and business support teams have been meeting with regional and municipal emergency management, as well as residents, community and religious groups and not-for-profit organisations, businesses and peak bodies across the Torquay, Coastal and Hinterland regions, to understand their experiences and work together to respond to emerging issues. The community and business support teams have helped community groups and businesses gain access to a range of resources and supports, including funding, equipment, training and mentoring, as well as providing advice and connections for submissions to Council's COVID-19 Recovery Grants Program.

The Community Development Policy will support community resilience by working with communities to understand their needs and strengths, building on assets and marshalling resources to meet community priorities and realise shared objectives. The Community Development Policy articulates the strategic intent of much of Council's planning and operations and will further align the organisation's efforts, positioning Council to respond to growth, future demand, shocks and stresses more cohesively and effectively.

Council will experience substantial population growth in the next 10-20 years. Council will face increased demand for its services and programs, public spaces, infrastructure and facilities. *Our Financial Story*, received by Council on 23 June 2020 outlines the financial challenge Council faces at the same time.



## 6.1 SCS-049 Community Development Policy and Community Development Framework and 2020-22 Action Plan

Council must better utilise untapped community resources and work with a range of partners to be able to broker good economic, social, health outcomes for Shire communities. Community development approaches are vital to a sustainable and successful future Council business model.

### Council Plan

Theme 1 Community Wellbeing  
Objective 1.1 Support people to participate in and contribute to community life  
Strategy 1.1.1 Develop and implement a program to support communities of place and interest, and to provide opportunities for them to identify and achieve their community aspirations

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

### Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	Yes
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	Yes

### Governance Principles - Local Government Act 2020 (LGA 2020)

The Community Development Policy has been developed in accordance with the Governance Principles. Specifically the Community Development Policy, Framework and Action Plan:

- is underpinned by principles of social justice, including intragenerational and intergenerational equity and considers the cumulative impact of decision-making.
- seeks to join up the efforts of all community stakeholders (residents, businesses, diverse non-government organisations and all levels of government) to improve the environmental, social and economic wellbeing of our communities.
- makes a commitment to align Council supports to empower community members, groups and businesses to create the positive changes they want to see communities.
- recognises that community members are experts in their lives and communities and makes a commitment to seek out the diverse perspectives and experiences of Surf Coast Shire communities

## **6.1 SCS-049 Community Development Policy and Community Development Framework and 2020-22 Action Plan**

to ensure Council's understanding of communities' needs and strengths inform planning, decision-making and advocacy.

- makes a commitment to be flexible and responsive in its design and implementation of programs and services, trialling and evaluating new ways to achieve community outcomes to ensure innovation and continuous improvement.
- makes a commitment to partner with residents, community groups, businesses, non-government organisations and all levels of government to achieve shared outcomes for our communities.
- will support more effective resource allocation through valuing and better utilising community resources and working with a diverse range of partners to achieve shared objectives.
- makes a commitment to seek out diverse perspectives to inform planning and decision-making and to be principled and equitable in its planning and allocation of resources to support communities' access to infrastructure, open space, facilities, programs and services and networks.

### ***Policy/Relevant Law***

The function of a Council, defined under the Public Health and Wellbeing Act 2008, to seek to protect, improve and promote public health and wellbeing within the municipal district by (a) creating an environment which supports the health of members of the local community and strengthens the capacity of the community and individuals to achieve better health.

The Community Development Policy, Framework and Action Plan is informed by the Surf Coast Shire Council Plan and seeks to fulfil its purpose to help our community and environment to thrive as described above.

### ***Environmental/Sustainability Implications***

In 2019 Council declared a climate emergency and is now working with community to identify priorities and set targets for energy, emissions, water, waste, land use and biodiversity.

The Community Development Policy makes a commitment to align Council supports to empower community members, groups and businesses to create the positive changes they want to see communities.

Additionally, the Community Development Policy recognises the sense that individuals and communities have of themselves is inextricably linked to place. In working with communities Council considers the unique and interacting elements across the natural, built, cultural, social and economic environment.

### ***Community Engagement***

The development of the Community Development Policy was informed by research undertaken with community groups from across the Shire in 2018. Council received 124 responses from 75 community groups and detailed input through five focus groups.

In line with LGA 2020 s.56 engagement principles, the Community Development Policy will enable meaningful and informed community engagement (s.56 d). The Community Development Policy makes a commitment to seek out the diverse perspectives and experiences of Surf Coast Shire communities to ensure Council's understanding of communities' needs and strengths inform planning, decision-making and advocacy. In investing in social capital and building productive relationships among a diverse range of partners, more community members, groups and businesses will have an understanding of Council's operating environment, including the challenges we face as a municipality, Council's areas of control and influence, as well as ways in which community engagement can influence Council decision making.

### ***Public Transparency***

The Community Development Policy will support transparency in decision-making, actions and information as described above under LGA 2020 s.9 (i) above.

### ***Strategies/Plans***

In line with s.89 of the LGA 2020, the Community Development Policy supports an integrated approach to planning, monitoring and performance reporting. The Policy makes a commitment to involve community in the design and implementation of programs and services, trialling and evaluating new ways to achieve community outcomes and support innovation and continuous improvement.

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## **6.1 SCS-049 Community Development Policy and Community Development Framework and 2020-22 Action Plan**

### ***Financial Management***

In mapping current roles and resource allocation for the purpose of working more cohesively and better aligning and enabling more efficient use of Council resources, the Community Development Policy considers financial management principles. Application of the policy is vital to the long-term financial sustainability of Council.

Delivery of the 2020-22 Action Plan will be within existing budget allocations. Any newly developed initiatives will be presented through Council's annual budget setting process. Community initiatives arising from Council's activities will be considered through established channels and funding allocation mechanisms such as grant rounds, project decisions and the annual budget.

### ***Service Performance***

Consistent with service performance principles described under LGA 2020 s.106, the Community Development Policy makes a commitment to understand the communities' needs and strengths to inform planning and decision-making, as well as will undertake principled and equitable planning and allocation of resources to support communities' access to infrastructure, open space, facilities, programs and services and networks.

### ***Risk Assessment***

The Community Development Policy, Framework and Action Plan builds the capacity of community members and Council officers, including the ability to identify and manage risks associated with community and economic development initiatives.

The absence of community development approaches may lead to inferior outcomes for communities, missed opportunities to apply community expertise and resources and a more onerous, less sustainable and less successful Council business model.

### ***Communication***

The adoption Community Development Policy and endorsement of the Framework and Action Plan will be communicated through established networks and connections with residents, community groups, businesses, peak bodies, other local government and other levels of government.

### ***Human Rights Charter***

No human rights are negatively impacted by the Community Development Policy. The Community Development Policy promotes the right of individuals to take part in public life.

## **6.1 SCS-049 Community Development Policy and Community Development Framework and 2020-22 Action Plan**

### ***Options***

Option 1 – Council adopts the Community Development Policy (SCS-049) without amendment and endorses the Community Development Framework and 2020 – 22 Action Plan

This option is recommended by officers as the Policy principles, Framework strategies and Action Plan initiatives are supported by research and engagement with community and Council departments. The Policy, Framework and Action Plan help Council to meet its statutory responsibilities and enables the organisation to better resource the community by working more cohesively and effectively.

Option 2 – Council adopts the Community Development Policy (SCS-049) and endorses the Community Development Framework and 2020 – 22 Action Plan with amendments

This option is not recommended by officers as the Policy principles, Framework strategies and Action Plan initiatives are supported by research and engagement with community and Council departments. The Policy, Framework and Action Plan articulate the strategic intent of many of Council's operations. The Community Development Policy, Framework and Action Plan seek to involve community the design and implementation of programs and services, and will trial and evaluate new ways to achieve community outcomes, supporting innovation and continuous improvement.

Option 3 – Council does not adopt the Community Development Policy (SCS-049), nor endorses the Community Development Framework and 2020 – 22 Action Plan

This option is not recommended by officers as the approach codified by the Policy and strategies and initiatives selected in the Framework and Action Plan will enable Council to better resource the community by working more cohesively and effectively, positioning the organisation to respond to growth and future demand with a higher impact business model.

### ***Conclusion***

The Community Development Policy, Framework and 2020 – 22 Action Plan has been informed by research and engagement and demonstrates an aligned, evidence-based approach to more cohesively and effectively supporting communities to identify, resource and realise community priorities. By adopting the Community Development Policy and endorsing the Community Development Framework and 2020 – 22 Action Plan, Council underwrites asset-based, place-based community development and the principles of social justice, community empowerment and self-determination as core values of the organisation's operations and planning.

**6.1 SCS-049 Community Development Policy and Community Development Framework and 2020-22 Action Plan**

**APPENDIX 1 SCS-049 COMMUNITY DEVELOPMENT POLICY**



*We exist to help our community and environment to thrive*

## COUNCIL POLICY

# Community Development

TRIM Reference:

Due for Review:

**Responsible Officer:** Coordinator Community Health & Development

### Purpose

This policy outlines a set of principles and approaches to guide Council's commitment to community development.

Community development is a process where community members are supported to identify and take collective action on issues that are important to them.

### Policy Principles

Community development works from an asset base rather than a deficit model and focuses on 'doing with' rather than 'doing to' or 'doing for' communities<sup>1</sup>. The Surf Coast Shire Council Community Development Policy is underpinned by the following principles:

- community members are experts in their lives and communities, and consequently Council values their knowledge and wisdom
- each community member has knowledge, skills, care and connections. Feeling valued and capable depends on whether that knowledge and know-how can be shared and utilised
- community members are empowered to take the lead every stage, from deciding on issues, to identifying and building on assets, from selecting and implementing actions to monitoring and building improvements into future planning
- strong, productive relationships, nurtured over time, and a shared way of working are central to achieving lasting change
- the sense that individuals and communities have of themselves is inextricably linked to place. In working with communities Council considers the unique and interacting elements of nature, culture, lifestyle, industries and history of our towns and villages.

### Scope

Community development principles can be applied to all instances where Council and community interact. This policy directs Council employees to work with a diverse range of stakeholders including individuals, community groups, volunteers, social enterprises, businesses, government departments and regional bodies to achieve community development outcomes.

### Policy

A strategic and coordinated approach to community development supports Council's purpose 'to help our community and environment to thrive'.

To achieve this, Council will align its knowledge, skills, connections and resources to:



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## COUNCIL POLICY

1. Seek out the diverse perspectives and experiences of Surf Coast Shire communities to inform Council's understanding of communities' needs and strengths.
2. Develop the confidence, skills and connections of local leaders and community builders to work together to create the positive changes they want to see in their communities
3. Be flexible and responsive in its design and implementation of programs and services, trialling and evaluating new ways to achieve community outcomes
4. Consistently invest in developing social capital by prioritising relationship building among a diverse range of partners
5. Be principled and equitable in its planning and allocation of resources to support communities' access to infrastructure, open space, facilities, programs and services and networks.

Governance, roles and responsibilities, implementation and reporting for this policy will be set out in the Community Development Framework and series of Action Plans.

### Definitions

Community	Communities can be formed around a common place (eg neighbourhood), identity (eg belonging to a cultural group), or interest (eg reconciliation with Australia's first peoples)
Community Development	An asset-based approach to working with communities, through individual and collective empowerment, to achieve social and economic development and change (Ireland Community Development Framework).
Community Assets	A community asset is anything that can be used to improve the quality of community life, including physical infrastructure, place of natural or cultural heritage, services, skills networks, etc.
Social Capital	Networks together with shared norms, values and understandings that facilitate cooperation within or among groups.

### Related Procedure

Nil.

### References

1. State Government of Queensland Department of Communities, Disabilities Services and Seniors Framework for Place Based Approaches
2. Pugalis, L. Tan, S.F. (2017) The Role of Local Government in Local and Regional Economic Development University of Technology Sydney
3. Wilks, S., Lahausse, J., Edwards, B., (2015) Commonwealth Place-based Service Delivery Initiatives: Key Learnings Project (Research Report No.32). Melbourne: Australian Institute of Family Studies.
4. Kenyon, P. (2018) Ten Key Community Development Beliefs Bank of I.D.E.A.S
5. Ireland Government 2014 Ireland Community Development Framework

### Document History

Version	Document History	Approved by – Date
1	Amended	Council Resolution – 24 March 2020



*We exist to help our community and environment to thrive*

## COUNCIL POLICY

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<sup>1</sup> Bank of Ideas



**6.1 SCS-049 Community Development Policy and Community Development Framework and 2020-22 Action Plan**

**APPENDIX 2 COMMUNITY DEVELOPMENT FRAMEWORK AND 2020 - 22 ACTION PLAN**

# **Community Development Framework and Action Plan**

**2020-2022**

## Acknowledgment

The Surf Coast Shire proudly acknowledges the Guilijan and the Gadubanud peoples of the Eastern Maar and the Wadawurrung as the traditional custodians of the Surf Coast Shire region.

We pay our respects to their Ancestors and Elders, past, present and emerging. As the oldest living culture on earth, we recognise and uphold their continuing relationship to their traditional lands.

## Introduction

The Community Development Framework and Action Plan 2020-2022 animates the approach Council will take in utilising evidence based Community Development principles to support communities of place, identity and interest across the Surf Coast Shire to identify and achieve their aspirations.

### What is Community Development?

Community Development is both a process and an outcome. Central to the notion of Community Development is 'doing with' rather than 'doing to' or 'doing for' communities.

Community Development approaches seek to harness all of the potential resources at the disposal of communities by bringing together individuals, community groups, social enterprises, businesses, government departments and regional bodies to make a positive difference in the development of healthy, vibrant and sustainable communities.

The United Nations (2014) defines Community Development as "a process where community members come together to take collective action and generate solutions to common problems."

Emerging from the shadow of top down, centralised approaches of urban renewal, Grass roots, participatory 'community organizing' movements began in Chicago in the 1930s.

Since that time, a number of Community Development approaches have emerged, adding to an understanding of the way Community Development is practiced.

A strengths-based Community Development approach seeks to build on an individual's strengths rather than any perceived deficits.

Similarly, an Asset-Based Community Development (ABCD) approach begins the process of working with communities by identifying and building on their assets rather than needs. Assets include physical infrastructure, places of natural or cultural heritage, services, skills networks (Kretzman & McKnight, 2005).

As Community Development approaches evolved, their practitioners began to recognise that the sense that individuals and communities have of themselves is inextricably linked to place and their unique natural environment, culture, lifestyle, industries and history. Place based Community Development approaches join up the efforts of all community stakeholders (citizens, industry, diverse non-government organisations and all levels of government) to improve the social, economic and physical wellbeing of a defined geographical location (State Government of Queensland, 2017).

More recently, Collective Impact approaches have endeavored improve collaboration between parties who share common goals and objectives (Kania & Kramer, 2011). Collective Impact approaches specify five conditions to achieve the desired change: a common agenda, continuous communication, mutually reinforcing activities, backbone support, and shared measurement (Ibid).

Community Development requires the redistribution of power to address the causes of inequality and disadvantage. A shift in power from public institutions to communities doesn't signify a 'hands off' approach. Along with the principles of empowerment, self determination and collective action, Community Development is grounded in human rights, inclusion and social justice. Community Development approaches recognise that inequities in health and wellbeing are socially and spatially patterned. Through Community Development initiatives, community members can become more empowered, such that they can increasingly recognise and challenge the conditions and structures that set up disempowerment or negatively impact their wellbeing (Ife, 2016).

#### **Why Surf Coast Shire Council invests in Community Development**

Investing in Community Development supports Surf Coast Shire Council to meet its commitments under various Acts of Victorian state government by enabling an environment that supports and strengthens the capacity of the community and individuals to achieve best outcomes for the municipal community, including future generations with respect to the economic, social and environmental sustainability of the municipal district (Local Government Act 2019).

Investing in Community Development also helps Council to achieve its purpose and direction.

Surf Coast Shire Councils exists 'to help our community and environment to thrive'.

Community Development principles seek to support healthy people and places through valuing the strengths of others and partnering

with individual and communities to achieve their goals.

In line with the organisation's purpose and direction, the Surf Coast Shire 2017-2021 Council Plan commits to;

1. Develop and implement a program to support communities of place and interest, and provide a place for them to identify and achieve their aspirations
2. Facilitate and support high levels of volunteering in the community.

### **Community Development Policy.**

Community Development is not a neat, linear approach. There is no rulebook or universally applicable prescriptive process. To support our diverse and ever-changing communities to be active and successful in achieving their aspirations, Council has adopted a Community Development Policy, which set outs guiding principles that are adaptive and may be drawn on in specific contexts to guide Community Development outcomes.

The Surf Coast Shire Council Community Development Policy is underpinned by the following principles:

- community members are experts in their lives and communities, and consequently Council values their knowledge and wisdom
- each community member has knowledge, skills, care and connections. Feeling valued and capable depends on whether that knowledge and know-how can be shared and utilised
- community members are empowered to take the lead every stage, from deciding on issues, to identifying and building on assets, from selecting and implementing actions to monitoring and building improvements into future planning
- strong, productive relationships, nurtured over time, and a shared way of working are central to achieving lasting change
- the sense that individuals and communities have of themselves is inextricably linked to place. In working with communities Council considers the unique and interacting elements

of nature, culture, lifestyle, industries and history of our towns and villages.

Council will working according to the Policy principles and makes a commitment to:

1. Seek out the diverse perspectives and experiences of Surf Coast Shire communities to ensure Council's understanding of communities' needs and strengths inform planning, decision-making and advocacy
2. Align supports to empower community members, groups and businesses to create the positive changes they want to see in their communities
3. Be flexible and responsive in its design and implementation of programs and services, trialling and evaluating new ways to achieve community outcomes
4. Consistently invest in developing social capital by prioritising relationship building among a diverse range of partners
5. Be principled and equitable in its planning and allocation of resources to support communities' access to infrastructure, open space, facilities, programs and services and networks.

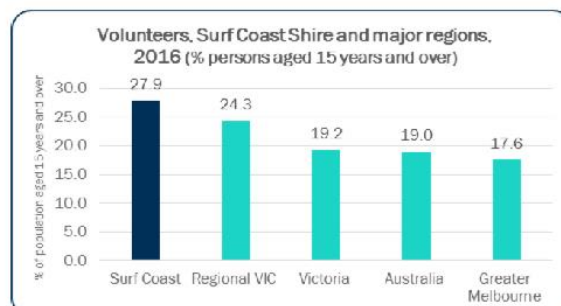
## Community Development Profile

Research and community engagement shows Surf Coast Shire has a strong culture of volunteering and Community Development, assets that support the community and environment to thrive.

This section will provide a snapshot of volunteering and Community Development on the Surf Coast currently in order to provide context and background.

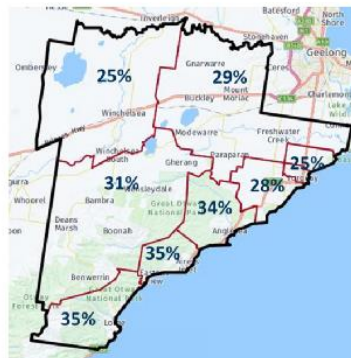
### Volunteering rates

The data indicates there is a strong volunteer culture in Surf Coast Shire with higher than regional Victoria, metropolitan, state and national volunteer rates. In 2016, there were 6,514 volunteers in Surf Coast Shire representing 28% of the population 15 years and over<sup>1</sup>.



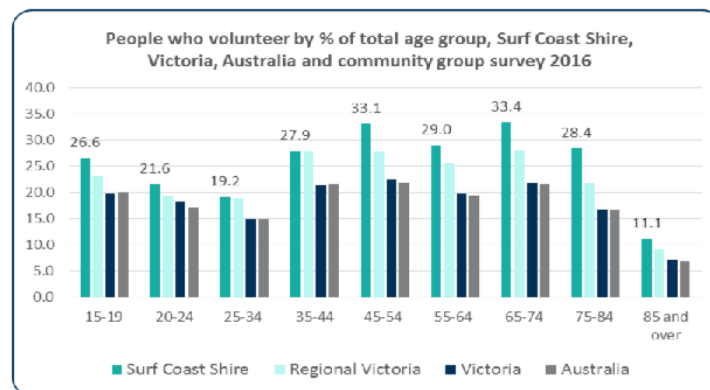
(Source: Australian Bureau of Statistics (2016) Population and Housing Census)

The strong volunteer culture runs throughout the Shire with all major towns demonstrating a volunteer rate higher than the regional Victorian average.



(Source: Australian Bureau of Statistics (2016) Population and Housing Census)

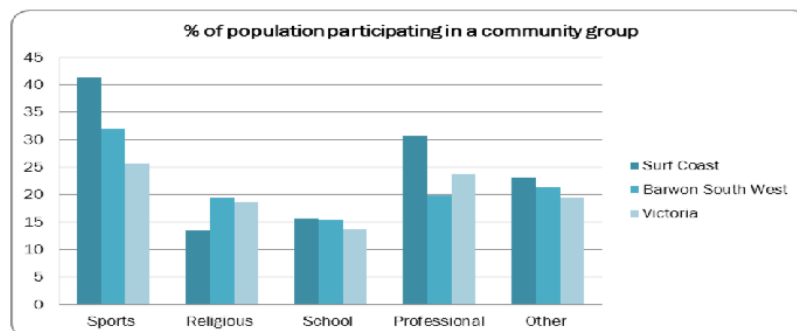
The age profile of Surf Coast Shire volunteers matches state and national trends with the highest rates of volunteering seen in the age groups of 65-74 years and 45-54 years age groups, followed by 55-64 years (29%) and then 75-84 years and 35-44 years (28%).



(Source: Australian Bureau of Statistics (2016) Population and Housing Census)

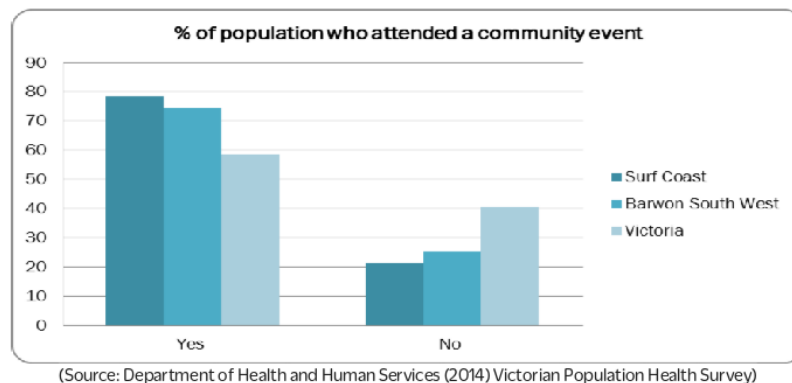
### Community Development and Participation

The Victorian Government ceased measuring the extent of Community Development or community driven action across the state in 2008. However, the Victorian Population Health Survey (2014) does show that Surf Coast has significantly higher levels of participation in community groups and community events compared to regional and state averages, except in religious groups.



(Source: Department of Health and Human Services (2014) Victorian Population Health Survey)





The research identified over 600 community organisations or groups across the Shire providing programs and events focused on social, environment, cultural and political outcomes.

#### **Surf Coast Shire Council's existing Community Development programs and services**

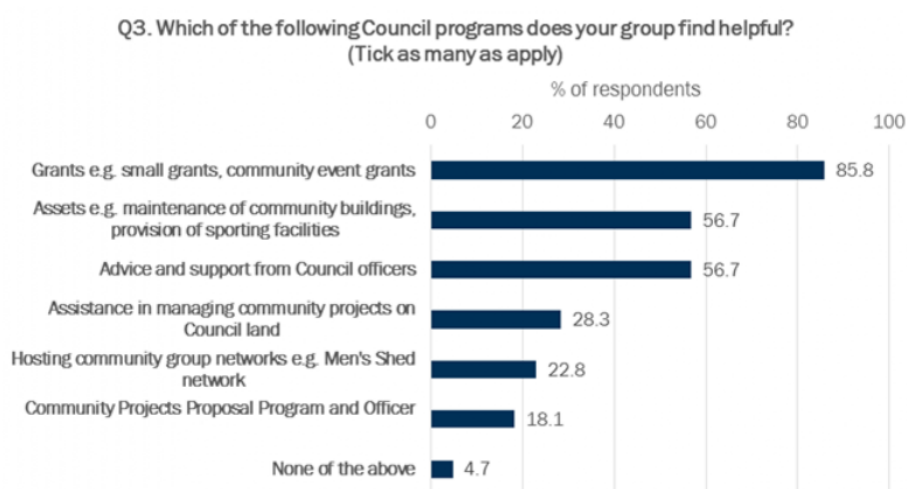
Surf Coast Shire Council currently provides a range of programs and services aimed at supporting Community Development and volunteering across the shire. These programs and services include;

- Provision of grants: small grants, community event grants, art development seed funding, seniors' festival, volunteer week, etc.
- Provision of assets and facilities to support community organisations programs and operation
- Advice and information from Council officers in the areas of social, health, sports and recreation, environment and cultural and economic development to support community run programs, events and enterprises
- Developing community proposals including funding strategies and brokering access to relevant grant, funding, sponsorship sources through the Community Project Development Program
- Facilitating community group networks e.g. Heads of Sheds, Neighbourhood Houses, etc.
- Assistance managing community projects on Council land via the project management office
- Provision of access to skill and leadership development through the Casuarina and Environmental Leadership Programs, community group governance and volunteer training
- Provision of support for volunteers including volunteering opportunities at Council and in the community.

### Community Engagement Results

Community engagement was undertaken to seek community organisations input to the development of this framework and action plan. Council received 124 responses from 75 community groups for the community group's survey and five focus group discussions were also completed.

The community engagement research found of Council's existing services the provision of grants, assets and advice from Council officers were the most helpful. However, it should be noted that grants, assets and general advice from officers are also the initiatives with the most breadth, in that they support the highest number of community groups. The Community Project Development Program, facilitation of networks assistance managing projects on Council land provides more intensive support to a smaller number of groups hence why they may have received a lower result.

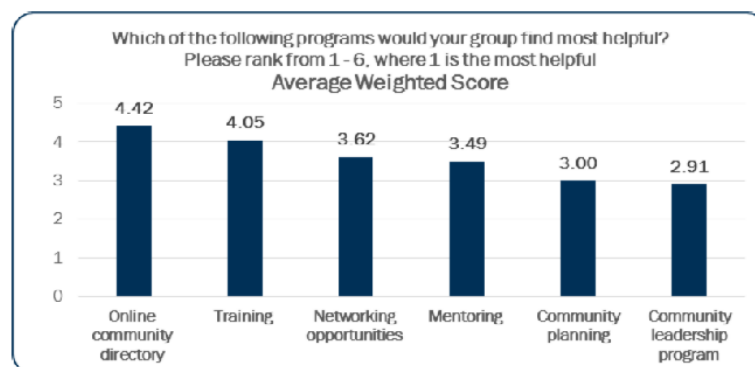


(Source: Surf Coast Shire Council Community Groups Survey, 2019)

Community organisations on the Surf Coast also rated and listed additional programs and focus areas that Council could provide to support Community Development and volunteering. The top areas are represented by the tables below.

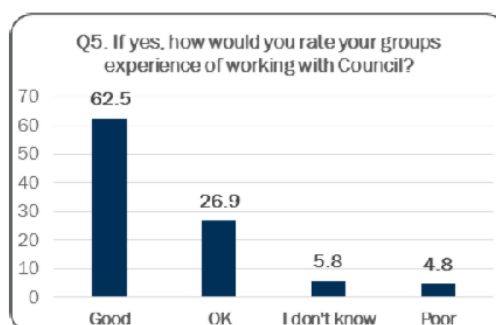


(Source: Surf Coast Shire Council Community Groups Survey, 2019)



(Source: Surf Coast Shire Council Community Groups Survey, 2019)

74.5% of respondents outlined their group required information, permission or permits from Council to deliver a project or event. 62.5% outlined a good experience in working with Council, 26.9% as good and only 4.8% as poor.



(Source: Surf Coast Shire Council Community Groups Survey, 2019)

The three main themes that emerged from the five focus groups include;

1. Communications and Engagement; an opportunity for Council to improve communication and engagement especially with place based committees
2. Agency Coordination; a need for Council to play a larger role in support communities to liaise with the large number of public agencies often involved in their projects
3. Council's support for community planning processes was strong in some communities. Other communities feel that they had already undertaken this work or that it might not be useful.

## Community Development Framework and Action Plan

The Community Development Framework references the guiding principles of the Community Development Policy and provides an extra layer of detail (the 'what', the 'why' and the 'how') in describing the strategies that Council will employ in the medium term (four years) to achieve its longer term vision of healthy, vibrant and sustainable communities (10 years).

The Community Development 2020-22 Action Plan provides further detail again in describing the initiatives that will be undertaken (the 'what', 'who' and 'when') in the next two years (short-term) that will help Council achieve these medium-term objectives.

The strategies selected in the Framework and the actions included in the Action Plan respond to the recommendations identified in the research findings and community engagement undertaken as part of this project.

### **Community Development Framework – the 'what', 'why' and 'how'.**

The corollary of the Community Development Policy principle of recognising that community members **are experts in their lives and communities** is a commitment to diverse engagement. Seeking out different perspectives and valuing lived experience expertise will improve our understanding of communities' needs and strengths and ensure our decision-making is well informed and relevant. Council will undertake inclusive and accessible engagement to increase communities' investment in and ownership over strategic planning and decision-making that affects them.

In acknowledging that **each community member has the knowledge, skills, care and connections to contribute** to collaboratively making positive changes in their communities, Council commits to the development and empowerment of local leaders and community builders. Council will focus our knowledge, skills and resources to build the confidence and capacity of community members to identify and deliver community projects. Council will provide access to information, training, mentoring and resourcing opportunities to individuals, community groups and businesses.

Where **community members are empowered to take the lead every** stage, their priorities are better understood and met. Where communities pinpoint issues and identify assets that may be built on, where communities elect strategies to employ, design and implement initiatives and determine their measures of success, they are invested in and take stewardship over the process and the outcomes. A greater understanding of what our communities' value will enable Council to better direct its resources. More effective resource allocation will enable Council to better respond to the future demands of a growing population and shifting expectations in terms of planning and provision of infrastructure and services. Council will support communities to meet more their own needs by being flexible and responsive in its design and implementation of programs and services, trialling and evaluating new ways to achieve community outcomes.

Being flexible and responsive and working where there is already momentum in our communities will enable Council to identify and negotiate new ways of fulfilling the roles and functions of local government. This will encourage the development of new partnerships to enable a diverse range of

individuals, organisations and businesses to collectively implement strategic responses to local challenges. Council will invest in developing **strong productive relationships, nurtured over time and a shared way of working** to achieve lasting change.

The **sense that individuals and communities have of themselves is inextricably linked to place**. In working with communities, Council will consider the unique and interacting elements of nature, culture, lifestyle, industries and history of our towns and villages. In taking a place-based approach, Council will also consider the research that shows that independent of individual socio-economic position (compositional factors), characteristics of the places in which people live (contextual factors) affect health inequities (Corti et al 2016 p. 2). Well planned and governed townships working across the natural, built, social, economic and environmental aspect of policy systems can promote health and wellbeing. In supporting place based Community Development, Council will be principled and equitable in its planning and allocation of resources to support communities' access to infrastructure, open space, facilities, programs and services and networks.

The below spreadsheet sets out the 'what', 'why' and 'how' of the strategies that Council will utilise alongside the 'what', 'when' and 'who' of the initiatives it will undertake over the financial years of 2020-21 and 2021-22.

## Community Development Action Plan

It should be noted the two-year action plan is not intended to achieve the entire framework, but instead are the next steps in a longer-term commitment to Community Development and volunteering. The actions with a (new) next to them are initiatives that Surf Coast Shire Council has not previously implemented. Those without a (new) symbol have already been implemented or the action is to improve an existing program.

WE BELIEVE	WE COMMIT TO	STRATEGIES WE WILL EMPLOY	INITIATIVES WE'LL IMPLEMENT IN Y1-2	RESPONSIBILITY	TIMEFRAME*
Community members are experts in their lives and communities, and consequently Council values their knowledge and wisdom	Seek out the diverse perspectives and experiences to ensure Council's understanding of communities' needs and strengths inform planning, decision-making and advocacy	Support broad community participation in formal governance processes and ensure strategic engagement reflects diverse perspectives and experiences	Support the Positive Ageing Advisory Committee to provide advice and direction relating to Positive Ageing/Age Friendly Communities.	Positive Ageing Officer	2020-22
			Trial real time feedback mechanisms including project and event participant/partner surveys to inform the continuous improvement of Council's customer experience program (new).	Coordinator Customer Experience	2020-22
			Facilitate inclusive community engagement to develop the Council Plan ten year vision and four year strategic plan incorporating the Municipal Public Health and Wellbeing Plan (new).	Coordinators Corporate Planning and Community Relations	2020-21
			Establish a committee or alliance to support the design, implementation and review of strategies and initiatives to address Municipal Public Health and Wellbeing Plan priorities.	Health and Wellbeing Advisor	2020 - 22

WE BELIEVE	WE COMMIT TO	STRATEGIES WE WILL EMPLOY	INITIATIVES WE'LL IMPLEMENT IN Y1-2	RESPONSIBILITY	TIMEFRAME*
Each community member has knowledge, skills, care and connections. Feeling valued and capable depends on whether that knowledge and know-how can be shared and utilised	Develop the confidence, skills and connections of local leaders and community builders to work together to create the positive changes they want to see in their communities	Broker access to resources including information, data, methodologies, training, connections, funding opportunities, etc. for key partners in delivering community benefit	Scope the 'Thriveability' database and interface to facilitate access to information and data about how our community is faring (new).	Coordinator Community and Health Development	2020-21
			Scope a community portal to make it easier for residents to identify and join community groups and for groups to attract new members and volunteers (new).	Digital Transformation Project Manager	2021-22
			Develop an online Towards Environmental Leadership platform to help connect community organisations involved in environmental action to one another, tools and resources (new).	Coordinator Sustainability	2021-22
			Support Community Houses to identify sustainable funding models that enable an expansion of their inclusive social, recreational, education and vocational training programs.	Coordinator Community and Health Development	2020-22
			Align Council's grant funding streams to identify opportunities to further leverage to Council's investment in delivering social, cultural, economic, environmental outcomes. For example, pilot a live Small Grants round to seed place based community leadership training projects (new).	Coordinator Community and Health Development; Coordinator Events; Arts Development Officer	2020-21



WE BELIEVE	WE COMMIT TO	STRATEGIES WE WILL EMPLOY	INITIATIVES WE'LL IMPLEMENT IN Y1-2	RESPONSIBILITY	TIMEFRAME*
			Design and deliver the Casuarina Community Leadership Program to develop the unique knowledge, skills, care and connections of participants to enable them to create the positive changes in their communities.	Coordinator Community and Health Development; Community Projects Officer.	2020-21
			Facilitate opportunities for peer and intergenerational learning, tapping into the depth of knowledge and skill held by older people in our communities.	Positive Ageing Officer	2020-22
			Work with community groups and Volunteer Involving Organisations to ensure their structures and systems are sustainable and support good governance and effective management and promote voluntary activity and active citizenship.	Volunteer Advisor	2020-21
Community members are empowered to take the lead every stage, from deciding on issues, to identifying and building on	Be flexible and responsive in its design and implementation of programs and services, trialling and evaluating new ways to achieve	Work with community to support community-led planning and project prioritisation processes to develop our	Continue to support Community Asset Committees and consider learnings of alternate models in the future management of reserves and facilities.	Coordinator Recreation Planning	2020-22
			Support the development of the Deans Marsh Community Plan and delivery of strategies and initiatives aligned to Council's strategic outcomes (new).	Coordinator Community Health and Development	2020-22

WE BELIEVE	WE COMMIT TO	STRATEGIES WE WILL EMPLOY	INITIATIVES WE'LL IMPLEMENT IN Y1-2	RESPONSIBILITY	TIMEFRAME*
assets, from selecting and implementing actions to monitoring and building improvements into future planning	community outcomes	understanding of what is important to our communities and the most effective ways Council can contribute to achieving community outcomes	Support the Deans Marsh Festival Stand community-led project pilot and evaluate the project management and delivery model (new).	Community Project Development Officer	2021-22
			Continue to offer the Community Project Development Program to support community by filtering projects proposals through the most efficient design and delivery pathways.	Community Project Development Officer	2020-21
			Value the time and energy of the community by filtering and guiding community projects proposals through the most efficient project support pathway.	Community Project Development Officer	2020-21
Strong productive relationships, nurtured over time and a shared way of working are central to lasting change	Consistently invest in developing trust and social capital by prioritising relationship building among a diverse range of partners	Proactively network to share information and develop robust local and regional collaboration structures	Support and resource interest, identity and place based networks to maximise opportunities for collective learning, project collaboration, resource-sharing, etc.	Coordinator Community and Health Development	2021-22
			Provide a consistent and efficient process across on-line and face-to-face channels for community members to be able access information, services or maintenance.	Coordinator Customer Experience	2021-22
			Identify opportunities for collective impact partnerships to coordinate local and regional collaborative response to complex issues and achieve shared goals.	Community Strengthening Sustainability, Economic Development	2020-22

WE BELIEVE	WE COMMIT TO	STRATEGIES WE WILL EMPLOY	INITIATIVES WE'LL IMPLEMENT IN Y1-2	RESPONSIBILITY	TIMEFRAME*
The sense that individuals and communities have of themselves is inextricably linked to place. In working with communities Council considers the unique and interacting elements of nature, culture, lifestyle, industries and history of our towns and villages	Be principled and equitable in its planning and allocation of resources to support access to infrastructure, open space, facilities, programs and services and networks	Take a collaborative, multidisciplinary and asset-based approach to local development to ensure neighbourhoods, public spaces and facilities reflect the needs and aspirations of those communities	Utilise place-knowing forums to share evidence, methodologies, evaluations, resource opportunities, training and network contacts for the purpose of testing place-making projects and developing our place based approach (new).	Coordinator Strategic Planning, Coordinator Recreation and Open Space Planning	2020-21
			Continue to work with sporting clubs and recreation groups to increase community input into the design, delivery and programming of community facilities.	Coordinator Recreation and Open Space Planning	2020-22
			Review access and allocation of Council facilities and spaces to improve equity and increase utilisation. For example, explore new community asset management models to support the changing needs and strengths of for Senior Citizen Clubs.	Coordinator Community Health and Development	2020-21
			Continue to provide communities with support and resources to run pop up and regular events and activities that promote the unique nature, culture, lifestyle, industries and history of their communities and districts.	Coordinator Events	2020-21

Community Development Framework and Action Plan 2020-2022

## Monitoring, Evaluation and Reporting

The Monitoring and evaluation framework may be found in Appendix A. The Community Health and Development Team will collect indicators and report to Council and community annually on progress. To see the detailed monitoring and evaluation plan please contact Councils Coordinator of Community Health and Development.

The Community Development Framework will be due for review in 2022. Its next iteration will be informed by what has been learned through the implementation and evaluation of this Framework and Action Plan, as well as the evidence base that supports the development of the integrated Council Plan and Municipal Public Health and Wellbeing Plan in 2021.

## 6.2 SCS-048 Fencing on Boundaries between Public and Private Land Policy

**Author's Title:** Recreation Planning Coordinator  
**Department:** Recreation & Open Space Planning  
**Division:** Culture & Community

**General Manager:** Chris Pike  
**File No:** F19/6  
**Trim No:** IC20/750

### Appendix:

1. SCS-048 Fencing on Boundaries between Public and Private Land Policy (D19/96973)

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

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

☐

Yes

☒

No

**Reason:** Nil

#### Status:

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

☐

Yes

☒

No

**Reason:** Nil

### Purpose

The purpose of this report is to present a new SCS-048 Fencing on Boundaries between Public and Private Land Policy for adoption by Council.

### Summary

Under the *Fences Act 1968*, the responsibility for undertaking fencing works and contributing to dividing fences was on 'occupiers' of land and contributions were to be in equal proportions. Council manages a half cost fencing budget to meet this requirement.

In accordance with the *Fences Amendment Act 2014*, Council is not required to contribute to the cost of construction of fences on boundaries between private land and public land including public parks, recreation reserves and linear reserves. Where boundary fencing abuts Council owned carparks and community facilities (community buildings – ie halls, libraries etc), Council will contribute half the cost of erecting a new fence or repairs/replacement of an existing fence. Fencing that abuts a road, laneway, right-of-way, public parks and reserves remains the full responsibility of the property owner.

Council's Open Space Strategy 2016 includes '*Action 2 - Develop a fencing policy for the management of open space*' to comply with these legislative obligations. This policy defines the different types of boundary applications, Council's financial obligations for the associated costs of fencing for each application and provides a consistent approach to the type and style of boundary fencing applications between private property and public land across the Surf Coast.

This policy will align Council's practice to the *Fences Amendment Act 2014* and is consistent with other local government areas across G21 and Victoria.

### Recommendation

That Council adopts the SCS-048 Fencing on Boundaries between Public and Private Land Policy, as presented at Appendix 1.

## 6.2 SCS-048 Fencing on Boundaries between Public and Private Land Policy

### Report

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

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

#### **Background**

Council's Open Space Strategy 2016 includes '*Action 2 - Develop a fencing policy for the management of open space*' to comply with various legislative obligations. These obligations were updated five years ago when the Fences Amendment Act 2014 was introduced, however Council's practices have not changed since this time.

Under the *Fences Act 1968*, the responsibility for undertaking fencing works and contributing to dividing fences was on 'occupiers' of land and contributions were to be in equal proportions.

To meet this pre-amendment requirement, Council manage a 'half-cost fencing' budget totalling \$6,500 per year. This allocation allows Council to match requests from property owners to contribute 50% of the cost to undertake any dividing fencing works to public open space owned or managed by Council.

The *Fences Amendment Act 2014* confirms that where a municipal council or other body owns or manages land for the purposes of a public park or reserve (PPRZ), they are not considered to be an 'owner' and do not have to contribute to fencing works for a dividing fence between that land and privately owned land.

This recognises that a dividing fence is an improvement to the land that most often benefits the owner. The amendment provides one simplified process for all fencing works, whether those works involve construction of a new dividing fence or repair of an existing dividing fence.

#### **Discussion**

Officers consistently receive requests from residents to contribute 50% of the construction cost of fences between private land and public open space, however Council's existing practices have not changed or been updated since the legislative changes in 2014. This policy will align Council's practice to the *Fences Amendment Act 2014* and is consistent with other local government areas across G21 and Victoria.

The purpose of the policy is to clearly define different types of boundary applications, set out Council's financial obligations for the associated costs of fencing for each application and provide a consistent approach to the style of fencing that is required.

The policy will assist Council with the establishment and maintenance of clear and safe boundaries between private property and public land, in order to enhance the public open space and protect it from future encroachment.

In accordance with the *Fences Amendment Act 2014*, Council is not required to contribute to the cost of the construction of fences on boundaries between private land and public land including public parks, recreation reserves and linear reserves.

Where boundary fencing abuts Council owned carparks and community facilities (community buildings – ie halls and libraries), Council will contribute half the cost of erecting a new fence or repairs/replacement of an existing fence.

Fencing that abuts a road, laneway, right-of-way, public parks and reserves remains the full responsibility of the property owner.

Guidance on the different types of boundary fencing applications is included in the policy and will be made available on Council's website.

In line with the *Fences Amendment Act 2014* the policy confirms that land owners must generally give notice to an adjoining owner before undertaking fencing works, even when a financial contribution is not being sought. Owners of private land must notify Council of their intention to construct boundary fencing to ensure fencing is on the correct alignment and is constructed in accordance with the fencing styles listed in the policy (2.1 *Approved Treatments*).

## 6.2 SCS-048 Fencing on Boundaries between Public and Private Land Policy

Council must also be notified in the event that fencing works require the removal of native vegetation and appropriate planning scheme requirements must be met.

### 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

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

### Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	No
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
<b>Risk Assessment</b>	No
<b>Human Rights Charter</b>	No

### Governance Principles - Local Government Act 2020 (LGA 2020)

This report demonstrates application to the following relevant governance principles under s.9 of the *Local Government Act 2020*:

- This policy aligns with the *Fences Amendment Act 2014* which contains rules about who pays for a dividing fence, the type of fence to be built and notices that neighbours need to give one another.

### Policy/Relevant Law

This policy complies with the *Fences Amendment Act 2014*.

### Public Transparency

This Council report including the attached policy seeks to provide maximum transparency regarding why Council is aligning to the *Fences Amendment Act 2014* and changing its operational practice toward fencing on boundaries between public and private land.

### Strategies/Plans

This policy is identified as a key action in Council's Open Space Strategy 2016.

### Financial Management

This policy will align our practice to the *Fences Amendment Act 2014*. Council will no longer be required to contribute 50% of the cost to undertake any dividing fencing works to public open space owned or managed by Council.

## **6.2 SCS-048 Fencing on Boundaries between Public and Private Land Policy**

Council's half cost fencing budget allocation of \$6,500 will be maintained to be used where boundary fencing abuts Council owned carparks and community facilities (community buildings – ie halls, libraries). Fencing that abuts a road, laneway, right-of-way, public parks and reserves remains the full responsibility of the property owner.

Use of these funds will be monitored and assessed prior to considering amending this allocation in a future budget process.

### **Communication**

A copy of the policy will be made available on Council's website and policy information will be summarised on the website for residents to easily access.

### **Options**

#### Option 1 – Adopt the policy as presented

This option is recommended by officers as the policy aligns Council's operational practice regarding fencing on boundaries between public and private land to the Fences Amendment Act 2014. Adoption of the policy will ensure alignment with this legislation.

#### Option 2 – Adopt the policy with amendments

This option is not recommended by officers as the policy has a direct alignment with the Fences Amendment Act 2014.

#### Option 3 – Do not adopt the policy

This option is not recommended by officers as Council's practice regarding fencing between public and private land will not be aligned to current legislation and residents will not have clearly defined types and styles of boundary fencing applications when submitting applications to Council.

### **Conclusion**

SCS-048 Fencing on Boundaries between Public and Private Land Policy is now being presented for adoption by Council. Adopting this policy will provide clarity for residents regarding financial obligations and ensure a consistent approach to the type and style of boundary fencing applications between private property and public land across the Surf Coast.



**6.2 SCS-048 Fencing on Boundaries between Public and Private Land Policy**

**APPENDIX 1 SCS-048 FENCING ON BOUNDARIES BETWEEN PUBLIC AND PRIVATE LAND  
POLICY**



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## COUNCIL POLICY

# SCS-048 Fencing on Boundaries between Public and Private Land Policy

TRIM Reference: D19/96973

Due for Review:

**Responsible Officer:** Manager Recreation and Open Space Planning

## Purpose

The purpose of this policy is to clearly define different types of boundary applications, clearly set out Council's financial obligations for the associated costs of fencing for each application and to provide a consistent approach to the style of fencing that is required.

## Policy Principles

This policy assists Surf Coast Shire Council with the establishment and maintenance of clear and safe boundaries between private property and public land, in order to enhance the public open space and protect it from future encroachment.

## Definitions

### Private land

Any land not owned by government.

### Public land

Any land owned by Council. Any land owned by the Crown that is managed by Council.

### Community Facilities

Any community building or establishment that is owned and/or managed by Council such as carparks, libraries, halls and visitor information centres.

## Scope

This policy applies to:

- Fencing on boundaries between private land and public land of the following types:
  - Council owned and/or managed public open space including public parks, recreation reserves and linear reserves
  - Council owned and/or managed community facilities including carparks and community buildings, such as libraries and halls.
- Fencing along boundaries on both existing developments and new developments between privately owned land and public land, specifically:
  - Council-owned freehold land
  - Crown Land where Council is appointed Committee of Management
- Fencing on boundaries between Council owned and/or managed land and public land managed by different authorities such as Great Ocean Road Coastal Committee (GORCC) or Parks Victoria.

## Policy

In accordance with the *Fences Amendment Act 2014*, Council is not required to contribute to the cost of the construction of fences on boundaries between private land and public land including public parks, recreation reserves and linear reserves.

Where boundary fencing abuts Council owned carparks and community facilities (community buildings – ie halls, libraries etc), Council will contribute half the cost of erecting a new fence or repairs/replacement



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## COUNCIL POLICY

of an existing fence. Fencing that abuts a road, laneway, right-of-way, public parks and reserves remains the full responsibility of the property owner.

### 1. Boundaries between private land and public land

Private property	Type of public land	Policy
Privately owned land including house lots.	<b>Existing developments:</b> Open space including public parks, recreation reserves and linear reserves.	<p>It is the sole responsibility of the property owner to cover the costs of the construction of these fences.</p> <p>In accordance with the <i>Fences Amendment Act 2014</i>, Council is not required to contribute to the cost of the construction of fences on these lot boundaries.</p> <p>These fences must be constructed in accordance with the fencing styles listed below.</p>
	<b>New developments:</b> Open space including public parks, recreation reserves and linear reserves.	<p>As part of the planning scheme requirements, new developments that contain lots abutting public parks, reserves and pedestrian linkages, are required to have boundary fences constructed prior to issue of Statement of Compliance. After issue, these fences become the responsibility of the property owner.</p> <p>Fences must be constructed in accordance with the applicable planning permit requirements and/or the fencing styles outlined below. Council is not required to contribute to the cost of the construction of fences on these lot boundaries.</p>
	<b>Existing and new developments:</b> Community facilities including Council owned carparks and community buildings such as libraries and halls.	<p>Council will contribute to the cost of erecting a new fence or repairs/replacement of an existing fence.</p> <p>Council will contribute to the cost for demolition of any existing fence requiring replacement and any minor planning matters and survey work required for boundary locating.</p> <p>Fences must be constructed in accordance with the fencing styles listed below.</p>



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### 2. Fencing Styles

#### 2.1. Approved Treatments

There are four styles of boundary fencing that Council will accept between private property and public land. These differ depending on the application and the type of public land. Please note that fences must also be in accordance with the appropriate planning scheme requirements.

Fencing style	Description	Application
Permeable	1.2 - 1.8m high semi permeable fence (i.e. gaps between palings or pickets of no less than 20mm).  Boundaries must have at least two-thirds of the boundary consisting of fully permeable to semi permeable fencing. No more than one-third of the boundary can consist of solid fencing.  Fencing must continue for the full length of the property boundary.	Open space reserves and pedestrian link reserves where visual surveillance is required for safety reasons (Clause 56.06-2).
Standard Paling	1.2 - 1.8m high standard paling fence.  Fencing must continue for the full length of the property boundary.	Community facilities and buildings where visual surveillance is not required for safety reasons.
Post and Wire	1.2m high standard post and wire fence.  Rabbit proof netting where applicable/ required.  Fencing must continue for the full length of the property boundary.	Rural areas of open space, selected areas of open space within townships and in nature reserves where applicable / desirable.
Marker/ Bollard	Boundary markers/ bollards with the Surf Coast Shire logo.	Rural areas of open space and on nature reserves where applicable / desirable.

#### 2.2. Gates

One pedestrian sized gate is permitted on open space reserves, where access from the private property is requested by the land owner and if in the opinion of Council there are no health or safety risks to the public. Requests must be made in writing to Surf Coast Shire and the decision is at the discretion of Council officers. Any pedestrian sized gate is to be no more than 1 metre wide when measured between the gates posts. Vehicle access gates are not permitted.

### 3. Notification of Proposed Fencing Works

According to the *Fences Amendment Act 2014*, land owners must generally give notice to an adjoining owner before undertaking fencing works, even when financial contribution is not being sought. Owners of private land must notify Council of their intention to construct boundary fencing to ensure fencing is on the correct alignment and is constructed in accordance with the fencing styles listed above.

Council must also be notified in the event that fencing works require the removal of native vegetation and in this occasion, appropriate planning scheme requirements must be met.

### 4. Permits

A permit is required for the construction of a fence and the removal of native vegetation if the boundary is on land with an Environmental Significance Overlay. If necessary, permits must be sought in accordance with the Surf Coast Planning Scheme.

### 5. Alignment

It is the responsibility of land owner to accurately determine the title boundary of the land, and agree to these boundaries with contractors if engaged, prior to constructing the fence.



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### 6. Encroachment

Implementing and enforcing this policy aims to avoid future encroachment onto Council owned land, thus reducing the need for Council intervention and the implementation of MPP – 004 Public Land Encroachment.

For issues relating to encroachment on to public land refer to MPP – 004 Public Land Encroachment.

### Related Procedure

Nil

### References

Fences Amendment Act 2014 - TRIM D19/101927  
Fences Act 1968 – TRIM D19/101928  
Fencing Style Guidelines – TRIM D19/140684  
MPP-004 Public Land Encroachment – TRIM D18/72062  
Surf Coast Planning Scheme

### Document History

Version	Document History	Approved by – Date
1	New document	Council - Date

### 6.3 Draft SCS-017 Community Engagement Policy

**Author's Title:** Coordinator Communications and Relations

**General Manager:** Chris Pike

**Department:** Community Relations

**File No:** F18/1619

**Division:** Culture & Community

**Trim No:** IC20/999

**Appendix:**

1. Draft SCS-017 Community Engagement Policy (D20/130446)

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

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

☐

Yes

☒

No

**Reason:** Nil

**Status:**

Defined as confidential information in accordance with Local Government Act 2020, Section 3(1):

☐

Yes

☒

No

**Reason:** Nil

#### Purpose

The purpose of this report is to endorse the new draft Community Engagement Policy for public exhibition.

#### Summary

A Community Engagement Policy is a requirement of the *Local Government Act 2020*.

Council's existing Community Engagement Policy is due for review, and a new policy has been drafted in line with the requirements of the Act. The Act requires Councils to have adopted a Community Engagement Policy by March 2021.

This draft policy is being presented to Council ahead of the March 2021 deadline, to ensure there is time for engagement on the draft and to allow the adopted policy to inform community engagement on key Council strategic documents early in the term of the newly elected Council.

The *Local Government Act 2020* requires Councils to undertake specific engagement methodology, namely deliberative engagement, in the preparation of their Council Plan, Community Vision, Financial Plan and Asset Plan.

#### Recommendation

That Council:

1. Endorses the draft SCS-017 Community Engagement Policy for public comment from 30 July until 26 August.
2. Widely publicises the opportunity for community input on the draft SCS-017 Community Engagement Policy.
3. Considers community input in adopting a final version of the SCS-017 Community Engagement Policy at the 15 September 2020 Council Meeting.

### 6.3 Draft SCS-017 Community Engagement Policy

#### **Report**

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

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

##### ***Background***

Council has had a formalised commitment to community engagement through a policy for more than a decade. The current Community Engagement Policy is due for review during 2020.

Council's performance on engagement is assessed each year via the Local Government Community Satisfaction Survey. Council's results in this area have remained steady over recent years with scores in the high 50s, comparing favourably to similar Councils and to the overall state average. Surf Coast Shire Council has the third highest score in Victoria for community engagement amongst Large Rural Councils.

Council has consistently aligned its approach to engagement with the work of the International Association of Public Participation (IAP2), which provides guidance on engagement principles, and levels and approaches to suit different circumstances.

With the implementation of the new *Local Government Act 2020*, the adoption of a Community Engagement Policy that specifies engagement principles and approaches is now a requirement.

A draft policy document has been developed in line with the requirements of the new Act.

##### ***Discussion***

According to the *Local Government Act 2020*, a Community Engagement Policy must be endorsed by March 2021, and must include reference to engagement principles and deliberative engagement processes. The Act specifies that the policy should inform community engagement on a number of strategic documents, including the Council Plan, Community Vision, Financial Plan and Asset Plan.

A draft policy is being presented to Council in 2020, ahead of the March 2021 deadline. This will enable Council to consider the adoption of the final policy in September, allowing it to be utilised for planning and implementation of the strategic documents identified in the Act.

The revised Community Engagement Policy has been developed in line with the requirements of the *Local Government Act 2020*. The development of the new policy has included an engagement process with staff and targeted stakeholders at the 'consult' level (based on the International Association of Public participation [IAP2] Spectrum). Additional engagement activities will be undertaken during the proposed exhibition period.

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

Community engagement processes that require budgetary allocations should be planned for on a project specific basis. Deliberative engagement processes can be more intensive and will require allocated budget from project funds.

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

Theme 1 Community Wellbeing

Objective 1.1 Support people to participate in and contribute to community life

Theme 5 High Performing Council

Objective 5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed

### 6.3 Draft SCS-017 Community Engagement Policy

#### **Reporting and Compliance Statements:**

*Local Government Act 2020 – LGA 2020*

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	Yes
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	No
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	Yes

#### **Governance Principles - Local Government Act 2020 (LGA 2020)**

This Policy supports the governance principles of the Act, which include a requirement that Council engages the municipal community in strategic planning and strategic decision making.

#### **Policy/Relevant Law**

A Community Engagement Policy is a legislated requirement of the *Local Government Act 2020*. The policy has been developed in line with the requirements in the Act.

#### **Social Considerations**

Community engagement has a significant impact on community wellbeing. In seeking to work with the people most affected by changes and decisions in local communities, Council has an opportunity to improve both project and community wellbeing outcomes through meaningful engagement processes.

#### **Community Engagement**

The engagement approach for the policy has been carefully considered in the light of the COVID19 pandemic and the requirements of the *Local Government Act 2020*. The new Act provides direction on what a Council engagement policy should contain so Officers have considered an engagement approach that balances this fact alongside how best to reflect community aspirations in the policy.

Engagement undertaken to date aligns largely with the 'consult' level on the IAP2 spectrum and has included facilitated conversations with key stakeholder groups including the All Abilities Advisory Committee, young people connected with Council's Youth Team, and the Positive Ageing Committee. Workshops with Council Officers and Councillors have also been held.

Officers have also drawn on community feedback captured through evaluation of engagement plans over several years, including engagement undertaken on Council capital projects. Whilst the COVID19 shutdown has prevented further face to face activities Officers will undertake additional targeted engagement with community groups, including those representing township networks and other communities of interest, once the draft policy is placed on exhibition.

This engagement phase will include targeted invitations for people to participate in guided surveys designed to elicit a richer level of feedback from community members, in particular, members of community networks and people who have participated in recent previous Council engagement activities.



### 6.3 Draft SCS-017 Community Engagement Policy

Engagement will additionally be open to everyone through an exhibition style process with guiding information available, alongside the draft policy, on Council's website.

#### **Public Transparency**

In support of the public transparency principles outlined in the Act, this policy commits to informing the community about the level of influence of community engagement on Council's decision making processes.

#### **Strategies/Plans**

The Policy outlines a requirement and process for community engagement to be undertaken to support strategic planning and strategic decisions making processes.

#### **Risk Assessment**

The Engagement Policy is a requirement of the *Local Government Act 2020*. A delay in endorsing and implementing the policy may result in subsequent delays to the engagement processes required for the Council Plan and Community Vision, which are required to use Council's Engagement Policy.

#### **Communication**

An extensive communications campaign, including through press advertising, direct contact with local community networks and stakeholders, social media and Council's website, will run throughout the exhibition period to encourage active participation on the Policy. People who cannot access online content will be invited to contact Council so they can provide feedback in other ways. A communications plan will be implemented.

#### **Human Rights Charter**

The Community Engagement Policy supports numerous human rights outlined in the Victorian Charter of Human Rights and Responsibilities Act 2006, including the right to take part in public life; freedom of expression and freedom of thought, conscience, religion and belief.

#### **Options**

##### Option 1 – Endorse the draft Community Engagement Plan for public consultation

This option is recommended by officers as this policy is a requirement of the *Local Government Act 2020*, and is needed to commence planning for engagement processes related to the Council Plan and Community Vision, as required by the Act.

##### Option 2 – Delay the development and endorsement of a draft Policy

This option is not recommended by officers. Although the *Local Government Act 2020* provides a deadline of March 2021 for adoption of a Community Engagement Policy, it also requires that the policy be used in the development of key strategic documents. In order to effectively use the policy in the planning and implementation phases, a policy should be adopted during 2020.

#### **Conclusion**

Council has an ongoing commitment to community engagement, and is required to adopt a new Community Engagement Policy under the requirements of the *Local Government Act 2020*.

Endorsing a draft policy will allow for community feedback prior to the adoption of a draft in September 2020. This timeline will allow Council to use the Community Engagement Policy to plan and implement engagement approaches for the Council Plan and Community Vision, in line with the requirements on the Act.

### **6.3 Draft SCS-017 Community Engagement Policy**

#### **APPENDIX 1 DRAFT SCS-017 COMMUNITY ENGAGEMENT POLICY**



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COUNCIL POLICY

## SCS-017 - Community Engagement Policy

TRIM Reference: D2020/92074 Due for Review: 30 September 2022  
Responsible Officer: Coordinator Communications and Community Engagement

### Purpose

This policy outlines the principles and commitments that underpin Council's approach to community engagement.

### Policy Principles

The Local Government Act 2020 Section 56 establishes five community engagement principles applicable to Council. As required by Section 55 of the Act, this policy gives effect to these principles.

#### **Principle 1: A community engagement process must have a clearly defined objective and scope**

Council will:

- Develop community engagement plans in accordance with this policy.
- Identify and document the purpose of community engagement processes and the benefits sought.
- Allocate appropriate funding and time to engagement planning and implementation.

#### **Principle 2: Participants in community engagement must have access to objective, relevant and timely information to inform their participation**

Council will:

- Provide accurate and impartial information about intended projects or decisions for consideration.
- Provide information with sufficient notice for community members to consider how they may be affected by proposed decisions or plans and to make arrangements to be involved in engagement processes.
- Provide opportunities, as appropriate, for community members to come together to learn and share information, and have meaningful and informed deliberations.

#### **Principle 3: Participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement**

Council will:

- Make reasonable endeavours to identify stakeholders at the commencement of all relevant projects and determine the level to which different groups may be affected by decisions or plans.
- Select communication methods which will ensure relevant parties are informed about engagement activities and opportunities to influence council decisions.
- Encourage and support the inclusion of a diverse range of perspectives, and ensure the consideration of all relevant interests including minority groups and those people belonging to socially, culturally and linguistically diverse communities.

#### **Principle 4: Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement**

Council will:

- Make reasonable adjustments to remove barriers to participation in engagement processes, including consideration of accessibility needs, information formats, communication channels, language and a variety of engagement methods and opportunities.

#### **Principle 5: Participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making**

Council will:

- Identify the appropriate level of engagement according to the IAP2 Framework.
- State the level of influence available, and highlight the negotiable and non-negotiable elements of any community engagement process.
- Articulate how community perspectives will be incorporated into decision making and the nature of decisions to be made.
- Share what has been learned and what actions or decisions have resulted from an engagement process.

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## COUNCIL POLICY

### Scope

This policy provides direction on formal (including legislated) and informal community engagement activities undertaken by, or on behalf of, Council, including, but not limited to, the:

- Development and review of key strategic plans such as the Community Vision, Council Plan, Municipal Health and Wellbeing Plan, Financial Plan, Asset Plan, and Road Management Plan.
- Making of local laws.
- Development of annual budgets.
- Development of Council policies that directly impact the community.
- Planning and delivery of projects that create new assets or change service levels

This policy applies to all community engagement activity undertaken by Council, including work undertaken by consultants and volunteers.

Community engagement relating to planning permit applications and planning scheme amendments is outside of the scope of this policy, as these processes are governed by the Planning and Environment Act 1987 and associated regulations.

### Policy

Council will undertake community engagement activities:

- when community input can enhance decision making or project outcomes
- to gain new information about community needs, aspirations and concerns
- when there will be a real or perceived change to existing services, programs or the use of public spaces and facilities
- when community members, business communities or other groups would have a particular interest in the outcome of a decision, project or development
- when Council resolves to consult the community
- when legislation, policy or other agreement mandates.

Council will seek participant feedback to evaluate engagement processes, and continue to adapt and improve our processes.

#### Type and form of community engagement

Council will utilise the IAP2 Spectrum of Public Participation to inform community engagement approaches, and this will be documented in project specific community engagement plans.

Council will assess the following when considering the selection of engagement level(s) and associated activities:

- the level of impact to the community
- the level of community and stakeholder interest
- the complexity and associated risks of the issue/project/topic
- the resources available to Council.

Engagement level	Promise to community	Role of community	Examples of activities
<u>Inform:</u> Provide news and information to the community to help them understand.	Council will keep you informed.	Receive information.	Information sessions Provide information via media Social media posts On-site signage Direct mail Project updates Public meetings
<u>Consult:</u> Ask for feedback on a matter	Council will listen to and acknowledge your contribution.	Contribute opinions and ideas.	Survey Focus groups Drop-in sessions Opinion poll Submission processes Public meetings
<u>Involve:</u> Invite participation toward an outcome pre-determined by Council.	Council will work with you to ensure your concerns and aspirations are considered in the decision making.	Participate in making plans and decisions.	Working/reference groups Advisory groups Workshops Deliberative polling



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## COUNCIL POLICY

Engagement level	Promise to community	Role of community	Examples of activities
<b>Collaborate:</b> Work together with the community toward a jointly agreed outcome.	Council will look to the community for advice and innovation, incorporating into decisions where possible.	Actively partner for an agreed outcome	Citizen's advisory committees Participatory decision making Community ownership project governance Deliberative processes
<b>Empower:</b> Place final decision making in the hands of the public and build their capacity to deliver change	Council will help you implement our mutual goals.	Carry out a community-led initiative.	Citizen's juries Deliberative processes Ballots

### **Process for informing the community of the outcome of engagement**

In determining the methods for informing the community of the outcome of engagement processes, Council will consider:

- the relevant community engagement plan
- the stakeholders involved
- the relevance to, and the interest level of, the broader community.

The methods used to inform the community of the outcome of engagement processes will be outlined in specific community engagement plans, and will include, but not be limited to:

- Publication on Council's website
- Posts on Council's social media sites
- Print media
- Direct communication with individuals or groups that have participated in the process or requested to be notified of the outcomes (e.g. phone, email or post)
- Formal in-person announcements (e.g. community meeting).

### **Deliberative engagement practices**

Council will undertake deliberative engagement in the following circumstances:

1. Where it has a legislated obligation (including Community Vision, Council Plan, Financial Plan and Asset Plan); or
2. Where it resolves that it wants its decision-making on a matter or initiative to be informed by this model of community engagement.

There is no single design for deliberative public engagement. Therefore Council's deliberative engagement practices will be tailored in accordance with this policy to meet the:

- specific aims and objectives of the engagement
- needs of participants
- needs of the decision or policy-makers
- requirements of any relevant regulations.

Once designed, the deliberative engagement elements will be documented in a community engagement plan, and will include the following as a minimum:

- The purpose and objectives of the exercise (why and how)
- The intended outcomes (what will be achieved);
- The people who should be involved (specialists, decision-makers and public participants), and their potentially different needs and aspirations; and
- The context (social, political, historical, policy) into which the process will fit.

Where Council is undertaking deliberative engagement, the community engagement plan will be available on Council's website.

As part of Council's commitment to effective deliberative engagement practices, Council will:

- provide a clear remit to the deliberative group
- ensure participants have access to neutral, balanced information from a range of different sources, to allow in-depth conversation and understanding of this issues involved
- ensure the process is representative
- allow the time needed to deliberate on complex information, and weigh up options and ideas
- give the deliberative group a high level of influence over outcomes or decisions.



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## COUNCIL POLICY

### Related Procedure

MPP-028 Community Engagement Management Procedure (draft under development)

### References

#### Documents

- Surf Coast Shire Communications and Community Engagement Strategy 2019-21
- Surf Coast Shire Customer Service Strategy 2015-18
- SCS-025 Surf Coast Shire Council Capital Works Community Engagement Policy
- Surf Coast Shire Community Development Policy 2019-21 (draft under development)
- Surf Coast Shire Governance Rules (draft)
- Surf Coast Shire Public Transparency Policy (draft)

#### Relevant Legislation

- [Local Government Act 1989](#)
- [Local Government Act 2020](#)
- [Victorian Charter of Human Rights and Responsibilities Act 2006](#)
- [Equal Opportunity Act 2010](#)
- [Subordinate Legislation Act 1994](#)
- [Public Administration Act 2004](#)
- [Road Management Act 2004](#)
- [Planning and Environment Act 2007](#)
- [Health and Wellbeing Act 2008](#)

#### Other References

- [International Association of Public Participation \(IAP2\) Spectrum of Public Participation](#)
- [IAP2's Core Values for the Practice of Public Participation](#)
- [Mosaic Lab Principles of Deliberative Engagement](#)

### Document History

Version	Document History	Approved by – Date

#### 6.4 2020-21 Local Roads and Community Infrastructure Program

**Author's Title:** Recreation Planning Coordinator  
**Department:** Recreation & Open Space Planning  
**Division:** Culture & Community

**General Manager:** Chris Pike  
**File No:** F18/182-2  
**Trim No:** IC20/898

**Appendix:**

1. 2020-21 Local Roads and Community Infrastructure Program - Project Nominations (D20/125538)

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

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

☐

Yes

☒

No

**Reason:** Nil

**Status:**

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

☐

Yes

☒

No

**Reason:** Nil

#### Purpose

The purpose of this report is to approve project nominations to be submitted to the Australian Government 2020-21 Local Roads and Community Infrastructure Program.

#### Summary

The Local Roads and Community Infrastructure (LRCI) Program was announced by the Australian Government on 22 May 2020. The program supports local councils to deliver priority local road and community infrastructure projects, supporting jobs and the resilience of local economies and communities. The funding aims to stimulate growth and employment in local communities following the impacts of COVID-19.

Surf Coast Shire's funding allocation through the program is \$1,051,060. The LRCI Program will run from 1 July 2020 with projects required to be completed by 30 June 2021.

Council can choose which projects to nominate for funding (similar to the Roads to Recovery Program), the Department will assess nominated projects against the eligibility requirements in the Program Guidelines and projects will be approved as long as all eligibility requirements are met. Projects are not required to include a co-contribution but where Council can leverage such contributions, it will stretch the available funding further to deliver more projects.

Council can submit Project Nomination forms (Works Schedule) with their signed Grant Agreement, or at any time afterwards. While there is no deadline for submitting Work Schedules, the sooner project nominations are submitted, the sooner the department can assess and approve projects to be completed by 30 June 2021.

A list of recommended project nominations is provided as per Appendix 1. A sequence of below the line project nominations is also included in this list. Pending the availability of sufficient unexpended contingency funds, these projects will be submitted to the LRCI Program later in the year in order of priority for approval.

#### Recommendation

That Council:

1. Submits project nominations to the 2020-21 Local Roads and Community Infrastructure Program as per Appendix 1, being the following projects:
  - a. Winchelsea Industrial Estate Mousley Road Upgrade.
  - b. Winchelsea Gathering Space.
  - c. Coogoorah Park Playground Upgrade.
  - d. CPP31 Torquay Scouts Building Extension.
  - e. CPP41 Deans Marsh Fitness Equipment.
  - f. CPP46 Surf Coast Tennis Pathway Connection.
  - g. CPP51 Ocean Acres Reserve BMX.
  - h. CPP39 Wurdale Reserve Stage 2.
2. Submits further project nominations in the following sequence should sufficient unexpended 2020-21 Local Roads and Community Infrastructure Program funds from projects listed in point 1:

## 6.4 2020-21 Local Roads and Community Infrastructure Program

- a. CPP28 Great Ocean Views Reserve Activation.
- b. CPP40 Spring Valley Park – Informal Ball Games.
- c. CPP25 Torquay Football Club – Interchange Boxes
- d. CPP14 Mt Moriac Reserve – Oval 1 Goal Net.
- e. CPP23 Connewarre Riding Club – Dressage Arenas, Stage 2.
3. Allocates \$100,000 from the Gravel Pits Reserve to the Winchelsea Industrial Estate Mousley Road Upgrade project noting any unexpended funds will be returned to the reserve.
4. Notes that the Surf Coast Tennis Club and Torquay Scouts will be required to enter into funding agreements with Council for their project contributions and that these agreements will seek to protect Council's position of a nil financial contribution to the relevant projects should either group not fulfil its pledge in part or full.
5. Authorises the Chief Executive Officer to execute the 2020-21 Local Roads and Community Infrastructure Program Grant Agreement.
6. Notes that all projects must be completed by 30 June 2021.

### **Report**

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

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

#### ***Background***

On 22 May 2020 the Australian Government announced a new \$500 million Local Roads and Community Infrastructure (LRCI) Program through the Department of Infrastructure, Transport, Regional Development and Communications (the Department). The program aims to support local councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

Funding allocations for the LRCI Program have been calculated in a similar way to how the Roads to Recovery Program and the road component of the Financial Assistance Grants works. This formula takes into consideration road length and population and is based on recommendations of Local Government Grants Commissions.

All local councils in Australia have been identified as 'eligible funding recipients' as the intention is to fund local communities directly. By providing funding to the level of Government closest to communities, the Australian Government can ensure that the economic boost is felt throughout every community across Australia. Further, by allowing councils to select projects to be undertaken (within a specified framework), local governments will be able to deliver projects in line with priorities at the local level.

Eligible projects include:

- Local road projects that involve the construction or maintenance of roads managed by local governments.
- Community infrastructure projects that involve the construction, maintenance and/or improvements to council-owned or managed assets (including natural assets) that are generally accessible to the public.

Surf Coast Shire's funding allocation through the program is \$1,051,060. The LRCI Program will run from 1 July 2020 with projects required to be physically completed by 30 June 2021.

#### ***Discussion***

Councils can choose which projects to nominate for funding under the LRCI Program, according to priorities for the local community. Similar to the Roads to Recovery Program, the Department will assess nominated projects against the eligibility requirements in the Program Guidelines and projects will be approved as long as all eligibility requirements are met.

Councils can submit Project Nomination forms with their signed Grant Agreement, or at any time afterwards. While there is no deadline for submitting Project Nomination forms, the sooner project nominations are submitted, the sooner the Department can assess and approve projects to be completed by 30 June 2021.



## 6.4 2020-21 Local Roads and Community Infrastructure Program

To be considered an Eligible Project, projects need to be additional to the current 2020-21 capital works program. Projects that have been brought forward from post 2020-21 work plans will be considered additional. Co-contributions are not required under the LRCI Program.

The Program Guidelines provide a number of ineligible projects and expenditure examples that will not be funded, including:

- subsidy of general ongoing administration (i.e electricity, phone and rent)
- event openings associated with Eligible Projects
- transport or road rehabilitation planning studies
- community/public art
- road building plant or other capital equipment (e.g. graders)
- training
- public liability insurance
- stand-alone design and preliminary works
- the covering of retrospective costs.

### **Recommended Project Nominations**

Officers have undertaken an assessment and prioritisation process to identify suitable project nominations for the 2020-21 LRCI program as per Appendix 1. Factors taken into consideration include:

- Alignment to the funding guidelines
- Project can be physically completed by 30 June 2021
- Project can be brought forward from post 2020-21 work plans
- Delivery of economic and social benefits to the local community in accordance with funding guidelines
- Creates local short term employment opportunities
- Spread of projects across the shire
- Community contributions (noting COVID-19 has reduced fundraising capacity) or asset renewal can be leveraged
- Public access and use is improved
- Level of recent investment at the project location
- Funding strategy for each project and ability to secure funding from other programs.

A summary of each of the recommended project nominations is as follows:

#### **Winchelsea Industrial Estate – Mousley Road Upgrade**

The total project cost is \$450,000 including project management and contingency. This includes a \$100,000 allocation from the Gravel Pits Reserve to cover project contingency (effectively allowing for additional below the line projects to come into the LRCI delivery program).

Works involve construction and sealing of Mousley Street from Princess Highway to Alsop Drive (finishes at Council Civil Operations Depot). This will complete the road network for the estate and improve its economic capacity.

#### **Winchelsea Gathering Space**

The total project cost is \$135,000 including project management and contingency. This includes an \$85,000 contribution already allocated from Council's 2020-21 Asset Renewal Program.

This project provides a redeveloped outdoor social facility for Winchelsea residents and visitors with capacity to stimulate community connections and boost business activity. The project scope includes replacement of an old picnic shelter with an inclusive gathering space designed to integrate and complement the surrounding riverbank environment and facilities.

#### **Coogoorah Park Playground Upgrade, Anglesea**

The total project cost is \$295,060 including project management and contingency. This includes a \$160,000 contribution already allocated from Council's 2020-21 Asset Renewal Program.

## **6.4 2020-21 Local Roads and Community Infrastructure Program**

Works include redeveloping the old playground at a district level as per Council's Playground Strategy 2011. The nautical theme will be maintained with a ship as the feature play element while landscaping is also included.

### *CPP31 Torquay Scout Building Extension*

The total project cost is \$367,000 including project management and contingency. This includes a 1<sup>st</sup> Torquay Scouts club contribution of \$20,000 (including GST).

Works include extending the 1st Torquay Scouts building to increase activity space, address DDA and OH&S issues while also providing additional storage space with direct access from the car park. This project is unlikely to secure funding from other government grant programs.

### *CPP41 Deans Marsh Reserve – Fitness Equipment*

The total project cost is \$18,000 including project management and contingency. Works include the provision of a multi fitness combination unit (i.e. minimum of a bike, body twist and a leg/arm activity) to support the local Deans Marsh community to be more active more often. The recreation reserve already includes some fitness equipment (chin up and dip bars etc) and is a key meeting place for the local community which includes a highly popular play space.

### *CPP46 Surf Coast Tennis Club - Pathway Connection*

The total project cost is \$31,000 including project management and contingency. This includes a Surf Coast Tennis Club contribution of \$10,000 (including GST).

Works include constructing a concrete pathway and seating area that runs between the north and south courts. This path is highly used by tennis participants moving between courts, spectator viewing and is the key pathway connection for Danawa Community Garden users to access the toilet facility at the rear of the tennis pavilion. The current gravel path becomes boggy in winter and creates an issue with gravel being transferred or washed onto the synthetic playing surface.

### *CPP51 Ocean Acres Reserve - BMX Track*

The total project cost is \$80,000 including project management and contingency. Works include constructing a BMX track / bike park within Ocean Acres Reserve to increase the number and variety of activities available. A formalised BMX track will encourage increased use of the reserve and discourage the informal tracks that often have to be removed by Council to protect the adjacent nature reserve.

### *CPP39 Wurdale Reserve - Stage 2*

The total project cost is \$50,000 including project management and contingency. Stage 2 works include an external accessible unisex toilet, fitness elements, safety fencing, wind screening, storage container for community Landcare equipment and feature planting. This project will complete a staged program of works developed in partnership with the local community for this important community connection hub in an area with little other social infrastructure.

## **Below the Line - Recommended Project Nominations**

Each project above includes an allowance for contingency funds fully drawn from the grant program (except for the Mousley Road Upgrade – contingency funded from Gravel Pits Reserve and to be returned to this source if unspent).

Officers anticipate that some of these contingency funds will not be required for the nominated projects as the projects progress through the year. A reserve list of projects is provided in Appendix 1 priority order for nomination to the grant program as and when unspent funds become available. In addition to the factors listed earlier, the priority order has also taken account of the speed with which the projects can be delivered.

### *CPP28 Great Ocean Views Reserve Activation*

The total project cost is \$36,000 including project management and contingency. Following the development of this park in 1997, the local community is eager to rejuvenate the park and improve access and have proposed ways to activate the site to encourage greater use and social connection.

## 6.4 2020-21 Local Roads and Community Infrastructure Program

### CPP40 Spring Valley Park - Informal Ball Games

The total project cost is \$42,000 including project management and contingency. Works include provision of an informal ball games or 'kickabout' area along the picturesque and highly popular Spring Creek Linear Reserve (was a component of the 2012 Master Plan).

### CPP25 Torquay Football Club – Interchange Boxes

The total project cost is \$60,000 including project management and contingency. This includes a Torquay Football Club contribution of \$14,275 (including GST). Works include an upgrade of players and umpires interchange infrastructure to meet AFL guidelines for a regional AFL sports facility.

### CPP14 Mt Moriac Reserve - Oval 1 Goal Net

The total project cost is \$30,000 including project management and contingency. This includes a Modewarre Football Netball Club contribution of \$13,800 (including GST). Works include installing barrier netting behind football goal posts at Mt Moriac Reserve to address safety concerns and improve training and game day functionality.

### CPP23 Connewarre Riding Club - Dressage Arenas, Stage 2

The total project cost is \$60,000 including project management and contingency. This includes a Connewarre Riding Club contribution of \$15,000 (including GST). Following on from a successful Stage 1 project (1 competition dressage arena with all-weather sand surface is complete) this Stage 2 project (dressage arena 2) completes the dressage plan and responds to club membership expansion.

### **Council Plan**

Theme	1 Community Wellbeing
Objective	1.1 Support people to participate in and contribute to community life
Strategy	1.1.1 Develop and implement a program to support communities of place and interest, and to provide opportunities for them to identify and achieve their community aspirations
Theme	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	Nil
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

### **Reporting and Compliance Statements:**

Local Government Act 2020 – LGA 2020

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	Yes
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
<b>Risk Assessment</b>	Yes

## 6.4 2020-21 Local Roads and Community Infrastructure Program

<b>Communication</b>	Yes
<b>Human Rights Charter</b>	No

### ***Governance Principles - Local Government Act 2020 (LGA 2020)***

Five of the recommended projects to be prioritised have been investigated through Council's Community Project Development Process and have previously been received by Council and recommended to be considered for funding in future project prioritisation and budget processes or as grant opportunities arise.

Each of the recommended projects will effectively be brought forward from post 2020-21 work plans, a key component of the Program Guidelines and will contribute directly to stimulating the local economy and increasing employment opportunities.

### ***Environmental/Sustainability Implications***

The CPP51 Ocean Acres Reserve BMX Track project specifically addresses an ongoing environmental concern with illegal BMX tracks and jumps building taking place within the nature reserve directly adjacent to Ocean Acres Reserve in Torquay. Officers are regularly removing the jumps which are not constructed safely and present a tripping hazard for nature reserve users and a high risk of injury for any children using these make shift jumps. Constructing a formalised BMX track within the recreation reserve will both protect the sensitive fauna within the nature reserve and provide the opportunity for local riders to have input into the track design, maximising its future attraction and use.

### ***Community Engagement***

Significant community consultation was involved in the investigation phase of each of the Community Project Proposals (CPP) already presented to Council through its community project development process. A communications and engagement plan based on the IAP2 spectrum of engagement will be developed for the Coogoorah Park Playground and Winchelsea Gathering Space projects in line with Council's 'SCS-025 Capital Works Community Engagement Policy'.

### ***Public Transparency***

This Council report seeks to provide maximum transparency regarding the recommended projects to be prioritised under the LRCI Program and highlight the projects that were close but fell below the line when prioritising projects. The proposed project list is subject to Council affirmation at an open Council Meeting.

### ***Financial Management***

Co-contributions are not required under the LRCI Program. Council will project manage the delivery of each project and each project nomination includes a project management and contingency allowance.

A sequence of below the line project nominations is included in Appendix 1. Pending the availability of sufficient unexpended contingency funds, these projects in order of priority will be submitted to the LRCI Program for approval.

The Winchelsea Industrial Estate Mousley Road Upgrade project will require a \$100,000 allocation from Council's Gravel Pits Reserve to cover project contingency (specifically for the road upgrade only). This effectively allows for additional below the line projects to be prioritised and recommended for inclusion in the LRCI Program. Any road upgrade project unexpended contingency funds will be returned to the reserve.

The Winchelsea Gathering Space and Coogoorah Park Playground Upgrade includes a total of \$245,000 in Asset Renewal funds already allocated to these projects in the 2020-21 budget.

The 1<sup>st</sup> Torquay Scout Building Extension includes a \$20,000 community contribution. A funding agreement will be established with the Club that will include a condition outlining that if the club is unable to provide the full contribution amount, Council reserves the right to adjust the scope of the project by the shortfall amount. The Club had indicated that they hoped to contribute a greater amount toward the project, however their fundraising capacity has been compromised by COVID-19. They have provided officers with a current bank statement confirming adequate funds available to meet their \$20,000 contribution as soon as a club funding agreement is executed.

The Surf Coast Tennis Club Pathway Connection project includes a \$10,000 community contribution and a funding agreement will be established as per the Torquay Scouts example provided above. The Club have

## **6.4 2020-21 Local Roads and Community Infrastructure Program**

also confirmed that they have the funds available to meet their contribution as soon as a club funding agreement is executed.

The Deans Marsh Fitness Equipment, Ocean Acres Reserve BMX Track and Wurdale Reserve Stage 2 projects are all to be fully funded through the LRCI Program.

### ***Risk Assessment***

As noted in the Financial Implications section, the Council funding agreement with the Clubs will include a section to mitigate the risk of the Club being unable to provide their contribution.

The recommended projects are considered the highest priority projects that meet the funding guidelines. Any new project ideas from community groups will be referred to Council's Community Project Development Officer to be processed.

There are identified Workplace Health and Safety implications associated with this report. Updating Council assets that require renewal or replacement is a priority to ensure a safe working environment for Council officers and contractors and to ensure public safety.

### ***Communication***

Community groups aligned to recommended projects will be updated on the recommendations of this report.

### ***Options***

Option 1 – Submit project nominations to the 2020-21 Local Roads and Community Infrastructure Program as per Appendix 1.

This option is recommended by officers as it is our most appropriate project list that meets the funding guidelines and provides great community benefit for a wide range of projects across the Surf Coast

Option 2 – Submit different project nominations to the 2020-21 Local Roads and Community Infrastructure Program to those identified in Appendix 1.

This option is not recommended by officers as other projects would not be considered a priority above the eligible projects already identified in this report.

Option 3 – Do not submit any project nominations to the 2020-21 Local Roads and Community Infrastructure Program.

This option is not recommended by officers as it will mean these projects do not progress in 2020-21. The LRCI Program is unique in that it requires no financial contribution from Council and enables delivery of projects that might not otherwise proceed.

### ***Conclusion***

The Local Roads and Community Infrastructure Program supports local councils to deliver priority local road and community infrastructure projects, supporting jobs and the resilience of local economies. The funding aims to stimulate growth and create jobs in local communities following the impacts of COVID-19.

Council has been allocated \$1,051,060 and the LRCI Program is unique in that it requires no financial contribution from Council. Officers have undertaken an assessment and prioritisation process considering the eligibility requirements as per the funding guidelines and have recommended project nominations as per Appendix 1.

A sequence of below the line project nominations is included in Appendix 1. Pending the availability of sufficient unexpended contingency funds, these projects in order of priority will be submitted to the LRCI Program for approval.

**6.4 2020-21 Local Roads and Community Infrastructure Program**

**APPENDIX 1 2020-21 LOCAL ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM - PROJECT NOMINATIONS**

## APPENDIX 1

### 2020-21 LOCAL ROADS COMMUNITY INFRASTRUCTURE - PROJECT NOMINATIONS

Project	Ward	Community Contribution	Council Contribution	LRCI Contribution	Total Cost
Winchelsea Industrial Estate – Mousley Road Upgrade	Winchelsea	-	\$100,000*	\$350,000	\$450,000
Winchelsea Gathering Space (Mud Hut)	Winchelsea	-	\$85,000**	\$50,000	\$135,000
Coogoorah Park Playground Upgrade	Anglesea	-	\$160,000**	\$135,060	\$295,060
CPP31 Torquay Scouts Building Extension	Torquay	\$20,000	-	\$347,000	\$367,000
CPP41 Deans Marsh Reserve - Fitness Equipment	Lorne	-	-	\$18,000	\$18,000
CPP46 Surf Coast Tennis Club - Pathway Connection	Torquay	\$10,000	-	\$21,000	\$31,000
CPP51 Ocean Acres Reserve - BMX Track	Torquay	-	-	\$80,000	\$80,000
CPP39 Wurdale Reserve - Stage 2	Winchelsea	-	-	\$50,000	\$50,000
<b>TOTAL</b>		<b>\$30,000</b>	<b>\$345,000</b>	<b>\$1,051,060</b>	<b>\$1,426,060</b>
<b>Below the line ***</b>					
<b>1</b> CPP28 Great Ocean Views Reserve Activation	Torquay	-	-	\$36,000	\$36,000
<b>2</b> CPP40 Spring Valley Park - Informal Ball Games	Torquay	-	-	\$42,000	\$42,000
<b>3</b> CPP25 Torquay Football Club - Interchange Boxes	Torquay	-	\$14,275	\$45,725	\$60,000
<b>4</b> CPP14 Mt Moriac Reserve - Oval 1 Goal Net	Winchelsea	-	\$13,800	\$16,200	\$30,000
<b>5</b> CPP23 Connewarre Riding Club - Dressage Arenas, Stage 2	Winchelsea	-	\$15,000	\$45,000	\$60,000

\* Required to be allocated from Council's Gravel Pits Reserve to cover the Mousley Rd upgrade project contingency, any unexpended funds to be returned to the reserve.

\*\* Contribution already allocated via Council's 2020-21 Asset Renewal Program.

\*\*\* Sequence order of 'below the line' project nominations to be submitted pending the availability of sufficient and unexpended contingency funds (subject to approval from the LRCI Program).

## 6.5 Torquay Cultural Facility Feasibility Study

**Author's Title:** Manager Community Support Team

**Department:** Community Relations

**Division:** Culture & Community

**Appendix:**

1. Geelong Regional Library Corporation Library Infrastructure Development Plan - 2019 (D20/126970)
2. Torquay Cultural Facility Feasibility Study - Final Report (D20/119134)

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

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

☐

Yes

☒

No

**Reason:** Nil

**General Manager:** Chris Pike

**File No:** F19/213

**Trim No:** IC20/901

**Status:**

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

☐

Yes

☒

No

**Reason:** Nil

### Purpose

The purpose of this report is to confirm the location and scope for the planning and design of the Torquay Cultural Facility and commit to pursue a short term lease for a community-led arts facility in the Surf Coast Sport and Recreation Centre.

### Summary

The current Surf Coast Shire static library needs to be expanded to meet the current and future population size and expectations. The expanded library has been identified in the Geelong Regional Library Corporation's Library Infrastructure Development Plan 2019. An expanded library is a contractual obligation that Council must deliver in its Torquay Jan Juc Development Contributions Plan.

Council has conducted a feasibility study into the location and scope of cultural facility including a library. Seven sites in Torquay were investigated and four models with different combinations of features were assessed. The preferred location identified is the current Sport and Recreation Centre site, 77 Beach Road Torquay. The preferred model is an entire lot redevelopment to deliver a new Library, Arts Facility, Australian National Surfing Museum (ANSM) and Visitor Information Centre (VIC) identified as Model 1C in the study.

Council has allocated funds in the 2020-21 budget to undertake the next phase of more detailed planning. This next phase will include further investigation of a building concept, refinement of cost estimates, funding strategy, traffic movement analysis, detailed parking analysis and the future use of the current library site.

It is important for Council to be prepared and proactive in advocating for a new cultural facility and library in the lead up to the State and Federal Elections, expected to both be in 2022, as the desired outcome is dependent on significant external funding.

Alongside the feasibility study, Council has been working with a Multidisciplinary Arts Collective (MAC) since the August 2019 resolution which determined that the Surf Coast Sport and Recreation Centre will be used as a community-led arts facility when it is no longer required for sport and recreation purposes.

The Surf Coast Sport and Recreation Centre will not be required for sport and recreation from early 2021 when the new multipurpose indoor stadium is completed. Now is an appropriate time to prepare a short term lease for a community-led arts facility in the Sport and Recreation Centre noting that this site will become a fully redeveloped cultural facility in the future and arrangements for user access will then need to be reviewed.



## 6.5 Torquay Cultural Facility Feasibility Study

### Recommendation

That Council:

1. Receives and notes the Geelong Regional Library Corporation Library Infrastructure Development Plan 2019, as attached at Appendix 1.
2. Notes the Geelong Regional Library Corporation Library Infrastructure Development Plan 2019 identifies the need for a significantly expanded static library in Torquay.
3. Receives and notes the Torquay Cultural Facility and Library Feasibility Study, as attached at Appendix 2.
4. Notes the Torquay Cultural Facility Feasibility Study:
  - 4.1. Affirms the need for expanded cultural facilities including a significantly larger library in Torquay.
  - 4.2. Identifies the co-location benefits of an arts facility, library, Australian National Surfing Museum and Visitor Information Centre.
  - 4.3. Identifies the current Sport and Recreation Centre site, 77 Beach Road, Torquay as the preferred site for co-located facilities.
  - 4.4. Recommends Model 1C - an entire lot redevelopment to deliver a new Library, Arts Facility, Australian National Surfing Museum and Visitor Information Centre.
5. Determines the preferred site for a cultural facility and library is the current Sport and Recreation Centre site, 77 Beach Road, Torquay.
6. Determines the preferred model for further planning and design is 1C – an entire lot redevelopment to deliver a new Library, Arts Facility, Australian National Surfing Museum and Visitor Information Centre.
7. Initiates the next phase of the Torquay Cultural Facility project including, but not limited to: building concept development, community engagement, cost estimate refinement, funding strategy development, traffic and parking analysis, and options development for the current library site.
8. Notes the Torquay Cultural Facility is currently included in Council's adopted Advocacy Priorities and its timely progression is important in preparation for state and federal elections to be held in 2022.
9. Notes that the Sport and Recreation Centre is set to become vacant from January 2021.
10. Affirms its intention for the Sport and Recreation Centre to be made available for the purpose of community arts and culture until the facility is replaced by the Torquay Cultural Facility.
11. Agrees to establish a lease agreement with the Multidisciplinary Arts Collective for the exclusive use of the Sport and Recreation Centre generally in accordance with SCS-034 Property Use Agreements Policy and with the following conditions:
  - 11.1. The Multidisciplinary Arts Collective has become incorporated.
  - 11.2. The Multidisciplinary Arts Collective submits a final management plan consistent with the 27 August 2019 Council Report for approval by the General Manager Culture and Community.
  - 11.3. The initial term will be two years with three one year options to be exercised in accordance with the project schedule for the development of the Torquay Cultural Facility.

## 6.5 Torquay Cultural Facility Feasibility Study

### **Report**

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

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

#### ***Background***

Surf Coast Shire joined the Geelong Regional Library Corporation (GRLC) in 1997. Since then, GRLC has delivered library services from the current static library in Torquay and from mobile libraries (vehicles) in other locations in the Shire. The current static library in Torquay underwent an upgrade in 2012.

Council undertook the Australian Surf Capital Project and received the findings in 2014. This project identified the Surf City precinct as the most effective location for the Visitor Information Centre and Surf Museum. It also suggested the new name of the Australian National Surf Museum which has been established and used for several years.

Council has previously researched opportunities for dedicated arts spaces in 2015 and 2018 with the latter investigating the feasibility of a theatre and exhibition space at the Surf Coast Sport and Recreation Centre.

Council commenced this current Torquay Cultural Facility Feasibility Study which investigates the location and scope early in the 2020-21 financial year. Council engaged Stafford Strategy to undertake this study.

Council included the Cultural Facility and Library in the adopted Advocacy Priorities in December 2019

In August 2019, Council resolved to:

1. Determine that the Surf Coast Sport and Recreation Centre be used as a community-led arts facility when it is no longer required for sport and recreation purposes subject to the following conditions:
  - 1.1. A multi-disciplinary arts collective capable of managing the facility is formed.
  - 1.2. The arts collective develops a management plan for the facility to Council's satisfaction, such that a property agreement could be entered into by Council.
  - 1.3. There are no resolutions of Council identifying an alternate location for an arts facility and/or identifying the facility is required for some other purpose.

Since then, Council officers have worked with community members to establish the Multidisciplinary Arts Collective (MAC). The MAC have worked on a management plan in preparation for establishing a community-led arts facility. The MAC prepared a submission to Council's 2020-21 budget process and the outcome of this process was that Council included \$60,000 in the 2020-21 budget for fit out of the Sport and Recreation Centre for elements needed for a community-led arts facility.

#### ***Discussion***

##### **Torquay Cultural Facility Feasibility Study**

The methodology of this study included: literature review, consultation with Council and GRLC, assessment of best practice models, site analysis, identification and selection of preferred options, indicative capital and operating cost estimates.

The study was informed by the GRLC Library Infrastructure Development Plan which is a regional plan for the provision of library facilities and services across four Local Government Areas – Surf Coast Shire, City of Greater Geelong, Golden Plains Shire and the Borough of Queenscliffe.

The study benchmarked 155 libraries nationally to identify size and facility requirements. Seven sites in Torquay were assessed against requirements which include links to other community facilities, commercial spaces and transport options.

Four models with different combinations of features were assessed in the project. These included:

- Library-only model
- Library, Arts Facility, Visitor Information Centre (VIC) and Australian National Surf Museum (ANSM) Model
- Library & Aquatic Facility
- Library, Theatre, VIC, ANSM & Aquatic Facility

## 6.5 Torquay Cultural Facility Feasibility Study

The combination of an aquatic facility was included initially, as Council had gained funding commitments for an aquatic facility and it was important to understand if there were any synergies in planning an aquatic facility and the cultural facility together. However this option was disregarded before Stage 2 of this project when any potential synergies or efficiencies could not be found.

The key findings of the study include:

- Surf Coast Shire requires a static library with a floor space of 1,600m<sup>2</sup> to meet the needs of the current and future population. The current Surf Coast Shire library is 380m<sup>2</sup>.
- An entire newly redeveloped cultural facility and library – Model 1C in the study - which includes a new Library, Arts Facility, ANSM and VIC is the preferred option at the current Sport and Recreation Site, 77 Beach Road Torquay. This delivers the most benefits as it is seen as the best value capital investment and delivers an operating result that is that is very similar to the most affordable operating result of all the models. This Model (1C) delivers four cultural facilities in one and has the opportunity to enhance the entire precinct and deliver benefits to other facilities, businesses and community groups. Key reasons this is the preferred option include:
  - Good proximity to public transport and passing traffic.
  - Provides opportunity to enhance the look and offerings in the Surf City precinct.
  - Provides co-located art facility which strongly compliments library facilities.
  - Zoning supporting of usage.
  - Council-owned site.
  - Potential to generate higher library visitation and use due to critical mass of facilities.
  - Economies of scale for integrated facility with combined reception area, public toilets, meeting rooms, storage facilities, staff room and amenities through redesign.
  - Will encourage far greater average length of stay in precinct and offers more attractive all-weather visitor experiences.
  - Can generate stronger visitor spend.
  - Will allow for better visitor flow management with 4 main elements linked and integrated.
  - Should result in much lower maintenance costs as everything is new.
  - Offers the chance to design fit for purpose new facilities without compromising quality or functionality.
- The capital costs for Model 1C (preferred option) are outlined in Table 1. It must be noted that capital costs are indicative at this stage, and include a + and – 20% range as there is no concept to base estimates on.
- Operating expenditure and revenue are based on assumptions and therefore also provide an indicative result. The operating costs for all options in the feasibility study are compared to the costs currently incurred for services operated from the Library, ANSM and VIC to show the new costs Council may need to fund. This is included in the bottom row of Table 1.

Table 1. – Estimated Capital and Operating Costs - All Models

	Model 1A	Model 1B	Model 1C	Model 2
<b>Key Components</b>	Library only bolt-on at Surf City	Library bolt on and refurb of ANSM, Vic and develop Arts Facility at Surf City	Entire lot redevelopment - Library, Arts Centre ANSM & VIC at Surf City	Library only at Torquay Central car park site
<b>Estimated Total CAPEX</b> + / - 20% sensitivity analysis to reflect early stage of planning	<b>\$17.2m</b> +20% = \$20.6m -20% = \$13.7m	<b>\$26.9m</b> +20% = \$32.2m -20% = \$21.5m	<b>\$27.9m</b> +20% = \$33.5m -20% = \$22.4m	<b>\$23.2m</b> +20% = \$27.9m -20% = \$18.6m
<b>Estimated Additional Annual Operating Cost including Asset Renewal (Ave. Years 1-10)</b>	<b>\$635k</b>	<b>\$470k</b>	<b>\$535k</b>	<b>\$735</b>

The next phase of planning is critical in gaining more accurate capital and operating costs for this facility.

## 6.5 Torquay Cultural Facility Feasibility Study

With these significant indicative costs, Council will need to attract financial contributions from other levels of government to build the project in the future. This is the final community infrastructure project of scale in the Torquay Jan Juc Development Contributions Plan. Therefore it is important to be prepared and proactive in the lead up to 2022 which is when the State Election will be held and it is likely the federal election will be in the same year.

### Community Arts Facility in the Surf Coast Sport and Recreation Centre

While the feasibility study was completed, the MAC have been working to establish the group and develop a management plan for a community-led arts facility in the Surf Coast Sport and Recreation Centre.

The completion of the Torquay Cultural Facility Feasibility Study provides greater clarity around length of tenure to pursue with the MAC in the Sport and Recreation Centre. The recommendation in this report is to enter into a short term lease with the MAC. This duration is established in accordance with the expected timeframe to complete the building design and secure funding to build the new development

The MAC was established late in 2019 and is currently undertaking work to achieve incorporation. It is likely that not all members currently on the MAC will take up office bearer or general committee roles on the new incorporated entity.

For Council to enter into a lease with the incorporated version of the MAC the conditions stipulated in this resolution and the August 2019 report need to be met.

The incorporated entity must be able to demonstrate how it is continuing to meet the multidisciplinary artistic focus which is the intent of MAC's formation. Officers must be able to assess these core elements are satisfactory and then it is proposed a lease is established which is consistent with Council policies SCC-033 Use of Council Facilities; SCC-034 Property Use Agreements and the Council resolution that is made by considering this report.

### **Council Plan**

Theme 1 Community Wellbeing

Objective 1.1 Support people to participate in and contribute to community life

Theme 4 Vibrant Economy

Objective 4.4 Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses

### **Reporting and Compliance Statements:**

*Local Government Act 2020 – LGA 2020*

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	Yes
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes
Risk Assessment	Yes

## 6.5 Torquay Cultural Facility Feasibility Study

Communication	Yes
Human Rights Charter	No

### ***Governance Principles - Local Government Act 2020 (LGA 2020)***

The preferred location and model pursues innovation by delivering an integrated, four in one cultural facility. There is a high degree of collaboration with GRLC and multiple Council departments in planning this development. The GRLC Library Infrastructure Development Plan is a key consideration in developing the new library and cultural facility. This cultural infrastructure project is essential in supporting the population growth planning set out in the G21 Regional Growth Plan.

### ***Policy/Relevant Law***

This facility is a requirement in Council's Torquay Jan Juc Development Contribution Plan. It supports the Community Wellbeing and Vibrant Economy themes in the Council Plan.

### ***Environmental/Sustainability Implications***

Surf Coast Shire is undersupplied for cultural infrastructure and the current library is less than one quarter of the size needed for the current and future population. This facility is essential in supporting the social sustainability of Surf Coast Shire communities as it creates spaces for community gathering, lifelong learning, cultural exchange and health outcomes through creative pursuits.

### ***Community Engagement***

There has been a high degree of community engagement planning the community-led arts facility through the work Council has done with the MAC.

The Geelong Regional Library Corporation conducted a user survey in 2018 which informed the GRLC Library Infrastructure Development Plan. The user survey attracted 3,500 respondents from across the region and this feedback helps in understanding the key requirements from library users when planning library facilities.

The Torquay Cultural Facility Feasibility Study did not include dedicated community engagement, however this latest study was informed by the community engagement findings from the Australian Surf Capital Project 2014, the Arts Space Feasibility Study 2015 and Torquay Theatre Feasibility Study 2018.

Community engagement will be included in the next phase of planning which is funded in the 2020-21 Council budget. A broad range of stakeholders will be engaged in the next phase of planning.

### ***Public Transparency***

Having Council decide on the location and scope of the cultural facility and library is an important milestone for this project which can provide public transparency before the next phase of planning proceeds.

### ***Strategies/Plans***

This project is extremely important in delivering the objectives of Council's Arts Culture and Heritage Strategy – *Creative Places 2019-21* especially in the strategies themes of 'Enhancing our Creative Industry' and 'Place-making.'

### ***Financial Management***

It is worth noting again the indicative nature of capital and operational cost estimates at this early stage of planning.

Council has made an allowance for operating expenditure in the Long Term Financial Plan commencing at \$700,000 and indexed across the life of the plan. This amount in the Long Term Financial Plan adequately covers the additional estimated operating expenses predicted in this study.

Asset renewal estimates in the study have been informed by Council's Strategic Asset Management Policy.

### ***Service Performance***

One of the reasons the integrated cultural facility is a preferred option is that there will be an improved and more efficient service compared to stand alone facilities in different locations. This improves accessibility and efficiency for users of this facility.

## 6.5 Torquay Cultural Facility Feasibility Study

### **Risk Assessment**

A notable risk in this project is the cost estimates are indicative at this early stage of planning. A significant amount of benchmarking and research has helped establish costs, however these may change as a concept is developed.

Other risks associated with this project is the next phase of planning may reveal new information that impacts the project. Detailed traffic movement and parking requirement analyses are such examples of issues that need to be understood further.

There is some reputational risk associated with this project as it has not undergone community engagement and the findings will be new to members of the community.

The tenure of the MAC in the current Sport and Recreation Centre presents some risks including; MAC members preferring a longer tenure; finding a venue for arts activities when the new redevelopment proceeds and storing or re-purposing any fit out items when the lease ends. There is a risk that users of this facility will want to continue using it for community arts activities and not support a new redevelopment.

There are health and safety risk by establishing the community-led arts facility and these risks will be addressed through the lease to ensure all legislative requirements are met by the new tenant.

This report proposes upgrading existing facilities which will deliver long term workplace health and safety improvements and reduce risks for staff and users of the new buildings.

### **Communication**

The findings of the study will be communicated directly to adjacent landholders and business owners.

The MAC will be contacted directly to communicate the outcome of this Council report.

The findings of the study will be communicated more widely to the community through Council's communications channels such as the website, e-newsletters such as 'Art Matters' and is likely to be reported through local print media.

### **Options**

Option 1 – Proceed with planning for a full redevelopment Torquay Cultural Facility in accordance with the scope and location recommendations in the feasibility study and agree to enter into a lease with the Multi-disciplinary Arts Collective:

This option is recommended by officers with reasons outlined throughout this report. The preferred location was assessed as the best of the seven sites considered. The preferred model with an integrated facility delivered the best outcome for the community compared to other models considered.

The scope of the next phase of planning is required based on the findings of this early phase of planning. The scope items identified are essential in better understanding costs and operational requirements for the new development.

The recommended lease with the MAC provides for a community-led art facility in the Sport and Recreation Centre without locking Council in to a long term lease. This is a prudent approach as the long term redevelopment at this site could commence in the coming years if more detailed planning is complete and funding is secured.

## 6.5 Torquay Cultural Facility Feasibility Study

Option 2 – Select a different location and scope for the cultural facility and library, define a different scope for the next phase of planning and commit to enter in to a longer term lease with the incorporation version of the MAC.

This option is not recommended by officers as the recommended location and scope is informed by assessing seven sites against criteria such as spatial fit, accessibility, vehicle access, linkages to other community facilities, access to public transport and planning / land use considerations. The integrated model is the preferred model with key reasons articulated on page 4 of this report.

Defining a different scope for the next phase of planning is not recommended as the scope items proposed have been identified through the first phase of planning.

Committing to a longer term lease with the MAC is not recommended as this would limit Council's ability to pursue the long term integrated facility at the Sport and Recreation Centre Site in the coming years. Council retains has the option to renegotiate the term of another lease in the future if planning is delayed or funding is unlikely to be available in the coming years.

Option 3 – Do not select any location or scope identified in the study, do no further planning work and do not commit to enter into a lease with the incorporated version of the MAC.

This option is not recommended by officers as Council needs to deliver an expanded library to meet the needs of our communities and it is a contractual commitment in Council's Torquay Jan Juc Development Contributions Plan.

If Council was to do no further planning work, this approach would not progress toward a new cultural facility and library.

If Council did not commit to enter into a lease with the incorporated version of MAC this would not be consistent with the August 2019 resolution and is likely to disappoint the local arts community. This approach would mean a vacant community building (Sport and Recreation Centre) does not have a designated use for the foreseeable future.

### **Conclusion**

The Torquay Cultural Facility Feasibility Study has identified the preferred location and model for a redeveloped integrated facility. Model 1C is identified as the preferred option and Council can now initiate the next phase of planning on this option with confidence.

The scope of the next phase of planning identified in this report is required to better understand items in more detail such as costs estimates. The next phase of planning needs to also explore items not completed in this early planning phase such as traffic movement and the future use of the current library building.

The MAC has formed and is demonstrating an ability to work together and is refining a management plan to meet Council's requirements. The MAC now are working towards incorporation. Council can commit to pursue a short term lease with the incorporated entity by applying Council policies SCC-033 Use of Council Facilities, SCC-034 Property Use Agreements and the resolution Council makes by considering this report.

## **6.5 Torquay Cultural Facility Feasibility Study**

### **APPENDIX 1 GEELONG REGIONAL LIBRARY CORPORATION LIBRARY INFRASTRUCTURE DEVELOPMENT PLAN - 2019**





Report prepared by SMH Management & Consulting Services  
for Geelong Regional Library Corporation, 2019

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## 1. EXECUTIVE SUMMARY

The Geelong Regional Library Corporation (GRLC) is a partnership of four member Councils - Borough of Queenscliff, City of Greater Geelong, Golden Plains Shire and Surf Coast Shire. Together they provide region-wide shared library services through a network of branches that includes the Geelong Library & Heritage Centre (Central Library), sixteen branch libraries, two mobile library services, outreach services and an extensive range of eServices available via website.

The GRLC services an area of 5,513 km<sup>2</sup> and includes the State's fastest growing region with a population of 310,575 in 2019 forecast to grow by nearly 70,000 in the next decade. In addition to the large geographic area covered, there are two other notable characteristics of the network, which are: the large number of library branches for the population (highest number of library branches of all library services in Victoria), and the size of the branches. There is one library for every 18,000 people in the region and several libraries are small for the populations they serve.

Broadly, the GRLC branch network can be described as a cluster of libraries in the centre of Geelong including the Geelong Library & Heritage Centre (GLHC), Geelong West, Chilwell, Highton and Belmont. A ring of libraries then serve outer suburbs that include Newcomb to the east, Corio to the north and Waurin Ponds to the south. Beyond the Geelong metro area, there are seven branch libraries that serve discreet growth areas or townships and their catchments. These include Lara, Leopold, Drysdale, Ocean Grove (City of Greater Geelong), Torquay (Surf Coast Shire), Queenscliff (Borough of Queenscliff) and Bannockburn (Golden Plains Shire). The Barwon Heads Library and the Western Heights College Libraries are community access libraries located in schools.

The Geelong region's economy is in transition, and jobs in traditional manufacturing and heavy industries have declined significantly in recent years. There are now a growing number of jobs in new industry sectors including insurance, health, education, advanced manufacturing, creative and cultural industries, tourism, biotechnology, research and development and intensive agriculture in the north and west.

To remain relevant in this rapidly changing environment library services have successfully adapted and grown over the last decade. The buildings and spaces that house library collections, services, programs and people must continue to evolve and respond to the demands of 21<sup>st</sup> century library users.

This Plan has been prepared following analysis of information from a number of sources that include; a visual inspection of library buildings, interviews with library branch managers, a review of library catchments, an examination of usage data and analysis of customer feedback and comments provided in the 2018 Library User Survey. In addition to this a scan has been undertaken more broadly of strategic documents and guidelines impacting on library services including Council Plans from the City of Greater Geelong, Golden Plains Shire, Surf Coast Shire and the Borough of Queenscliff.

In the 2018 Library User Survey, library members identified a number of opportunities for improvement to library facilities. The issues differ from branch to branch and have been highlighted in the branch reviews at the rear of the document, however, the key issues can be grouped around the following themes;

- Noise – inadequate space for quiet reflection, study and work, mobile phones users, noisy programs such as children's Storytime
- Building size and amenity – not big enough; looks tired and dated; no toilets
- Power – not enough power points to recharge devices

- Furniture – looks tired and worn; not enough chairs, tables, study and informal seating;
- Parking – not enough; not close by
- Collections and shelving – not big enough; not enough of the right things; shelving too low or too high or inappropriate
- Self check and returns chutes – not enough and or in the wrong places.

Decisions regarding infrastructure models and the extent of library networks and building infrastructure provision sit appropriately with member Councils. The Plan recommends that library renewal and development be informed by best practice in public library service provision through the use of *People Places* (a guide for the development of public library buildings) and the *Guidelines, Standards and Outcome Measures for Australian Public Libraries* (a guide for developing service levels in public libraries). These reference documents should underpin any library development projects in the region.

It is also proposed that decisions to advance library projects in the Geelong region be informed by eight *Guiding Principles* as follows:

1. New libraries will meet *People Places* building area standards.
2. Equity and fairness in development and renewal
3. Local community needs will drive library design and renewal
4. Libraries are for everyone and will engender pride in the community
5. Libraries will be accessible to all and feature universal design
6. Libraries will be “future proofed”, built and redeveloped for the future incorporating Environmentally Sustainable Design (ESD) principles and flexibility
7. New libraries in the region will be developed in partnership and/or located with other services
8. Libraries will be primary access points for new and emerging technologies

A proposed Service Model Hierarchy provides a framework in which libraries for different communities and catchments can be scaled. It is in summary:

**Central Library** - the Geelong Library & Heritage Centre providing central library and heritage services to the wider region;

**Branch Libraries** - suburban and town based libraries providing a range of community focussed services including Bannockburn, Belmont, Corio, Drysdale, Geelong West, Newcomb, Lara, Leopold, Ocean Grove, Queenscliff, Torquay and Wairu Ponds.

**Community Libraries** - providing a local service that is complemented by services in larger nearby branches. They are the smaller libraries and library services in schools and include Chilwell, Highton, Barwon Heads and Western Heights College. It would also cover alternative models of service delivery such as book depots;

**Mobile Libraries** – providing services to remote and rural communities;

**E-Library Services** - website access to all online library resources 24/7.

The final section of the Plan provides an overview of each of the branches in the GRLC library network including their size, usage, membership, special features, location, catchment and growth, community feedback, development opportunities, recommended improvements and timeframes. The Branch Summaries are presented in alphabetical order in Chapter 10 and the table on Page 4 provides a summary of the recommended scale and timing of improvement works across the network.



**SUMMARY OF INFRASTRUCTURE DEVELOPMENT BY TIMEFRAME AND TYPE**

Time Frame	Minor Refurbishment	Major Refurbishment	New Library	Planning and Design	Review
<b>Short term 0-3 Years</b>	Chilwell Highton Waurin Ponds	Corio Queenscliff		Drysdale – New library Lara – New library Ocean Grove – Library expansion Torquay – New library	
<b>Medium Term 3-5 Years</b>		Belmont Geelong West Newcomb Ocean Grove	Drysdale Lara Torquay	Armstrong Creek – New library	Barwon Heads
<b>Long Term 5-10 years</b>			Armstrong Creek		Bannockburn GLHC Leopold

The GRLC has a deep understanding of how building improvements could enhance library services for communities based on professional expertise and experience. While this Plan provides an overview of the status of library facilities and makes recommendations about the nature and the timing of facility improvements, member Councils have responsibility for planning, funding and delivering capital improvements or new library developments.

The preparation of this Infrastructure Development Plan for libraries across the region will guide the GRLC and member Councils about future plans for the evolution of library facilities. It will also assist with stakeholder consultation processes, the co-ordination of funding applications and the allocation of resources within our organisations to ensure that library facilities are the best they can be for the communities they serve.



## 2. INTRODUCTION

The Geelong Regional Library Corporation (GRLC) is a partnership of four member Councils - Borough of Queenscliff, City of Greater Geelong, Golden Plains Shire and Surf Coast Shire. Together they provide region-wide shared library services through a network of branches that includes the Geelong Library & Heritage Centre (Central Library) sixteen branch libraries, two mobile library services, outreach services and an extensive range of eServices available via the website.

In September 2009 the City of Greater Geelong adopted a **Public Library Buildings Development Strategy** that had been prepared in partnership with the GRLC to assist with planning for the renewal and development of libraries in the City. For the past ten years the Strategy has provided a valuable framework and guide for library development around Geelong. It established that there was a need to renew and develop library facilities in order that the buildings remain attractive and relevant to the community, and articulated a framework to guide that work. Pleasingly, the majority of recommendations in the Strategy were delivered. Though the Strategy was predominantly a document for the City of Greater Geelong, the GRLC Board adopted the planning and development guidelines and principles it contained. Four major redevelopments and refurbishments and six new libraries have been built across the region.

In the **Reading Ahead Geelong Regional Library Corporation Library Plan 2017 to 2021**, the GRLC has committed to reviewing the 2009 **Public Libraries Building Development Strategy** and developing a new plan that includes the libraries of all member Councils. At the conclusion of this planning process the Board will have a Library Infrastructure Plan that provides;

- A region-wide and strategic view of the library infrastructure renewal and development needs and opportunities for the next ten years.
- A framework for the development and renewal of library buildings – using the **People Places** best practice building design and development guidelines, and GRLC specific Guiding Principles.
- Recommended priorities for action and time frames, based on an objective assessment of the condition of the facility, the needs of the community and population growth.
- A planning document that can be used to advocate for resources to ensure our library buildings remain up to date and attractive, fit for purpose and capable of delivering the library services needed and expected.
- A plan that can inform the GRLC's annual capital expenditure for Furniture, Fittings and Equipment in library branches.

It will help ensure library buildings in the network;

- Present welcoming, purposeful and safe library facilities that are at the heart of the community.
- Provide facilities that can accommodate engaging library programs, events and activities encouraging a lifelong love of reading and increase social inclusion.
- Provide spaces for learning, study, work and leisure.

Importantly, the provision of library services by the member Councils helps to fulfil obligations to provide services and facilities that contribute to community wellbeing and prosperity. This commitment is articulated in all member Councils' plans. The important role that libraries play in connected and informed society has also been expressed in a number of state, national and international strategies and statements and they are referenced in Chapter 12.





### 3. BACKGROUND AND CONTEXT

#### WHY A PLAN

To remain relevant and responsive in a rapidly changing society library services have successfully adapted and grown over the last decade. The buildings and spaces that house library collections, services, programs and people must also evolve to respond to demands of modern library users. This Plan captures the current status of branches in the library network and foreshadows changes in the local environment that can impact on library usage. It provides member Councils and the GRCL with information about opportunities to improve facilities, guided by development principles.

As mentioned in the introduction, the City of Greater Geelong, with the GRCL, prepared a *Public Library Buildings Development Strategy* in 2009 to assist with the planning, renewal and development of libraries across the City. It is important that this strategic approach continues and expands to cover the entire region's library network. The Plan will guide decision making and help ensure critical work is prioritised and appropriate resources are available.

#### DEVELOPING THE PLAN

The Plan has been prepared following the analysis of information from a number of sources. To assist in the development of the Plan, and early in the process, the GRCL Board was asked to endorse a set of Guiding Principles and the Service Model Hierarchy. Further to this, the following has been undertaken:

- Visual inspection of library buildings
- Semi-structured interviews with library branch managers about the condition of library buildings, furniture, equipment and opportunities to better meet users' needs
- Analysis of the catchment area the library serves
- Examination of branch data relating to visitation, service usage and membership
- Analysis of comments in the 2018 Library User Survey about ways to improve branch libraries (as they relate to facilities)

The development of the plan has also involved a broad review of trends, plans and policies impacting on library services including review of:

- Current trends.
- Demographic information about growth and changes in population characteristics.
- Local, state and national policy and plans that relate to library service provision.
- Library standards and guidelines.

#### GROWTH IN THE REGION

The GRCL serves an area of 5,513 km<sup>2</sup> which includes Geelong, Victoria's largest regional city. The four local government areas served by the GRCL have a combined forecast population of 310,675 in 2019 expected to grow to 350,096 in 2026 and 378,502 in 2031. Geelong is Victoria's fastest growing region with Golden Plains and Surf Coast Shires also expected to experience significant population growth by 2031.

**TABLE 1 – FORECAST POPULATION FOR GRLC MEMBER COUNCIL AREAS**

Year	Forecast Population				Total
	City of Greater Geelong	Surf Coast Shire	Golden Plains Shire	Borough of Queenscliffe	
<b>2019</b>	251,540	32,651	23,384	3,100	<b>310,675</b>
<b>2026</b>	282,038	37,948	26,826	3,284	<b>350,096</b>
<b>2031</b>	303,834	41,801	29,507	3,360	<b>378,502</b>

*Note: Data sourced from i.d.community population forecast and other statistical information available on member Council and G21 websites in February 2019.*

This rate of population change is faster than forecast growth in the rest of regional Victoria. The urban development of 2,600 ha of farming land at Armstrong Creek will accommodate the bulk of Geelong and the region's growth in the near future. The Armstrong Creek Growth Area Master Plan shows the area will provide housing for up to 65,000 people in approximately 22,000 residential homes.

#### **CHANGE IN THE REGION - AN ECONOMY IN TRANSITION**

The Geelong region is in transition from an industrialised economy to a knowledge and service based economy. Jobs in the region's traditional manufacturing sector and heavy industries have declined significantly in recent years. The loss of several large employers has contributed to direct and indirect job losses across the region. Challenges of unemployment and underemployment continue and the regional workforce is looking for opportunities to re-skill. Commonwealth, State, Local Government and Deakin University initiatives are facilitating employment growth in new industry sectors in insurance, health, education, advanced manufacturing, creative and cultural industries, tourism, biotechnology, research and development and intensive agriculture in the north and west.

New organisations and business hubs in Geelong include WorkSafe, National Disability Insurance Agency and the Geelong Innovation and Technology Hub.

#### **LIBRARY USE AND KEY OUTCOMES**

Public libraries are used by a wide cross section of the community. The proportion of people that belong to a local library varies from community to community for a range of reasons including educational and cultural background, proximity to a library, the appeal of the library service, the size of the building, the collection, programs and events, location and amenity.

Across Victoria the number of members of public libraries is 2.2 million meaning one in three residents are members. More people belong to libraries in Victoria than any other membership based community institutions, such as the AFL and other sporting clubs, community or cultural institutions. In the Geelong region 124,000 people are members of Geelong Regional Libraries.

There are needs in the community that libraries are well placed to meet. There is an important place for well-resourced and connected library services, given that one in seven children start school with language and cognitive skills that make them at risk or vulnerable, and one in four Victorians aged 15-74 is functionally illiterate. The computer and internet access that libraries provide is still vitally needed as one in seven Victorian households has no internet access<sup>1</sup>.

<sup>1</sup> 2016 Census ABS

The opportunities for social connections provided by libraries are critical as one in four Victorian households has a person living alone and one in five Victorians is over the age of 60<sup>2</sup>. Library members are typically older and 62% of GRLC library members are women<sup>3</sup>. There are few other resources in communities that offer so much and are free. This is important to the large number of library users that are retired and/or on low incomes<sup>4</sup>.

The 2016 *Guidelines, Standards and Outcome Measures for Australian Public Libraries*<sup>5</sup> describe six key outcomes from the work of libraries. If libraries are to succeed in delivering for communities they must strive for more than traditional measures of library output such as the number of loans or visits. These individual and community outcomes result from libraries helping people to improve their knowledge and skills or change attitudes and behaviours. Library spaces must be suitable and sufficiently flexible to deliver these outcomes which include:

- **Literacy and lifelong learning.** For a long time public libraries have played a valuable role in helping children to learn to read through storytime programs and children's collections. While this continues to be a cornerstone of library programming, libraries also offer programs and resources to support adult literacy and digital literacy, as well as collections, programs and facilities that enable and encourage people of all ages and interests to pursue formal and informal study and lifelong learning.
- **Stronger and more creative communities.** Public libraries strengthen communities and build social capital by providing an inclusive forum and support for expression of creativity and cultural identity. They preserve the past, celebrate the present and embrace the future by ensuring free and equitable access for all people, collecting and promoting local cultural content, and celebrating diversity and promoting intercultural conversations and tolerance.
- **Digital inclusion.** The ability to access and use technology is becoming a prerequisite for effective participation in society. Today, the only way to access some information, government and business services is through the internet. Yet 14% of Australian households do not have internet access. Libraries play an important role in supporting digital inclusion and bridging the digital divide. Libraries provide free access to computers and the internet, technical support to computer users, and training to people with low levels of digital literacy.
- **Informed and connected citizenship.** Many people come to their local library to connect with one another and find out what is happening in their community. The library is becoming the new 'town square', a non-commercial place in a busy central location close to or co-located with other community facilities, education and cultural organisations.
- **Personal development and wellbeing.** Everyone is welcome to use the library as they choose, be this reading for pleasure, meeting friends and people with common interests, accessing everyday information, accessing information that supports health and wellness, managing personal finances or being somewhere safe with other people.
- **Economic and workforce development.** Public libraries support economic and workforce development by helping people develop literacies and skills, providing access to the internet to allow people to search and apply for jobs online and access to computers to allow people to write job applications. Libraries have always provided spaces where start-ups and small businesses can work, research, communicate and collaborate with customers and business partners.

<sup>2</sup> 2016 Census ABS

<sup>3</sup> 2019 GRLC Membership Database

<sup>4</sup> 2016 Geelong Regional Library Corporation Community Survey

<sup>5</sup> *Guidelines, Standards and Outcome Measures for Australian Public Libraries, Australian Public Library Alliance and Australian Library and Information Association, 2016.*

## 4. LIBRARY FUNDING

In the present funding environment 80% of funding for the GRLC comes from member Councils, 14% from State Government recurrent library grant and around 6% of income is generated through user fees, small grants and other income.

### LIBRARY AGREEMENT

The Library Agreement of the GRLC's four member Councils details the terms and the conditions of the provision of library services and how the costs for the service will be apportioned. The Agreement has been made in accordance with Section 196 of the *Victorian Local Government Act* and is reviewed every five years.

Section 7 of the Agreement, *Equity and Operating Costs*, describes the responsibilities for costs associated with operating the service and costs associated with the assets used by the service. The assets of the Council to be used by the GRLC (buildings) and the assets of the GRLC (collections, ICT, fleet), are detailed in Schedules 1 and 2 of the Agreement. Each year the GRLC prepares a budget that details the costs of operating the service.

The GRLC is responsible for the maintenance, repair, replacement and operating costs of all of its assets which include collections (physical and virtual), ICT equipment, and fleet vehicles. It is also responsible for the maintenance, repair, replacement and operating costs of all assets transferred to the GRLC by the member Councils, such as furniture.

Councils are responsible for providing buildings, the initial purchase of furniture and equipment in new libraries and the initial purchase of mobile libraries from which library services are provided by the GRLC. The costs of providing and maintaining library buildings are the responsibility of the member Councils. Buildings provided by Council may be Council owned or leased.

In preparing annual budgets for the Corporation allowance is made for the depreciation of the assets of the GRLC which includes lending materials, furniture, equipment and vehicles. The value of depreciation of the GRLC assets has grown substantially over the last three years with the opening of the Geelong Library & Heritage Centre.

Decisions regarding infrastructure models and the extent of library networks and building infrastructure provision sit appropriately with member Councils. It is member Councils that make decisions regarding capital improvements or when new library developments will occur within their respective municipal boundaries, and the GRLC that manages all aspects of the library services delivered from those buildings.

### LIVING LIBRARIES GRANTS

The Victorian State Government's Living Libraries Infrastructure Program (LLIP) enables Victorian councils and regional library corporations to deliver new or renewed library infrastructure for their communities. The LLIP is the only Government sponsored capital works funding program specifically for libraries. The program helps councils provide library facilities that meet the changing needs of communities through two categories: minor works, and major works. Funding of up to \$750,000 is available for major works.

In the last decade the LLIP has invested in the development of the new Waurin Ponds, Bannockburn and Leopold static libraries, the Bellarine and Surf Coast Mobile Library and the refurbishment of the Geelong West Library and the Golden Plains Mobile Library. Funding has just been confirmed for the forthcoming Queenscliff Hub which includes the library. The preparation of an Infrastructure Development Plan for libraries across the region will assist in the co-ordination and preparation of funding applications to this highly competitive program.

## 5. DESIGN AND DEVELOPMENT GUIDELINES - *PEOPLE PLACES* AND LIBRARY STANDARDS

*People Places*<sup>6</sup> is both a theoretical and practical resource with different sections that relate to specific parts of the overall methodology involved in the planning and design of a new or refurbished public library building. Sections can be used independently, collectively or in sequence depending on what is appropriate for the particular project. As a resource, the document can be useful in any matter involving the planning and design of public library buildings. It not only explores issues relating to library design but also makes clear the processes needed to deliver a successful library development project.

New library buildings and thoughtful refurbishments of existing libraries increase memberships and visits. An essential element of the success of new libraries is good design and location. Design of public libraries now considers: striking design; distinctive spaces for diverse user groups; retailing approaches to ambience and collection display; high quality interior design; comfortable 'non-institutional' furniture; appropriate lighting and signage; pervasive Information and Communications Technology; and eating and drinking facilities. Recent experience in Australia and overseas has demonstrated that well planned and beautifully designed libraries increase usage and provide a range of significant community wellbeing and liveability outcomes.

Library development projects can be long, complex and difficult. *People Places* has been used widely by councils and library services across Australia as a framework to ensure the development process is well considered and comprehensive – delivering the best possible public library for the communities they serve. *People Places* also emphasises new models for library provision with an emphasis on the integration of modern technology into library functions and design.

It is recommended that *People Places* be used as the guiding document to assist member Councils and the GRLC in the planning, design and development of new libraries and library refurbishments.

### GUIDELINES, STANDARDS AND OUTCOME MEASURES FOR AUSTRALIAN PUBLIC LIBRARIES

While *People Places* is a comprehensive guide to the development and refurbishment of library buildings, the *Guidelines, Standards and Outcome Measures for Australian Public Libraries*,<sup>7</sup> establishes complementary national standards and guidelines for modern public libraries around Australia. The new guidelines describe and benchmark all aspects of service delivery including;

- Governance
- Library collections (physical and digital resources and content)
- Staffing numbers and levels
- Library building standards
- Budget (operational, salary and capital)
- Technology and other web based services

These guidelines are useful in establishing service levels and measuring performance and should also be used to inform library development projects.

<sup>6</sup> *People Places; A Guide for Public Library Buildings in New South Wales. Third Edition. June 2012*

<sup>7</sup> *A Guidelines, Standards and Outcome Measures for Australian Public Libraries. Australian Library and Information Association and the Australian Public Library Alliance, 2016*

## 6. LIBRARY DEVELOPMENT - GUIDING PRINCIPLES

The Guiding Principles in this Plan are aligned with the Vision, Mission and Values of the GRLC as expressed in its 2017-21 Library Plan. The Mission of the GRLC is:

***To be an exemplary library service. We create opportunities for our community to read, learn, work and connect with each other and the world:***

- *By providing safe and welcoming places and spaces*
- *By facilitating equitable access to collection, programs, information and technology*
- *By nurturing discovery, creativity and innovation*
- *Through knowledge, expertise and encouragement of library staff*

The Mission makes explicit the commitment of the organisation to provide spaces and places that are safe and welcoming, and this is fundamental to the delivery of an exemplary library service.

For many people the local library is the most important civic and community space in a neighbourhood, and increasingly councils are committing large amounts of money and resources to new library developments. These buildings are amongst the largest investments council will make in civic infrastructure and this level of importance places a high degree of expectation on the final outcome in terms of both the library service and the built form.

Underpinning the following principles is a commitment to best practice and to utilising the best available expertise to deliver each stage of all future library developments including library staff, library space planners, architects, interior designers, accessibility consultants and building firms.

### 6.1 New libraries will meet *People Places* building area standards

An effective library service has a number of elements including appropriately trained staff, well curated collections, access to new technologies, physical (and virtual) access, opportunities to participate in lifelong learning and cultural programs and fit for purpose spaces from which to deliver them. *People Places*, with its population and service based benchmarks, has been used in the development of many new and successful public library building projects around the country. The guide assists councils and library staff create places that fulfil the vision and needs of their communities. The guide recommends:

PROJECTED POPULATION SERVED	MIN M <sup>2</sup> PER 1,000
fewer than 20,000	57.5
20,001 to 35,000	39
35,001 to 65,000	35
65,001 to 100,000	31
more than 100,000	28

### 6.2 Equity and fairness in development and renewal

Library development and renewal will promote fairness and equality in outcome. GRLC acknowledges there are barriers faced by some people to accessing library services and that not everyone has the same and equal opportunity to participate. These barriers can emerge through a range of factors such as social disadvantage, poverty, disability, illiteracy and cultural background. The library service will prioritise direction of resources to communities who have the greatest needs in order to address issues of inequity that exist in the region.



### 6.3 Local community needs will drive library design and renewal

The development of libraries will be informed by characteristics of the communities they serve - rather than a one size fits all approach. Library spaces will be flexible and capable of meeting the needs of the wide range of people who visit libraries. For example, there will spaces for children's activities and programs, spaces for young people to meet, study and socialise and quiet spaces for reading and study. Libraries will be designed to function as the "third place" or "community living rooms", particularly small libraries in neighbourhoods. Space design will be characterised by considerations of human scale, the placement of comfortable furniture and gathering places. Libraries in areas of disadvantage may focus on Information Technology provision and training, literacy development, collections and programs.

### 6.4 Libraries are for everyone and engender pride in the community

The library is a neutral space for everyone - welcoming the broadest, most diverse audience. All new and redeveloped libraries will be quality civic spaces of which the community can feel proud. New libraries will be designed with a strong relationship to the streets, open space and buildings that surround them. Spaces around libraries will invite people to come together and sit, chat, take a break or meet with others. The library should be a visible symbol of local culture and identity. High quality design will capture and then express these characteristics effectively and meaningfully.

### 6.5 Libraries will be accessible to all and feature universal design

Universal design<sup>8</sup> is design for everyone. This principle ensures that libraries meant for everybody are accessible by everybody. *Universal design is about creating facilities, built environments, products and services accessible to people of all abilities, and as far as possible, without adaptations. Universal design makes everything usable for as many people as possible from the beginning, so that changes aren't needed later.*<sup>9</sup> It is relevant to all members of the community, those with mobility or accessibility needs and those without them, because at some time anybody could develop or be caring for someone with accessibility needs. Importantly, the application of universal design principles helps ensure public libraries remain available to older members of the community for reading, social connections and autonomy.

### 6.6 GRLC Libraries will be "future proofed", built and redeveloped for the future incorporating Environmentally Sustainable Design (ESD) principles

Building relevance and flexibility can ensure the library will be there to help communities navigate rapidly changing times. "A future-proof library builds on the concept of sustainability or green design to include consideration of how the building will respond to rapid, unpredictable change that will continue to transform our social, economic and environmental reality."<sup>10</sup> Future-proof libraries are designed for perpetual relevance through a process that engages the community and the built-in ability to respond to changing needs. A future proof library is:

- Designed and built with the long term in mind.
- Makes people feel elevated, comfortable and social. This includes the provision of quality, purpose designed furniture and fittings that reflect the ethos of the library.
- Unique to its local economic, social, cultural and environmental context.
- Located central to the paths people take on their daily treks.

<sup>8</sup> The term Universal Design and the seven principles defining the concept first coined by Cornell and Colleagues, North Carolina State University.

<sup>9</sup> Making our infrastructure accessible for everyone <https://www.vic.gov.au/infrastructureplan/resources/articles/making-our-infrastructure-accessible-for-everyone.html>

<sup>10</sup> 23 Brown, William M. Library by Design Supplement to Library Journal, Fall 2008





- Green designed with consideration given to walkability, cycling, transport, air quality, natural ventilation, daylighting, energy positive features such as energy resource effectiveness, water and waste management, better building envelope and systems, recycling of resources, life cycle maintenance.
- Flexible, adaptable and reconfigurable spaces that can adjust and adapt to a changing context. We will see more demands for flexibility in facilities of all kinds.
- Preference for new buildings structural systems that minimize use of interior columns with a raised floor plenum allowing for almost ductless delivery of heating, cooling and ventilation in a manner that offers better indoor air quality and comfort along with energy costs savings. It also allows for plug and play rewiring for data and power.

In existing buildings other solutions need to be found to increase the flexibility of existing space through things like collections on wheels which can be moved to create space for programs and activities.

#### **6.7 New libraries in the region will be developed in partnership and/or located with other services**

Libraries are often the key anchor tenant that attracts the highest usage and broadest spectrum of community in multi-service developments. When planned and delivered effectively, libraries can be catalysts and contributors to urban and rural regeneration. Partnership arrangements help consolidate the capital cost of investment in different types of community infrastructure. It brings people to one place where they can receive multiple services. Possible future partnership scenarios include:

- Civic Landmark Library delivering comprehensive and in depth services in a town square or cultural precinct context. Libraries linked with Heritage Centres, Galleries, Museums, Civic Hall, Theatres, Tourist Information Centres, Council Administration and Customer Service Centres.
- Community Hub Library co-located with synergistic services such as Community Centres, Community Learning Centres, Childcare Centres, Maternal and Child Health Centres, Youth Spaces, Informal and Formal Education Providers, Social Support agencies, Community Health providers.
- Recreation Hub Library linked with indoor sporting centres, playing fields, aquatic centres and youth centres.
- Retail Hub Library located in commercial precinct undertaken with developer contribution funds or leased. Particular care must be taken to ensure that community outcomes are paramount in the planning and delivery of such a library and that planning and design guidelines including location, size and design are not compromised.

#### **6.8 GRLC Libraries will be primary access points for New and Emerging Technology**

Public libraries provide technology as a core service and enabler. They are primary access points to digital infrastructure, information and resources. Libraries should incorporate dedicated learning spaces that raise awareness of new technologies, increase digital inclusion and provide opportunities for practical skills development.

Increasingly services and information is only provided online, and not all people have the knowledge and equipment to access the information and services they need. Libraries play an important role in providing computers and training to develop digital literacy in the community.

Free Wi-Fi, space for use of mobile devices and access to computers and printers are important, but innovations in technology will require flexible and adaptable design to enable libraries to continue their important role in providing access to leading edge technologies. Library facilities must be able to respond to changes and redundancy in technology.

## 7. SUMMARY OF 2018 GRLC LIBRARY USER SURVEY

The GRLC conducts a comprehensive survey of library users every two years. The participation rate in the survey is consistently high (3,500 surveys were completed in 2018 by a diverse range of users). The information generated in the survey is robust and reliable. Results are reviewed at each branch and across the network to identify trends and emerging issues. Amongst many other things, the 2018 Survey invited participants to nominate one thing the GRLC could do to improve their branch library. This question elicits a range of responses which have been grouped into key themes.

At some libraries there will be significant commentary on a specific issue for example, lack of toilets, and where that relates to this Plan it will be highlighted in the Branch Summary. Other issues raised such as lending periods and opening hours do not relate to facilities and are generally addressed through a review of policies, procedures, usage and budget. There are other issues, such as noise in libraries, which can be dealt with through a combination of policy and behavioural change, and alterations to the physical environment.

The key themes with implications for facilities are as follows:

- Noise – inadequate space for quiet reflection, study and work, mobile phones users, noisy programs such as children's Storytime
- Building size and amenity – not big enough; looks tired and dated; no toilets
- Power – not enough power points to recharge devices
- Furniture – looks tired and worn; not enough chairs, tables, study and informal seating;
- Parking – not enough; not close by
- Collections and shelving – not big enough; not enough of the right things; shelving too low or too high or inappropriate
- Self-check and returns chutes – not enough and or in the wrong places.

The feedback received is a rich source of information that will help inform planning and delivering improvements in library infrastructure. Alongside feedback from service managers, changes in usage patterns and community demographics, analysis of this community response helps ensure the management and staff understand how the service is being experienced and where the service can be improved.



## 8. THE GRLC NETWORK CHARACTERISTICS AND CATCHMENTS

The GRLC serves a large geographic area of 5,513 km<sup>2</sup> and a population of 310,515 (2019 forecast). Covering four regional and rural municipalities, GRLC has an extensive network of branches and dispersed user base compared with other Victorian public library services, which typically serve a more concentrated geographic area.

The branch network can be described as a cluster of libraries close to the centre of Geelong including the GLHC, Geelong West, Chilwell, Highton and Belmont. A ring of libraries then serve suburbs branching out from the centre of Geelong that include Newcomb to the east, Corio to the north and Waurin Ponds to the south. Beyond the Geelong metro area, there are seven branch libraries that serve discreet growth areas or townships and their catchments. These include Lara, Leopold, Drysdale, Ocean Grove (City of Greater Geelong), Torquay (Surf Coast Shire), Queenscliff (the Borough of Queenscliff), and Bannockburn (Golden Plains Shire). The Barwon Heads Library and the Western Heights College Libraries are community access libraries in schools.

Two notable characteristics of the GRLC are the large number of library buildings and their size. A number of libraries are small for the populations they serve when compared to recommended library standards. This sometimes reflects the age of the library buildings and their history as local libraries servicing small local government areas prior to local government amalgamations in the mid 1990s.

It is proposed that some changes be made to the Service Model Hierarchy in the 2009 *Public Library Building Development Strategy*. The first is the removal of the Sub-regional Branch Library category. Library development projects undertaken over the last decade at Bannockburn, Lara, Waurin Ponds, Torquay and Leopold show that there is no clear distinction made between the development of sub-regional and branch libraries.

It would appear that the characteristics of the catchment area – the size and nature of the population, co-location with other community services, proximity to retail and commercial centres, budget and the availability of developable land have been major influences in the development outcomes and service, and not necessarily whether the library was deemed to be a branch or sub-regional service. This is the same for operating issues like opening hours and collection size which are more closely related to user needs, service goals and budget.

The second change is to include the Highton and the Chilwell Libraries in the Community Library category. These libraries have a limited capacity to meet all users' needs because of their size. The objective of this approach is to focus the service to meet the needs of primary users. Barwon Heads Library and Western Heights Library would also be classified as Community Libraries.

The proposed Service Model Hierarchy for libraries across the network is as follows:

1. **Central Library** – the Geelong Library & Heritage Centre providing central library and heritage services to the wider region.
2. **Branch Libraries** – suburban and town based libraries providing a range of community focussed services including Bannockburn, Belmont, Corio, Drysdale, Geelong West, Lara, Leopold, Newcomb, Ocean Grove, Queenscliff, Torquay and Waurin Ponds. Future provision Armstrong Creek.
3. **Community Libraries** – providing a local service that is complemented by services in larger nearby branches. They are the small libraries and library services in schools and include Chilwell, Highton, Barwon Heads and Western Heights College. It would also cover alternative models of service delivery like book depots.
4. **Mobile Libraries** – servicing remote and rural communities.
5. **E-Library Services** – Website access to all on-line library resources 24/7.

A detailed description of the Services Model Hierarchy forms Chapter 9 of this Report.

#### **REVIEWING AND RENEWING LIBRARY BRANCHES AROUND CENTRAL GEELONG**

At the time of writing this report the City of Greater Geelong was undertaking a Social Infrastructure Review in order to produce a blueprint that will guide social infrastructure investment. While the City is maintaining all of its current libraries, there is an opportunity to rethink how the cluster of libraries around the centre of Geelong can evolve to better serve local communities.

The GLHC, Chilwell, Geelong West, Highton and Belmont libraries are relatively close together, vary greatly in size and capacity and are used by people for different primary purposes. Renewal or redevelopment of these libraries should be informed by a close examination of their primary users. Consideration should be given to serving primary users' needs as a priority (particularly in the smaller libraries) while channelling other users to nearby larger libraries to access a wider range of programs, services and collections.

#### **DETERMINING LIBRARY CATCHMENTS AND SERVICE LOCATIONS**

When planning for the provision of library services consideration is given to the area and the population to be served, and this often described as the catchment. Public library catchments are informed by factors that can include population and housing density, geography, transport infrastructure, community needs and characteristics, history, the presence of other community services and educational institutions, budget and resources.

Other factors in trying to establish library catchments relate to the behaviour of users. Library members do not always belong to and use the library that is nearest to where they live, and library members often use multiple branches. Branches may be used because they are conveniently located close to where people shop, where children go to school, near other recreation facilities or Council service centres, are on the way to or from work or because other branches are just too far away. Some branches are used because of programs and events they run or the facilities they have that may include generous spaces to read, study and work. Other branches are used because of the size and scope of the collections or because people have a relationship with other users or staff.

Area catchments for GRLC libraries in locations like Lara, Torquay, Bannockburn and Ocean Grove are more easily described because they are a distance from other libraries and they serve discreet population centres. By contrast the catchments of libraries in the centre of Geelong like Chilwell, Geelong West, Highton, Belmont and the GLHC are difficult to describe because they are close together, service overlapping catchments and the services they offer are vastly different due to the availability of floor area.

Councils need to have a vision and plan for library services and facilities, like the plans prepared for sport and recreation and arts and cultural activities. This Infrastructure Plan should be used to assist Councils in their deliberations about library service and facility provision because of the very important role libraries play in improving community wellbeing.

## 9. SERVICE MODEL HIERARCHY - GRCL LIBRARIES

The Service Model features a five-tiered hierarchy of library provision with the Geelong Library & Heritage Centre providing central library and heritage services to the wider region. There are ten Branch Libraries providing suburban and town based services, four Community Libraries complementing larger nearby branches and/or servicing smaller communities and Mobile Libraries servicing remote and rural communities.

### **CENTRAL LIBRARY CATCHMENT: 200,000 PLUS**

Geelong Library & Heritage Centre functions as the Central Library for the City of Greater Geelong and the wider Geelong region. It is located in the cultural and civic centre of the City alongside the Performing Arts Centre and the Art Gallery, with education, hospitality and retail services nearby. It is a destination and the flagship library for the City and the GRCL. It includes the GRCL headquarters providing network-wide services, supervision and support. It features specialist collections, access to extensive Information Technology, multi-purpose function spaces, meeting rooms, catering facilities and café. It also features the region's main repository of heritage collections in the Heritage Centre. It hosts regional cultural and literary activities and events, learning programs, outreach services, extended opening hours 7 days per week, and incubates new programs and services for delivery around the network.

### **BRANCH LIBRARIES CATCHMENT: 10,000 - 25,000**

Branch Libraries provide a range of relevant programs, activities and services to suburban areas and towns and their catchments. Collections will be shaped to meet community needs. Catchments will be defined by factors including proximity to other branches, surrounding current and future populations, transport links, local employment opportunities, and proximity to retail, education services and other community facilities. Branches will strive for retail opening hours including one evening per week where possible. Branches may be co-located with complementary services for example Council Customer Service Centres, community hubs, recreational hubs, retail centres and education hubs. Current provision: Bannockburn, Belmont, Corio, Drysdale, Geelong West, Lara, Leopold, Newcomb, Ocean Grove, Queenscliff, Torquay and Warrnambool. Future provision: Armstrong Creek.

### **COMMUNITY LIBRARIES (INCLUDING ALTERNATIVE MODELS OF SERVICE DELIVERY) CATCHMENT UP TO 10,000**

The Community Library provides tailored services in typically smaller buildings to meet primary users' needs. They complement services provided by larger libraries nearby. They have a community lounge feel and include popular collections, holds and returns, public internet access, informal seating and study areas. The Community Library can be a space within an existing facility such as a school (for example, Western Heights Secondary College Library) or community facility such as the 'The Well' Smythesdale Hub. It could incorporate access to school library facilities or provision of a Depot Library located within existing/other infrastructure. Proposed provision: Barwon Heads, Chilwell, Highton and Western Heights College. Future provision: 'The Well' Smythesdale Community Hub.



#### MOBILE LIBRARY SERVICE

Current provision includes the Bellarine & Surf Coast Mobile Library and the Golden Plains Mobile Library. Services rural townships and communities areas generally at least 20 kilometres from a branch library.

#### E-LIBRARY SERVICES CATCHMENT: ALL POPULATIONS

Provides 24/7 website access to library catalogue, eBooks, eAudiobooks, music, magazines, newspapers, local and global information, electronic databases, wireless printing, web applications.

**TABLE 2 - LIBRARY INFRASTRUCTURE DEVELOPMENT SUMMARY BY BRANCH**

No	Location	Area m <sup>2</sup>	Service Model	Development/Renewal Activity 2009-2018	Development/Renewal Activity 2019-2029
1	Bannockburn	540	Branch Library	New Library opened 2012	Review: Long term 5-10 years
2	Barwon Heads	180	Community Library	Identification of alternate models of service delivery not completed.	Review: Medium term 3-5 years
3	Belmont	950	Branch Library	Redevelopment complete 2010	Major Refurbishment: Medium term 3-5 years
4	Chilwell	210	Branch Library	Feasibility Study to co-locate with Maternal and Child Health Centre completed in 2009. No action taken.	Minor Refurbishment: Short term 0-3 years Possible Expansion: Medium term 3-5 years
5	Corio	995	Branch Library	Redevelopment completed 2005. Plan for replacement as Part of Northern ARC Redevelopment deferred.	Major Redevelopment: Short term 0-3 years
6	Drysdale	240	Branch Library	Refurbished 2011	Planning and design: Short term 0-3 years New library: Medium term 3-5 years
7	GLHC	6,000	Central Library	Completed 2015	Review: Long term 5-10 years
8	Geelong West	550	Branch Library	Refurbished 2008	Major Refurbishment: Medium term 3-5 years
9	Highton	135	Branch Library	Recommended investigation to redevelop and expand the Library not completed.	Minor Refurbishment: Short term 0-3 years Possible Expansion: Medium term 3-5 years

No	Location	Area m <sup>2</sup>	Service Model	Development/Renewal Activity 2009-2018	Development/Renewal Activity 2019-2029
10	Lara	450	Branch Library	New interim library opened 2011	Planning and design permanent library: Short term 0-3 years Construct permanent library: Medium term 3-5 years
11	Leopold	700	Branch Library	Opened December 2018	Review: Long term 5-10 years
12	Newcomb	750	Branch Library	Redeveloped in 2007	Major Refurbishment: Medium term 3-5 years
13	Ocean Grove	370	Branch Library	Redesigned service area and minor refurbishment 2014	Review opportunities for library expansion: Short term 0-3 years Major Refurbishment: Medium term 3-5 years
14	Queenscliff	268	Branch Library	Redevelopment and extension plans prepared	Major Refurbishment: Short term 0-3-years
15	Torquay Library	380	Branch Library	Redeveloped and extended 2013	Plan and design new library: Short term 0-3 years Construct new library: Medium term 3-5 years
16	Waurin Ponds	970	Branch Library	New Library opened 2011	Refurbish outdoor area: Short term 0-3 years
17	Western Heights College Library	350	Community Library	Opened September 2011	Review: Medium term 3-5 years
18	Armstrong Creek	2,000	Branch Library		Plan and design new library: Short term 0-3 years Construct new library: Medium term 3-5 years

**TABLE 3 - SUMMARY OF INFRASTRUCTURE DEVELOPMENT BY TIMEFRAME AND TYPE**

<b>Time Frame</b>	<b>Minor Refurbishment</b>	<b>Major Refurbishment</b>	<b>New Library</b>	<b>Planning and Design</b>	<b>Review</b>
<b>Short term 0-3 Years</b>	Chilwell Highton Waurin Ponds	Corio Queenscliff	Drysdale	Drysdale – New library Lara – New library Ocean Grove – Library expansion Torquay – New library	
<b>Medium Term 3-5 Years</b>		Geelong West Belmont Newcomb Ocean Grove Chilwell	Lara Torquay	Armstrong Creek – New library	Barwon Heads Western Heights College
<b>Long Term 5-10 years</b>			Armstrong Creek		Bannockburn GLHC Leopold



## 10. LIBRARY BRANCH – FACILITY AND DEVELOPMENT REVIEWS

The following section provides an overview of each of the static branches in the GRLC library network including their size, usage, membership, special features, location, catchment and growth, community feedback, development opportunities and recommended improvements and timeframes. Usage data is based on information collated in the GRLC 2017/18 Annual Report. Population forecasts have been sourced from the community profiles prepared by id.community on member Council websites. Community feedback about facility improvements has been sourced from the 2018 Library User Survey. The Branch Summaries are presented in alphabetical order.



## BANNOCKBURN LIBRARY

Size: 540m<sup>2</sup>

Total hours open: 36.5 hours per week, including one evening and Saturday mornings

Visits: 58,551 | Loans: 69,866 | Collection size: 14,745

Members: 4,144

**Special features:** This library is located within the Bannockburn Cultural Centre and shares an outdoor reading courtyard with other facility users. The library service accesses other spaces in the Centre by arrangement. There are meeting rooms with movable walls available for community hire.

### LOCATION, OWNERSHIP AND CONTEXT

Bannockburn Library is on land managed by the Golden Plains Shire on High Street Bannockburn. It is part of the Bannockburn Cultural Centre and is across the road from the new St Mary McKillop Catholic Primary School. The Bannockburn Library also serves as the Bannockburn Primary School library under an Agreement between the Department of Education and Training Victoria and the Golden Plains Shire Council. In 2018 the primary school was relocated in 2018 to a new P to 12 school about one kilometre away.

The GRLC works closely with the Golden Plains Shire to provide a library service and programs to meet local needs. It complements activities delivered in the Cultural Centre, making it an important community hub for local residents and students.

### CATCHMENT AND GROWTH

Golden Plains is situated between Victoria's two biggest regional centres, Geelong and Ballarat. It covers 2,705 km<sup>2</sup> with a forecast population of 23,384 in 2019 dispersed in 56 communities and 16 townships around the Shire. Bannockburn is the largest town in Golden Plains with a forecast population of 5,750 in 2019. It is anticipated that the Bannockburn will nearly double in size over the next decade with increased residential development and retail services, like major supermarkets, being provided locally. The population of the Shire is expected to increase to 29,507 by 2031. New library members are typically young families buying affordable land and housing. Over 60% of employed residents travel out of the Shire for work<sup>11</sup>.

### USAGE TRENDS

During 2017/18, Bannockburn Library experienced a decline in visits and loans as a direct result of the state primary school being relocated to the new Bannockburn P-12 College. The new St Mary Mackillop Catholic Primary School is small, but is anticipated to grow significantly over the next five years.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

There were few facility related comments in the 2018 Library User Survey from Bannockburn Library users. The most frequent facility related comment was a desire for more private reading and study areas because of the noise generated by school use of the library. Comments were also made about an all-weather cover over the returns chute, parking and power points.

### DEVELOPMENT NEEDS AND OPPORTUNITIES

The library was opened in 2012 and is well maintained. The HEART Project, being managed by Council, will see the development of a Water Play Park, more children's services, a youth space and car parking on the land at the rear of the library. This will impact on the outdoor seating and landscaped area used by the library, and provides an opportunity to re-examine how this area can better meet library user needs.

<sup>11</sup> Golden Plains Shire Council 2019 website



The use of the space by primary school students (in addition to the regular children's programs) does make this library noisy at times. The space does not cater well for informal use by young people and there is a demand for more informal seating, chairs and tables. This would meet the needs of older members as well. The staff desk is very large. The landscaped areas around the library are not actively maintained by Council.

#### **RECOMMENDATIONS**

The library is big enough to meet the needs of the community for the next five years and should be reviewed after this time.

Immediate assessment of current layout to identify opportunities for minor changes and the provision of new and appropriate furniture for study and informal reading.

Review. Long Term 5-10 years.



## BARWON HEADS LIBRARY

Size: 180m<sup>2</sup>

Total hours open: 13 hours per week, including Saturday mornings

Visits: 11,046 | Loans: 54,278 | Collection size: 7,338

Members: 1,706

**Special features:** The Barwon Heads Library is located in the Barwon Heads Primary School and operates as joint use. The library is open two afternoons and two mornings per week.

### LOCATION AND CONTEXT

The Barwon Heads Library is a community access library housed in the Barwon Heads Primary School. The building is owned by the Victorian Department of Education and Training and the Department is responsible for all maintenance and utility costs. The library is not in the main street of the town or within a retail precinct. Access to the library by the community occurs for 13 hours per week via an agreement (unwritten) between the primary school principal, the City of Greater Geelong and the GRLC.

The library is very small with limited opportunities to free up space for uses other than housing the collection. The library's main use is to provide curriculum support materials to primary school students who make up around a third of the membership and library services to all ages.

### CATCHMENT AND GROWTH

Barwon Heads is a seaside township with a forecast population in 2019 of 4,761. The Barwon Heads Library is 3.5 km from the Ocean Grove Library. There is no significant population growth forecast for the area over the next decade.

### USAGE TRENDS

A significant increase in usage was experienced in 2017/18, including an increase in membership by 22%, visits by 85% and loans by 31%.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

There were few facility related comments made in the 2018 Library User Survey from Barwon Heads Library users other than to continue the provision of library services in Barwon Heads and to provide greater opening hours.

### DEVELOPMENT OPPORTUNITIES

The formalisation of an agreement between the City of Greater Geelong, the Barwon Heads Primary School and the GRLC to codify the responsibilities of each party in relation to this shared service and the building would be beneficial. Decisions about the upgrading of the facility sit with the school and the Department of Education and Training.

Consideration could be given to the relocation of the library to the proposed cultural centre in Barwon Heads, or relocation to a shopfront in the main shopping precinct in Barwon Heads. Some new furniture was purchased in 2018 and the adult collection expanded.

### RECOMMENDATION AND TIMEFRAME

Review. Medium term 3-5 years.



## BELMONT LIBRARY

Size: 950m<sup>2</sup>

Total hours open: 63 hours per week, including 5 nights per week and all day Saturday.

Visits: 250,395 | Loans: 327,346 | Collection size: 43,533

Members: 13,608

**Special features:** A large collection for all ages, meeting room available for community hire and a City of Greater Geelong Customer Service Centre.

### LOCATION AND CONTEXT

The library was built in 1981 and the last major refurbishment was in 2010. The library building is Council owned and co-located with a Council Customer Service Centre. Belmont is the third largest and second busiest library in the GRLC network. There is good main street access in the busy Belmont shopping precinct. There is ample free parking at the rear of the building and a landscaped park at the front of the library with reading themed public art. The library is accessible and is in close proximity to schools, public transport and safe pedestrian access.

### CATCHMENT AND GROWTH

Belmont Library draws users from the surrounding suburbs of Belmont, Highton, Wandana Heights and parts of Grovedale where the forecast population in 2019 is over 50,000. However, the catchment of the Belmont Library also overlaps with the catchments of the nearby Highton Library (1.8km away), Waurn Ponds Library (4.1km) and the Geelong Library & Heritage Centre (3.7km). Belmont Library is also easily accessed by other growing communities to the south and west.

### USAGE TRENDS

There are competing demands for the use of space in this quite large library. There is a big collection and inadequate flexible space in the library for programs and events. The children's and youth areas are very small. There is a demand for more power, study spaces and informal seating. The library can be noisy and sound travels easily around the space. Consideration should be given to the provision of additional, discrete quiet areas. Without extending the size of the library, improvements to the service could be made through modifications to the internal layout.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

The most frequent facility related comments made in the 2018 Library User Survey were that the library looks dated and is requiring upgrade. A number of comments were made about the need to create quiet study and reading areas and observations were made about the way noise travels. Comments were also provided about inappropriate shelving, parking difficulties and describing the children's space as too small.

### DEVELOPMENT OPPORTUNITIES

As a priority the library space should be modified to increase the size and functionality of the children's space and provide more chairs, tables and resources for young people and for study. The front third of the library seems underutilised but improving the use of the space is not simple because of the fixed horseshoe table containing the PCs and associated cabling. The carpets need replacing, the heating and cooling systems are old, and the lighting in certain parts of the library is poor. Much of the furniture purchased at the time of the 2010 redevelopment requires replacement.

### RECOMMENDATION AND TIMEFRAME

Replacement of furniture. Short term 0-3 years.

Major refurbishment. Medium term 3-5 years.





## CHILWELL LIBRARY

Size: 216m<sup>2</sup>

Total hours open: 30.5 hours per week, including Saturday mornings

Visits: 31,828 | Loans: 47,588 | Collection size: 13,021

Members: 1,416

### LOCATION AND CONTEXT

The library is located on Russell Street, Chilwell in a Council owned building adjacent to the Chilwell Maternal Child Health Centre, and a public park. Parking for the library is on-street and limited. There are no public toilets in the library. The library is amongst the smallest in the network at 216m<sup>2</sup>.

### CATCHMENT AND GROWTH

Chilwell Library is located in a part of Geelong with overlapping catchments which are serviced by a number of libraries. It is 2.8 km from the Belmont Library, 1.8 km from the GLHC and 1.9 km from the Geelong West Library. Newtown has a forecast population of 10,596 in 2019 and is expected to grow by 4% over the next decade. Interestingly, there is an expected growth of 19% in the population of people of retirement age. It is proposed that the library be reconceived as a Community Library serving the needs of primary users in the local area, complementing the services provided by larger libraries nearby. At the time of writing, maintenance of the library was commencing, including a repaint, new carpet and furniture replacement.

### USAGE TRENDS

The library has a loyal membership which has stayed relatively unchanged over the last five years. The opening of the new GLHC, less than 2 km away, in 2015 had little impact on the use of this library. The collection is small due to limited space and there are more items returned to this library than are borrowed.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

The most frequent facility related comments made in the 2018 Library User Survey were about the need to upgrade the building because of its age and appearance. The next most frequent responses were about the inadequate size of the building, the need for more space for children's activities, the need for a toilet and more parking.

### DEVELOPMENT OPPORTUNITIES

The library has a limited capacity to host the range of programs and activities offered at larger GRLC libraries. The opportunity to expand the library was explored by City of Greater Geelong in 2009, but no redevelopment occurred. The social infrastructure plan being prepared by the City may also determine a future direction for the library. There are opportunities to better integrate the library with the park and the Maternal and Child Health Centre, although any investment in the site should take account of the close proximity of three other large branches. Expansion of the floor area to at least 500m<sup>2</sup> is recommended.

### RECOMMENDATION AND TIMEFRAME

Maintenance and refurbishment. Short term 0-3 years.

Possible expansion. Medium term 3-5 years.





## CORIO LIBRARY

Size: 995m<sup>2</sup>

Total hours open: 50 hours per week, including two evenings and all-day Saturdays

Visits: 148,446 | Loans: 149,924 | Collection size: 33,575

Members: 9,981

**Special features** The Corio Library has a large multi-purpose meeting room. It also shares its location with a community hall (Centenary Hall) and the Waterworld Aquatic Centre.

### LOCATION AND CONTEXT

The library was built in 1972 and refurbished in 2005. The building and land is owned by the City of Greater Geelong. The library is near the busy intersection of the Princes Highway and Cox Road in Corio, and while it shares the site with a large sports and recreation facility the location away from a local retail precinct is a disadvantage. The library is one of the largest in the network.

The library is adjacent to the soon to be redeveloped Waterworld Aquatic Centre (as part of the Northern ARC Health and Wellbeing Hub) and the new Barwon Health medical facility (to be opened in 2019). The redevelopment of Waterworld and Centenary Hall will bring to the precinct contemporary, integrated community health and wellbeing services and facilities including; a 25-metre pool, hydrotherapy pool, learn to swim, gymnasium, a multipurpose community space, consulting suites and car parking. No upgrades to the Corio Library are proposed as part of the Northern Arc project other than attending to the public realm. Access to the current library building is good; off-street parking is adequate (although will come under pressure as the proposed developments take place) and there are public toilets on site.

### CATCHMENT AND GROWTH

The levels of disadvantage in this area are amongst the highest in the State. The library serves a population catchment that includes Corio and Norlane with a population forecast in 2019 of 24,378. The forecasting data suggests growth in the order of 10% to 2031 for Norlane and virtually no growth in Corio.

### USAGE TRENDS

Corio Library users borrow less than other users of GRCL library services and use PCs and Wi-Fi more. The demand for technology support is higher here than any other place in the network. There are more programs being run and issues emerging around the need for quieter areas for people working, meeting and studying. Higher levels of outreach are undertaken by the library staff at Corio than in other areas to encourage usage by families and young people in particular. Visitation to the library is steady.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

The most frequent facility related comments made in the 2018 Library User Survey were about the need for private reading and study areas and the need to upgrade the building because of its age and appearance (particularly external appearance). Comments were also made about upgrading the toilets, shelving, seating, power points and parking.

### DEVELOPMENT OPPORTUNITIES

The floor space of the library is adequate, but the layout of the library no longer meets the needs of the community. Opportunities exist to improve access to quiet meeting spaces, the flooring, lighting, front door access, toilet facilities, the service area, returns area, the children's and youth areas, shelving, furniture, carpets, lighting and importantly the external appearance of the building. The meeting room requires urgent attention, including the kitchen facilities.



Minor improvements to the public realm have been foreshadowed in the Northern Arc Project with a focus on the integration of outdoor spaces between the facilities. The new development will amplify issues around the appearance of this ageing building.

**RECOMMENDATION AND TIMEFRAME**

Major redevelopment. Short term 0-3 years.

## DRYSDALE LIBRARY

Size: 240m<sup>2</sup>

Total hours open: 50.5 hours per week, including one evening and all-day Saturday.

Visits: 135,067 | Loans: 180,734 | Collection Size: 20,163

Members: 7,734

**Special features:** Shopfront in retail area and includes a City of Greater Geelong Customer Service Centre.

### LOCATION AND CONTEXT

Drysdale Library was refurbished in 2011 resulting in increased floor area, new carpet, furniture, fittings and equipment including technology. The library is located on Hancock Street in the main retail precinct of the Drysdale township. The library is in a shopfront leased by the City of Greater Geelong until November 2022.

Council is responsible for building maintenance and essential services, but other issues such as external painting or cleaning of the shop is the responsibility of the building owner. Parking for the library is on-street and there are car parks nearby servicing supermarkets. At 240m<sup>2</sup> the library is significantly undersized to meet current and future population requirements. There is no meeting room and limited space for study or the use of personal devices. There is limited space for programs and activities and back of house space for City of Greater Geelong Customer Service and library staff and library service functions. No toilets are available.

### CATCHMENT AND GROWTH

While the township of Drysdale has a forecast population in 2019 of 4,816, its catchment includes areas to the east and the north along Bellarine Peninsula. This includes Clifton Springs, Curlewis, Indented Head, St Leonards, Point Lonsdale, and Portarlinton. This is one of the fastest growing regions in the City of Greater Geelong. The forecast estimated population in 2019 for this catchment area is 21,000. This is forecast to grow to 27,104 in the next decade. Part of the catchment is also serviced by the Bellarine and Surf Coast Mobile Library.

### USAGE TRENDS

Drysdale is a busy library for its size. Visits and loans to this library have been steady over the last five years. This library has served an older demographic as the area has always been attractive to retirees. New and affordable housing developments have resulted in an increase in the number of young families moving to the area. There are increasing numbers of young people seeking to use the library space but there are limited areas for this to occur.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

There were many facility related comments made in the 2018 Library User Survey including requesting a bigger library and more space for seating, reading and study. The next most frequent responses related to the need for a toilet in the library, better parking and less low shelving.

### DEVELOPMENT OPPORTUNITIES

There are very limited development opportunities on this site because of the building's size and because the building is not owned by Council. City of Greater Geelong has plans to build a new library in Drysdale to cater for the needs of this growing community. The size of the catchment and projected population growth suggest a new library in the order of at least 1,200 m<sup>2</sup> plus learning spaces and community meeting rooms.

### RECOMMENDATION AND TIMEFRAME

Confirm library development site and commence planning and design. Short term 0-3 years.

Construct new library. Medium term 2-4 years.





## GEELONG LIBRARY & HERITAGE CENTRE

Size: 6,000m<sup>2</sup>  
Total hours open per week: 74  
Visits: 456,934 | Loans: 335,373 | Collection size: 83,201  
Members: 22,477

**Special features:** The GLHC functions as the central library for the GRLC region. It houses the GRLC headquarters, the Geelong Library and the Geelong Heritage Centre. It operates over five public levels that include a dedicated children's and youth space on level 1, special collections including Arts & Literature and Heritage and has a major events space on level 5. The ground floor of the library has an 80 seat café that is operated by a private business under a licence agreement with the City of Greater Geelong.

### LOCATION AND CONTEXT

The GLHC was completed in 2015 after more than a decade of planning. It is a landmark architecturally designed building that anchors the Geelong civic and cultural precinct; provides a broad range of programs and services with a focus on learning, information and technology. It features special collections, a heritage centre and spaces for a wide variety of community, government and corporate activities and events.

The library is the largest in the network. The library can be easily accessed by public transport and is adjacent to the beautifully landscaped and historic Johnstone Park. There is little free parking near this library on weekdays and there is more pressure on paid parking spots around this library than at any other branch. Nevertheless, there are many visitors who walk from the nearby TAFE, university or school, or combine a visit to the library with work or shopping or travel by train to the library as tourists to the City.

### CATCHMENT AND GROWTH

As the Central Library it has certain attributes, detailed in the Service Model Hierarchy, that distinguish it from other libraries in the network. It attracts a wide range of users from all over the City and the region. Users borrow items, attend programs that range from storytime to technology talks, they study, attend meetings and conferences, attend special events and exhibitions, recreate and socialise. The Central Library has a regional catchment for events and activities that occur only at this library. These activities include the Word for Word National Non-Fiction Festival and partnerships with cultural institutions such as the Geelong Gallery, Back to Back Theatre and the National Museum of Australia.

Growth around the region is strong as more and more people seek access to affordable housing outside of Melbourne in a location with study and work opportunities and a range of lifestyle choices. The population of the City of Greater Geelong is forecast to be 251,540 in 2019 and grow to over 300,000 by 2031.

### USAGE TRENDS

The Geelong Library & Heritage Centre will celebrate its fourth birthday in 2019. The library attracted 457,000 visitors in 2017-18 and is still developing programs, services and collections to meet user's needs. The GLHC has more visits per hour than any other library in the network and it has a relatively low rate of borrowing per visit. This tells us that many people who visit this library do so for reasons other than to borrow from the collection. Many GRLC members use this library in addition to their regular library.

### FEEDBACK ON FACILITY IMPROVEMENTS

The most common (by a significant margin) facility related comments in the 2018 Library User Survey were about the lack of and/or the expense of parking around the GLHC. The next most



frequent response related to access to more quiet spaces and reading nooks, and the need for more tables where people could use their own device for work and study. Comments were also made about more power outlets and providing swivel stools so people could read books on lower shelves.

#### **DEVELOPMENT OPPORTUNITIES**

There are opportunities to review and improve the current use of the library in relation to furniture, seating and study areas, and the collection layout in line with the comments in the user survey and the observations of the Branch Managers.

#### **RECOMMENDATION AND TIMEFRAME**

Review. Long term 5-10 years.

## GEELONG WEST LIBRARY

Size: 550m<sup>2</sup>

Total hours open: 49 hours per week, including two weekday evenings and all day Saturday.

Visits: 155,322 | Loans: 219,613 | Collection size: 32,042

Members: 11,518

**Special features:** The library includes a City of Greater Geelong Customer Service Centre.

### LOCATION AND CONTEXT

The library building is owned by the City of Greater Geelong and has been in the same location on Pakington Street for many years. This library was refurbished and extended in 2008. It is well located in the main retail precinct of Geelong West with good car parking at the rear of the building.

### CATCHMENT AND GROWTH

The library is small for the volume and level of activity undertaken. The local community was very keen for the library to remain at this location prior to the last redevelopment, despite there being limited opportunities to expand the library on this site. The Geelong West Library is one of a number of libraries close to the centre of Geelong. The GLHC is 1.3 km from Geelong West Library and 1.9 km from the Chilwell Library. The catchment of this library overlaps with these libraries and is not expected to increase significantly over the next decade. The library also serves a catchment to the north and west which includes the suburbs of Herne Hill, Hamlyn Heights, North Geelong and parts of Bell Park and Bell Post Hill.

### USAGE TRENDS

Visits and loans at this library have fluctuated over recent years in the lead up to and after the opening of the GLHC three years ago but has now stabilised.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

The most frequent facility related comments made in the 2018 Library User Survey were about the need for private reading and study areas, increasing the size of the library and provision of toilets within the building. Comments were also made about reducing the frequency of flooding in the library, more comfortable seating and parking.

### DEVELOPMENT OPPORTUNITIES

There was a major refurbishment over 10 years ago. There are opportunities to freshen up the external appearance of the library and improve the internal layout. The separate children's zone works quite well in this small library, although there are insufficient informal seating options and study areas around the library for users seeking quiet work areas. The staff desk is large and staff assistance could be delivered from a much smaller area in conjunction with self loan stations. The library does not have a public toilet (although there is a public toilet located behind the Geelong West Town Hall building within 100m) and this is a source of constant criticism by users. Any renewal of this library should be undertaken in the context of the other library services nearby.

### RECOMMENDATION AND TIMEFRAME

Major Refurbishment. Medium term 3-5 years.





## HIGHTON LIBRARY

Size: 135m<sup>2</sup>

Total hours open: 30 hours per week, including Saturday mornings

Visits: 39,056 | Loans: 49,406 | Collection size: 10,389

Members: 2,572

**Special features** This library is the smallest in the GRLC network.

### LOCATION AND CONTEXT

The Highton Library was built in 1977 and is owned by the City of Greater Geelong. The library underwent a minor interior refurbishment with new carpet and new circulation desk in 2004. It is located in the Highton Village retail precinct on Roslyn Road, adjacent to Safeway Supermarket. Parking is available in the supermarket carpark and on street. Access for residents with disabilities is limited due to the steep ramp and there are no public toilets in the library.

The size of the library limits the provision of the usual level of library service impacting on collection size, reader seating and study spaces, staff areas and work space, meeting rooms and areas for specialist programs.

### CATCHMENT AND GROWTH

The Highton Library is located on the eastern boundary of Highton, 1.8 km away from the Belmont Library and 4 km from the Waurin Ponds Library. A number of reviews of the City of Greater Geelong library network over the last 20 years have examined usage and viability of the Highton Library and smaller libraries in the network. The forecast population in 2019 is 22,979, with 5% growth expected in the next decade.

The Highton Library is located near the Highton/Belmont boundary. Growth to the west of this library in suburbs like Wandana Heights and Ceres, and proposed increases in housing density in Highton suggest that that demand for library services will continue to grow in the medium term.

### USAGE TRENDS

Because of the small collection and convenient location it is a popular library for picking up reserved items; more items are returned to this library than are borrowed from it and the 24 hour book return facility is well-used. A large proportion of Highton Library members use other libraries to borrow items. Visits to the Highton Library have remained fairly constant over the last five years while loans have reduced by around 20%.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

The most frequent facility related comments made in the 2018 Library User Survey were about the need to refurbish the building because of its age and appearance and build a bigger library. Comments were also made about provision of toilets.

### DEVELOPMENT OPPORTUNITIES

Given its size, proximity to other libraries, location within the Highton shopping precinct and usage characteristics this library should be re-envisioned as a Community Library to meet the needs of primary users. The library is very dated inside and out. The internal beams on the ceiling of the library need to be repainted and the internal exposed brick is dark and makes the space feel small. The library needs new carpet; window coverings; shelving; seats and tables and service desk. The exterior of the library is uninviting with a steep ramp and decking that requires maintenance.



There may be opportunity to relocate the library depending on the outcomes of the Highton Village Urban Design Framework and Social Infrastructure Plan, both currently underway at the City of Greater Geelong.

**RECOMMENDATION AND TIMEFRAME**

Refurbish and possibly redevelop. Medium term 3-5 years.

## LARA LIBRARY

Size: 450m<sup>2</sup>

Total hours open: 47 hours per week

Visits: 71,281 | Loans: 72,851 | Collection size: 16,009

Members: 5,361

**Special features** This is an interim library opened by the City of Greater Geelong in 2011.

### LOCATION AND CONTEXT

Lara is a residential and rural town located 15km northeast of Geelong, inland from the Princes Freeway to Melbourne. The City of Greater Geelong opened the interim Lara Library in 2011 in close proximity to the Community Centre, the Maternal and Child Health Centre and retail area. A permanent library facility will be built at the time of the commercial redevelopment in the town centre.

### CATCHMENT AND GROWTH

The 2019 population forecast for Lara is 17,438, and it is forecast to grow to around 22,175 by 2031. The township also serves the surrounding rural area. The nearest GRLC branch is Corio Library which is around 10km to the south-west along the Princes Highway. There is a large number of new homes being built in the area, a large shopping centre has been developed nearby and the library is around the corner from the Lara Community Centre and other children's services.

The interim library is small for the catchment it serves and the building has limitations in terms of wheelchair and scooter access. It is basic in its construction and layout. There are no meeting spaces and the program space is inadequate given the limited community infrastructure in the area. It is difficult to grow the service in this space, but issues around service provision should be overcome when the new larger permanent library is built.

### USAGE TRENDS

The Lara Library is servicing a growing community that includes many young families. Visits to the library are growing, although loans have declined over the last five years. Increasingly young people and students are using the space to access Wi-Fi, study and socialise.

### Community feedback on facility improvements

The most frequent facility related comments made in the 2018 Library User Survey were about the need for Lara to have a bigger permanent library. Other comments include the need for quiet private reading and study areas and improving physical access to the building.

### Development needs and opportunities

The building is in relatively good condition, although it does look like a temporary and portable structure. The library collection could be refreshed and shelving and furniture rearranged to improve the flexibility of the space. Disabled access to the library needs to be addressed. A new library with the capacity to deliver a full suite of library programs and services to a growing community is required. Using the *People Places* benchmarks for library floor area the requirements for the projected population is a minimum of 1,000m<sup>2</sup>.

### RECOMMENDATION AND TIMEFRAME

Detailed planning and design for permanent Lara Library. Short term 0-3 years.

New Library. Medium term 3-5 years.





## LEOPOLD LIBRARY

Size: 600m<sup>2</sup> (plus 100m<sup>2</sup> meeting space)

Total hours open: 50 hours per week, including Saturday mornings

Collection size: 17,428

**Special features:** The Leopold Library occupies the ground floor of the Leopold Community Hub and includes a community access meeting room that seats up to 100 people.

### LOCATION AND CONTEXT

The Library is located in the Leopold Community Hub on Council land on Kensington Road between the Leopold Primary School and the Leopold Child and Family Centre. This is the newest Library in the GRLC network. It has been many years in the planning, originally conceived as part of a large integrated community infrastructure project for the Leopold township and surrounds. The Community Hub has its own dedicated free parking; a hard surfaced forecourt designed for community gatherings; links to walking and bike paths and has a landscaped area at the rear that will incorporate a community garden.

The Leopold Community Hub and Library is the second stage of the community infrastructure project which started with the opening of the Child and Family Centre in 2015. The Library service has been designed to complement and extend the services operating in the precinct that focus on children and families. At the same time, the library caters well for other users seeking space for study, work, reading, relaxing and socialising.

The location of the library in the Community Hub is a drawcard for the whole facility, which will be home to the Leopold Community and Learning Centre and a range of other community focussed services and activities. The Community Hub has meeting rooms of various sizes for hire, a commercial kitchen, changing places toilet facilities and counselling suites.

### CATCHMENT AND GROWTH

The library provides for the Leopold township with a forecast population of 13,752 in 2019 which is forecast to grow to 16,668 by 2031. It is anticipated the library will attract users from a catchment, beyond the township, to parts of Wallington and Curlewis to the east and Moolap to the west, but it is early days in terms of use for this library. People in the local area are adjusting to having more than just a weekly mobile library stop, and will gravitate to this modern library with its generous opening hours, new collection, free access to the internet and technology and a range programs for children, young people and adult learners. Users of other older and smaller libraries in Drysdale and Newcomb may also be tempted to shift to this newer, more spacious facility.

It is also the case that the library is an easy drive from both the Bellarine Highway and Portarlington Road, major arterial roads on the Bellarine Peninsula that carry traffic to and from Geelong. People may start to use this library as part of their commutes in and out of the City.

### DEVELOPMENT OPPORTUNITIES

As this library is less than 6 months old there are no obvious development needs other than the completion of the landscaped spaces around the Community Hub and Library and the establishment of the new Community Garden.

### RECOMMENDATION AND TIMEFRAME

Review. Long term 5-10 years



## NEWCOMB LIBRARY

Size: 488m<sup>2</sup>

Total hours open: 42.5 hours per week, including one evening and Saturday mornings

Visits: 98,973 | Loans: 136,875 | Collection size: 23,417

Members: 8,007

**Special features:** The Newcomb Library is located in the Newcomb Central Shopping complex. Library staff access and manage a large multi-purpose meeting room on level one of the building the library occupies.

### LOCATION AND CONTEXT

Newcomb Library is located in the Newcomb Central Shopping Centre on the corner of the Bellarine Highway and Wilsons Road. The library was redeveloped along with the shopping centre in 2007 with tenure over the space for 99 years. Parking is available as part of the shopping centre carpark. Co-location with a City of Greater Geelong Maternal and Child Health Centre has enabled a productive partnership to develop with an early years focus in programming for the local community.

### CATCHMENT AND GROWTH

The forecast population growth over the next decade in the nearby suburbs of Newcomb, Whittington and St Albans Park is 12%. The suburbs of Whittington and Newcomb are relatively disadvantaged with some of the lowest SEIFA indices in the City of Greater Geelong. The opening of the Leopold Library in 2018 may have an impact on usage of this library as it has served a large catchment in the eastern part of the City for many years.

### USAGE TRENDS

Visits to the Newcomb Library have been steady over the last three years. Because of the high levels of disadvantage in the suburbs around this library, there is a heavy focus on programming and outreach to children and young families. Demand for PC access and for digital literacy development is high. Demand for casual seating and desk space is increasing. Often children's programs are conducted in the upstairs meeting room because of the lack of space in the library and because they are so popular and noisy. There is a lack of small informal meeting space and privacy in this busy library. Young people do not use the library in the numbers they should because there is insufficient space, seating and other furnishings to meet their needs.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

The most frequent facility related comments made in the 2018 Library User Survey were about the need to increase the size of the library, utilise the upstairs area better and increase space for quiet reading and study. Comments were also made about improving the children's area and parking.

### DEVELOPMENT OPPORTUNITIES

There are no significant new developments occurring in Newcomb or surrounds that will impact on the service however the library is undersized for the current and future population requirements. Access to carparking is good and the location of the library close to shops and the Maternal and Child Health Service works well. The last refurbishment work at the library occurred twelve years ago and refurbishment of the building in the near future could improve service outcomes.

The meeting room on level one of the building provides a large space for programs and events and there is an opportunity to review uses of this space for the benefit of library users and program participants. The sliding door and gates at the entry to the library need replacement to improve access. The service desk is oversized given the self check facilities now available





in the library. A remodelling of this area could increase the space for casual seating, and study areas. The interior needs repainting and the carpets need to be replaced. The roof in the upstairs meeting area leaks.

There is an opportunity to increase the space available for library services through the leasing of additional space in level one directly above the library. The space has been leased by a number of private gyms over the years and is frequently vacant.

#### **RECOMMENDATION AND TIMEFRAME**

Major refurbishment and possible expansion. Medium term 3-5 years.

## OCEAN GROVE LIBRARY

Size: 370m<sup>2</sup>

Total hours open: 49.5 hours per week

Visits: 127,524 | Loans: 207,069 | Collection size: 27,367

Members: 9,333

**Special features** The library is co-located with a City of Greater Geelong Customer Service Centre and a Community Health Centre.

### LOCATION AND CONTEXT

The library is located on the corner of Presidents Avenue, situated opposite a medium sized shopping centre. The library is part of a purpose built facility constructed in 1993 and is co-located with Bellarine Community Health and the City of Greater Geelong Customer Service Centre, providing a convenient community hub for local residents. There are shared toilet facilities and foyer that provides access to all three services. There is on-street parking, 15 spaces at the rear of the library facility and a shopping centre car park diagonally opposite. Over the last five to 10 years a range of other services including childcare services and sports facilities have developed in the precinct.

At 370m<sup>2</sup> this is a small, busy library that could benefit from access to other spaces in the building on a permanent basis. It is too small for the population served. The staff area is large enough but not functional given it is a passageway to the rear of the building. There are no meeting rooms and insufficient space for library programs and events. More casual seating and study areas are required and information technology provision should be increased.

### CATCHMENT AND GROWTH

Ocean Grove's forecast population in 2019 is 15,190 and is projected to grow to 16,797 by 2031. This library also services residents of Barwon Heads and other rural parts of the Bellarine Peninsula suggesting the current catchment is well over 20,000 people and will increase over the next 10 years. The library has very limited expansion potential should the other services remain where they are. Applying the *People Places* benchmark requires a library of at least 1,200 m<sup>2</sup>.

### USAGE TRENDS

Visits have been steady over the last three years. As a popular holiday destination, Ocean Grove has an influx of visitors during the summer holidays. This swells the use of the library dramatically – particularly people wanting to access PCs, printers and free Wi-Fi.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

There were a large number of facility related comments made about the Ocean Grove Library in the 2018 Library User Survey. The most frequent comments made were about the need for a bigger library to serve the growing community, the need for private reading and study areas and better parking. Comments were also made about shelving and lack of seating and power points.

### DEVELOPMENT OPPORTUNITIES

The building exterior looks dated. There have been no changes since it was built 25 years ago. There is a demand for access to power for personal devices and casual seating space. Because of the size of the library, there is no space for quiet reading, and there are insufficient work and study desks. Programming is compromised by the space which can be overwhelmed when popular children's programs are being run.

In addition to space constraints the library needs new floor coverings and re-painting, the air-conditioning needs to be upgraded and storage improved. The service desk is large considering



the library's size. This library needs a complete review of the collection arrangement including the provision of more face out display and mobile shelving. Acoustics in the space are poor.

More space is required to provide the library service this community needs and to comply with library service standards.

**RECOMMENDATION AND TIMEFRAME**

Investigate opportunities to expand the library space in the current building or seek an alternative location. Short term 0-3 years.

Establish larger library. Medium term 3-5 years.



## QUEENSCLIFF LIBRARY

Size: 268m<sup>2</sup>

Total hours open: 30.5 hours per week

Visits: 27,354 | Loans: 48,722 | Collection size: 14,374

Members: 2,657

**Special features:** The library is co-located with the Queenscliff Visitor Information Centre and adjacent to the Queenscliffe Historical Museum.

### LOCATION AND CONTEXT

The Queenscliff Library opened in 1887 and is well located in a beautiful heritage building on the main street in Queenscliff. The library shares the building with the Visitor Information Centre. The building serves important information needs for the community – helping preserve local history; providing tourist information; and providing a range of library services from collections, children's programs and access to computers.

There is adequate parking provided on-street. The library is small, which limits its capacity to provide a full range of services, and there is shared access to a small meeting space in the building. The collection is large for the building size.

### CATCHMENT AND GROWTH

The Queenscliff Library serves a quite discrete geographic population of people in the Borough. This is a small community of just 3,000 people with limited growth forecast over the next decade. The population is older than Victoria's average with 50.5% of the Borough's population aged 60 years and over, compared with 21% for the rest of Victoria<sup>12</sup>. There is a high proportion of retirees and lower than the Victorian average number of children and young people living in the Borough. During the night of the last census, 55.9% of private dwellings were unoccupied, confirming there is a large temporary population as many property owners only holiday or live part-time in the Borough. 58% of the permanent resident population live in Point Lonsdale.

### USAGE TRENDS

The Borough of Queenscliffe has the highest proportion of residents as library members of all member Councils. During holiday seasons library usage is boosted by holiday-makers who access the usual library services, particularly free Wi-Fi.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

The most frequent facility related comments made in the 2018 Library User Survey were about the need for a bigger library, including more seating, private reading and study areas. Requests were also made for a self-loan station, more technology and better heating.

### DEVELOPMENT OPPORTUNITIES

The Borough of Queenscliffe is about to embark on a multimillion dollar design and development of a new Queenscliff Hub that will provide an integrated model for the delivery of library services, tourist information services and the Historical Museum. This project offers a great opportunity for significant improvements in physical space and the delivery of library services.

### RECOMMENDATIONS

Major redevelopment 0-3 Years (as per the Queenscliff Hub redevelopment plans).

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12 2016 Census ABS



## TORQUAY LIBRARY

Size: 380m<sup>2</sup>

Total hours open: 45.5 hours per week

Visits: 104,792 | Loans: 167,931 | Collection size: 21,141

Members: 8,339

**Special features** The library is housed within a building that is also tenanted by Surfing Victoria and in a precinct that includes the Australian National Surfing Museum. The library is impacted by seasonal use with an influx of holiday makers during the holidays.

### LOCATION AND CONTEXT

Torquay Library is the only static branch in the Surf Coast Shire. The library is not in a highly visible or prominent location, off the Surf Coast Highway behind shops in a retail and recreation precinct. The library building is owned by the Surf Coast Shire. Car parking is shared with the shopping centre and is adequate.

The library had a major upgrade in 2013 which included the expanding the space by approximately 70m<sup>2</sup>. Carpet was replaced in the old section of the library in 2018 and the children's collection and programs space was relocated.

### CATCHMENT AND GROWTH

The Torquay Library is supported by a mobile library that operates a weekly timetable of visits to Aireys Inlet, Lorne, Deans Marsh and Winchelsea. The 2019 forecast population for the Surf Coast Shire is 32,651 and is forecast to grow to 41,801 by 2031. The population of Torquay and the nearby catchment including Jan Juc, Bellbrae and Bells Beach is forecast to grow to 28,260 by 2031<sup>13</sup>. The community is characterised by a large number of retirees and, increasingly, young families are moving to the area. The library is significantly undersized for the current catchment population.

### USAGE TRENDS

Visits and loans have been stable over the last three years. Programs for young people and children have increased patronage of the library by these target groups, but informal use by young people is impacted by a lack of casual seating and study areas. As a popular holiday destination, the Surf Coast has an influx of visitors during the summer holidays. This swells the use of the library dramatically – particularly people wanting to access PCs, printers and free Wi-Fi.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

The most frequent facility related comments made in the 2018 Library User Survey were about the need for a bigger library to serve the Surf Coast community, including private reading and study areas. Comments were also made about another self check station, furniture, shelving and better disabled parking.

### DEVELOPMENT OPTIONS

Council considered a feasibility study in 2015 that investigated the development of a new cultural centre and performance space at the sports and recreation centre adjacent to the Torquay Library. The study did not describe a new larger library as part of the proposal; rather, it indicated that the library would stay where it was as a complementary service to the cultural centre. Further feasibility work was completed in 2018 to assess the cost of redeveloping and operating the recreation centre as a black box theatre and exhibition space. The scope of the feasibility study did not include or reference any new library development.

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<sup>13</sup> .id community population forecast Surf Coast Shire website.



There are limitations to the expansion of the library on its current site to a size that can accommodate the range of library services required now and into the future. Lighting in the building could be improved and while the air-conditioning is satisfactory there are three different systems operating in the space. There is limited casual seating, study and youth space.

#### **RECOMMENDATIONS**

A plan be prepared that expresses the intentions of the Surf Coast Shire Council with regard to library services across the municipality, including development plans for the Torquay Library. Short term 0-3 years.

New Torquay Library with a floor area of at least 1,200m<sup>2</sup>.

Planning for new Library 0-3 years and New Library built 3-5 years.



## WAURN PONDS LIBRARY

Size: 970 m<sup>2</sup>

Total Hours open: 60 hours per week

Visits: 155,850 | Loans: 237,869 | Collection size: 29,918

Members: 10,638

**Special features** Meeting room available for hire during and after library opening hours and City of Greater Geelong Customer Service Centre.

### LOCATION AND CONTEXT

The Waurm Ponds Library was opened in 2011 and is located adjacent to Leisurelink and the Waurm Ponds shopping precinct. It is a bright, modern two storey building that features a meeting room that is also used for library programs. There is a large amount of car parking provided for activities in the precinct. The landscaping and external appearance of the building is good.

### CATCHMENT AND GROWTH

The Waurm Ponds Library serves established suburbs like Waurm Ponds and Grovedale with a combined forecast population in 2019 of 19,894, and rapidly growing areas in the southern part of Geelong including Mount Duneed, Marshall, Charlemont and Armstrong Creek. Young families moving into the area making good use of the library and children's programs. In the next five years it is anticipated that the Armstrong Creek Library will be completed to provide for the rapidly expanding Armstrong Creek, Mt Duneed and surrounding areas.

### USAGE TRENDS

Visits and loans at this library have grown over the last three years. Outreach work to childcare facilities, kindergartens and schools is bringing large numbers of children and families who participate in regular programs and activities. Residents moving in to new housing developments in Armstrong Creek are also contributing to the growth in usage.

### DEVELOPMENT OPPORTUNITIES

It is appropriate to review how the space is working given the library has been operating for eight years. The children's area is reportedly too small and the area at the rear of the building, envisaged as an outdoor library activities space, has not worked well. It is recommended that this area be enclosed and used to better accommodate the children's collections and activities. The open staircase to the second storey of this building carries sound making the library noisy. Acoustics could be improved. The carpet needs replacing in parts, internal repainting is required and some furniture needs to be renewed.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

Despite the young age of the Waurm Ponds Library there were still a number of facility related comments made in the 2018 Library User Survey. Noise travels easily around the library because of its open layout across two levels. A number of comments were made about the small size of the children's area, the under use of the external area and library patrons competing with leisure centre users for parking. Comments were also made about introducing a café, more and better seating for private reading and study, returns chute and increasing the number of power points.

### RECOMMENDATIONS

Minor refurbishment (maintenance). Short term 0-3 years.

Major refurbishment outdoor space. Short term 0-3 years.





## WESTERN HEIGHTS COLLEGE

Size: 350m<sup>2</sup>

Total hours open: 44.5 hours per week during school term and 21 hours per week during holidays

Visits: 9,590 | Loans: 12,317 | Collection size: 5,545

Members: 856

**Special features:** Joint Use Library providing access for local residents to the GRLC collection.

### LOCATION AND CONTEXT

Community access is provided to a library housed in the secondary school library on Vines Road in Hamlyn Heights. The building is owned by the Victorian Department of Education and Training and the Department is responsible for all maintenance and utility costs. The terms of community access to the library are described in a formal agreement between the Department of Education and Training and the City of Greater Geelong.

The library provides a different level of service from other GRLC branches focused mainly on the provision of access to GRLC collections. There are no public access PCs and there is no Wi-Fi available for library members. The library is staffed by employees of the school through the Department of Education and Training.

### CATCHMENT AND GROWTH

The library is located between the Geelong West Library, 3.9 km to the south east and Corio Library 7.4 km to the north.

### USAGE TRENDS

Usage of the library by the community has increased over the last couple of years, but relative to other branches is very low. The Bellarine & Surf Coast Mobile Library, which operates for up to 24.5 hours per week, has 12,697 visits compared with the 9,590 visits to Western Heights over 44 hours per week in a school term.

### COMMUNITY FEEDBACK ON FACILITY IMPROVEMENTS

There were few facility related comments made in the 2018 Library User Survey by Western Heights Library members. The most frequent facility related comment was that there should be an after-hours return chute. Other comments included that it should be larger and that there should be a separate section for children.

### DEVELOPMENT OPPORTUNITIES

The GRLC has a small collection within the school library and there are limitations to how the service can be developed. The limitations do impact on patronage. There is access to a more comprehensive suite of library services nearby at Corio and Geelong West Libraries.

### RECOMMENDATIONS AND TIMEFRAME

Review. Medium term 3-5 years.







## 11. PLANNING FOR NEW LIBRARY INFRASTRUCTURE

In May 2005 the City of Greater Geelong resolved to prepare a plan that looked at the timeframe and costs of the development or renewal of libraries at Waurn Ponds, Lara and Armstrong Creek and redeveloping or replacing the Geelong City, Geelong West and Drysdale Libraries. This resolution of Council informed the development of the *Public Library Buildings Development Strategy* in 2009.

A number of library development projects have been completed including the construction of new libraries at Waurn Ponds, Lara, Leopold and the Geelong Library & Heritage Centre. The major work that remains outstanding from that Geelong City Council decision is the development of the new replacement library at Drysdale (highlighted in the Drysdale Library Branch Summary) and the construction of a new library at Armstrong Creek.

This Plan has incorporated recommendations for the development of new, including replacement libraries, in Drysdale, Torquay and Lara (replacing the interim library) in the Branch Summaries. The GRLC will consult further with member Councils to determine if their planning work relating to community and social infrastructure provision foreshadows expanded library service provision. The following describes the rationale for a new library at Armstrong Creek.

### ARMSTRONG CREEK LIBRARY

The Armstrong Creek Library will service the primary growth corridor in the Geelong region. Once fully developed, the Armstrong Creek Urban Growth Area is expected to accommodate approximately 25,000 homes, 22,000 new jobs, a population upwards of 66,000 people and extensive areas of passive, active and environmental parkland. The Armstrong Creek Urban Growth Plan states: "The scale of the new development will enable the provision of a comprehensive range of community facilities and services such as schools, a library, medical centres and meeting spaces. These will reflect leading edge thinking in terms of efficient and convenient service delivery. Community facilities and services to serve the new community will be provided early in the life of the development to ensure convenient access for new residents."

Council and the GRLC have held preliminary discussions about the proposed location of a new 3,000m<sup>2</sup> library within the retail centre of Armstrong Creek. This large facility should provide a full suite of contemporary library services to all members of the community from the one location. The facility would also support the provision of Outreach Services to the community.

#### RECOMMENDATIONS AND TIMEFRAME

Detailed planning and design. Short term 0-3 years.  
Construction of new library. Medium term 3-5 years.

### SMYTHESDALE WELL

At the time of writing, installation of technology and equipment to enable loans, returns and pick up of holds was underway at Golden Plains Shire's Smythesdale Well. The objective being to enhance access and services delivered from the mobile library service which currently stops in Smythesdale on Friday mornings for 1.5 hours and every third Saturday of the month 9am to 12 noon coinciding with the monthly community market.

Smythesdale residents are Golden Plains Shire's second largest community and Haddon, Smythesdale and surrounding district have a combined population of just over 5,000 residents. There is an opportunity to consider and plan for the establishment of a static library in the medium term (3-5 years). Though the Service Model Hierarchy (page 19) recommends a branch library for catchment populations ranging from a minimum of 10,000 to 25,000, the dispersed nature of the population in Golden Plains Shire and the long distance to Bannockburn Library needs to be taken into consideration. Other options including neighbouring library services available must also be considered. All Victorians are able to join any library service in Victoria irrespective of whether they reside in the local government area where the library is situated. External funding opportunities include the State Government's Living Libraries Infrastructure Program..





## 12. PLANS AND POLICY CONTEXT

The provision of library services in the region is informed by policies that are developed at an international, national, state and local level. Those policies illustrate the broad and multifaceted role that libraries play in communities from building informed civil societies that are essential to functioning democracies to anchor services in community hubs that are free for everybody. The policy context for the renewal and development of library services in the region includes;

### **CREATIVE COMMUNITIES - THE CULTURAL BENEFITS OF VICTORIA'S PUBLIC LIBRARIES, STATE LIBRARY OF VICTORIA (2014)**

The role of public libraries as cultural institutions in the sense that they involve the collection and dissemination of knowledge and knowledge-producing artifacts, such as books, art and local history collections is well understood. But the ways that public libraries contribute to culture-making is less clear. Increasingly libraries are being used to showcase and support community creativity. This report used quantitative data, extensive community consultation and case studies from public libraries across the state to understand the role of public libraries as long-term and dynamic contributors to Victoria's cultural landscape.

The report emphasised that innovative and up-to-date space design is critical if public libraries are to build on and extend their role as cultural and creative hubs. The future of libraries will rely heavily on the right design approach allowing the balanced use of space involving;

- the physical building and its interiors
- the flexibility of spaces and how they can accommodate multiple needs and uses
- the use of contemporary design to create a welcoming and uplifting atmosphere
- the design of digital interfaces and websites.

### **VICTORIAN PUBLIC LIBRARIES 2030 - STRATEGIC FRAMEWORK (2013)**

This ambitious strategy document looked beyond the usual three or four year planning cycle and explored the role of the public library in 2030. The Strategy proposed that public libraries in the future extend their traditional content management and distribution role in different directions along the content spectrum: between creation, management and distribution, and consumption. By adopting a broad sense of purpose and identity, and a capacity to adapt to changing social trends, libraries could continue to provide great value to communities.

The Strategy describes two strategic options for library services in 2030: the Creative Library and the Community Library. The Creative Library is where people will create content and seek skills and resources to develop and express their creativity. The Community Library is a place where people will consume content and will seek classes, workshops and spaces that support 21<sup>st</sup> century literacies and learning. In both scenarios, public libraries have an opportunity to continue the transition from passive, product-based environments to ones that deliver active, service-based experiences.

The Strategy Framework goes on to describe what services are on offer are in the community and creative library with implications on a wide range of areas including staffing; the housing of physical and digital collections; the documenting and warehousing of local history, culture and knowledge; the provision of business centres for local telecommuters; and the provision of community literacy and learning programs, training and workshops.

The Strategy also describes the need for a range of spaces in the Community and Creative Libraries including less space for physical collections; spaces for individual and group learning; telecommuting facilities; social spaces and lounges that provide a community 'living room' feel; communal meeting spaces for forums, public lectures and information sessions; archival spaces provide local history collections in print and digital formats; studios for rehearsing, recording and editing content and café and catering facilities to encourage social interaction.

#### **UNESCO PUBLIC LIBRARY MANIFESTO**

The UNESCO Public Library Manifesto provides the most significant international statement concerning public libraries. It gives expression to the belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare. The Manifesto emphasises that public library services should be:

- provided on the basis of equality of access for all
- physically accessible to all members of the community
- relevant to local needs and conditions
- responsive to the needs of those who cannot, for whatever reason, use the regular services and materials of the library.

It expresses that the following key missions which relate to information, literacy, education and culture should be at the core of public library services:

1. creating and strengthening reading habits in children at an early age;
2. supporting both individual and self-conducted education as well as formal education at all levels;
3. providing opportunities for personal creative development;
4. stimulating the imagination and creativity of children and young people;
5. promoting awareness of cultural heritage, appreciation of the arts, scientific achievements and innovations;
6. providing access to cultural expressions of all performing arts;
7. fostering inter-cultural dialogue and favouring cultural diversity;
8. supporting the oral tradition;
9. ensuring access for citizens to all sorts of community information;
10. providing adequate information services to local enterprises, associations and interest groups;
11. facilitating the development of information and computer literacy skills;
12. supporting and participating in literacy activities and programmes for all age groups, and initiating such activities if necessary.

#### **COUNCIL PLANS AND POLICIES**

Every four years Victorian Councils prepare a Council Plan that describes, at a high level, the strategic intentions of Council for the following four years. The Plans are updated and reviewed annually. Council Plans vary in the number of key themes or strategic objectives they are framed around, but they broadly include:

- Community connectedness and wellbeing
- Supporting the local economy
- Managing the natural environment
- Managing and planning the built environment and growth
- Financial management, leadership and governance

Library services provide a range of opportunities to deliver on outcomes in Council Plans, particularly in relation to equity and inclusion, community wellbeing and economic development. Libraries provide opportunities for diverse groups - but particularly older people, children,



families and people on limited incomes - to come together and access services for free in a safe environment. They provide a wide range of recreational, educational, social and business related opportunities for the community and are amongst the most popular things that Councils provide to the community. The presence of a local library signals a commitment by Council to the development of an informed, connected and engaged citizenry.

The following is a short summary of the 2017-2021 Plans of the four member Councils identifying where the work of library services supports or could be developed to fulfil some of the strategic intentions of the Plans.

#### **BOROUGH OF QUEENSLIFFE COUNCIL PLAN 2017-2021**

- The Vision of the Borough of Queenscliffe is ***The Borough remains a safe haven defined by its unique heritage, rich culture and significant natural environment. It is a special and restorative place for an involved and caring community and our visitors.***
- The Plan has a key strategic objective around Community Wellbeing- ***To enhance community well-being by providing a safe environment where people are involved, healthy and active in recreation, arts and culture.*** Strategies to achieve this include; increase participation in sport, recreation and lifelong learning opportunities; enhance opportunities for participation in arts and cultural activities; and support families, children and young people by facilitating access to services and community facilities.

The Borough will use the maintenance or improvement of the result of the G.R.L.C user survey as one indicator of the extent to which Council has delivered on its strategic objectives related to community wellbeing.<sup>14</sup>

#### **GOLDEN PLAINS SHIRE COUNCIL PLAN 2017-21**

- This Plan includes a Vision ***To provide a healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships.***
- There are four key strategic directions in the Plan the first of which is to ***Promote Healthy and Connected Communities.*** It states that Council is ***committed to creating a healthy active and safe community that provides opportunities for all residents, especially young people and older residents, to connect and engage with their community.*** The Plan talks about community development initiatives that increase people's opportunities to participate in community life.
- Council is also committed to the ***Enhancement of the Local Economy, and to advocate for education, vocational and lifelong learning opportunities to support skill development and employment opportunities for people at all life stages.*** The Plan also talks about encouraging greater investment in the Shire through creative industries, local events and festivals.
- The Council's Health and Wellbeing Plan priorities (incorporated in the Council Plan) include ***Connected Communities; to increase support for community groups to provide opportunities for social interaction.***<sup>15</sup>

#### **CITY OF GREATER GEELONG COUNCIL PLAN 2018-2022 – PUTTING OUR COMMUNITY FIRST**

- The Plan outlines how Council will work towards making Greater Geelong a clever and creative city-region. This Council Plan is informed by a 30-year community vision for the municipality called ***A Greater Geelong: A Clever and Creative Future*** which includes a number of aspirations for achieving that vision.

The Council Plan attends to a range of issues including multiculturalism, safety, the environment, growth, health and wellbeing, arts and culture, tourism and the attraction of new investment.

<sup>14</sup> Borough of Queenscliffe Council Plan 2017-2021

<sup>15</sup> Golden Plains Shire Council Plan 2017-21

It also states that "Social equity is a key consideration for our services and facilities and we're planning to focus on the areas that need them most". There are 11 strategic priorities in the Plan, a number of which bear direct relevance to the provision of library services as follows;

- **Informed social infrastructure and planning:** Delivering accessible and attractive community infrastructure based on need.
- **A more inclusive and diverse community:** Supporting activities that improve social connections in our community; Further developing programs that support older people and young people in our community.
- **Vibrant Arts and Culture:** Working with the Geelong Regional Library Corporation to deliver efficient and effective services and programs with measures of success that include 20% active library membership and the maintenance of visitation to key cultural facilities that include the GLHC.
- **Innovative Finance and Technology:** Increasing Wi-Fi in public spaces and community facilities.<sup>16</sup>

#### THE SURF COAST SHIRE COUNCIL PLAN 2017-2021

- The Plan sets goals for priorities, including infrastructure, community life, renewable energy, transport corridors, digital technology, customer service and financial responsibility. The Plan highlights issues around population growth, preserving and enhancing the natural environment and townships, economic development and tourism. The Vision for the Shire is **An engaged, innovative and sustainable community.**
- The Plan has been framed around five key themes and the following themes and strategic actions relate to Council's provision and development of library services. The first strategy in the Plan relates to Community Wellbeing, with one of the main objectives to **Support people to participate in and contribute to community life by developing and implementing a program to support communities of place and interest, and opportunities for them to identify and achieve their community aspirations.**
- The second key strategy relates to Balancing Growth with a key strategic objective to **ensure infrastructure is in place to support existing communities and provide for growth.** Two strategies articulated to achieve this are to; **ensure appropriate funding mechanisms are in place to support future growth including developer contributions and to advocate for supporting infrastructure.**
- The next key strategy with a bearing on library service provision relates to a Vibrant Economy. It has a key strategy to **Strengthen the vitality of town centres.** Town centres are a good place to be and an important part of community life and work is to be done to **identify and support the economic and social drivers of town centres within the Shire.**<sup>17</sup>

<sup>16</sup> City of Greater Geelong Council Plan 2018-2022 – Putting Our Community First

<sup>17</sup> The Surf Coast Shire Council Plan 2017-2021





CITY OF GREATER  
GEELONG



GEELONG  
REGIONAL  
LIBRARIES



## **6.5 Torquay Cultural Facility Feasibility Study**

### **APPENDIX 2 TORQUAY CULTURAL FACILITY FEASIBILITY STUDY - FINAL REPORT**





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## Context/Introduction

The current Surf Coast Shire static library in Torquay needs to be expanded to meet the current and future population size and needs. An expanded library is a contractual obligation that Council must deliver in its Development Contributions Plan, which is a mechanism within the Planning Scheme to fairly share the cost of providing new infrastructure between developers and the wider community.

The current Surf Coast Shire library is 380m<sup>2</sup> which is well below the population based spatial benchmark of 1,600m<sup>2</sup> required for the projected 2036 population. Council has found through a number of studies, that Surf Coast Shire and Torquay in particular, is undersupplied for cultural infrastructure.

The other key drivers for exploring a new Cultural Facility and Library includes a growing population including more families and older adults, the layout of the current library no longer meeting modern library standards, and the opportunity to better co-locate a number of facilities and services to better deliver community benefits.

## Locations & Facility Features Investigated

This study benchmarked 155 libraries nationally (including the Geelong Regional Library Corporation) to identify size and facility requirements.

Four initial models with different combination of features were assessed in Stage 1 of the project. These included:

- Library-only model
- Library, Arts Facility, Visitor Information Centre (VIC) and Australian National Surf Museum (ANSM) Model
- Library & Aquatic Facility
- The Works - Library, Theatre, VIC, ANSM & Aquatic Facility

*Torquay Cultural Feasibility Study – Stage 2 Findings*

The combination of an aquatic facility was included initially, as Council had gained funding commitments for an aquatic facility. Stage 1 of the study explored if any synergies or efficiencies would be realised by combining an aquatic and library facility. However this option was disregarded when these benefits could not be found so Stage 2 of this project excludes the aquatic option.

Seven sites in Torquay were assessed against the identified requirements, which included links to other community facilities, commercial spaces and transport options. These included:

- Surf City Site - Beach Road – (Current library and sport and recreation centre.)
- Torquay Walker Street Car Park in the Town Centre (next to the Woolworths car park)
- Private Site – 85 Geelong Road
- Council and Civic Precinct - Site 1 (Western Site)
- Council and Civic Precinct - Site 2 (Eastern Site)
- Council and Civic Precinct - Site 3 (Existing Council Building and Land Parcel)
- Price Street Precinct

The two preferred models that were rated highest and proceeded to Stage 2 of the investigation were:

- Library-only Model
- Library, Arts Facility, VIC and ANSM Model

The two preferred sites that were rated highest and proceeded to Stage 2 of the investigation were:

- Surf City Site - Beach Road – (Current library and sport and recreation centre.)

- Torquay Walker Street Car Park in the Town Centre (next to the Woolworths car park)

Stage 2 of the project investigated four options with Models 1a, 1b and 1c located at Surf City. A fourth Library Only option (Model 2) was located at the Walker Street Car Park Site.



## Summary of the Models

- **Status Quo** – Reflects a “no change” scenario and is included for comparative purposes only.
- **Model 1a** – New library only bolted on to current Council facilities.
- **Model 1b** – New library bolted on to current Council facilities; with a refurbished ANSM, VIC, and Arts facility in existing buildings and Sport and Recreation Centre
- **Model 1c** - Entire lot redevelopment for Library, Arts Facility, ANSM and VIC
- **Model 2** – New library only at Walker Street Car Park site in Town Centre

## Estimated CAPEX

The following table reflects the estimated total CAPEX for development under each model, including a sensitivity analysis +/-20%. This sensitivity has been undertaken because concept design work has yet to be undertaken.

What this reflects, for example, is that under Model 1c, the capital cost may range from \$22.4m to \$33.5m.

	Model 1a Library only bolt-on at Surf City			Model 1b Library only bolt-on & refurb of ANSM, VIC & Development of Arts Centre at Surf City			Model 1c Entire lot redevelopment for library and arts centre (inc. ANSM & VIC) at Surf City			Model 2 Library only at Torquay Central car park site		
	Estimated CAPEX	+20%	-20%	Estimated CAPEX	+20%	-20%	Estimated CAPEX	+20%	-20%	Estimated CAPEX	+20%	-20%
Total estimated development cost	\$12.4m	\$14.9m	\$10.0m	\$19.7m	\$23.7m	\$15.8m	\$20.5m	\$24.6m	\$16.4m	\$17.0m	\$20.4m	\$13.6m
Project management fee	\$500k	\$600k	\$400k	\$500k	\$600k	\$400k	\$500k	\$600k	\$400k	\$500k	\$600k	\$400k
Builders margin and design costs (16%)	\$2.0m	\$2.4m	\$1.6m	\$3.2m	\$3.8m	\$2.5m	\$3.3m	\$3.9m	\$2.6m	\$2.7m	\$3.3m	\$2.2m
Contingency (15%)	\$2.2m	\$2.7m	\$1.8m	\$3.5m	\$4.2m	\$2.8m	\$3.6m	\$4.4m	\$2.9m	\$3.0m	\$3.6m	\$2.4m
<b>Estimated Total CAPEX</b>	<b>\$17.2m</b>	<b>\$20.6m</b>	<b>\$13.7m</b>	<b>\$26.9m</b>	<b>\$32.2m</b>	<b>\$21.5m</b>	<b>\$27.9m</b>	<b>\$33.5m</b>	<b>\$22.4m</b>	<b>\$23.2m</b>	<b>\$27.9m</b>	<b>\$18.6m</b>



The following demonstrates the estimated annual operating cost under each model and the variance in the total operating result, when compared with the Status Quo (i.e. do nothing scenario). It illustrates that Model 1b is able to generate the least additional operating cost to Council, while providing a new library, Australian National Surf Museum, VIC and a new art centre, followed closely by Model 1c.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Status Quo</b>										
EBITDA	-\$1.6m	-\$1.7m	-\$1.8m	-\$1.8m	-\$1.9m	-\$1.9m	-\$1.9m	-\$2.0m	-\$2.0m	-\$2.1m
Asset Renewal	-\$50k	-\$58k	-\$67k	-\$78k	-\$90k	-\$105k	-\$122k	-\$141k	-\$163k	-\$189k
Total Operating Result	-\$1.7m	-\$1.8m	-\$1.9m	-\$1.9m	-\$1.9m	-\$2.0m	-\$2.1m	-\$2.1m	-\$2.2m	-\$2.2m
<b>Model 1a</b>										
EBITDA	-\$2.1m	-\$2.1m	-\$2.2m	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.5m	-\$2.6m	-\$2.7m
Asset Renewal	-\$190k	-\$200k	-\$211k	-\$222k	-\$234k	-\$247k	-\$259k	-\$273k	-\$286k	-\$301k
Total Operating Result	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.6m	-\$2.6m	-\$2.7m	-\$2.8m	-\$2.9m	-\$3.0m
<b>Difference from Status Quo</b>	<b>+\$606k</b>	<b>+\$525k</b>	<b>+\$557k</b>	<b>+\$586k</b>	<b>+\$620k</b>	<b>+\$645k</b>	<b>+\$669k</b>	<b>+\$694k</b>	<b>+\$711k</b>	<b>+\$732k</b>
<b>Model 1b</b>										
EBITDA	-\$2.0m	-\$2.1m	-\$2.1m	-\$2.2m	-\$2.2m	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.4m	-\$2.5m
Asset Renewal	-\$150k	-\$161k	-\$173k	-\$186k	-\$199k	-\$213k	-\$227k	-\$241k	-\$256k	-\$270k
Total Operating Result	-\$2.2m	-\$2.2m	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.5m	-\$2.6m	-\$2.7m	-\$2.7m
<b>Difference from Status Quo</b>	<b>\$504k</b>	<b>\$413k</b>	<b>+\$429k</b>	<b>+\$444k</b>	<b>+\$461k</b>	<b>+\$472k</b>	<b>+\$481k</b>	<b>+\$489k</b>	<b>+\$487k</b>	<b>+\$488k</b>
<b>Model 1c</b>										
EBITDA	-\$2.1m	-\$2.1m	-\$2.1m	-\$2.2m	-\$2.2m	-\$2.3m	-\$2.4m	-\$2.4m	-\$2.5m	-\$2.6m
Asset Renewal	-\$150k	-\$154k	-\$169k	-\$186k	-\$204k	-\$224k	-\$245k	-\$268k	-\$294k	-\$320k
Total Operating Result	-\$2.2m	-\$2.2m	-\$2.3m	-\$2.4m	-\$2.4m	-\$2.5m	-\$2.6m	-\$2.7m	-\$2.8m	-\$2.9m
<b>Difference from Status Quo</b>	<b>+\$542k</b>	<b>+\$435k</b>	<b>+\$456k</b>	<b>+\$476k</b>	<b>+\$500k</b>	<b>+\$530k</b>	<b>+\$561k</b>	<b>+\$594k</b>	<b>+\$618k</b>	<b>+\$649k</b>
<b>Model 2</b>										
EBITDA	-\$2.1m	-\$2.2m	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.6m	-\$2.7m	-\$2.7m	-\$2.8m
Asset Renewal	-\$190k	-\$201k	-\$214k	-\$226k	-\$240k	-\$254k	-\$268k	-\$284k	-\$300k	-\$317k
Total Operating Result	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.5m	-\$2.6m	-\$2.7m	-\$2.8m	-\$3.0m	-\$3.0m	-\$3.2m
<b>Difference from Status Quo</b>	<b>+\$653k</b>	<b>+\$579k</b>	<b>+\$619k</b>	<b>+\$655k</b>	<b>+\$697k</b>	<b>+\$741k</b>	<b>+\$786k</b>	<b>+\$833k</b>	<b>+\$871k</b>	<b>+\$916k</b>

### The Preferred Model

An entire newly redeveloped Cultural Facility and Library – Model 1c – is the preferred option as it delivers the most benefits and is seen as the best value capital investment and delivers an operating result that is that is very similar to the most affordable operating result. This delivers four cultural facilities in one and has the opportunity to enhance the entire precinct and deliver benefits to other facilities, businesses and community groups.

The location has good proximity to retail offerings, schools and transport options. There is a good supply of parking nearby noting that if any new buildings are located over current car parks, the building design will need to be elevated to keep car parking capacity (circa 250 spaces in the entire precinct) at the same number.

The Bolt-on Library – Model 1a – is an affordable option that delivers the new library in the preferred location. It does not however have the benefit of integrating with the other visitor and cultural offerings at this site and economies of scale are lost.

Model 1b – New library bolted on and refurbishing current facilities - is not seen as offering sufficient value add, particularly because the capital cost is only slightly lower than a totally brand new facility in Model 1c, which is able to be designed fit for purpose with no compromise.

Model 2 – the new library at the Walker Street Car Park in the town centre requires a significant proportion of investment in underground parking and does not deliver the upgrades to the other cultural and visitor facilities which are all now needing upgrades and refurbishment.

Therefore Model 1a, 1b and Model 2 should not be considered for further planning work, and Model 1c should be focussed on, through the benefits it is able to deliver across multiple Council owned cultural facilities.

It is recommended that the next stage of work in exploring Model 1c (the preferred model) should include:

- a detailed business case, including a more detailed assessment of opportunities and constraints;
- a more in-depth analysis of car parking within the broader precinct for the future;
- concept design drawings as a first design stage leading to detailed design work;
- refinement of cost estimates; and
- determination of funding sources including the potential for public/private partnership opportunities.

*Torquay Cultural Feasibility Study – Stage 2 Findings*







# About the Project

## Overview

Stafford Strategy (Stafford) was commissioned by Surf Coast Shire Council (Council) to undertake an options and feasibility analysis of potential scope and locations for a cultural facility including a library in Torquay. The size of the current library is 380m<sup>2</sup>. The desire for a larger library is driven by the need to cater for current and future population growth as identified in the Geelong Regional Library Corporation Infrastructure Plan (2019) and the Torquay Jan Juc Development Contributions Plan (2011).

This report represents the Stage 2 findings of the project. Pertinent elements of the Stage 1 Report have been included to in this Study and attached in the appendices.

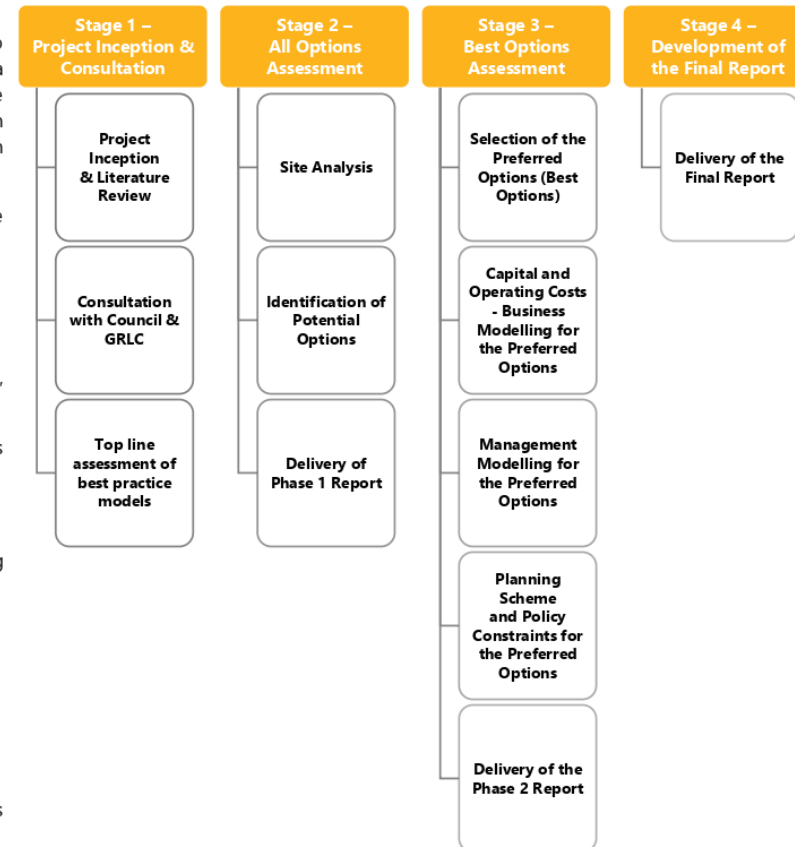
## Scope

The scope of the project includes the following.

1. Identify the combination of elements which could be included in a cultural facility, noting an expanded library is a non-negotiable element
2. Assessing potential sites for the cultural facility and the various elements these sites could accommodate
3. Identification of the best 2-3 options
4. Assessing the interplay of new facility components and locations (including relationship to existing surrounding or nearby public/private facilities)
5. Identifying capital and operating cost estimates for the preferred options
6. Consideration of management model options that best suit the preferred options
7. Identification of planning scheme opportunities and constraints

## Methodology

The following diagram demonstrates the process that was followed to complete this project.





## About the Current Library

### Overview

Surf Coast Shire has one static library – Torquay Library – and one mobile library – the Surf Coast Mobile Library.

The Library is in the Surf City complex and was refurbished in 2013, expanding the library from 310sqm to 380sqm.

The figure below provides a floor plan schematic of the current library

### Services offered

The Library operates 45.4 hours per week and provides a wide range of services including:

- print and multimedia collections for loan;
- 12 public Internet access PC and iPads;
- free Wi-Fi access for library members;
- weekly Preschool Storytime, Toddler Time and Baby Time Nursery Verses sessions;
- kids play and learn touchscreen PCs featuring select early literacy and numeracy development games and child-friendly keyboards and mice;
- wheelchair access;
- public Internet access PC at wheelchair height; and
- self-check outs featuring multiple language settings other than English.



### The existing library precinct

Torquay Library is situated next to the Torquay Visitor Information Centre (VIC) and the Australian National Surfing Museum (ANSM). While the Library and surrounding precinct has adequate parking, it lacks a vibrant and attractive street frontage. Surrounding buildings are in need of upgrade and the overall precinct needs a major refresh to entice greater foot traffic. It is considered that the redevelopment of the library along with upgrades to the Sport and Recreation Centre, VIC and ANSM could act as the catalyst to help inspire upgrades to commercial buildings within this precinct by private landholders.



Torquay Cultural Feasibility Study – Stage 2 Findings

### The Library's location relative to other towns

The following figure provides an overview of the location of the existing Torquay Library, relative to other towns within the Shire as well as Geelong.

The Torquay sub-area includes the suburbs of Torquay North, Jan Juc - Bellbrae - Bells Beach and Old Torquay - Torquay West.

Although the Torquay sub-area is not in the geographical centre of the Shire, it is where 63% of the Shire's population currently reside and where 69% of the Shire's population will live by 2036.

It is also the Shire's major service and retail centre. Torquay is, therefore, the most strategically optimal location for the Shire's static library facility.

The Torquay sub-area has been primarily focused on in this Feasibility Study because other parts of the Shire are serviced through mobile library facilities and this sub-area is recognised as the commercial hub for the area.



Torquay Cultural Feasibility Study – Stage 2 Findings

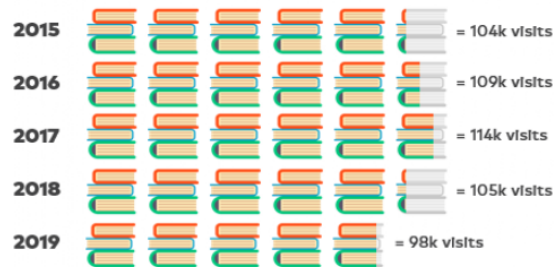


## TORQUAY LIBRARY UTILISATION

All data is financial year end

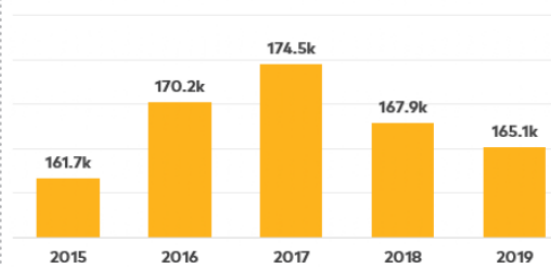
### Library Visits

In 2019, 98k people visited Torquay Library, down from a high of 114k visits in 2017.



### Library Loans

Between 2015-2019, library loans have fluctuated, reaching a high of 174.5k loans in 2017. As of 2019, loans totalled 165.1k.



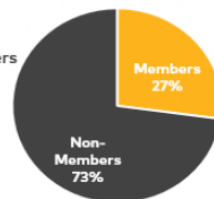
### Library Statistics Visits per Capita

In 2019, the library received an average of:

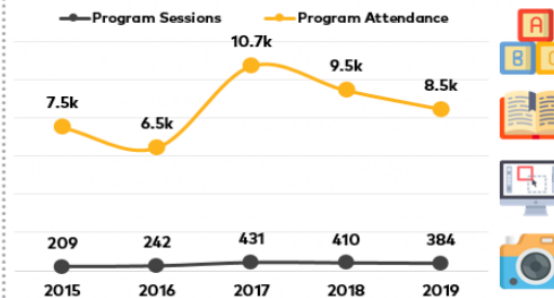
- 5 loans per resident and 1.7 loans per visitor to the library
- 3 visits per Surf Coast Shire resident
- 0.3 program attendances per resident

27%\* of residents in the Shire were members of the library

\*Based on the assumption that the majority of members reside in Surf Coast Shire



### Library Programs



### Utilisation of the current library

The infographic provides a summary of utilisation of Torquay Library over the past five years.

Although utilisation of Torquay Library has fluctuated and ultimately declined over the last five years, **the primary reason is thought to be its inability to cater for a wider range of users due to spatial constraints which impact on its use.**

The library's programs are particularly popular with families but are also constrained by the lack of floor space and the lack of a separate, enclosed space to run programs which do not impact on the quiet spaces within the library.

Feedback from GRLC indicates that with improved and larger library facilities, higher utilisation levels may be achieved and more demand will be able to be catered to.

The ability to offer quality quiet spaces along with other spaces clearly separated, is essential. Demand is expected to rise from across the age categories and including for a mix of local community users, visitors who frequent Torquay during holiday periods and potentially locals from a wider catchment who also want to access specific facilities which their own libraries may not be always able to offer.





## Library Trends & Their Application to Surf Coast Shire

Libraries are increasingly a hub of varying activities, services, programs and spaces for the community and visitors. They have morphed into “information hubs”.

Contemporary libraries are places for meeting, sharing ideas and knowledge, accessing technology and fostering creativity.

Contemporary libraries consist of a variety of “flexible” spaces and facilities including meeting rooms (informal and bookable), café, theatres/seminar rooms, lounge spaces, children’s spaces, teenage spaces, computer access, free Wi-Fi access for personalised devices, quiet spaces, outdoor areas, business incubator, service amenity such as toilets and kitchenette, conference/event spaces, gallery, performance spaces, recording and editing studios, heritage centre, and visitor information.

The current Torquay Library does not align well with contemporary library facilities. Areas under supplied in the Library including separate children’s area, separate teenage area, meeting rooms, activity rooms, designated quiet areas and office space for staff along with storage.

The inadequacy of the library space is confirmed by the GRLC in its Library Infrastructure Development Plan: Torquay Library “is significantly undersized for the current catchment population.”

Innovative libraries offer “digital maker labs” which offer customers the chance to learn and use the most cutting-edge technology around such as 3D printers.

Libraries are increasingly “community living rooms” which signifies a departure from the function and atmosphere of libraries of the past: floor space, once dominated by collections, is being converted to living spaces and social hubs – comfortable areas to relax and socialise.

Older residents are already major users of libraries and this trend is set to continue as populations continue to age. Many seniors live alone and seek social interaction by longer stays in libraries, emphasising the importance of comfortable lounge spaces, cafes etc.

While the Library has attempted to create these spaces, it is severely constrained by its size and configuration of space.

Surf Coast Shire is also characterised by an ageing population and the future library facility will need to be cognisant of this. In addition, Surf Coast Shire is expecting to increase its population through the number of young families moving to the area, so the demand for quality children’s areas along with separate teenage areas is expected to grow.



# Why Surf Coast Shire Needs a New Library

## Primary rationale for a new library

The following refers to the primary reasons why a new library for Surf Coast Shire is required. There are compelling supply and separate demand side factors, to drive this need. In addition to these points, it is also important to recognise that an expanded library is a contractual obligation Council must deliver in its Development Contribution Plan.

The potential is also created to consider co-locating a variety of important Council run community focused facilities which this feasibility study has investigated. This potentially offers economies of scale for how joint facilities and services could be run, with the option of sharing key development components such as front of house areas, meeting rooms, car parking etc.



### 1. A GROWING POPULATION

The Shire's population continues to grow and is forecast to reach almost 46k residents by 2036. The library size is insufficient for the Shire's current population base, let alone catering for the growth forecast.



### 4. MORE FAMILIES & ELDERLY IN SURF COAST SHIRE

Surf Coast Shire has a growing number of families in the region as well as an ageing (elderly) population. Library services are particularly important to these cohorts. While the existing library serves these user groups, potential exists to further grow demand from these user groups by growing the size and the types of spaces the library offers.



### 2. EXISTING SIZE CONSTRAINTS

The small size of the current library is impacting on its ability to cater to the growing Surf Coast Shire community and is ultimately impacting on its performance. This was recognised in the GRLC report.



### 5. NO LONGER FIT-FOR-PURPOSE

The current library facility has not only outgrown its capacity but it is also no longer fit-for-purpose. What communities want out of their libraries has changed significantly since the library was developed and the spaces they desire has also shifted (there is a need for individual, quiet study spaces, fit-for-purpose children's program spaces, group meeting spaces etc.)



### 3. LIMITED CULTURAL/CREATIVE SPACES IN SURF COAST SHIRE

Surf Coast Shire appears to be underserved in formal cultural and creative spaces. A redeveloped library offers the potential to co-locate these spaces, including a multi-purpose black box theatre space.



### 6. STAND ALONE FROM OTHER AMENITIES

Opportunities exist to co-locate key council services and facilities with the library as the feature hub. The current stand-alone library model is unable to realise the benefits from co-locating a variety of services which community members are often keen to access within the same venue or precinct; a "one stop shop model."



### Demographics supporting the need for a new library

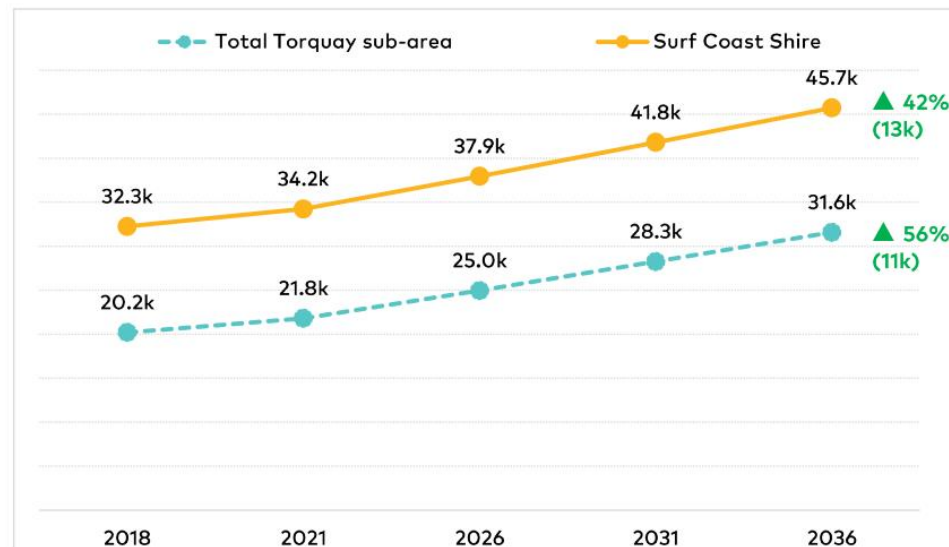
Surf Coast Shire's population is currently 32.3k residents – 20.2k of these reside in the Torquay sub-area (including Torquay North, Jan Juc - Bellbrae - Bells Beach and Old Torquay - Torquay West).

The majority of the Shire's historic and projected population growth is occurring in the sub-area of Torquay, **supporting the need for enhanced library facilities within this major service centre.**

The Torquay sub-area's population is expected to grow by 56% to 31.6k by 2036. **Appropriate cultural facilities, and specifically library facilities, will be required to cater for this growth.**

The population is characterised by a growing number of residents across all age categories, but, the age category which has experienced the greatest growth are those aged 60+, increasing by 1.7k residents between 2011 and 2016. The proportion of residents aged 60+ has also grown, increasing from 21% to 24% of the Shire's population. **This ageing population will put more pressure on facilities which cater for the 60+ age group, including library facilities.**

While the Shire has an ageing population, compared to the Victorian total, it has a greater proportion of residents aged under 17. **Libraries are important facilities for families with young children, supporting families to promote children's early literacy and reading skills, hosting school holiday programs, creating initiatives to improve family health and providing services to families with challenges such as those experiencing poverty and homelessness.**



Torquay Cultural Feasibility Study – Stage 2 Findings





# GRLC comparative assessment

## About the GRLC

The Geelong Regional Library Corporation (GRLC) provides library and information services to residents and visitors across the Geelong region on behalf of its four member councils:

- Borough of Queenscliffe
- City of Greater Geelong
- Golden Plains Shire; and
- Surf Coast Shire.

## About the GRLC comparative assessment

A comparative assessment of those libraries within the GRLC network has been undertaken. The network has 17 static library branches and two mobile library services across four LGAs, being Surf Coast Shire, the City of Greater Geelong, Golden Plains Shire and the Borough of Queenscliffe.

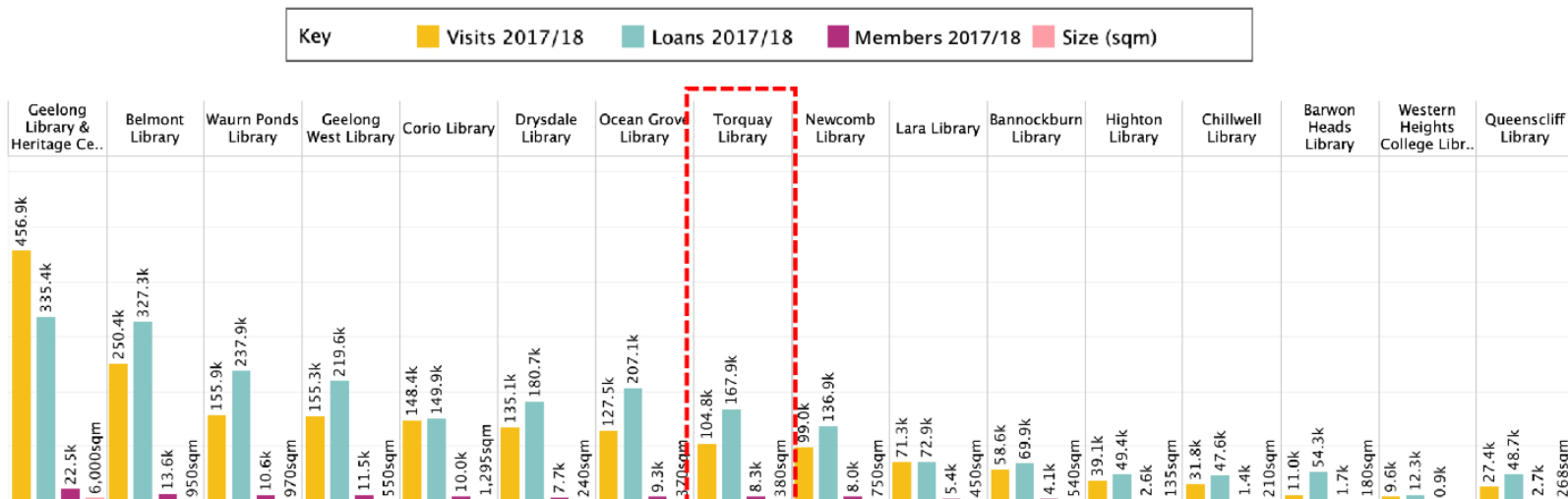
Of these 17 branches, one is situated within Surf Coast Shire (Torquay Library), along with one mobile library servicing other parts of the Shire.

The figure below provides a comparison of visitation, loans, membership and size of each of the libraries within

the network (note: Leopold Library is not included because it opened in December 2018).

As of 2018, Torquay is the **8<sup>th</sup>** most visited library in the network and has the **7<sup>th</sup>** highest borrowing level and the **7<sup>th</sup>** largest number of members.

In terms of size, Torquay Library is the **eighth smallest** library.





### Visitation to GRLC libraries

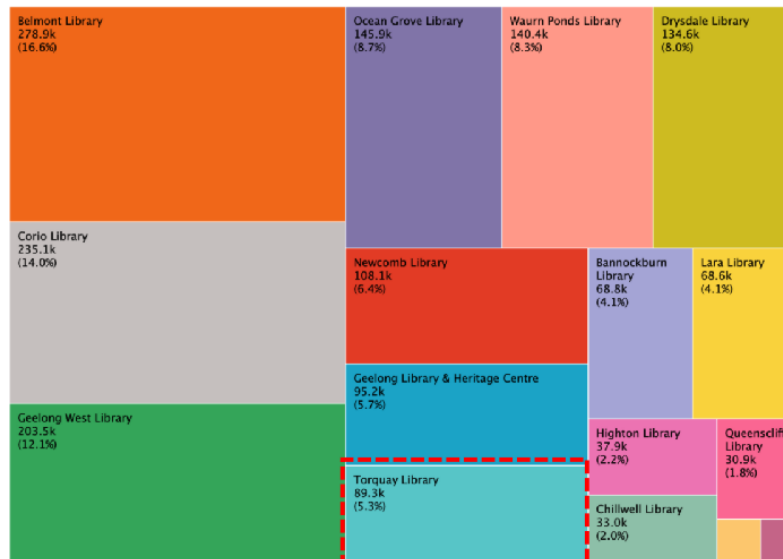
The following figure provides a visual summary of visitation to each of the network's libraries between 2013/14 and 2017/18.

Since the opening of the new Geelong Library & Heritage Centre (GL&HC) in November 2015, visitation to most libraries within the GLRC network has declined. The new GL&HC has grown its market share – increasing from 5.8% (pre-redevelopment) to 25% in 2018 which is understandable and significant.

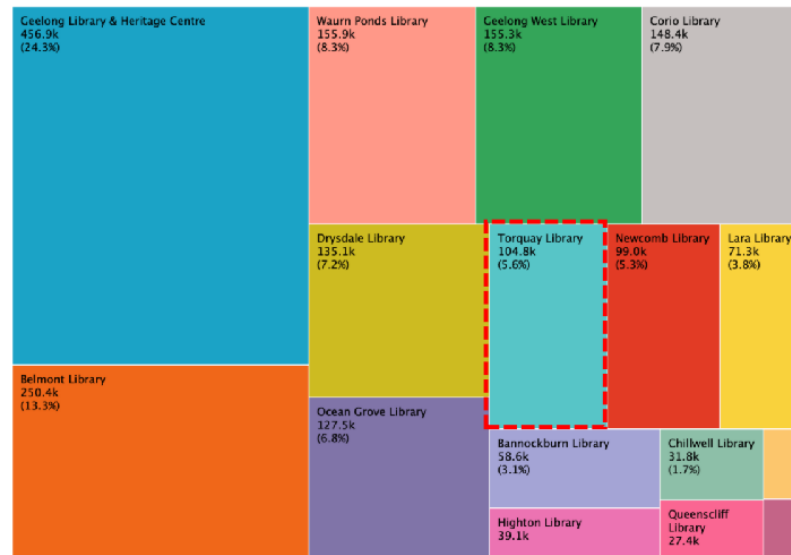
Between 2014 and 2018, Torquay's market share has grown, increasing from 5.3% to 5.6% and visitation has grown, increasing from 89.3k to 104.8k. Torquay Library was one of the few libraries to experience growth in visits over the period assessed.

Significant potential exists to grow visitation to Torquay Library further with the development of a new, improved library facility. This is expected to not only deliver for the local community, but also for a wider regional catchment for Surf Coast Shire.

Visits 2013/14



Visits 2017/18



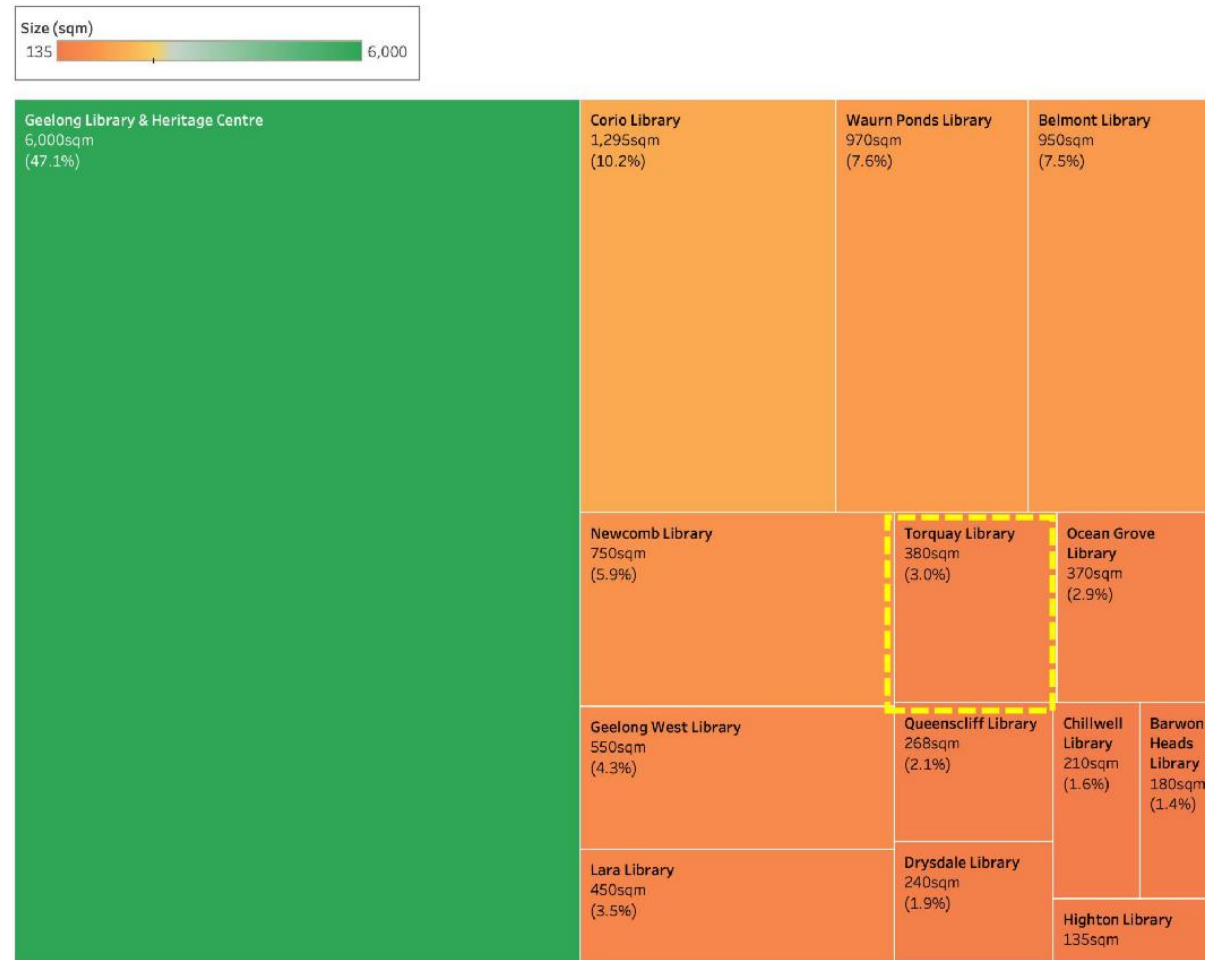
### Size of GRLC libraries

The figure provides a summary of the size of each library within the GLRC network.

The GL&HC accounts for almost 50% of total library floorspace in the GLRC Network.

In total, the City of Greater Geelong offers 12,100sqm of library space across its 13 libraries.

Torquay Library currently makes up just 3% of the Network's library floor space – this is despite Surf Coast Shire comprising 12% of the GRLC's total resident population.



# Australian Libraries Comparative Assessment

## Overview

A broader comparative assessment of libraries throughout Australia was also undertaken as part of this Feasibility Study.

In total, the comparative assessment looked at 155 libraries (including mobile libraries). 83 of these were based in Victoria.

While the assessment focused on some facilities situated in LGAs with similar population bases, it also looked at those in larger and smaller population catchments because they provide valuable learnings (such as co-location opportunities, the elements they include etc.).

## Criteria assessed

As part of the comparative assessment, the following attributes were looked at:

- Population size
- Visitation (2013/14 – 2017/18)
- Loans (2013/14 – 2017/18)
- Members (2017/18)
- Wi-Fi sessions (Collection size (2017/18)
- Size of library (sqm)
- Hours operational per week

It is important to note that not all information across the following attributes was able to be obtained for every library assessed.

Based on the data collected however, a variety of useful comparative metrics/ratios were ascertained such as visitation per capita, loans per capita, library size per capita etc.



Torquay Cultural Feasibility Study – Stage 2 Findings



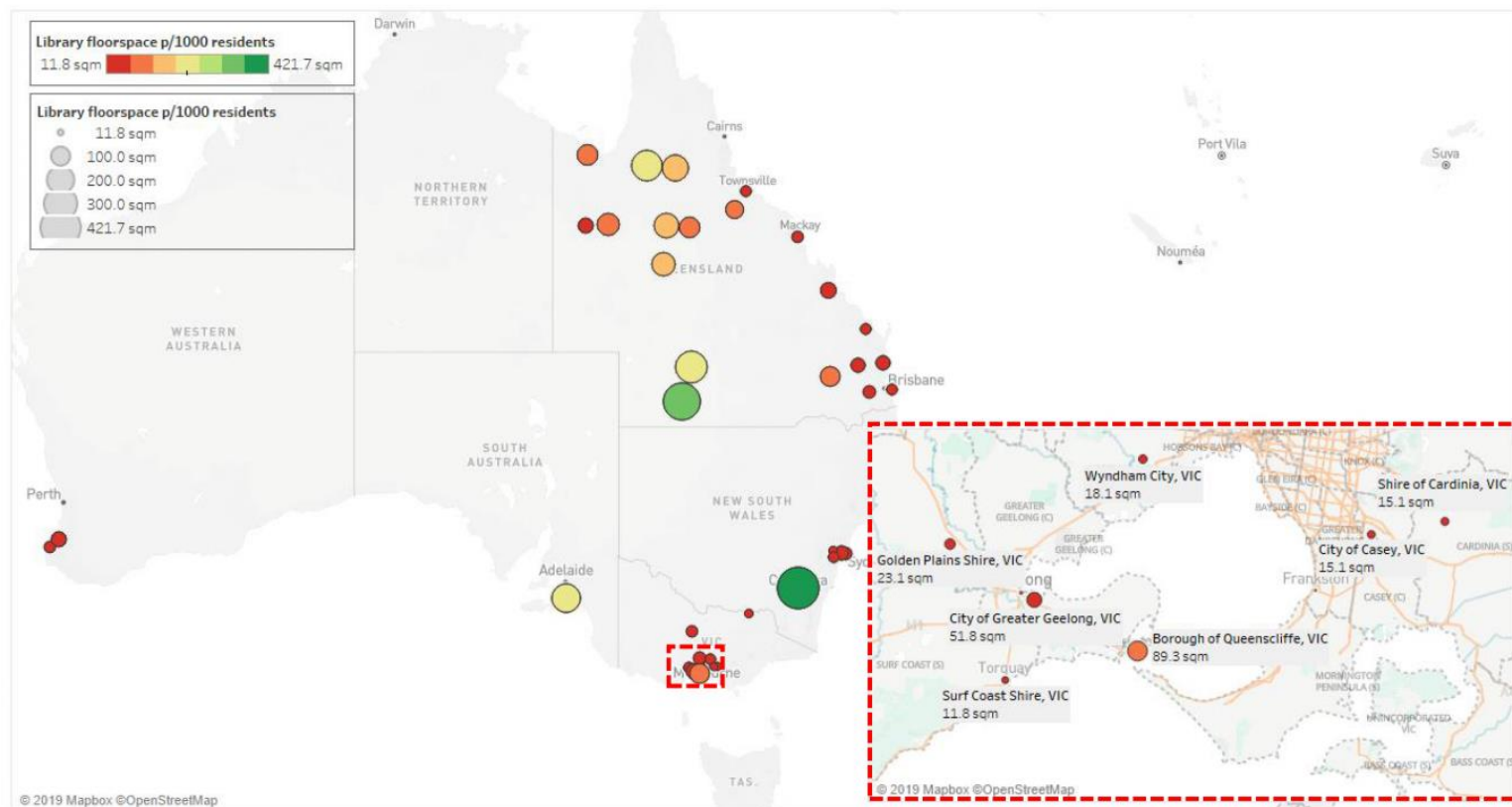
The following graphically illustrates where the comparative library analysis was undertaken, and a drill-down graphic which illustrates the libraries assessed within greater Melbourne and surrounding environs. Importantly, many of these LGA locations had comparable sized populations, especially when one views the growth potential for Torquay over the next 15 - 20 years.





### Library size comparison

- 42 council areas were assessed, which included more than 108 libraries.
- Some Council areas have more than one library (which is why the number of libraries totals more than the number of councils assessed) so the total library floorspace for these council areas reflects the sum of all library floor space in the LGA.
- What is evident is that the floor space ratio per sqm for 1000 residents is much lower for Torquay than anywhere else compared.
- Therefore it is not surprising that the current library struggles, in spite of the best efforts of staff, to deliver adequate services to meet the needs of younger and older library users especially.



The following table provides the results of the size and population comparison of select Australian libraries.

**As a ratio, for every 1,000 residents, Torquay library currently provides 11.8sqm of floor space based on the total LGA population and 18.8sqm of floor space based on Torquay's population.**

The GRLC indicates a target of 39sqm per 1,000 residents needs to be aimed for, **indicating that Torquay Library is significantly undersized for its current resident base.**

Out of the 42 council areas assessed (including those in a

mix of regional and city-based locations), Torquay Library **ranks lowest** in terms of the floorspace it offers per 1,000 residents.

The City of Greater Geelong offers a ratio **almost five times** that of Surf Coast Shire at 51.8 sqm per 1,000 residents.

Gungahlin Library, situated in the ACT, has the strongest ratio, averaging 422 sqm of library space per 1,000 residents.

Libraries situated in remote/regional locations tend to have a stronger floorspace to resident ratio because of a number of factors including their small resident

population bases, the need for councils to provide library services and the availability of land in rural/regional locations compared with city locations.

Although this metric is a relatively broad one and can be misrepresented (i.e. the configuration and layout of spaces has a significant impact on a library's available floor space), it is nevertheless a useful benchmark when considering the potential size for new library facilities for Torquay for the future.

**The Torquay suburb only ratio of 18.8 sqm is less than 50% of the desired targeted ratio of 39 sqm per 1,000 residents, as advised by GRLC.**

Council Area, State	Total Library SQM in LGA	LGA Pop (2018)	Library sqm p/1,000 residents
Gungahlin City Library, ACT	30,000sqm	71,142	421.7sqm
Bulloo Shire Council, QLD	128sqm	387	330.7sqm
Quilpie Shire Council, QLD	225sqm	924	243.5sqm
Croydon Shire Council, QLD	75sqm	331	226.6sqm
City of Victor Harbour, SA	3,000sqm	15,248	196.7sqm
Etheridge Shire Council, QLD	155sqm	942	164.5sqm
Richmond Shire Council, QLD	121sqm	821	147.4sqm
Winton Shire Council, QLD	175sqm	1,322	132.4sqm
Cloncurry Shire Council, QLD	400sqm	3,340	119.8sqm
Flinders Shire Council, QLD	183sqm	1,767	103.6sqm
Burke Shire Council, QLD	57sqm	565	100.9sqm
Western Downs Council, QLD	3,265sqm	34,467	94.7sqm
Borough of Queenscliffe, VIC	268sqm	3,000	89.3sqm
Charters Towers Council, QLD	960sqm	12,332	77.8sqm
Weipa Town Authority, QLD	270sqm	4,042	66.8sqm
Rockhampton Council, QLD	4,922sqm	81,067	60.7sqm
Mount Isa City Council, QLD	1,200sqm	21,998	54.6sqm
City of Greater Geelong, VIC	12,100sqm	233,429	51.8sqm
Bunbury Council, WA	1,600sqm	32,000	50.0sqm
Strathfield Council, NSW	2,200sqm	45,143	48.7sqm

Council Area, State	Total Library SQM in LGA	LGA Pop (2018)	Library sqm p/1,000 residents
South Burnett Council, QLD	1,394sqm	32,555	42.8sqm
Noosa Shire Council, QLD	2,318sqm	55,369	41.9sqm
Lockyer Valley Council, QLD	1,659sqm	41,011	40.5sqm
Woollahra Municipality, NSW	2,234sqm	58,964	37.9sqm
Melton City Council, VIC	6,000sqm	164,984	36.4sqm
City of Greater Bendigo, VIC	4,000sqm	116,045	34.5sqm
City of Busselton, WA	1,200sqm	38,000	31.6sqm
Mackay Regional Council, QLD	3,607sqm	116,539	31.0sqm
Redland City Council, QLD	4,347sqm	156,863	27.7sqm
City of Townsville, QLD	5,353sqm	194,072	27.6sqm
Manningham City, VIC	3,334sqm	125,508	26.6sqm
Camden Council, NSW	2,500sqm	94,159	26.6sqm
Bundaberg Shire Council, QLD	2,276sqm	95,302	23.9sqm
Golden Plains Shire, VIC	540sqm	23,384	23.1sqm
Wodonga City, VIC	851sqm	41,429	20.5sqm
Wyndham City, VIC	4,622sqm	255,322	18.1sqm
Penrith City, NSW	3,000sqm	175,596	17.1sqm
Shire of Cardinia, VIC	1,620sqm	107,120	15.1sqm
City of Casey, VIC	5,140sqm	340,419	15.1sqm
Torres Shire Council, QLD	50sqm	3,687	13.6sqm
Surf Coast Shire, VIC	<b>380sqm</b>	<b>32,251</b>	<b>11.8sqm</b>
Torquay suburb only	<b>380sqm</b>	<b>20,194</b>	<b>18.8sqm</b>





# Projected Spatial Requirements

## Methodology

The projected space requirements for the Library are based on analysis which utilises published and accepted benchmark calculators for contemporary library spaces as well as targets.

While there are a variety of different methodologies for calculating library sizes, the following have been utilised:

- Benchmarks/targets provided by the GRLC
- Population-based Benchmark Calculator produced by the State Library of NSW (note: the State Library of Victoria does not produce a benchmark calculator – and the NSW calculator is used throughout Australia)

## Targets

As indicated earlier, the GRLC indicates a target of 39sqm of library space per 1,000 residents. Based on the current population size:

- Surf Coast Shire provides 11.8sqm of library space per 1,000 residents and based on population forecasts, this ratio will shrink to 8.3sqm without a new, larger library.
- The Torquay sub-area provides 18.8sqm of library space per 1,000 residents and based on forecasts, this ratio will drop to 12.0sqm without a new, larger library.

In order to achieve the GRLC target (and based on Torquay's population growth projections out to 2036) as well as State Library planning models and to future-proof the library, **the Torquay Library would need to be a minimum of 1,600sqm.**

While the GRLC draft Library Infrastructure Development Plan identifies the need for a new library with a "floor area of at least 1,200m<sup>2</sup>", when assessing the Shire's population growth forecasts, this appears to underestimate the size required and does not allow for future-proofing.

Based on the different methodologies/benchmarks investigated, and the need to future-proof the library facility, there is a need for the new library to ideally be **at least 1,600sqm.**

It is important to note that this floorspace is purely based on library facilities only. It does not include the potential to co-locate additional facilities with the library such as a café, the VIC and the ANSM etc.

*Torquay Cultural Feasibility Study – Stage 2 Findings*

### Population Based Calculator

Resident population of Library catchment forecast

31,577

Do you want to consider the non-resident workforce catchment?

No

Non-resident workforce

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Local catchment population

31,577 persons

---

**Library floor area required**

**1,637 sqm**

	Current Library	GRLC Target	State Library NSW - Pop based benchmark
Library Size	380	1,250	1,637
Current Population (Torquay sub-area)	20,194	20,194	20,194
Library sqm per 1,000 residents (current population)	18.8sqm	61.9sqm	81.1sqm
Population Forecast (Torquay sub-area)(2036)	31,577	31,577	31,577
Library sqm per 1,000 residents (2036 population)	11.8sqm	39.6sqm	51.8sqm



# The Elements Investigated

## The elements investigated

This feasibility project has investigated a number of different models for a new library and cultural facility in Torquay. The Stage 1 Report provides a comprehensive look at each of these models, including the various elements investigated as well as a detailed site analysis. The elements investigated as part of the Stage 1 Report included:

- The library itself, including open plan library space, casual seating, independent and group study spaces, youth spaces, meeting rooms, storage facilities, technology areas, staff back of house facilities.
- Incorporation of the Shire's Visitor Information Centre.
- Inclusion of the Australian National Surfing Museum (or similar museum facility) because there are obvious synergies between cultural facilities including libraries, arts, museum spaces.
- Inclusion of a 150 seat, flexible, multi-purpose, black box performing arts/theatre space.
- Co-location of an aquatic facility, including a 50 metre indoor pool (Council was considering the potential for an aquatic facility and wished to assess the possibilities of co-location).

These were assessed noting that the vast majority of new library and/or cultural facilities which have been recently constructed throughout Australia and globally comprise co-located, rather than stand-alone facilities.

Following the delivery of the Stage 1 Report, Stafford was directed to focus on the following elements.

- The library itself, including a variety of different ways of constructing this (a new facility, as part of a bolt on to the existing Museum etc.)
- Incorporation of the Shire's Visitor Information Centre.
- Inclusion of the Australian National Surfing Museum (or similar museum facility).
- Inclusion of a local arts facility through retrofitting the indoor sports facility at Surf City. This was included because previous studies have identified the need for flexible performing and visual arts space.

*Torquay Cultural Feasibility Study – Stage 2 Findings*



## The Models Investigated

### Stage 1 Models

Area	Model 1 Library-only model	Model 2 Library, Theatre, VIC and Museum Model	Model 3 Library & Aquatic Facility	Model 4 The Works - Library, Theatre, VIC, Museum & Aquatic Facility
New, expanded library facility	1,600sqm	1,600sqm	1,600sqm	1,600sqm
Visitor Information Centre	-	125sqm	-	125sqm
Australian National Surfing Museum (or similar)	-	660sqm	-	660sqm
Flexible, black box theatre space	-	650sqm	-	650sqm
Aquatic facility (with 50m pool)	-	-	6,500sqm	6,500sqm
Total area required (excludes parking)	1,600sqm	3,035sqm	8,100sqm	9,535sqm

The following two tables summarise the initial models assessed and how these transitioned to the models assessed in this Stage 2 report. **Model 1** and **Model 2** (in Stage 1) were slightly modified to form the base of the Models recommended in Stage 2:

- **Model 1a** and **Model 2** (Stage 2) are effectively akin to **Model 1** (Stage 1), situated at two different locations.
- **Model 1b** and **Model 1c** (Stage 2) are similar to **Model 2** (Stage 1).

The identification of sites was based on a detailed analysis and this is outlined in the next section.

### Stage 2 Models

Area	Model 1a Library only bolt-on at Surf City	Model 1b Library only bolt-on & refurb of stadium, ANSM & VIC at Surf City	Model 1c Entire lot redevelopment for library and cultural centre (inc. ANSM & VIC) at Surf City	Model 2 Library only at Torquay Central car park site
New, expanded library facility	1,600sqm	1,600sqm	1,600sqm	1,600sqm
Café	120sqm	120sqm	120sqm	120sqm
Visitor Information Centre	-	125sqm	125sqm	-
Australian National Surfing Museum (or similar)	-	660sqm	660sqm	-
Local arts facility (re-purpose of stadium space)	-	994sqm	994sqm	-
Total area required (excludes parking)	1,720sqm	3,499sqm	3,499sqm	1,720sqm
Estimated parking spaces required	60	60	60	138
Estimated parking area required	1,620sqm	1,620sqm	1,620sqm	3,728sqm

Models 3 and 4 (Stage 1) included an aquatic facility. Early investigations revealed a lack of synergy between an aquatic facility and library. Such a development would not generate material efficiency in capital or operating costs. As a result, this element was not proceeded with in Stage 2.



## The Sites Investigated

### The sites assessed

The Stage 1 report assessed a number of different sites for the location of the library and associated facilities identified as part of the Stage 1 elements. The site analysis is included in Appendix 1 of this report. All locations except Site 3 are Council-owned.

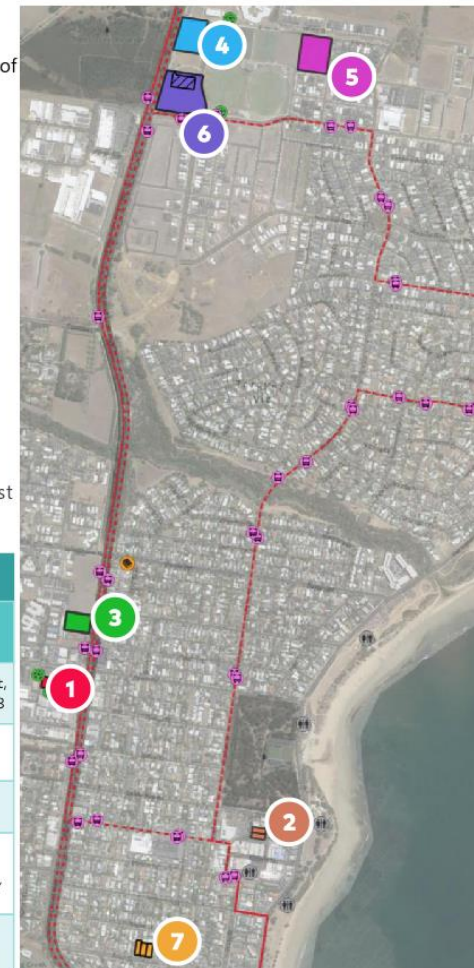
The sites assessed are noted in the figure and include (The sites are indicated in more detail on the following three pages):

- 1 Surf City Site – Beach Road (including the VIC, ANSM and sport/rec centre)
- 2 Torquay Walker Street Car Park (next to the Woolworths car park)
- 3 Private Site – 85 Geelong Road
- 4 Council Precinct - Site 1 (Western Site)
- 5 Council Precinct - Site 2 (Eastern Site)
- 6 Council Precinct - Site 3 (Existing Council Building and Land Parcel)
- 7 Price Street Precinct

Following assessment of the Stage 1 report including the site assessments, Stafford Strategy were directed to focus on two most feasible sites – Site 1: Surf City Site and Site 2: Torquay Walker Street Car Park.

Site Identifier	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7
Site Name	Surf City Site - Beach Road	Torquay Walker Street Car Park	Private Site - Geelong Road (Stage 2)	Council Precinct - Site 1 (Western Site)	Council Precinct - Site 2 (Eastern Site)	Council Precinct - Site 3 (Existing Council Building)	Price Street Precinct
Address	Surf City Plaza, Beach Road, Torquay VIC 3228	2-4 Walker Street, Torquay VIC 3228	85 Geelong Road, Torquay VIC 3228	1 Merrijig Dr, Torquay VIC 3228	1 Merrijig Dr, Torquay VIC 3228	1 Merrijig Dr, Torquay VIC 3228	14-18 Price Street, Torquay VIC 3228
Owner	Surf Coast Shire Council	Surf Coast Shire Council	Private Ownership	Surf Coast Shire Council	Surf Coast Shire Council	Surf Coast Shire Council	Surf Coast Shire Council
Estimated Lot Size	5,597sqm	2,022sqm	6,144sqm	10,014sqm	14,419sqm	3,740sqm	3,097sqm
Current Use	Library facility, ANSM, VIC and indoor sporting facility	Public car park	Vacant site	Vacant site	Vacant site	Council offices	Community facilities (Mens shed, community house etc.)
Zoning	SUZ5 - Special Use Zone	C1Z - Commercial 1 Zone	SUZ5 - Special Use Zone	GRZ1 - General Residential Zone	PPRZ - Public Park and Recreation Zone	PUZ6 - Public Use Zone - Local Government	GRZ1 - General Residential Zone

Torquay Cultural Feasibility Study – Stage 2 Findings













# The Models Investigated & Spatial Requirements

## Summary of The Models

After analysis of location and model options, Stafford Strategy were instructed to focus on four preferred options. These models, including the various elements and spatial requirements are summarised in the table on the following three pages.

Points to note include the following:

- Site 1 includes the current library precinct, along with the Museum, VIC and sport/rec centre. The development location proposed, however, encompasses the Museum, VIC, the sport/rec centre and some of the parking adjacent to this. The rationale for why the existing library footprint has not been included as a site is:
  - the existing library site includes a number of private tenants;
  - the existing building is constrained by its small size;
  - the site is disconnected from the existing VIC/Museum/sport centre; and
  - trying to accommodate the needs of a new future-proofed library on the existing library footprint would be severely constrained.
- Under Model 1b, the local art facility is estimated at 721 sqm which is the current estimated size of the indoor sports facility at Surf City. Under Model 1c, which involves the entire redevelopment of the lot, the local art facility is expected to have the same amount of space because it is a new development requiring this amount of space as per the separate feasibility undertaken for the arts facility in 2018.
- Parking for Models 1a, 1b and 1c is provided within the existing Surf City Precinct. The potential exists to elevate the new library which allows for 55-60 at-grade parking spaces to be retained. It has been assumed that the Surf City Precinct and surrounding streets offers sufficient parking to cater for the facilities proposed. It would be prudent for Council to commission a parking study to assess current utilisation and occupancy of parking spaces within the Surf City precinct and surrounds.
- Model 2, however, includes the development of 138 underground (over 2 levels) parking. This is needed because the library proposed under this model would be constructed on existing parking (approximately 90-100 spaces). There is a need to replace these and offer additional parking for library users noting that Torquay Central is a busy precinct.





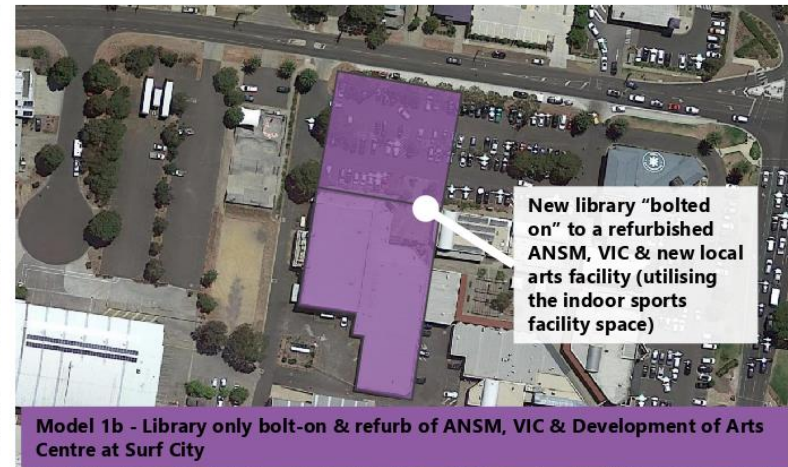
## Spatial Matrix

	Model 1a: Library only bolt-on at Surf City	Model 1b: Library only bolt-on & refurb of ANSM, VIC & Development of Arts Centre at Surf City	Model 1c: Entire lot redevelopment for library and arts centre (inc. ANSM & VIC) at Surf City	Model 2: Library only at Torquay Central car park site
<b>Site:</b>	Surf City (Site 1)	Surf City (Site 1)	Surf City (Site 1)	Torquay Walker Street car park (Site 2)
<b>New, expanded library facility with integrated café</b>	✓ (new)	✓ (new)	✓ (new)	✓ (new)
<b>Visitor Information Centre</b>	✗ (status quo)	✓ (refurb)	✓ (new)	✗ (status quo)
<b>Australian National Surfing Museum (or similar)</b>	✗ (status quo)	✓ (refurb)	✓ (new)	✗ (status quo)
<b>Local arts facility</b>	✗ (status quo)	✓ (refurb sports centre)	✓ (new)	✗ (status quo)
<b>New, expanded library facility with integrated café</b>	1,600 sqm (library) + 120 sqm (café)	1,600 sqm (library) + 120 sqm (café)	1,600 sqm (library) + 120 sqm (café)	1,600 sqm (library) + 120 sqm (café)
<b>Visitor Information Centre</b>	n/a	125 sqm	125 sqm	n/a
<b>Australian National Surfing Museum (or similar)</b>	n/a	660 sqm	660 sqm	n/a
<b>Local arts facility</b>	n/a	994 sqm	994 sqm	n/a
<b>Total size (ex parking)</b>	<b>1,720 sqm</b>	<b>3,499 sqm</b>	<b>3,499 sqm</b>	<b>1,720 sqm</b>
<b>Estimated parking spaces required</b>	60* (at grade achieved by elevating part of the building)	60* (at grade achieved by elevating part of the building)	60* (at grade achieved by elevating part of the building)	138 (over 2 underground levels)
<b>Total size (inc. parking)</b>	<b>3,340 sqm</b>	<b>5,119 sqm</b>	<b>5,119 sqm</b>	<b>5,448 sqm</b>

\* Noting that the Surf City Plaza precinct offers an additional ~190 parking spaces.



## The Models Mapped



## Opportunities of Each Model

The following table provides an overview of the benefits/opportunities associated with each model.

	Model 1a New Library only bolt-on at Surf City	Model 1b Library only bolt-on & refurb of ANSM, VIC & Development of Arts Centre at Surf City	Model 1c Entire lot redevelopment for library and arts centre (inc. ANSM & VIC) at Surf City	Model 2 Library only at Torquay Walker Street car park site
<b>Benefits/ Opportunities</b>	<ul style="list-style-type: none"> <li>• Good proximity to public transport and passing traffic.</li> <li>• Lower CAPEX option.</li> <li>• Zoning supporting of usage.</li> <li>• Council-owned site.</li> <li>• Model delivers library of at least 1,600sqm (aligning with GRLC &amp; national benchmarks for library facilities).</li> <li>• Current library doesn't adequately support needs of current library users so lost user demand.</li> <li>• New library helps support the upgrade of Surf City precinct which is in need of overall upgrading and refurbishment.</li> <li>• Will offer attractive safe library space to also allow parents to go shopping in adjacent retail outlets.</li> <li>• Improves site value and marketability.</li> <li>• This model does not include any potential financial benefit to Council from selling off the old library or leasing it out for other purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Good proximity to public transport and passing traffic.</li> <li>• Provides co-located cultural facility which has strong complementarity to library facilities with upgraded surf museum, VIC and arts centre.</li> <li>• Zoning supporting of usage.</li> <li>• Council-owned site.</li> <li>• Model delivers library of at least 1,600sqm (aligning with GRLC &amp; national benchmarks for library facilities).</li> <li>• Economies of scale for integrated facility with combined reception area, public toilets, meeting rooms, storage facilities, staff room and amenities through redesign.</li> <li>• Will encourage far greater average length of stay in precinct and offers more attractive all-weather visitor experiences.</li> <li>• Can generate stronger visitor spend.</li> <li>• Acts as a catalyst for encouraging Surf City private elements to refurbish as much is in need of refresh.</li> <li>• Will allow for better visitor flow management with 4 main elements linked and integrated.</li> <li>• Should result in much lower maintenance costs.</li> <li>• This model does not include any potential financial benefit to Council from selling off the old library or leasing it out for other purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Good proximity to public transport and passing traffic.</li> <li>• Fully redeveloped site providing opportunity to enhance look and full of Surf City precinct.</li> <li>• Provides co-located art facility which has strong complementarity to library facilities.</li> <li>• Zoning supporting of usage.</li> <li>• Council-owned site.</li> <li>• Model delivers library of at least 1,600sqm (aligning with GRLC &amp; national benchmarks for library facilities).</li> <li>• Potential to generate higher library visitation and use due to critical mass of facilities.</li> <li>• Economies of scale for integrated facility with combined reception area, public toilets, meeting rooms, storage facilities, staff room and amenities through redesign.</li> <li>• Will encourage far greater average length of stay in precinct and offers more attractive all-weather visitor experiences.</li> <li>• Can generate stronger visitor spend.</li> <li>• Acts as a catalyst for encouraging Surf City private elements to refurbish as much is in need of refresh.</li> <li>• Will allow for better visitor flow management with 4 main elements linked and integrated.</li> <li>• Should result in much lower maintenance costs as everything is new.</li> <li>• Offers the chance to design fit for purpose new facilities without compromising quality or functionality.</li> <li>• Offers better future proofing of all facilities proposed.</li> <li>• This model does not include any potential financial benefit to Council from selling off the old library or leasing it out for other purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Good proximity to public transport.</li> <li>• Accessible location with high visibility to walking traffic.</li> <li>• Surrounding precinct has strong complementary uses.</li> <li>• Zoning supporting of usage.</li> <li>• Council-owned site.</li> <li>• Model delivers library of at least 1,600sqm (aligning with GRLC &amp; national benchmarks for library facilities).</li> <li>• Potential to generate higher library visitation and use due to central location with proximity to walking traffic.</li> <li>• Offers a fresh new location.</li> <li>• Will offer attractive safe library space to also allow parents to go shopping in adjacent retail outlets.</li> <li>• Improves site value and marketability.</li> <li>• This model does not include any potential financial benefit to Council from selling off the old library or leasing it out for other purposes.</li> </ul>

### Constraints of Each Model

The following table provides an overview of the constraints associated with each model.

	Model 1a New Library only bolt-on at Surf City	Model 1b Library only bolt-on & refurb of ANSM, VIC & Development of Arts Centre at Surf City	Model 1c Entire lot redevelopment for library and arts centre (inc. ANSM & VIC) at Surf City	Model 2 Library only at Torquay Walker Street car park site
<b>Constraints</b>	<ul style="list-style-type: none"> <li>Does not include enhancement of Museum &amp; VIC facilities and will potentially make these look even worse without upgrades as well.</li> <li>Lower potential to enhance look and feel of general Surf City precinct and encourage private investment.</li> <li>Potential parking constraints at peak times of the year and day in 10 years time, if no additional parking is introduced.</li> <li>Limited site profile/visibility.</li> <li>Ongoing maintenance and depreciation costs associated with Museum, VIC &amp; Sports/Recreational Facility which could be reduced if a totally new facility is developed and fully integrated.</li> </ul>	<ul style="list-style-type: none"> <li>Higher level of CAPEX required.</li> <li>Limited site profile/visibility.</li> <li>Potential parking constraints at peak times of the year and day in 10 years time, if no additional parking is introduced.</li> <li>Uses the envelope of existing facilities so opportunities for integration may be compromised.</li> <li>Will make the rest of Surf City look tired and in need of refurbishment.</li> <li>Will generate greater traffic activity in and around Surf City.</li> <li>Age of existing VIC and ANSM facility may struggle to be effectively modernised based on current building design constraints</li> </ul>	<ul style="list-style-type: none"> <li>Higher level of CAPEX required.</li> <li>Potential parking constraints at peak times of the year and day in 10 years time, if no additional parking is introduced.</li> <li>Will generate greater traffic activity in and around Surf City.</li> </ul>	<ul style="list-style-type: none"> <li>Requires construction of underground parking (high CAPEX).</li> <li>Limited opportunity to expand footprint going forward (unless building another level is permissible).</li> <li>Moves community library use away from Surf City and may weaken Surf city community demand.</li> </ul>





Geelong Library and Heritage Centre, Geelong.

# User Demand Modelling

The table below as well as on the following two pages provide the demand modelling developed for each model, as well as the status quo scenario. Assumptions for each item are indicated in the right hand column.

## Status Quo & Model 1a

					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Assumptions
Forecasts	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Population Forecast	20,732	21,270	21,808	22,438	23,225	24,012	24,799	24,956	25,617	26,444	27,270	28,097	28,262	28,925	Based on forecasts developed by Forecast.id
Status Quo	98,399	98,825	99,144	99,763	100,940	101,959	102,821	100,978	101,092	101,709	102,161	102,447	100,224	99,682	Total Library Visits
Visits per capita	4.7	4.6	4.5	4.4	4.3	4.2	4.1	4.0	3.9	3.8	3.7	3.6	3.5	3.4	Decline is based on historic decline in visits per capita over the last 5 years (e.g. falling from 6.2 in 2016 to 4.7 in 2019)
Library visits	98,399	98,825	99,144	99,763	100,940	101,959	102,821	100,978	101,092	101,709	102,161	102,447	100,224	99,682	Based on visits per capita multiplied by population
Loans per visitor	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	Based on average loans per visitor of 1.7 (this has remained relatively constant over the last 5 years)
Loans	165,135	165,851	166,386	167,424	169,399	171,109	172,556	169,463	169,654	170,689	171,448	171,929	168,197	167,289	Based on loans per visitor multiplied by library visitation
VIC visitors	70,400	68,598	66,842	65,131	63,463	61,839	60,256	58,713	57,210	55,746	54,319	52,928	51,573	50,253	Based on historic decline in visitation to the VIC over the last 10 years.
Museum visitors	14,255	14,396	14,538	14,681	16,091	16,412	16,741	17,075	17,417	17,765	18,121	18,483	18,853	19,230	Based on historic growth to the Museum over the last 10 years.
Model 1a	98,399	98,825	99,144	99,763	208,571	215,910	223,414	227,467	234,504	240,021	245,547	251,081	252,759	257,355	Total Library, VIC, Museum Visits
Visits per capita	4.7	4.6	4.5	4.4	5.4	5.5	5.6	5.7	5.8	5.8	5.8	5.8	5.8	5.8	Conservative increase in visits p/capita is based on increased demand due to new, larger facility. By comparison, the new Leopold Library generated an estimated 5.4 visits per capita in its first year of operation.
Library visits	98,399	98,825	99,144	99,763	126,487	133,174	140,019	143,403	149,764	154,596	159,428	164,260	165,226	169,102	Based on visits per capita multiplied by population
Loans per visitor	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	Based on average loans per visitor of 1.7 (this has remained relatively constant over the last 5 years)
Library loans	165,135	165,851	166,386	167,424	212,272	223,495	234,982	240,662	251,337	259,446	267,555	275,664	277,286	283,791	Based on loans per visitor multiplied by library visitation
Library venue hires	n/a	n/a	n/a	n/a	12	13	14	15	16	17	18	19	20	21	Conservative estimate, based on 1 hire per month in year 1, growing by 1 hire per month per annum.
Library event visitors	n/a	n/a	n/a	n/a	360	390	420	450	480	510	540	570	600	630	Conservative estimate, based on 30 patrons per event.
VIC visitors	70,400	68,598	66,842	65,131	65,993	66,323	66,655	66,988	67,323	67,660	67,998	68,338	68,680	69,023	Estimate based on status quo VIC visitation + 2% of library visitors utilising the VIC because of co-location.
Museum visitors	14,255	14,396	14,538	14,681	16,091	16,412	16,741	17,075	17,417	17,765	18,121	18,483	18,853	19,230	Estimate based on status quo Museum visitation + 1% of library visitors utilising the VIC because of co-location.
Art centre hires	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Art centre visitors	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

### Model 1b & Model 1c

					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Assumptions
Forecasts	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Population Forecast	20,732	21,270	21,808	22,438	23,225	24,012	24,799	24,956	25,617	26,444	27,270	28,097	28,262	28,925	Based on forecasts developed by Forecast.id
<b>Model 1b</b>	<b>183,054</b>	<b>181,819</b>	<b>180,524</b>	<b>179,575</b>	<b>236,304</b>	<b>253,047</b>	<b>266,172</b>	<b>274,237</b>	<b>285,466</b>	<b>293,098</b>	<b>300,827</b>	<b>308,659</b>	<b>312,564</b>	<b>319,617</b>	<b>Total Library, VIC, Museum, Arts Centre Visits</b>
Visits per capita	4.7	4.6	4.5	4.4	5.6	5.8	5.9	6.0	6.1	6.1	6.1	6.1	6.1	6.1	Increase in visits p/capita is based on increased demand due to new facility with enhanced co-located facilities (VIC, Museum, Art Centre).
Library visits	98,399	98,825	99,144	99,763	130,058	139,267	146,312	149,736	156,265	161,307	166,348	171,390	172,398	176,443	Based on visits per capita multiplied by population
Loans per visitor	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	Based on average loans per visitor of 1.7 (this has remained relatively constant over the last 5 years)
Library loans	165,135	165,851	166,386	167,424	218,265	233,721	245,543	251,290	262,247	270,708	279,169	287,630	289,322	296,109	Based on loans per visitor multiplied by library visitation
Library venue hires	n/a	n/a	n/a	n/a	12	13	14	15	16	17	18	19	20	21	Conservative estimate, based on 1 hire per month in year 1, growing by 1 hire per month per annum.
Library event visitors	n/a	n/a	n/a	n/a	360	390	420	450	480	510	540	570	600	630	Conservative estimate, based on 30 patrons per event.
VIC visitors	70,400	68,598	66,842	65,131	66,065	66,395	66,727	67,061	67,396	67,733	68,072	68,412	68,754	69,098	Estimate based on status quo VIC visitation + 2% of library visitors utilising the VIC because of co-location.
Museum visitors	14,255	14,396	14,538	14,681	27,894	29,289	30,753	32,291	33,905	35,600	37,380	39,249	41,212	43,273	Estimate based on entirely redeveloped museum. Growth is calculated at 5% p/a.
Art centre hires	n/a	n/a	n/a	n/a	256	377	464	503	558	569	581	592	604	616	Based on data provided in initial feasibility for the redeveloped arts facility.
Art centre visitors	n/a	n/a	n/a	n/a	12,288	18,096	22,380	25,150	27,900	28,458	29,027	29,608	30,200	30,804	Based on data provided in initial feasibility for the redeveloped arts facility.
<b>Model 1c</b>	<b>183,054</b>	<b>181,819</b>	<b>180,524</b>	<b>179,575</b>	<b>247,248</b>	<b>262,310</b>	<b>276,085</b>	<b>284,621</b>	<b>296,480</b>	<b>307,446</b>	<b>318,685</b>	<b>330,200</b>	<b>337,502</b>	<b>348,394</b>	<b>Total Library, VIC, Museum, Arts Centre Visits</b>
Visits per capita	4.7	4.6	4.5	4.4	6.0	6.1	6.2	6.3	6.4	6.5	6.6	6.7	6.8	6.9	Stronger increase in visits p/capita is based on increased demand due to new, entirely redeveloped facility and co-located facilities (VIC, Museum, Art Centre). Based on per capita benchmarks to similar facilities in VIC, NSW & QLD.
Library visits	98,399	98,825	99,144	99,763	139,348	146,471	153,751	157,223	163,950	171,884	179,983	188,248	192,182	199,583	Based on visits per capita multiplied by population
Loans per visitor	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	Based on average loans per visitor of 1.7 (this has remained relatively constant over the last 5 years)
Library loans	165,135	165,851	166,386	167,424	233,856	245,810	258,028	263,854	275,144	288,459	302,051	315,921	322,523	334,943	Based on loans per visitor multiplied by library visitation
Library venue hires	n/a	n/a	n/a	n/a	24	25	26	27	28	29	30	31	32	33	Conservative estimate, based on 2 hires per month in year 1, growing by 1 hire per month per annum. This is higher than in previous models because facility is entirely rebuilt.
Library event visitors	n/a	n/a	n/a	n/a	720	750	780	810	840	870	900	930	960	990	Conservative estimate, based on 30 patrons per event.
VIC visitors	70,400	68,598	66,842	65,131	66,250	66,913	67,582	68,258	68,940	69,630	70,326	71,029	71,740	72,457	Estimate based on status quo VIC visitation + 2% of library visitors utilising the VIC because of co-location.
Museum visitors	14,255	14,396	14,538	14,681	29,362	30,830	32,372	33,990	35,690	37,474	39,348	41,315	43,381	45,550	Estimate based on entirely redeveloped museum. Growth is calculated at 5% p/a.
Art centre hires	n/a	n/a	n/a	n/a	256	377	464	503	558	569	581	592	604	616	Based on data provided in initial feasibility for the redeveloped arts facility.
Art centre visitors	n/a	n/a	n/a	n/a	12,288	18,096	22,380	25,150	27,900	28,458	29,027	29,608	30,200	30,804	Based on data provided in initial feasibility for the redeveloped arts facility.



## Model 2

					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Assumptions
Forecasts	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Population Forecast	20,732	21,270	21,808	22,438	23,225	24,012	24,799	24,956	25,617	26,444	27,270	28,097	28,262	28,925	Based on forecasts developed by Forecast.id
Model 2	98,399	98,825	99,144	99,763	218,902	224,722	230,748	233,012	238,577	245,395	252,423	259,659	262,608	269,065	Total Library, VIC, Museum Visits (noting VIC & Museum are not part of Library)
Visits per capita	4.7	4.6	4.5	4.4	6.0	6.1	6.2	6.3	6.4	6.5	6.6	6.7	6.8	6.9	Stronger increase in visits p/capita is based on increased demand due to new, entirely redeveloped facility within town centre, close to cafes, shopping facilities etc. so greater foot traffic and awareness. Based on per capita benchmarks to similar facilities in VIC, NSW & QLD.
Library visits	98,399	98,825	99,144	99,763	139,348	146,471	153,751	157,223	163,950	171,884	179,983	188,248	192,182	199,583	Based on visits per capita multiplied by population
Loans per visitor	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	Based on average loans per visitor of 1.7 (this has remained relatively constant over the last 5 years)
Library loans	165,135	165,851	166,386	167,424	233,856	245,810	258,028	263,854	275,144	288,459	302,051	315,921	322,523	334,943	Based on loans per visitor multiplied by library visitation
Library venue hires	n/a	n/a	n/a	n/a	24	25	26	27	28	29	30	31	32	33	Conservative estimate, based on 2 hires per month in year 1, growing by 1 hire per month per annum. This is higher than in previous models because facility is entirely
Library event visitors	n/a	n/a	n/a	n/a	720	750	780	810	840	870	900	930	960	990	Conservative estimate, based on 30 patrons per event.
VIC visitors	n/a	n/a	n/a	n/a	63,463	61,839	60,256	58,713	57,210	55,746	54,319	52,928	51,573	50,253	Based on status quo scenario (historic decline in visitation to the VIC over the last 10 years) as VIC remains at Surf City site.
Museum visitors	n/a	n/a	n/a	n/a	16,091	16,412	16,741	17,075	17,417	17,765	18,121	18,483	18,853	19,230	Based on status quo scenario (based on historic growth to the Museum over the last 10 years) as museum remains at Surf City.
Art centre hires	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Art centre visitors	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## Estimated Capital Requirements of the Models

### Estimated Capital Costs with +/- 20% Sensitivity

Each of the models assessed have different elements and spatial requirements. As a result, the estimated capital expenditure required differs.

The following table provides a summary of the estimated total CAPEX under each model, along with a +/-20% sensitivity figure.

A more detailed outline of how CAPEX items have been determined is included on the next page.

It is important to note the following.

- The CAPEX estimates applied are based on other comparable projects and facilities. More detailed work is required (including concept design work) to obtain more robust capital estimates which are also site specific.
- Possible CAPEX contributions from State and Federal Government are not included for library and other elements etc. at this stage as they are unknown.

The highest capital cost option is Model 1c (\$27.9m), which includes the full redevelopment of the Council owned elements of the Surf City precinct including the Library, ANSM, VIC, and a new arts centre to replace the existing sports rec centre. While Model 2 is also a new build, it only includes a library and café, rather than the other elements developed for Model 1c.

The lowest capital cost option is the "bolt-on" library facility included in Model 1a with estimated CAPEX totalling \$17.2m. This model does not include any potential financial benefit to Council from selling off the old library or leasing it out for other purposes.

It is important to note that car parking requirements for Models 1a – 1c are based on current estimates of utilisation and capacity within the broader Surf City precinct. Maintaining existing car parking capacity at the Surf City precinct necessitates raising the library component within Models 1a – 1c which marginally increases construction costs.

The next stage of work should investigate if stronger future-proofing particularly for car parking is going to be required (beyond the current precinct capacity) for Models 1a – 1c.

Model 2, which is located at Torquay Central, includes the development of 2 levels of underground parking (equating to 138 spaces).

	Model 1a Library only bolt-on at Surf City			Model 1b Library only bolt-on & refurb of ANSM, VIC & Development of Arts Centre at Surf City			Model 1c Entire lot redevelopment for library and arts centre (inc. ANSM & VIC) at Surf City			Model 2 Library only at Torquay Central car park site		
	Estimated CAPEX	+20%	-20%	Estimated CAPEX	+20%	-20%	Estimated CAPEX	+20%	-20%	Estimated CAPEX	+20%	-20%
Total estimated development cost	\$12.4m	\$14.9m	\$10.0m	\$19.7m	\$23.7m	\$15.8m	\$20.5m	\$24.6m	\$16.4m	\$17.0m	\$20.4m	\$13.6m
Project management fee	\$500k	\$600k	\$400k	\$500k	\$600k	\$400k	\$500k	\$600k	\$400k	\$500k	\$600k	\$400k
Builders margin and design costs (16%)	\$2.0m	\$2.4m	\$1.6m	\$3.2m	\$3.8m	\$2.5m	\$3.3m	\$3.9m	\$2.6m	\$2.7m	\$3.3m	\$2.2m
Contingency (15%)	\$2.2m	\$2.7m	\$1.8m	\$3.5m	\$4.2m	\$2.8m	\$3.6m	\$4.4m	\$2.9m	\$3.0m	\$3.6m	\$2.4m
<b>Estimated Total CAPEX</b>	<b>\$17.2m</b>	<b>\$20.6m</b>	<b>\$13.7m</b>	<b>\$26.9m</b>	<b>\$32.2m</b>	<b>\$21.5m</b>	<b>\$27.9m</b>	<b>\$33.5m</b>	<b>\$22.4m</b>	<b>\$23.2m</b>	<b>\$27.9m</b>	<b>\$18.6m</b>

## Capital Cost Breakdown

The following table provides a summary of the construction and fitout costs, along with a project management fee (as advised by Council), builders margin (6%) and design fees (10%) and a 15% construction and development contingency for each model. The CAPEX figures provided do not include the sensitivity analysis of +/- 20%.

	Model 1a Library only bolt-on at Surf City			Model 1b Library only bolt-on & refurb of ANSM, VIC & Development of Arts Centre at Surf City			Model 1c Entire lot redevelopment for library and arts centre (inc. ANSM & VIC) at Surf City			Model 2 Library only at Torquay Central car park site		
	Size	Fitout \$	Construction \$	Size	Fitout \$	Construction \$	Size	Fitout \$	Construction \$	Size	Fitout \$	Construction \$
Site Size	1,730sqm	-	-	5,597sqm	-	-	5,597sqm	-	-	2,022sqm	-	-
Height Restriction	3 Levels	-	-	3 Levels	-	-	3 Levels	-	-	3 Levels	-	-
Rate	-	\$3,800 p/sqm	\$3,200 p/sqm	-	\$3,800 p/sqm	\$3,200 p/sqm	-	\$3,800 p/sqm	\$3,500 p/sqm	-	\$3,800 p/sqm	\$3,500 p/sqm
<b>Buildings</b>												
New, expanded library facility	1,600sqm	\$6,080,000	\$5,120,000	1,600sqm	\$6,080,000	\$5,120,000	1,600sqm	\$6,080,000	\$5,600,000	1,600sqm	\$6,080,000	\$5,600,000
Café	120sqm	\$456,000	\$384,000	120sqm	\$456,000	\$384,000	120sqm	\$456,000	\$420,000	120sqm	\$456,000	\$420,000
Visitor Information Centre	n/a	n/a	n/a	125sqm	\$475,000	\$400,000	125sqm	\$475,000	\$437,500	n/a	n/a	n/a
Australian National Surfing Museum (or similar)	n/a	n/a	n/a	660sqm	\$2,508,000	\$2,112,000	660sqm	\$2,508,000	\$2,310,000	n/a	n/a	n/a
Local Arts Space	n/a	n/a	n/a	994sqm	\$1,133,160	\$636,160	994sqm	\$1,133,160	\$695,800	n/a	n/a	n/a
Total area required (excludes parking)	1,720sqm	\$6,536,000	\$5,504,000	3,499sqm	\$10,652,160	\$8,652,160	3,499sqm	\$10,652,160	\$9,463,300	1,720sqm	\$6,536,000	\$6,020,000
Building levels required	1			1			1			1		
<b>Parking</b>												
Estimated parking spaces required	60			60			60			138		
Estimated parking area required	1,620sqm		\$405,000	1,620sqm		\$405,000	1,620sqm		\$405,000	3,728sqm		\$4,418,630
Car parking levels	At grade			At grade			At grade			2 levels (underground)		
Total estimated development cost			\$12,445,000			\$19,709,320			\$20,520,460			\$16,974,630
Project management fee			\$500,000			\$500,000			\$500,000			\$500,000
Builders margin and design costs (16%)		16.0%	\$1,991,200		16.0%	\$3,153,491		16.0%	\$3,283,274		16.0%	\$2,715,941
Contingency (15%)		15%	\$2,240,430		15%	\$3,504,422		15%	\$3,645,560		15%	\$3,028,586
<b>Estimated Total CAPEX</b>			<b>\$17,176,630</b>			<b>\$26,867,233</b>			<b>\$27,949,294</b>			<b>\$23,219,157</b>

## Revenue Streams

The following table provides a summary of the various revenue streams which have been modelled. The majority of these have been based on existing revenue streams currently generated at the library.

GRLC revenue items are those directly attributed to the running of the library and which are used by GRLC to offset the running/operational costs of the library.

Revenue estimates from hireage of arts facility spaces for events and functions is based on the Torquay Theatre Feasibility Study 2018 undertaken for the arts facility. Importantly, this does not include ticketing revenue as the model provided is for Council

to lease out spaces to a number of performing and visual arts groups, rather than Council taking responsibility for the running, management and ticketing of events.

Revenue streams do not include any potential financial benefit to Council from selling off the old library or leasing it out for other purposes.

More detailed work is required in the next phase of planning to re-confirm revenue items.

Revenue Item	Description / Assumptions
<b>GRLC Revenue Items</b>	<b>These are revenue items attributed to GRLC as they are used to offset the library's running costs. They apply to all models.</b>
Business service fees	Based on current business service revenue generated at library on a per library user basis (\$0.091), multiplied by the number of library users projected under each model.
Photocopying revenue	Based on current photocopying revenue generated at library on a per library user basis (\$0.132), multiplied by the number of library users projected under each model.
Fines and costs	Based on current fines and costs revenue generated at library on a per loan basis (\$0.061), multiplied by the number of loans projected under each model.
Library venue hire fees	Includes revenue generated for hire of the library (after hours) for a variety of events and activities. Revenue is based on \$500 hire fee (inflated by 2% p/a).
Café lease fee	The café is anticipated to be leased out to an operator. Revenue includes a lease fee in year 1 of \$2,000 per month, increased to \$4,000 per month by year 2 and inflated by 2% every year thereafter.
<b>Surf Coast Shire Revenue Items</b>	<b>These are revenue items attributed to Surf Coast Shire Council because they are not collected within the library floor space.</b>
Art centre hire revenue	This line item only applies to Models 1b and 1c as they are the only models which include the development of a local art facility within the existing indoor sports facility at Surf City. Revenue is based on different hire fees for different spaces and different rates for community groups and commercial operators. These line items were provided in the Torquay Theatre Feasibility Study 2018.
ANSM revenue	Based on current revenue generated on a per visitor basis as advised by Council and applied to uplifted museum visitation figures to assist with offsetting operational costs and associated expenditure items. Ticket entry to the ANSM has been held constant (at current entry rates of \$12 per adult) across the period assessed.
VIC revenue	Based on current estimated revenue generated as advised by Council, to assist with offsetting operational costs and associated expenditure items.

## Expenditure Items

The following table provides a summary of the various expenditure streams which have been modelled. The majority of these have been based on existing expenditure streams currently generated at the library and uplifted to account for a larger library with more visitors.

Council currently contributes to the GRLC based on direct costs (for running the library) and indirect costs which are based on library visitors and library loans.

Expenditure for the local arts facility is based on the separate feasibility study undertaken for the arts facility in 2018.

Expenditure associated with the and are derived from current financial data provided by Council and forecasted out (applying inflation CPI).

More detailed work is required in the next phase of planning to re-confirm operating expenditure items.

Expenditure Item	Description / Assumptions
<b>Library direct costs</b>	<b>This collection of line items are the direct running costs of the library. They apply to all new models.</b>
Salaries & Wages	Based on three full-time and 7.5 part-time staff. Average FTE cost based on current staffing costs. All new models have the same library staff numbers because they are the same size and are all over one level. If the library was over more than one level, additional staffing may be needed. Inflated by 2% per annum.
Overtime	Overtime costs currently comprise 10% of total salaries and wages. This rate has been applied for new models.
Allowances	Allowance costs currently comprise 0.2% of total salaries and wages. This rate has been applied for new models.
On Costs - Long Service Leave	On costs for long service leave currently comprise 3% of total salaries and wages. This rate has been applied for new models.
On Costs - Annual Leave	On costs for annual leave currently comprise 10% of total salaries and wages. This rate has been applied for new models.
Superannuation	Superannuation costs currently comprise 10% of total salaries and wages. This rate has been applied for new models.
Photocopier/Printer Costs	Calculated as 12% of photocopying revenue generated (based on current percentage share).
Computer Support	Based on current costs but inflated to arrive at a 2023 figure. Inflated by 2% per annum.
Utilities - Communications	Calculated at \$0.176 per current library visitor and applied to uplifted library visitation figures under each model.
<b>Library indirect costs</b>	<b>This collection of line items are the indirect running costs of the library. They apply to all new models</b>
Contr. to GRLC - indirect costs (ex mobile)	This is the additional contribution which Council makes to GRLC. It is calculated annually and is based on library visitors and library loans (calculated at \$1.44 per loan & visitor in year 1, with this per visitor and loan figure inflated by 2% per annum). It is an estimate only until actual library visitors and loan figures are determined. As library visits and loans increase, the indirect contribution to the GRLC grows.
Building maintenance	Based on a building maintenance rate p/sqm of \$25. This is an applicable rate to apply to new/refurbished facilities. Inflated by 2% per annum.
Utilities - water, electricity, gas	Based on current utilities p/sqm for library facility (\$17 per sqm) applied to size of new library facility proposed.

Expenditure Item	Description / Assumptions
<b>Local Arts Centre Costs</b>	<b>This collection of line items are the costs associated with the Local Arts Centre proposed in Models 1b and 1c only.</b>
Local arts centre staff costs	Based on data provided to Stafford by Council based on a separate feasibility study undertaken for the arts facility (Torquay Theatre Feasibility Study 2018). Inflated by 2% per annum.
Local arts centre staff oncosts	Based on data provided to Stafford by Council based on a separate feasibility study undertaken for the arts facility (Torquay Theatre Feasibility Study 2018). Inflated by 2% per annum.
Local arts centre market incentives/subsidy	Based on data provided to Stafford by Council based on a separate feasibility study undertaken for the arts facility (Torquay Theatre Feasibility Study 2018). Inflated by 2% per annum.
<b>ANSM expenditure</b>	<b>This collection of line items has been based on data provided to Stafford by Council for the current museum operation and have been inflated to provide a 2023 value.</b>
Staff costs (wages, overtime, volunteers)	Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Communications	Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Protective Clothing & Uniforms	Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Publications/Memberships/Subscriptions	Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Marketing & Public Relations Expenses	Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Repairs & Maintenance	<ul style="list-style-type: none"> <li>Under Models 1a and 2: Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.</li> <li>Under Models 1b and 1c: Based on a building maintenance rate p/sqm of \$25. This is an applicable rate to apply to new/refurbished facilities. Inflated by 2% per annum. Repairs and maintenance line item includes repairs and maintenance for ANSM, VIC and Arts facility as only a combined status quo cost was provided to Stafford.</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>Under Models 1a and 2: Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.</li> <li>Under Models 1b and 1c: Based on current utilities p/sqm for library facility (\$17 per sqm) applied to size of new facility proposed. The utilities line item includes utilities for ANSM, VIC and Arts facility as only a combined status quo cost was provided to Stafford.</li> </ul>
Asset Purchases	Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Internal Charges Expense	Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Other Sundry Expenses	Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Overheads	Based on status quo costs provided by Council for the ANSM, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
<b>VIC expenditure</b>	<b>This collection of line items has been based on data provided to Stafford by Council for the current operation of the VIC.</b>
Staff costs (wages, overtime, volunteers)	Based on status quo costs provided by Council for the VIC, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Communications	Based on status quo costs provided by Council for the VIC, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Materials	Based on status quo costs provided by Council for the VIC, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Stock & Ticket Purchases	Based on status quo costs provided by Council for the VIC, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Publications/Memberships/Subscriptions	Based on status quo costs provided by Council for the VIC, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Stationery & Office Consumables	Based on status quo costs provided by Council for the VIC, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Marketing & Public Relations Expenses	Based on status quo costs provided by Council for the VIC, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.
Travel & Accommodation	Based on status quo costs provided by Council for the VIC, inflated to obtain a 2023 value. Inflated by 2% per annum every year thereafter.



## Financial Modelling Summary

The following table provides a summary of the financial modelling undertaken (the full financial analysis is included on the following five pages). The modelling assesses revenue and expenditure over 10 years to produce EBITDA and total operating results for each model. The status quo is also provided to illustrate what the current status quo scenario is to offer a base for comparative purposes. The results reflect the following.

- Models 1b and 1c offer similar results when comparing the difference in the total operating cost to Council when compared against the status quo position.
- The EBITDA total cost over the 10-year cash flow period indicates that Models 1b and 1c offer the best financial position to Council.
- The total asset renewal cost to Council over the 10-year period is only \$100k between Models 1b and 1c (asset renewal estimates have been informed by Council's Strategic Asset Management Policy).
- Considering that Model 1c is delivering brand new facilities for each of the four elements which Council funds and supports, compared to Model 1b which is only a refurbishment of the existing facilities, the value added benefit of Model 1c is seen to offer Council and community a far stronger future proofed solution for the longer term.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Status Quo</b>										
EBITDA	-\$1.6m	-\$1.7m	-\$1.8m	-\$1.8m	-\$1.9m	-\$1.9m	-\$1.9m	-\$2.0m	-\$2.0m	-\$2.1m
Asset Renewal	-\$50k	-\$58k	-\$67k	-\$78k	-\$90k	-\$105k	-\$122k	-\$141k	-\$163k	-\$189k
Total Operating Result	-\$1.7m	-\$1.8m	-\$1.9m	-\$1.9m	-\$1.9m	-\$2.0m	-\$2.1m	-\$2.1m	-\$2.2m	-\$2.2m
<b>Model 1a</b>										
EBITDA	-\$2.1m	-\$2.1m	-\$2.2m	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.5m	-\$2.6m	-\$2.7m
Asset Renewal	-\$190k	-\$200k	-\$211k	-\$222k	-\$234k	-\$247k	-\$259k	-\$273k	-\$286k	-\$301k
Total Operating Result	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.6m	-\$2.6m	-\$2.7m	-\$2.8m	-\$2.9m	-\$3.0m
<b>Difference from Status Quo</b>	<b>+\$606k</b>	<b>+\$525k</b>	<b>+\$557k</b>	<b>+\$586k</b>	<b>+\$620k</b>	<b>+\$645k</b>	<b>+\$669k</b>	<b>+\$694k</b>	<b>+\$711k</b>	<b>+\$732k</b>
<b>Model 1b</b>										
EBITDA	-\$2.0m	-\$2.1m	-\$2.1m	-\$2.2m	-\$2.2m	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.4m	-\$2.5m
Asset Renewal	-\$150k	-\$161k	-\$173k	-\$186k	-\$199k	-\$213k	-\$227k	-\$241k	-\$256k	-\$270k
Total Operating Result	-\$2.2m	-\$2.2m	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.5m	-\$2.6m	-\$2.7m	-\$2.7m
<b>Difference from Status Quo</b>	<b>\$504k</b>	<b>\$413k</b>	<b>+\$429k</b>	<b>+\$444k</b>	<b>+\$461k</b>	<b>+\$472k</b>	<b>+\$481k</b>	<b>+\$489k</b>	<b>+\$487k</b>	<b>+\$488k</b>
<b>Model 1c</b>										
EBITDA	-\$2.1m	-\$2.1m	-\$2.1m	-\$2.2m	-\$2.2m	-\$2.3m	-\$2.4m	-\$2.4m	-\$2.5m	-\$2.6m
Asset Renewal	-\$150k	-\$154k	-\$169k	-\$186k	-\$204k	-\$224k	-\$245k	-\$268k	-\$294k	-\$320k
Total Operating Result	-\$2.2m	-\$2.2m	-\$2.3m	-\$2.4m	-\$2.4m	-\$2.5m	-\$2.6m	-\$2.7m	-\$2.8m	-\$2.9m
<b>Difference from Status Quo</b>	<b>+\$542k</b>	<b>+\$435k</b>	<b>+\$456k</b>	<b>+\$476k</b>	<b>+\$500k</b>	<b>+\$530k</b>	<b>+\$561k</b>	<b>+\$594k</b>	<b>+\$618k</b>	<b>+\$649k</b>
<b>Model 2</b>										
EBITDA	-\$2.1m	-\$2.2m	-\$2.3m	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.6m	-\$2.7m	-\$2.7m	-\$2.8m
Asset Renewal	-\$190k	-\$201k	-\$214k	-\$226k	-\$240k	-\$254k	-\$268k	-\$284k	-\$300k	-\$317k
Total Operating Result	-\$2.3m	-\$2.4m	-\$2.5m	-\$2.5m	-\$2.6m	-\$2.7m	-\$2.8m	-\$3.0m	-\$3.0m	-\$3.2m
<b>Difference from Status Quo</b>	<b>+\$653k</b>	<b>+\$579k</b>	<b>+\$619k</b>	<b>+\$655k</b>	<b>+\$697k</b>	<b>+\$741k</b>	<b>+\$786k</b>	<b>+\$833k</b>	<b>+\$871k</b>	<b>+\$916k</b>

Torquay Cultural Feasibility Study – Stage 2 Findings

# Detailed Cash Flow Models for Each Model

## Status Quo

### Torquay Cultural Feasibility Study, Model 3: Status Quo

1 Assumptions/Notes		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1.1	Model	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1.2	Model description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1.3	Required yield	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1.4	Discount Rate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1.5	Inflation Rate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1.6	Library size (including café in all models ex: Status Quo)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1.7	Total building size (expanding)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2	Demand Estimates	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2.1	Library visits	100,940	101,859	102,821	103,778	104,735	105,692	106,649	107,606	108,563	109,520
2.2	Library visits	168,399	171,109	173,366	175,623	177,880	180,137	182,394	184,651	186,908	189,165
2.3	Library venue hires	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2.4	Library venue visitors	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2.5	Library venue hires	6,833	6,833	6,833	6,833	6,833	6,833	6,833	6,833	6,833	6,833
2.6	Library venue visitors	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833
2.7	Art centre hires	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2.8	Art centre visitors	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2.9	Total visitors	180,494	180,210	179,817	179,424	179,031	178,638	178,245	177,852	177,459	177,066
3	Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
3.1	GBC Revenue Items M3										
3.1.1	Business service fees M3	59,252	59,326	59,400	59,474	59,548	59,622	59,696	59,770	59,844	59,918
3.1.2	Photocopying revenue M3	513,336	513,470	513,604	513,738	513,872	513,996	514,120	514,244	514,368	514,492
3.1.3	Fines and costs M3	510,258	510,362	510,466	510,570	510,674	510,778	510,882	510,986	511,090	511,194
3.1.4	Library venue hire fees M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.1.5	Café lease fee M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2	Art Centre Revenue M3										
3.2.1	Theatre Casual M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.2	Theatre Regular M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.3	Theatre TTMS M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.4	Theatre TTMS M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.5	Studio/Gallery Regular M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.6	Studio/Gallery TTMS M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.3	ANSM revenue M3										
3.3.1	Admission fees M3	5193,087	5198,949	5200,883	5204,906	5209,004	5213,184	5217,447	5221,796	5226,332	5230,757
3.4	Torquay VIC revenue M3										
3.4.1	Ticket Sales M3	5264	5257	5250	5244	5238	5231	5228	5220	5214	5209
3.4.2	Income from Retail Sale of Stock M3	5125,735	5122,535	5119,399	5116,342	5113,364	5110,462	5107,634	5104,879	5102,194	509,578
	<b>Σ Total Revenue</b>	<b>\$951,932</b>	<b>\$952,899</b>	<b>\$953,975</b>	<b>\$954,330</b>	<b>\$954,481</b>	<b>\$954,863</b>	<b>\$955,330</b>	<b>\$960,211</b>	<b>\$964,234</b>	<b>\$968,981</b>
4	Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
4.1	Library direct costs Library M3										
4.1.1	Salaries & Wages Library M3	526,658	526,871	527,189	527,613	528,145	528,788	529,544	530,414	531,311	532,244
4.1.2	Overnight Library M3	526,533	526,533	526,533	526,533	526,533	526,533	526,533	526,533	526,533	526,533
4.1.3	Allowance Library M3	5530	51,071	51,071	51,071	51,071	51,071	51,071	51,071	51,071	51,071
4.1.4	On Costs - Annual Leave Library M3	58,497	517,082	517,082	517,082	517,082	517,082	517,082	517,082	517,082	517,082
4.1.5	On Costs - Annual Leave Library M3	524,474	526,389	528,304	530,219	532,134	534,049	535,964	537,879	539,794	541,709
4.1.6	On Costs - Annual Leave Library M3	51,779	52,779	53,779	54,779	55,779	56,779	57,779	58,779	59,779	60,779
4.1.7	Phoneline - Phone Costs Library M3	51,600	51,616	51,632	51,648	51,664	51,680	51,696	51,712	51,728	51,744
4.1.8	Computer Support Library M3	57,000	57,140	57,280	57,420	57,560	57,700	57,840	57,980	58,120	58,260
4.1.9	Utilities - Communications Library M3	517,798	517,978	518,158	518,338	518,518	518,698	518,878	519,058	519,238	519,418
4.2	Library indirect costs Library M3										
4.2.1	Contr. to GBC - indirect cost (ex mobile) Library M3	5390,040	5401,858	5413,676	5425,494	5437,312	5449,130	5460,948	5472,766	5484,584	5496,402
4.2.2	Building maintenance Library M3	542,723	543,377	544,031	544,685	545,339	545,993	546,647	547,301	547,955	548,609
4.3	Local Arts Centre Costs Library M3										
4.3.1	Local arts centre staff costs M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
4.3.2	Local arts centre staff costs M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
4.3.3	Local arts centre staff costs M3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
4.4	ANSM - Human M3										
4.4.1	Staff costs (wages, overtime, volunteers) ANSM M3	5150,887	5153,905	5156,923	5160,122	5163,320	5166,518	5169,716	5172,914	5176,112	5179,310
4.4.2	Communications ANSM M3	53,972	54,032	54,133	54,215	54,300	54,386	54,473	54,563	54,654	54,747
4.4.3	Protective Clothing & Uniforms ANSM M3	5270	5275	5281	5287	5292	5298	5304	5310	5316	5323
4.4.4	Publications/Memberships/Subscriptions ANSM M3	5540	5551	5562	5573	5585	5596	5608	5620	5633	5645
4.4.5	Marketing & Public Relations Expenses ANSM M3	510,490	518,459	518,237	519,621	520,014	520,414	520,822	521,239	521,664	522,097
4.4.6	Repairs & Maintenance ANSM M3	5102,392	5104,440	5106,528	5108,659	5110,832	5113,049	5115,310	5117,616	5119,968	512,388
4.4.7	Utilities ANSM M3	528,863	530,461	531,070	531,691	532,325	532,972	533,631	534,304	534,990	535,690
4.4.8	Internal Charges Expense ANSM M3	54,320	54,406	54,495	54,584	54,676	54,770	54,865	54,962	55,062	55,163
4.4.9	Other Supply Expenses ANSM M3	5984	5981	5989	5917	5935	5954	5973	5992	51,012	51,035
4.4.10	Other Supply Expenses ANSM M3	526,849	527,386	527,923	528,460	528,997	529,534	530,071	530,608	531,145	531,682
4.4.11	Other Supply Expenses ANSM M3	5210,007	5212,359	5214,711	5217,063	5219,415	5221,767	5224,119	5226,471	5228,823	5231,175
4.5	VIC revenue M3										
4.5.1	Staff costs (wages, overtime, volunteers) VIC M3	5414,177	5422,460	5430,810	5439,518	5448,318	5457,385	5466,430	5475,759	5485,274	5494,980
4.5.2	Communications VIC M3	51,853	52,870	52,927	52,984	53,045	53,106	53,168	53,232	53,296	53,362
4.5.3	Materials VIC M3	51,632	51,685	51,719	51,754	51,789	51,824	51,861	51,898	51,936	51,975
4.5.4	Stock & Ticket Purchases VIC M3	577,571	579,122	580,705	582,319	583,965	585,645	587,358	589,105	590,887	592,705
4.5.5	Publications/Memberships/Subscriptions VIC M3	5659	5672	5685	5699	5713	5727	5742	5757	5772	5787
4.5.6	Stationery & Office Consumables VIC M3	5540	5551	5562	5573	5585	5596	5608	5620	5633	5645
4.5.7	Marketing & Public Relations Expenses VIC M3	51,620	51,652	51,685	51,719	51,754	51,789	51,824	51,861	51,898	51,936
4.5.8	Travel & Accommodation VIC M3	5648	5661	5674	5688	5701	5715	5730	5744	5759	5774
	<b>Σ Total Expenditure</b>	<b>\$1,967,695</b>	<b>\$2,098,116</b>	<b>\$2,139,793</b>	<b>\$2,170,758</b>	<b>\$2,210,757</b>	<b>\$2,253,811</b>	<b>\$2,297,025</b>	<b>\$2,340,376</b>	<b>\$2,372,771</b>	<b>\$2,413,712</b>
5	<b>Σ EBITDA</b>	<b>\$1,615,763</b>	<b>\$1,745,218</b>	<b>\$1,785,810</b>	<b>\$1,830,427</b>	<b>\$1,852,277</b>	<b>\$1,898,859</b>	<b>\$1,938,495</b>	<b>\$1,980,184</b>	<b>\$2,011,537</b>	<b>\$2,050,752</b>
6	<b>Asset renewal cost / Depreciation</b>	<b>-\$50,000</b>	<b>-\$57,876</b>	<b>-\$67,224</b>	<b>-\$77,948</b>	<b>-\$90,382</b>	<b>-\$104,800</b>	<b>-\$121,137</b>	<b>-\$140,901</b>	<b>-\$163,378</b>	<b>-\$189,440</b>
7	Capital Costs	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
7.1	Construction Cost	50	50	50	50	50	50	50	50	50	50
7.2	Flood Cost	50	50	50	50	50	50	50	50	50	50
7.3	Permitting construction cost (per grade)	50	50	50	50	50	50	50	50	50	50
7.4	Project management fees	50	50	50	50	50	50	50	50	50	50
7.5	Builder margin and design costs (15%)	50	50	50	50	50	50	50	50	50	50
7.6	Contingency (15%)	50	50	50	50	50	50	50	50	50	50
	<b>Σ Total Capital Costs</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
8	<b>Cash Flow</b>	<b>\$1,665,763</b>	<b>\$1,803,194</b>	<b>\$1,853,042</b>	<b>\$1,898,375</b>	<b>\$1,942,659</b>	<b>\$2,001,659</b>	<b>\$2,060,012</b>	<b>\$2,118,085</b>	<b>\$2,175,915</b>	<b>\$2,240,192</b>

Model 1a

Torquay Cultural Feasibility Study, Model 1a: Library only bolt-on at Surf City

1. Assumptions/Notes		Library only bolt-on at Surf City												2032	
1.1	Model														
1.2	Model description														
1.3	Required yield	2%													
1.4	Discount Rate	5%													
1.5	Inflation Rate	2%													
1.6	Library size (including call mail models & Status Quo)	1,720sqm													
1.6	Total building size (ex parking)	1,720sqm													
2. Demand/Estimates															
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
2.1	Library visits	126,487	131,724	140,019	143,403	149,764	154,596	159,128	164,260	169,226	174,102	178,988	183,874	188,760	193,646
2.2	Library loans	212,272	223,495	234,922	246,662	251,337	259,446	267,555	275,664	283,773	291,882	300,000	308,119	316,238	324,357
2.3	Library venue hires	12	13	14	15	16	17	18	19	20	21	22	23	24	25
2.4	Library event visitors	360	390	420	450	480	510	540	570	600	630	660	690	720	750
2.5	VC visitors	65,993	66,323	66,653	66,983	67,313	67,643	67,973	68,303	68,633	68,963	69,293	69,623	69,953	70,283
2.6	Museum visitors	16,091	16,412	16,731	17,051	17,417	17,765	18,121	18,483	18,853	19,320				
2.7	Art centre hires	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2.8	Art centre visitors	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2.8	Total visitors	208,931	216,300	223,834	227,917	234,984	240,511	246,087	251,651	257,359	262,985				
3. Revenue															
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
3.1	GRU Revenue Items MIA														
3.1.1	Business service fees MIA	511,569	512,881	512,807	513,116	513,698	514,140	514,382	515,024	515,112	515,467	515,555	515,910	516,000	516,355
3.1.2	Photocopying revenue MIA	516,711	517,584	518,459	519,334	519,786	520,424	521,062	521,700	521,839	522,477	522,565	523,203	523,291	523,929
3.1.3	Fines and costs MIA	512,854	513,534	514,230	514,574	515,220	515,711	516,002	516,683	516,791	517,185	517,273	517,669	517,757	518,151
3.1.4	Library venue hire fees MIA	56,000	56,500	57,000	57,500	58,000	58,500	59,000	59,500	59,500	60,000	60,000	60,500	61,000	61,500
3.1.5	Call fees less fee MIA	524,000	548,000	548,980	549,939	550,938	551,937	552,936	553,935	554,934	555,933	556,932	557,931	558,930	559,929
3.2	Art Centre Revenue MIA														
3.2.1	Theatre Rental MIA	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.2	Theatre Regular MIA	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.3	Theatre TTT MIA	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.4	Studio/Gallery Rental MIA	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.5	Studio/Gallery Regular MIA	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.2.6	Added gallery titles MIA	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3.3	Admission fees MIA														
3.3.1	Torquay VIC revenue MIA	519,087	519,649	520,888	520,496	520,004	5213,184	5217,447	5221,798	5226,232	5230,757				
3.4	Ticket Sales MIA	5274	5275	5277	5278	5280	5281	5282	5284	5285	5287				
3.4.2	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.3	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.4	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.5	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.6	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.7	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.8	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.9	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.10	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.11	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.12	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.13	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.14	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.15	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.16	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.17	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.18	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.19	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.20	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.21	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.22	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.23	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.24	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.25	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.26	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.27	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.28	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.29	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.30	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.31	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.32	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.33	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.34	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.35	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.36	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.37	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.38	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.39	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.40	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.41	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.42	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.43	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.44	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.45	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.46	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,403	5134,070	5134,740	5135,414	5136,091	5136,771				
3.4.47	Income from Retail Sale of Office MIA	5130,767	5131,421	5132,078	5132,739	5133,									

**Torquay Cultural Feasibility Study, Model 1b: Library only bolt-on & refurb of ANSM, VIC & Development of Arts Centre at Surf City**

1 Assumptions/Notes												
1.1	Model	Library rental fee - 10% of return of ANSLA VCLB Development of Arts Centre at SurfCity										
1.2	Model descriptor	Library rental fee - 10% of return of ANSLA VCLB Development of Arts Centre at SurfCity										
1.3	Required field	2%										
1.4	Discount here	5%										
1.5	Inflation Rate	2%										
1.6	Library size (including all in all models in Status Quo)	1,720 sqm										
1.7	Total building size (ex-ante)	3,489 sqm										
2 Demand Estimates												
2.1	Library visits	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
2.2	Library visits	130,058	139,387	146,112	149,736	156,265	161,307	166,348	171,390	172,393	176,445	
2.3	Library visits	218,485	233,721	245,134	251,290	262,247	270,708	279,169	287,630	289,322	296,109	
2.4	Library venue hire fees Mlb	360	360	420	450	480	510	540	570	600	630	
2.5	Library venue visitors	66,965	68,395	69,727	67,081	67,396	67,713	68,072	68,412	68,754	69,098	
2.6	VCLB venue visitors	27,984	28,289	30,753	32,291	33,905	35,600	37,360	39,249	41,122	43,729	
2.7	Art centre visitors	12,368	18,096	22,330	27,150	27,900	28,458	29,027	29,608	30,200	30,404	
2.8	Art centre visitors	228,664	253,387	266,392	274,687	285,946	293,608	301,367	309,229	313,164	320,247	
3 Revenue												
3.1	GRBC Revenue Items Mlb	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
3.1.1	Business revenue Mlb	\$11,995	\$12,738	\$13,382	\$13,696	\$14,293	\$14,754	\$15,215	\$15,676	\$15,768	\$16,138	
3.1.2	Business revenue Mlb	\$17,183	\$18,589	\$19,330	\$19,782	\$20,645	\$21,311	\$21,977	\$22,643	\$22,736	\$23,311	
3.1.3	Business revenue Mlb	\$13,117	\$14,133	\$14,869	\$15,217	\$15,881	\$16,393	\$16,905	\$17,418	\$17,520	\$17,991	
3.1.4	Library venue hire fees Mlb	\$6,000	\$6,500	\$7,000	\$7,500	\$8,000	\$8,500	\$9,000	\$9,500	\$10,000	\$10,500	
3.1.5	Call centre fees Mlb	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	
3.2	Art Centre Revenue Mlb	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	
3.2.1	Theatre Casual Mlb	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	
3.2.2	Theatre Casual Mlb	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	
3.2.3	Theatre TTT Mlb	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	
3.2.4	Studio/Gallery Casual Mlb	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	
3.2.5	Studio/Gallery Regular Mlb	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	
3.2.6	Studio/Gallery TTT Mlb	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	
3.3	ANSLA revenue Mlb	\$334,726	\$351,463	\$369,036	\$387,488	\$406,862	\$427,205	\$448,565	\$470,994	\$494,543	\$519,271	
3.3.1	Admission fees Mlb	\$334,726	\$351,463	\$369,036	\$387,488	\$406,862	\$427,205	\$448,565	\$470,994	\$494,543	\$519,271	
3.4	Ticket Sales Mlb	\$334,726	\$351,463	\$369,036	\$387,488	\$406,862	\$427,205	\$448,565	\$470,994	\$494,543	\$519,271	
3.4.1	Ticket Sales Mlb	\$334,726	\$351,463	\$369,036	\$387,488	\$406,862	\$427,205	\$448,565	\$470,994	\$494,543	\$519,271	
3.4.2	Ticket Sales Mlb	\$334,726	\$351,463	\$369,036	\$387,488	\$406,862	\$427,205	\$448,565	\$470,994	\$494,543	\$519,271	
3.5	Total Revenue	\$596,730	\$630,223	\$667,976	\$692,228	\$728,990	\$761,878	\$796,895	\$828,020	\$859,986	\$892,478	
4 Expenditure												
4.1	Library direct costs Library Mlb	\$247,550	\$258,501	\$269,971	\$281,065	\$292,686	\$304,940	\$317,830	\$331,360	\$345,540	\$360,373	
4.1.1	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.1.2	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.1.3	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.1.4	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.1.5	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.1.6	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.1.7	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.1.8	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.1.9	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.1.10	Salaries & Wages Library Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.2	Library indirect costs Library Mlb	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
4.2.1	Contrib. to GRBC indirect costs (ex-mobilis) Library Mlb	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
4.2.2	Building maintenance Library Mlb	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
4.3	Local Arts Centre costs Library Mlb	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
4.3.1	Local Arts Centre staff costs Mlb	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
4.3.2	Local Arts Centre staff costs Mlb	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
4.3.3	Local Arts Centre staff costs Mlb	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
4.3.4	Local Arts Centre staff costs Mlb	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
4.4	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.1	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.2	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.3	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.4	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.5	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.6	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.7	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.8	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.9	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.4.10	ANSLA expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5	VCLB expenditure Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.1	Staff costs (wages, overtime, volunteers) VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.2	Communications VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.3	Materials VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.4	Stock & Ticket Purchases VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.5	Publications & Merchandise VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.6	Publications & Merchandise VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.7	Stationery & Office Consumables VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.8	Marketing & Public Relations VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.9	Marketing & Public Relations VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.5.10	Marketing & Public Relations VCLB Mlb	\$195,736	\$206,787	\$218,357	\$229,408	\$241,039	\$252,250	\$264,041	\$276,402	\$288,333	\$300,844	
4.6	Total Expenditure	\$2,003,390	\$2,093,026	\$2,176,025	\$2,245,683	\$2,309,344	\$2,361,073	\$2,409,582	\$2,456,181	\$2,500,825	\$2,542,532	
5	BUDGET	\$2,046,660	\$2,062,803	\$2,130,349	\$2,183,653	\$2,240,793	\$2,296,194	\$2,332,487	\$2,410,141	\$2,450,829	\$2,500,354	
6	Capital costs / depreciation	\$150,000	\$161,360	\$173,360	\$185,932	\$199,072	\$212,478	\$226,699	\$246,030	\$255,534	\$270,932	
7 Capital Costs												
7.1	Construction Cost	\$5,651,100										
7.2	Furniture Cost	\$10,652,160										
7.3	Parking construction cost (1st grade)	\$405,000										
7.4	Project management fee	\$500,000										
7.5	Builders margin and design costs (16%)	\$515,491										
7.6	Contingency (15%)	\$5,504,371										
7.7	Total Capital Costs	\$26,867,182										
Cash Flow												
7.8	Cash Flow	\$26,867,182	\$2,196,660	\$2,244,192	\$2,311,729	\$2,369,407	\$2,439,893	\$2,508,877	\$2,579,387	\$2,651,172	\$2,706,363	\$2,775,387



Model 1c

Torquay Cultural Feasibility Study, Model 1c: Entire lot redevelopment for library and arts centre (inc. ANSM & VIC) at Surf City

Assumptions/Notes		2023										2024										2025										2026										2027										2028										2029										2030										2031										2032																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			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Model 2

Torquay Cultural Feasibility Study, Model 2: Library only at Torquay Central car park site

1 Assumptions/Notes		Torquay Central car park site																			
1.1	Model	Library only at										Library only at									
1.2	Model descriptor																				
1.3	Required Yield	2%										2%									
1.4	Discount Rate	5%										5%									
1.5	Inflation Rate	2%										2%									
1.6	Library size (including café in all models as Status Quo)	1,720sqm										1,720sqm									
1.6	Total building (as expensing)																				
2 Demand Estimates																					
2.1	Library visits	139,348	146,711	153,751	157,233	163,950	171,884	179,893	188,248	195,182	199,583										
2.2	Library loans	233,856	245,810	258,028	269,854	275,144	288,459	302,051	315,921	322,533	334,043										
2.3	Library venue hires	24	25	26	27	28	29	30	31	32	33										
2.4	Library event visitors	720	750	780	810	840	870	900	930	960	990										
2.5	VIC visitors	63,463	61,839	60,286	58,713	57,210	55,748	54,319	52,928	51,573	50,253										
2.6	Museum visitors	16,991	16,412	15,741	15,075	14,417	13,765	13,118	12,476	11,838	11,200										
2.7	Art centre hires	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
2.8	Art centre visitors	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
2.8	Total visitors	219,622	225,472	231,528	237,822	243,417	249,265	255,233	261,289	267,548	273,005										
3 Revenue																					
3.1	GBL Revenue Items M2																				
3.1.1	Business services fees M2	\$12,745	\$13,397	\$14,063	\$14,740	\$15,428	\$16,126	\$16,834	\$17,551	\$18,278	\$19,015										
3.1.2	Photocopying revenue M2	\$18,410	\$19,351	\$20,313	\$21,297	\$22,303	\$23,330	\$24,378	\$25,446	\$26,534	\$27,642										
3.1.3	Fines and costs M2	\$14,161	\$14,851	\$15,563	\$16,297	\$17,054	\$17,834	\$18,636	\$19,460	\$20,306	\$21,174										
3.1.4	Library venue hire fees M2	\$12,000	\$12,500	\$13,000	\$13,500	\$14,000	\$14,500	\$15,000	\$15,500	\$16,000	\$16,500										
3.1.5	Café lease fee M2	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000										
3.2	Art Centre Revenue M2																				
3.2.1	Theatre Casual M2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
3.2.2	Theatre Regular M2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
3.2.3	Theatre ITT M2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
3.2.4	Studio/Gallery Casual M2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
3.2.5	Studio/Gallery Regular M2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
3.2.6	Studio/Gallery ITT M2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
3.3	ANSM revenue M2																				
3.3.1	Admission Fees M2	\$193,087	\$196,949	\$200,888	\$204,906	\$208,994	\$213,184	\$217,447	\$221,788	\$226,212	\$230,757										
3.4	Torquay VIC revenue M2																				
3.4.1	Ticket Sales M2	\$264	\$267	\$270	\$274	\$278	\$282	\$286	\$290	\$294	\$298										
3.4.2	Income from Retail Sale of Stock M2	\$132,755	\$132,535	\$132,315	\$132,095	\$131,875	\$131,655	\$131,435	\$131,215	\$130,995	\$130,775										
3.4.3	Total Revenue	\$400,422	\$427,874	\$452,098	\$476,061	\$499,869	\$523,634	\$547,384	\$571,134	\$594,884	\$618,634										
4 Expenditure																					
4.1	Library direct costs Library M2																				
4.1.1	Salaries & Wages Library M2	\$547,550	\$558,501	\$569,452	\$580,403	\$591,354	\$602,305	\$613,256	\$624,207	\$635,158	\$646,109										
4.1.2	Overseas Library M2	\$55,736	\$56,951	\$58,166	\$59,381	\$60,596	\$61,811	\$63,026	\$64,241	\$65,456	\$66,671										
4.1.3	Allowances Library M2	\$1,113	\$1,136	\$1,159	\$1,182	\$1,205	\$1,228	\$1,251	\$1,274	\$1,297	\$1,320										
4.1.4	On Costs - Long Services Leave Library M2	\$17,764	\$18,120	\$18,476	\$18,832	\$19,188	\$19,544	\$19,900	\$20,256	\$20,612	\$20,968										
4.1.5	On Costs - Annual Leave Library M2	\$52,388	\$53,446	\$54,504	\$55,562	\$56,620	\$57,678	\$58,736	\$59,794	\$60,852	\$61,910										
4.1.6	Superannuation Library M2	\$56,235	\$57,378	\$58,521	\$59,664	\$60,807	\$61,950	\$63,093	\$64,236	\$65,379	\$66,522										
4.1.7	Photocopying/Printer Costs Library M2	\$2,209	\$2,322	\$2,435	\$2,548	\$2,661	\$2,774	\$2,887	\$3,000	\$3,113	\$3,226										
4.1.8	Computer Support Library M2	\$7,000	\$7,140	\$7,280	\$7,420	\$7,560	\$7,700	\$7,840	\$7,980	\$8,120	\$8,260										
4.1.9	Utilities - Communications Library M2	\$24,570	\$25,268	\$25,966	\$26,664	\$27,362	\$28,060	\$28,758	\$29,456	\$30,154	\$30,852										
4.2	Library indirect costs Library M2																				
4.2.1	Contr. to GRIC indirect costs (remobile) Library M2	\$538,452	\$577,396	\$616,340	\$655,284	\$694,228	\$733,172	\$772,116	\$811,060	\$850,004	\$888,948										
4.2.2	Building maintenance Library M2	\$43,000	\$43,860	\$44,720	\$45,580	\$46,440	\$47,300	\$48,160	\$49,020	\$49,880	\$50,740										
4.2.3	Utilities - water, electricity, gas Library M2	\$29,240	\$29,825	\$30,410	\$31,000	\$31,590	\$32,180	\$32,770	\$33,360	\$33,950	\$34,540										
4.3	Local Art Centre staff costs Library M2																				
4.3.1	Local art centre staff costs M2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
4.3.2	Local art centre staff costs M2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
4.3.3	Local art centre market research Library M2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a										
4.4	ANSM expenditure M2																				
4.4.1	Staff costs (wages, overtime, volunteers) ANSM M2	\$150,887	\$153,905	\$156,923	\$160,941	\$163,959	\$166,977	\$169,995	\$173,013	\$176,031	\$179,049										
4.4.2	Communications ANSM M2	\$3,972	\$4,052	\$4,132	\$4,212	\$4,292	\$4,372	\$4,452	\$4,532	\$4,612	\$4,692										
4.4.3	Protective Clothing & Uniforms ANSM M2	\$270	\$275	\$280	\$285	\$290	\$295	\$300	\$305	\$310	\$315										
4.4.4	Publications/Membership/Referrals ANSM M2	\$540	\$551	\$562	\$573	\$584	\$595	\$606	\$617	\$628	\$639										
4.4.5	Marketing & Public Relations Expenses ANSM M2	\$18,490	\$18,859	\$19,228	\$19,597	\$19,966	\$20,335	\$20,704	\$21,073	\$21,442	\$21,811										
4.4.6	Repairs & Maintenance ANSM M2	\$102,392	\$104,440	\$106,488	\$108,536	\$110,584	\$112,632	\$114,680	\$116,728	\$118,776	\$120,824										
4.4.7	Utilities ANSM M2	\$29,863	\$30,461	\$31,059	\$31,657	\$32,255	\$32,853	\$33,451	\$34,049	\$34,647	\$35,245										
4.4.8	Asset Purchases ANSM M2	\$4,220	\$4,406	\$4,592	\$4,778	\$4,964	\$5,150	\$5,336	\$5,522	\$5,708	\$5,894										
4.4.9	Internal Charges ANSM M2	\$864	\$881	\$898	\$915	\$932	\$949	\$966	\$983	\$1,000	\$1,017										
4.4.10	Other Sundry Expenses ANSM M2	\$26,849	\$27,386	\$27,923	\$28,460	\$29,000	\$29,537	\$30,074	\$30,611	\$31,148	\$31,685										
4.4.11	Overheads ANSM M2	\$316,067	\$322,389	\$328,711	\$335,033	\$341,355	\$347,677	\$354,000	\$360,322	\$366,644	\$372,966										
4.5	VIC expenditure M2																				
4.5.1	Staff costs (wages, overtime, volunteers) VIC M2	\$414,177	\$432,460	\$450,743	\$469,026	\$487,309	\$505,592	\$523,875	\$542,158	\$560,441	\$578,724										
4.5.2	Communications VIC M2	\$2,813	\$2,870	\$2,927	\$2,984	\$3,041	\$3,098	\$3,155	\$3,212	\$3,269	\$3,326										
4.5.3	Materials VIC M2	\$1,632	\$1,685	\$1,738	\$1,791	\$1,844	\$1,897	\$1,950	\$1,999	\$2,052	\$2,105										
4.5.4	Stock & Ticket Purchases VIC M2	\$77,571	\$79,122	\$80,673	\$82,224	\$83,775	\$85,326	\$86,877	\$88,428	\$89,979	\$91,530										
4.5.5	Publications/Membership/Referrals VIC M2	\$639	\$652	\$665	\$678	\$691	\$704	\$717	\$730	\$743	\$756										
4.5.6	Stationery & Office Consumables VIC M2	\$540	\$551	\$562	\$573	\$584	\$595	\$606	\$617	\$628	\$639										
4.5.7	Marketing & Public Relations Expenses VIC M2	\$1,620	\$1,652	\$1,684	\$1,716	\$1,748	\$1,780	\$1,812	\$1,844	\$1,876	\$1,908										
4.5.8	Travel & Accommodation VIC M2	\$848	\$861	\$874	\$887	\$900	\$913	\$926	\$939	\$952	\$965										
4.5.9	Utilities VIC M2	\$2,250	\$2,325	\$2,400	\$2,475	\$2,550	\$2,625	\$2,700	\$2,775	\$2,850	\$2,925										
4.5.10	Other Sundry Expenses VIC M2	\$2,250	\$2,325	\$2,400	\$2,475	\$2,550	\$2,625	\$2,700	\$2,775	\$2,850	\$2,925										
4.5.11	Total Expenditure	\$2,250,480	\$2,325,480	\$2,400,480	\$2,475,480	\$2,550,480	\$2,625,480	\$2,700,480	\$2,775,480	\$2,850,480	\$2,925,480										
5 EBITDA		\$2,250,480	\$2,325,480	\$2,400,480	\$2,475,480	\$2,550,480	\$2,625,480	\$2,700,480	\$2,775,480	\$2,850,480	\$2,925,480										
6 Asset renewal costs/ depreciation		\$190,000	\$201,450	\$213,537	\$226,254	\$239,631	\$253,687	\$268,437	\$283,896	\$300,072	\$316,970										
7 Capital Costs																					



## Key Assumptions Applied

Assumptions and points to note include the following:

- The aquatic centre development option is not pursued as a co-located Council facility with a new library because it is not viewed as a complementary or optimum fit of activities.
- Council will need to focus on one preferred site option and model as part of the next phase.
- The development options proposed at Surf City precinct and at Torquay Central are all on Council-owned land and relate to only Council-owned facilities. It is assumed that adjacent and nearby private landowners will be receptive to improvements by Council under the various models which will require consultation.
- If Models 1a, 1b or 1c are preferred, any reposition of the library out into the car park area may necessitate pulling the VIC and Surf Museum forward to a more prominent position, as the risk of being kept at the back of the site is they may fail to generate sufficient uplift in visitation.
- The planning height constraints of the site will remain and prevent selling off the air space above the current sports centre building either as a refurbished facility or a total redevelopment, to offer development potential for apartments or other commercial development.
- The next phase will also require preliminary concept level drawings to illustrate how elements may be integrated on site.
- The Preferred Model will be subject to a more detailed cost benefit assessment (next phase).
- Reuse of the existing library site not included in this exercise as will add additional cost for either demolition, refurbishment or selling off.
- CAPEX estimates applied are based on comparable projects and facilities.
- Council will need to secure significant investment from other levels of government to help deliver a new cultural facility and library.
- There are unlikely to be geotech or related soil/land constraints for the Walker Street car park site which would prevent the introduction of underground car parking below a purpose built library to replace the 90 car spaces from the development of a library.
- Model 2 will require the supply of two levels of underground car parking at the Walker Street car park site due to the lack of alternative at grade car parking within the precinct to help serve library users.
- Council will be required to help fund any of the site options and models identified through options including application of council reserves, selling or leasing of land or other sites, a mix of debt and equity funding options or alternatives.
- The current library site does not offer sufficient potential for expansion to deliver the 1,600 sqm required to meet accepted library ratio for Torquay on a per sqm basis.







## Summary Conclusions

- Delivering a new library is a contractual obligation in Council's Development Contributions Plan which is included in the Planning Scheme.
- Smart, future-focused libraries have flexible spaces and more often aim to be co-located with other complimentary facilities, but this raises the CAPEX requirement.
- The Surf City site does offer Council more options to consider.
- To offer future proofing and achieve acceptable spatial ratios (as agreed nationally), a new library should be at least 1,600 sqm. For future proofing, it ideally should be closer to 2,000 sqm post 2035.
- Model 1c, whilst being a significant investment, does offer the chance for a new purpose built development and avoids the potential for compromises which a refurbished option will potentially generate. Model 1c also offers a new VIC, Surf Museum and Arts Centre along with a state of the art new library.
- The cost differential between a new redevelopment model (Model 1c) for a mix of co-located facilities and a refurbishment model (1b) of existing spaces is less than 4% which is seen as very low.
- The VIC, Surf Museum and library are already in need of major refurbishment to extend their lifespan and encourage greater visitation and improved revenue streams.
- A new arts facility can be part of a redeveloped sports centre space and offer a mix of performing arts venues, exhibition space for visual artists, workshops and facilities for both, and potentially an integrated venue with the new library.
- If Council's financial capacity is heavily restricted, then a stand alone new library only as a 'bolt on option' to existing facilities at Surf City, will offer the alternative cheaper development model option but only for the library.
- A bolt on refurbished option which only offers a new library, won't achieve the benefits of a fully integrated precinct and the ability to offer clever synergies between co-located facilities is unlikely to be fully realised.
- Based on the research and analysis undertaken, Model 1a (library only) or Model 1c (redevelopment of site to encompass a new library, VIC, Museum and arts facility) appear to provide the best options to explore further and make a determination on.

*Torquay Cultural Feasibility Study – Stage 2 Findings*



## Next Steps (Detailed Design Study)

A series of design work stages should be considered to support a preferred model which Council may wish to pursue. This should include the following.

- The actual operating model created for the preferred model including potentially staggered expansion of operations.
- Determination of what facilities can be shared amongst the various elements such as a shared reception area and foyer, meeting rooms, back of house staff facilities, public toilets, IT-tech room, loading dock, etc.
- Architectural implications of shared and separate facilities.
- Inter relationship with other buildings and facilities within Surf City and separate operators.
- Implications for visitor flows between the elements.
- Traffic movements and parking requirements including times of the day when each element will be used/visited.
- Community engagement requirements.
- Determination on the benefit (or otherwise) of selling or leasing the existing library site.

The design stages will need to include a pre concept feasibility and design stage which should be undertaken with a detailed business case, then a concept design refinement stage, then detailed design, then technical drawings for construction and fee proposals.







## Appendix 1: Site Assessment (Stage 1 Report)

### The Criteria

- Each of these sites have been assessed against a detailed location criteria to identify a preferred site for each Model assessed.
- The scores for each criteria have been weighted. The weighting represents the criterion's importance for the identification of a site for the future facility.
- For example if a site scores a base point of 1 against the relevant criteria and the criteria has a weighting of times 3, the weighted score for that site against the criteria is equal to 3.

Criteria (Weighting)	Description
<b>Parking access (W=3)</b>	Is the site easily accessible by private vehicle with conveniently located and accessible car parking?
<b>Sufficient space for development (W=5)</b>	Is the site of adequate size for the development of the library?
<b>Strategic spatial fit for Areas over levels (W=3)</b>	Ability to allow for ground floor use by the aquatic centre, and entry to the library
<b>Planning/land use (W=3)</b>	Does the current zoning permit the use?
<b>Accessible from local schools (W=1)</b>	Is the site easy to access from local schools?
<b>Accessibility for elderly population (W=1)</b>	Is the site easy to access for elderly residents?
<b>Walk to public transport (W=2)</b>	Is the site within walking distance to public transport (approximately 400m)
<b>Future expansion potential (W=1)</b>	Does the site provide potential for future expansion?
<b>Accessible for all vehicles (W=1)</b>	Does the site provide accessibility to a range of vehicles e.g. buses?
<b>Ground floor and street frontage (W=1)</b>	Does the site have ground floor frontage to the street?













Criteria	Description
<b>Highly visible location (W=2)</b>	Is the site highly visible from main areas of activity e.g. main streets?
<b>Limited site constraints to development (W=1)</b>	Is the site restrictive of development e.g. topography, unstable soils, covenants etc.?
<b>Council owned/managed (W=3)</b>	Is the site currently owned by Council?
<b>Services (e.g. water, utilities) (W=2)</b>	Does the site offer appropriate utilities/services to cater for a library?
<b>Surrounding complementary uses (W=1)</b>	Is the site located next to facilities with complementary uses?
<b>Surrounding residential (W=2)</b>	Does the site have a high level of surrounding residential development?
<b>Surrounding commercial (W=2)</b>	Does the site have a high level of surrounding commercial development?
<b>Community approval (W=2)</b>	Is the use of this site likely to meet resistance from the community?
<b>Site ownership (W=3)</b>	Does the Council own the site? (which may assist in reducing cost)
<b>Ability to retrofit (W=1)</b>	Can an existing building be retrofitted to potentially reduce cost?



### The initial models investigated

The following summarises the initial models assessed.

Those which achieve a 1<sup>st</sup> or 2<sup>nd</sup> ranking should be considered the preferred site for that model.

Area	Model 1 Library-only model 	Model 2 Library, Theatre, VIC and Museum Model    	Model 3 Library & Aquatic Facility  	Model 4 The Works - Library, Theatre, VIC, Museum & Aquatic Facility     
New, expanded library facility	1,600sqm	1,600sqm	1,600sqm	1,600sqm
Visitor Information Centre	-	125sqm	-	125sqm
Australian National Surfing Museum (or similar)	-	660sqm	-	660sqm
Flexible, black box theatre space	-	650sqm	-	650sqm
Aquatic facility (with 50m pool)	-	-	6,500sqm	6,500sqm
Total area required (excludes parking)	1,600sqm	3,035sqm	8,100sqm	9,535sqm
Estimated parking spaces required	60	60	150	250
Estimated parking area required	1,620sqm	1,620sqm	4,050sqm	6,750sqm

### Site assessment criteria

The following table provides the site assessment criteria which was applied to identify the preferred sites. The scores for each criteria were weighted. The weighting represents the criterion's importance for the identification of a preferred site for the future library. For example if a site scores a base point of 1 against the relevant criteria and the criteria has a weighting of times 3, the weighted score for that site against the criteria is equal to 3. The full results of the assessment for each site are included in the Stage 1 Report.

Options including an aquatic facility were not progressed after early investigation revealed low synergies and efficiencies

Criteria (Weighting)	Description	Criteria	Description
<b>Parking access (W=3)</b>	Is the site easily accessible by private vehicle with conveniently located and accessible car parking?	<b>Highly visible location (W=2)</b>	Is the site highly visible from main areas of activity e.g. main streets?
<b>Sufficient space for development (W=5)</b>	Is the site of sufficient size for the development of the library?	<b>Limited site constraints to development (W=1)</b>	Is the site restrictive for development e.g. topography, unstable soils, covenants etc.?
<b>Strategic spatial fit for areas over levels (W=3)</b>	Ability to allow for ground floor use by the aquatic centre, and entry to the library	<b>Services (e.g. water, utilities) (W=2)</b>	Does the site offer appropriate utilities/services to cater for a library?
<b>Planning/land use (W=3)</b>	Does the current zoning permit the use?	<b>Surrounding complementary uses (W=1)</b>	Is the site located next to facilities with complementary uses?
<b>Accessible from local schools (W=1)</b>	Is the site easy to access from local schools?	<b>Surrounding residential (W=2)</b>	Does the site have a high level of surrounding residential development?
<b>Accessibility for elderly population (W=1)</b>	Is the site easy to access for elderly residents?	<b>Surrounding commercial (W=2)</b>	Does the site have a high level of surrounding commercial development?
<b>Walk to public transport (W=2)</b>	Is the site within walking distance to public transport (approximately 400m max)	<b>Community approval (W=2)</b>	Is the use of this site likely to meet resistance from the community?
<b>Future expansion potential (W=1)</b>	Does the site provide potential for future expansion?	<b>Site ownership (W=3)</b>	Does the Council own the site? (which may assist in reducing cost)
<b>Accessible for all vehicles (W=1)</b>	Does the site provide accessibility to a range of vehicles e.g. buses?	<b>Ability to retrofit (W=1)</b>	Can an existing building be retrofitted to potentially reduce cost?
<b>Ground floor and street frontage (W=1)</b>	Does the site have ground floor frontage to the street?		

### Site details and the preferred sites

Based on the detailed site assessment, a workshop with Councillors and discussions with the EMT, Sites 1 (Surf City Site) and 2 (Torquay Walker Street Car Park Site) were selected as the two preferred sites to consider.

Site Identifier	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7
Site Name	Surf City Site	Torquay Walker Street Car Park	Private Site - Geelong Road (Stage 2)	Council Precinct - Site 1 (Western Site)	Council Precinct - Site 2 (Eastern Site)	Council Precinct - Site 3 (Existing Council Building)	Price Street Precinct
Address	Surf City Plaza, Beach Road, Torquay VIC 3228	2-4 Walker Street, Torquay VIC 3228	85 Geelong Road Torquay VIC 3228	1 Merrijig Dr, Torquay VIC 3228	1 Merrijig Dr, Torquay VIC 3228	1 Merrijig Dr, Torquay VIC 3228	14-18 Price Street, Torquay VIC 3228
Owner	Surf Coast Shire Council	Surf Coast Shire Council	Private Ownership	Surf Coast Shire Council	Surf Coast Shire Council	Surf Coast Shire Council	Surf Coast Shire Council
Estimated Lot Size	5,597sqm	2,022sqm	6,144sqm	10,014sqm	14,419sqm	3,740sqm	3,097sqm
Current Use	Library facility, ANSM, VIC and indoor sporting facility	Public car park	Vacant site	Vacant site	Vacant site	Council offices	Community facilities (Mens shed, community house etc.)
Zoning	SUZ5 - Special Use Zone	C1Z - Commercial Zone	SUZ5 - Special Use Zone	GRZ1 - General Residential Zone	PPRZ - Public Park and Recreation Zone	PUZ6 - Public Use Zone - Local Government	GRZ1 - General Residential Zone



































## Site Assessment Matrix

				Site 1				Site 2				Site 3				Site 4				Site 5				Site 6				Site 7			
Criteria	Criteria Description	Weight	Current Library Site				Torquay Central Car Park				Private Site - 85 Geelong Road				Council Precinct - Site 1 (Western Site)				Council Precinct - Site 2 (Eastern Site)				Council Precinct - Site 3 (Existing Council Building)				Price Street Precinct				
			Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	
Site Details																															
Site Size			2,931sqm				2,022sqm				6,146sqm				10,014sqm				14,419sqm				3,740sqm				3,097sqm				
Model spatial area required			2,000m2	3,275m2	8,500m2	9,775m2	2,000m2	3,275m2	8,500m2	9,775m2	2,000m2	3,275m2	8,500m2	9,775m2	2,000m2	3,275m2	8,500m2	9,775m2	2,000m2	3,275m2	8,500m2	9,775m2	2,000m2	3,275m2	8,500m2	9,775m2	2,000m2	3,275m2	8,500m2	9,775m2	
Height constraints	Does the site have height planning constraints?		12.0m				12m				12.0m				7.5m				7.5m				n/a				9.0m				
Site Zoning			SU2S				C1Z				SU2S				GRZ1				PPRZ				PUZ6				GRZ1				
Site Ranking																															
Parking access	Is the site easily accessible by private vehicle with conveniently located and accessible car parking?		Yes				Yes				No but potential to be integrated				No but potential to be integrated				No but potential to be integrated				Yes				No				
Score		3	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0	0	0	
Weighted Score			3	3	3	3	3	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	3	0	0	0	0	
Sufficient space for development	Is the site of adequate size for the development of the Model?		Yes	Yes	No	No	Yes	Yes	No	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	
Score		5	1	1	0	0	1	1	0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	
Weighted Score			5	5	0	0	5	5	0	0	5	5	0	0	5	5	5	5	5	5	5	5	5	5	5	5	5	0	0	0	
Strategic spatial fit for elements over levels	Some elements such as the aquatic centre, VIC and entry to the library must be on ground level		Yes	Yes	No	No	Yes	Yes	No	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No	
Score		3	1	1	0	0	1	1	0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	1	0	0	1	1	0	0	
Weighted Score			3	3	0	0	3	3	0	0	3	3	0	0	3	3	3	3	3	3	3	3	3	3	0	0	3	3	0	0	
Ability to fit within height constraint	Can the various models fit within height constraints		Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	
Score		2	1	1	1	0	1	1	0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	
Weighted Score			2	2	2	0	2	2	0	0	2	2	0	0	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0	
Planning/land use	Does the current zoning permit the use?		Yes	Yes	No	No	Yes	Yes	No	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Score		3	1	1	0	0	1	1	0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Weighted Score			3	3	0	0	3	3	0	0	3	3	0	0	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Accessible from local schools	Is the site easy to access from local schools?		No				No				Yes				Yes				Yes				Yes				No				
Score		1	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	
Weighted Score			0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	
Accessibility for elderly population	Is the site easy to access for elderly residents?		High				High				Medium				Low				Low				Low				Low				
Score		1	3	3	3	3	3	3	3	3	2	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Weighted Score			3	3	3	3	3	3	3	3	2	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Walk to public transport	Is the site within walking distance to public transport (approximately 400m)		Yes				Yes				Yes				Yes				Yes				Yes				No				
Score		2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	
Weighted Score			2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	
Future expansion potential	Does the site provide potential for future longer term expansion?		No				No				No				Yes				Yes				Yes				No				
Score		1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	
Weighted Score			0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	
Accessible for all vehicles	Does the site provide access ability to a range of vehicles e.g. buses?		Yes				Yes				Yes				Yes				Yes				Yes				No				
Score		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	
Weighted Score			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	

## Site Assessment Matrix cont.

Criteria	Criteria Description	Weight	Site 1				Site 2				Site 3				Site 4				Site 5				Site 6				Site 7			
			Current Library Site				Torquay Central Car Park				Private Site - 85 Geelong Road				Council Precinct - Site 1 (Western Site)				Council Precinct - Site 2 (Eastern Site)				Council Precinct - Site 3 (Existing Council Building)				Price Street Precinct			
			Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4
Ground floor and street frontage	Does this site have ground floor frontage to the street?		Yes				Yes				Yes				Yes				Yes				Yes				Yes			
Score		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Weighted Score			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Highly visible location	Is the site highly visible from main areas of activity e.g. main streets?		No				Yes				Yes				Yes				No				Yes				No			
Score		2	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	1	1	1	1	0	0	0	0
Weighted Score			0	0	0	0	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	2	2	2	2	0	0	0	0
Limited site constraints to development	Is the site restrictive of development e.g. topography, unstable soils, covenants etc.?		No				No				No				No				No				No				No			
Score		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Weighted Score			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Council owned/managed	Is the site currently owned by Council?		Yes				Yes				No				Yes				Yes				Yes				Yes			
Score		3	1	1	1	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Weighted Score			3	3	3	3	3	3	3	3	0	0	0	0	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Services (e.g. water, utilities)	Does the site offer currently connect to appropriate utilities/services to cater for a library?		Yes				Yes				Yes				Yes				Yes				Yes				Yes			
Score		2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Weighted Score			2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Surrounding complementary uses	Is the site located next to facilities with complementary uses?		Yes				Yes				No				Yes				Yes				Yes				No			
Score		1	1	1	1	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0
Weighted Score			1	1	1	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0
Surrounding residential	Does the site have a high level of surrounding residential development?		Low				Low				Medium				Medium				Medium				Medium				High			
Score		2	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1	1
Weighted Score			6	6	6	6	6	6	6	6	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	2	2	2
Surrounding commercial	Does the site have a high level of surrounding commercial development?		High				High				Low				Low				Low				Low				Low			
Score		2	3	3	3	3	3	3	3	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Weighted Score			6	6	6	6	6	6	6	6	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Community approval	Is the use of this site likely to meet resistance from the community for accessibility, use reasons?		Low				Medium				Medium				Low				Low				Medium				High			
Score		2	3	3	3	3	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	2	2	2	2	1	1	1	1
Weighted Score			6	6	6	6	4	4	4	4	4	4	4	4	6	6	6	6	6	6	6	6	4	4	4	4	2	2	2	2
Site ownership	Does the Council own the site? (which may assist in reducing cost)		Yes				Yes				No				Yes				Yes				Yes				Yes			
Score		3	1	1	1	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Weighted Score			3	3	3	3	3	3	3	3	0	0	0	0	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Ability to retrofit	Can an existing building be retrofitted to potentially reduce cost?		Yes				No				No				No				No				Yes				No			
Score		3	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0	0	0
Weighted Score			3	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	3	0	0	0	0
Total Score			26	26	23	22	25	25	21	21	18	18	14	14	22	22	22	22	21	21	21	21	23	23	22	22	13	12	10	10
Total Weighted Score			54	54	43	41	51	51	38	38	35	35	22	22	44	44	44	44	42	42	42	42	48	48	45	45	30	25	20	20

## Site Assessment Results

Area	Model 1 Library-only model 	Model 2 Library, Theatre, VIC and Museum Model 	Model 3 Library & Aquatic Facility 	Model 4 The Works - Library, Theatre, VIC, Museum & Aquatic Facility 
New, expanded library facility	1,600sqm	1,600sqm	1,600sqm	1,600sqm
Visitor Information Centre	-	125sqm	-	125sqm
Australian National Surfing Museum (or similar)	-	660sqm	-	660sqm
Flexible, black box theatre space	-	650sqm	-	650sqm
Aquatic facility (with 50m pool)	-	-	6,500sqm	6,500sqm
Total area required (excludes parking)	1,600sqm	3,035sqm	8,100sqm	9,535sqm
Estimated parking spaces required	60	60	150	250
Estimated parking area required	1,620sqm	1,620sqm	4,050sqm	6,750sqm
Site Ranking				
1 Current Library Site	 1st	 1st	 4th	 4th
2 Torquay Central Car Park	 2nd	 2nd	 5th	 5th
3 Private Site - Geelong Road (Stage 2)	 6th	 6th	 6th	 6th
4 Council Precinct - Site 1 (Western Site)	 4th	 4th	 1st	 1st
5 Council Precinct - Site 2 (Eastern Site)	 5th	 5th	 3rd	 3rd
6 Council Precinct - Site 3 (Existing Council)	 3rd	 3rd	 2nd	 2nd
7 Price Street Precinct	 7th	 7th	 7th	 7th

Torquay Cultural Feasibility Study – Stage 2 Findings





## 6.6 Place Naming - Naming of Surf Coast Multi-Purpose Indoor Stadium

**Author's Title:** Project Manager - Capital & Operations Projects **General Manager:** Chris Pike

**Department:** Project Management Office

**File No:** F19/819

**Division:** Environment & Development

**Trim No:** IC20/944

**Appendix:**

Nil

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

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

☐

Yes

☒

No

**Reason:** Nil

**Status:**

Defined as confidential information in accordance with Local Government Act 2020, Section 3(1):

☐

Yes

☒

No

**Reason:** Nil

### Purpose

The purpose of this report is to finalise the name for the Surf Coast Multi-Purpose Indoor Stadium.

### Summary

Construction of the Surf Coast Multi-Purpose Indoor Stadium is well underway and it is expected to be completed in December 2020. It is intended to name this building in line with Council's SCS-004 Place Naming Policy.

Council has declared its intention to name the Surf Coast Multi-Purpose Indoor Stadium *Wurdi Baierr Stadium* and has issued a public notice and invited submissions in accordance with Section 223 of the *Local Government Act 1989*. Council has not received any submissions.

### Recommendation

That Council proceeds with the process of naming the Surf Coast Multi-Purpose Indoor Stadium *Wurdi Baierr Stadium*.

## 6.6 Place Naming - Naming of Surf Coast Multi-Purpose Indoor Stadium

### **Report**

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

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

### **Background**

The new Surf Coast Multi-Purpose Indoor Stadium seeks to deliver a new multi-court indoor stadium for the community and will be located on Department of Education and Training (DET) land adjacent to the Banyul-Warri Fields precinct. Support was provided by DET and Surf Coast Secondary College to progress an indigenous meaning naming process and officers approached the Wathaurong Aboriginal Corporation to confirm a short-list of suitable names for the facility. Other facilities within the precinct have also been named following consultation with the Wathaurong Aboriginal Corporation

### **Discussion**

This important community facility is currently unnamed and the naming will assist in identification to members of the public and essential services. Given the requirement of identification signage it is now timely to move from the working name of the Surf Coast Multi-Purpose Indoor Stadium to a name that will identify the facility going forward.

Wurdi Baierr (*word-ee by-er*) was chosen as the preferred name by the Project Control Group following a voting process. The group includes state government and school representatives and council officers.

In Wadawarrung language Wurdi Baierr means 'big gathering place'. The Wathaurong Aboriginal Corporation explained that it was a place "where people gathered together for ceremonies, meetings and other occasions, a multi-function place like this new facility will be".

Council declared its intention to name the facility *Wurdi Baierr Stadium*, at its May 2020 Council meeting. A public notice was then issued and submissions invited in accordance with Section 223 of the *Local Government Act 1989*. No submissions were received on this proposal.

### **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

### **Reporting and Compliance Statements:**

*Local Government Act 2020 – LGA 2020*

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	Yes
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	No
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
<b>Risk Assessment</b>	Yes
<b>Communication</b>	Yes
Human Rights Charter	No

## **6.6 Place Naming - Naming of Surf Coast Multi-Purpose Indoor Stadium**

### ***Governance Principles***

The community have had the opportunity for input into the proposed naming of the stadium.

### ***Community Engagement***

A public notice was issued and submissions invited in accordance with Section 223 of the *Local Government Act 1989*.

### ***Public Transparency***

Communication has occurred through the public notice process.

### ***Communication***

The endorsed name of this building will be communicated in line with Council's SCS-004 Place Naming Policy.

### ***Risk Assessment***

Once formal registration of a location has occurred the name will be registered on VicMap which is used by Emergency Services. This will assist in emergency services being able to respond to any incidents at the facility.

### ***Options***

#### **Option 1 – Proceed with naming this facility *Wurdi Baierr Stadium***

This option is recommended by officers as it is considered this name is suitable for this facility and public consultation has occurred in line with Council's SCS-004 Place Naming Policy.

#### **Option 2 – Reject the proposed name and seek an alternative name for the facility**

This option is not recommended by officers as the proposed name is suitable and no submissions opposing the name were received during the public consultation period.

### ***Conclusion***

The request to name this facility is supported and it is recommended that Council proceed with the naming process.

**7. REPORTS FOR NOTING**

Nil

**8. URGENT BUSINESS**

Nil



## 9. PROCEDURAL BUSINESS

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

**Author's Title:** Governance Officer

**General Manager:** Anne Howard

**Department:** Governance & Risk

**File No:** F18/221-2

**Division:** Governance & Infrastructure

**Trim No:** IC20/890

**Appendix:**

1. S11A Authorisation - (Planning and Environment Act 1987) (D19/77588)

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

**Status:**

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

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

☐

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 ('the instrument'). This request results from recent staff changes.

#### Summary

The Chief Executive Officer appoints the majority of authorised officers under 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 has been updated due to staff changes. The instrument has been amended accordingly.

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

#### Recommendation

That Council:

1. Authorises the instrument of authorisation as shown in Appendix 1, appointing the Council officers listed on the instrument of authorisation as authorised officers under the Planning and Environment Act 1987.
2. Authorises the Chief Executive Officer to execute the instrument by affixing the common seal in accordance with Local Law No. 2 of 2019 Council Meeting Procedures & Common Seal.
3. Notes that the instrument comes into force immediately upon execution and remains in force until Council determines to vary or revoke it.
4. Authorises that the previous instrument, dated 26 May 2020, is revoked.

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

### Report

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

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

#### **Background**

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 313 of the *Local Government Act 2020* authorisation generally to institute proceedings for offences against the Act and/or any regulations.

The attached instrument has been reviewed and updated.

#### Summary of changes:

The attached instrument has been updated following recent staff changes.

#### **Council Plan**

Theme 5 High Performing Council  
Objective Nil  
Strategy Nil

#### **Reporting and Compliance Statements:**

*Local Government Act 2020 – LGA 2020*

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	No
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	No
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	No
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	No
Communication	No
Human Rights Charter	No

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

### ***Policy/Relevant Law***

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.

### ***Options***

#### **Option 1 – Endorse the updated instrument**

This option is recommended by officers as it will ensure the selected officers are appropriately authorised under the *Planning & Environment Act 1987*.

#### **Option 2 – Not endorse the updated instrument**

This option is not recommended by officers as it will limit the authorisations and authority of selected officers.

### ***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.

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

**APPENDIX 1 S11A AUTHORISATION - (PLANNING AND ENVIRONMENT ACT 1987)**



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

In this instrument "officer" means –

Adam Lee  
Andrew Hewitt  
Anthony (Tony) Rolfs  
Barbara Noelker  
Ben Schmied  
Bianca Wilkin  
Brendan Walsh  
Callum Thompson  
Cameron Hayes  
Carol Mitchell  
Claire Cowan  
Daniel Gorell  
David Simon  
Donna Groves  
Emma Monteath  
Gerard McCann  
Isabelle Spinks  
Jayde Whitten  
Jennifer Davidson  
John Bauer  
Karen Campbell  
Karen Hose  
Leah Protyniak

Luke Shanhun  
Maggie Juniper  
Michelle Warren  
Nick Helliwell  
Rhonda Gambetta  
Robert Pitcher  
Robert (Rob) Wandell  
Rochelle Humphrey  
Roger Cumow  
Samantha Natt  
Sarah Farrer  
Sarah Smith  
Sean Jackson  
Shaun Barling  
Stuart McLay  
Tim Waller  
Tracey Simmons  
Trent Blackmore  
Trevor Britten  
Trevor Doueal  
Wayne Sandars  
William (Bill) Cathcart

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

1. under s 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 s 313 of the *Local Government Act 2020* authorises the officers either generally or in a particular case 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.

This instrument is authorised by a resolution of the Surf Coast Shire Council pursuant to the Council resolution dated 26 May 2020.

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

.....  
*Chief Executive Officer*

.....  
*Mayor/Deputy Mayor*

## 9.2 Advisory Committee Minutes

**Author's Title:** Governance Officer

**General Manager:** Anne Howard

**Department:** Governance & Risk

**File No:** F18/221-2

**Division:** Governance & Infrastructure

**Trim No:** IC20/804

**Appendix:**

1. Hearing of Submissions Committee Minutes - 16 June 2020 (D20/104840)
2. Municipal Emergency Management Planning Committee Minutes - 21 May 2020 (D20/84887)
3. Positive Ageing Advisory Committee Minutes - 19 June 2020 (D20/110219)
4. Hearing of Submissions Committee Minutes - 7 July 2020 (D20/119979)

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

**Status:**

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

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

☐ Yes

☒ No

☐ Yes

☒ No

**Reason:** Nil

**Reason:** Nil

### Purpose

The purpose of this report is to receive and note the minutes of the Advisory Committee meetings as appended.

### Summary

The minutes provided in this report are draft unless otherwise identified. Committees do not re-issue minutes if any corrections are made at the time of adoption, rather note these corrections in the agenda item confirming adoption of the minutes at the following committee meeting.

Any corrections to draft minutes of material significance made by the committees will be provided to Council for noting in a subsequent report.

### Recommendation

That Council receives and notes the minutes of the following Advisory Committee meetings:

1. Hearing of Submissions Committee Minutes – 16 June 2020
2. Municipal Emergency Management Planning Committee Minutes - 21 May 2020
3. Positive Ageing Advisory Committee Minutes - 19 June 2020
4. Hearing of Submissions Committee Minutes – 7 July 2020



## **9.2 Advisory Committee Minutes**

### **APPENDIX 1 HEARING OF SUBMISSIONS COMMITTEE MINUTES - 16 JUNE 2020**



# Minutes

## Hearing of Submissions Committee Tuesday, 16 June 2020

Held  
Via Videoconference (Zoom)  
Commenced at 5.00pm

**Committee:**

Cr Rose Hodge (Chair)  
Cr David Bell  
Cr Martin Duke  
Cr Clive Goldsworthy  
Cr James McIntyre  
Cr Brian McKitterick  
Cr Tony Revell  
Cr Margot Smith  
Cr Heather Wellington

MINUTES FOR THE HEARING OF SUBMISSIONS MEETING OF SURF COAST SHIRE COUNCIL  
HELD VIA VIDEOCONFERENCE (ZOOM)  
ON TUESDAY 16 JUNE 2020 COMMENCED AT 5.00PM

**PRESENT:**

Cr Rose Hodge (Chair)  
Cr David Bell  
Cr Martin Duke  
Cr Clive Goldsworthy  
Cr James McIntyre  
Cr Brian McKitterick  
Cr Tony Revell  
Cr Margot Smith  
Cr Heather Wellington

Keith Baillie – Chief Executive Officer  
Ransce Salan – General Manager Environment and Development  
Anne Howard – General Manager Governance and Infrastructure  
Chris Pike – General Manager Culture and Community  
Bill Cathcart – Manager Planning and Development  
Nick Helliwell – Senior Statutory Planner  
Julie Anderson – Coordinator Governance  
Liberty Nash – Records Management Officer

**CONFIRMATION OF MINUTES**

**Committee Resolution**

**MOVED Cr Clive Goldsworthy, Seconded Cr Martin Duke**

That the Hearing of Submissions Committee note the minutes of the meeting held on 9 June 2020 as a correct record of the meeting.

CARRIED 9:0

**CONFLICTS OF INTEREST:**

None declared.

**SUBMITTERS HEARD**

1. Charlotte Allen (AIDA)
2. Rod Duncan (on behalf of Honman family)
3. Catherine McNaughton
4. Roger Ganly
5. Ian Godfrey
6. Ellinor Campbell (on behalf of ANGAIK)
7. Ellinor Campbell
8. (Applicant) Caroline Wood

**BUSINESS:**

- 1. PLANNING MATTERS ..... 4**
- 1.1 *Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge and use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven ..... 4***

**1. PLANNING MATTERS**

**1.1 Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge and use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven**

**Author's Title:** Senior Statutory Planner

**General Manager:** Ransce Salan

**Department:** Planning & Development

**File No:** 19/0409

**Division:** Environment & Development

**Trim No:** IC20/682

**Appendix:**

1. Order of Speakers - Hearing of Submissions Meeting - 16 June 2020 (D20/101459)

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

**Status:**

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

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

**Yes**



**No**



**Yes**



**No**

**Reason:** Nil

**Reason:** Nil

**Purpose**

The purpose of this report is to hear submissions relating to Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge and use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven.

**Summary**

During January and February 2020 the application was publicly exhibited in accordance with the *Planning and Environment Act 1987*.

**Summary of Submissions**

A total number of 60 submissions were received including 42 objections and 18 in support. The key issues raised are summarised as follows:

**Ecological/environmental impact:**

- Impact on native vegetation
- Contamination of land and water from horse droppings and spread of weeds
- Bank erosion and trampling from horse movements
- Adverse environmental impact contrary to policy and Overlay controls to protect wetlands and the landscape
- Effect of bridge on river flow and floodwater.

**Lease agreement:**

- No evidence has been provided of formal lease agreement with landowner of 95 Bambra Road
- Security of tenure of land at 95 Bambra Road and future lease agreement.

**Use:**

- Use of bridge should not be defined as a road
- Use of public land for private purpose is contrary to purpose of Crown Land and Municipal Reserve
- Bridge restricts use of creek by kayakers and stand up paddle boarders
- Bridge restricts access along the eastern creek bank.

**Alternative access:**

- Suitable road access already exists.

**Impact on Fauna:**

- Bridge will impede fish movement in the creek
- Adverse impact on wildlife corridor/movement of fauna
- Fencing dangerous to fauna.

Need:

- Bridge is unnecessary when alternative means of access is available.

Other:

- No mechanism for checking permit conditions are being complied with
- Contrary to Aireys Inlet to Eastern View Structure Plan 2015
- Precedent for further development in the valley
- Conflicting information between written report and plans eg. bridge height above creek
- Breach of Section 173 Legal Agreement on the land
- No works on waterway approval from CCMA
- No approval has been granted for the works under the Environmental Protection and Biodiversity Conservation Act 1999.

The issues raised in the submissions will be considered in detail in a report to be presented to the 23 June 2020 Council meeting.

**Recommendation**

That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge and use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven and forward to Council for consideration.

**Committee Resolution**

**MOVED Cr David Bell, Seconded Cr Tony Revell**

That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit Application 19/0409 - Buildings and works for the construction of a bridge and use as a road for the management of livestock and vegetation removal - 61A, 89A and 95 Bambra Road, Aireys Inlet and 115 Bimbadeen Drive, Fairhaven and forward to Council for consideration.

CARRIED 9:0

**Close:** There being no further items of business the meeting closed at 6:03pm.



**9.2 Advisory Committee Minutes**

**APPENDIX 2 MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE MINUTES - 21  
MAY 2020**



## Municipal Emergency Management Planning Committee MINUTES

Thursday 21 May 2020 10.45-11.45am, via Zoom video and teleconference

### Members:

**Surf Coast Shire Council:** Rowan Mackenzie (Chair), Cr Martin Duke, Peter Ashton, Rowena Frost (Municipal Recovery Manager), Kerrie Williams  
**Ambulance Victoria:** Callum Dixon  
**Australian Red Cross:** Elaine Anderson  
**Barwon Water:** Rachael Raby  
**Country Fire Authority:** Wayne Aylmer, Mick McGuinness

**Dept Environment, Land, Water & Planning:** Paul McCoughtry  
**Parks Victoria:** Aaron Ledden  
**Regional Roads Victoria:** Richard Curwell  
**State Emergency Service:** Ian Carlton  
**VCC Emergencies Ministry:** Marianne Messer  
**Victoria Police:** John Digby, Robert Wilby (Municipal Emergency Resource Coordinator)

**Apologies:**  
Dept Economic Development, Jobs, Transport & Resource  
Department Health and Human Services  
Life Saving Victoria  
Lorne Community Hospital

Issue Topic		Points of Discussion	Agreement / Action	R/O
<b>1</b>	<b>WELCOME AND APOLOGIES</b>			
1.1	Attendance confirmed	<i>This meeting was held via Zoom, attendance list was not circulated.</i>	Quorum achieved – <b>yes</b>	
<b>2</b>	<b>CONFIRMATION OF PREVIOUS MINUTES</b>			
2.1	Previous minutes	Minutes of meeting held 5 March 2020. <i>Moved: Aaron Ledden    Seconded: Wayne Aylmer</i>		
2.2	Actions outstanding and arising	See actions table below.		
<b>3</b>	<b>CORRESPONDENCE</b>			
3.1	Received / Outgoing	<i>Outgoing:</i> Surf Coast Shire Council, on behalf of the Municipal Fire Management Planning Committee has written to CFA Assistant Chief Officer South West, Rohan Luke regarding the use of newly acquired CFA land in Aireys Inlet to expand the existing NSP-BPLR. (D20/68654)  <i>Received:</i> Introduction to Regional Emergency Planning Committee <a href="#">D20/68654</a>	Circulate outgoing correspondence to Committee.	Kerrie Williams
<b>STANDING AGENDA ITEMS</b>				
<b>4</b>	<b>REGIONAL COMMITTEES</b>			
4.1	Regional Emergency Management Planning	The final meeting of the REMPEC was held on 19 May 2020.	Noted	All

D20/84887

Issue Topic		Points of Discussion	Agreement / Action	R/O
	Executive Committee (REMPEC)	The first meeting of the new Regional Emergency Planning Committee (REMPC) is scheduled for 28 May 2020.  Inspector Brenda Bagally, REMPEC Chair and Regional Emergency Management Inspector has taken another role within VicPolice. The Committee thanked Brenda for her participation and valuable contribution to emergency management in the municipality.		
4.2	Other regional committees and working groups	Nil report.		
<b>5</b>	<b>SUB-COMMITTEE / WORKING GROUP REPORTS</b>			
5.1	Pandemic Influenza Sub Committee (PISC)	The Pandemic Influenza Sub Committee (PISC) has been activated in response to COVID-19 as an action from the Pandemic Influenza Plan (one of our MEMP sub-plans). The role of the PISC is to assist with coordination of agencies and activities, consequence management and information sharing within the municipality.  Membership of the PISC includes representatives from: <ul style="list-style-type: none"> <li>• Council</li> <li>• local hospitals</li> <li>• healthcare services, GP network</li> <li>• emergency relief agencies</li> <li>• land managers.</li> </ul> The PISC has been meeting regularly since 27 March 2020 and has identified a number of opportunities for collaboration around public messaging, use of facilities for response and regional health activities.	Noted	Peter Ashton
5.2	Municipal Fire Management Planning Committee (MFMP)	This Committee met on 21 May 2020, issues discussed included: <ul style="list-style-type: none"> <li>• The Strategic Fire Management Plan has undergone a minor review and update and has subsequently been audited and approved by CFA.</li> <li>• The next update of the plan will consider legislation changes and continued opportunities for regional collaboration.</li> </ul>	Noted	Peter Ashton
5.3	Cross Council Relief & Recovery Committee (CCRR)	This Committee has been meeting fortnightly in April and May 2020 to for information sharing and other collaborations between our Councils during Covid-19 response.	Noted	Kerrie Williams

Issue Topic		Points of Discussion	Agreement / Action	R/O
		Corangamite Shire Council has coordinated a review and update of the Emergency Relief Centre Standard Operating Guidelines used by Surf Coast, Colac Otway and Corangamite Shire Councils.  A review and update of the Otway District Relief and Recovery Plan is underway.		
5.4	Community Impact Advisory Committee (CIAC)	Nil report.		
5.5	Flood Planning Committee	SES is currently converting the Municipal Flood Emergency Plan to their new template.		Noted
5.6	Surf Safety Working Group	Nil report.		
<b>6</b>	<b>MUNICIPAL EMERGENCY MANAGEMENT PLAN (MEMP)</b>			
6.1	MEMP updates	The MEMP Audit Report was received on 28 January 2020. The Plan was assessed as complying with the guidelines issued by the Minister. The Certificate of Audit has now been incorporated into the final plan.  The MEMP requires that a review be conducted following a significant emergency event and a process for this to occur will be discussed at the next MEMPC meeting.	Discuss a process for review of the MEMP at the next MEMPC meeting	KW/PA/ RM
6.2	MEMP Exercise	Nothing to report		
<b>ITEMS FOR DISCUSSION</b>				
<b>7</b>	<b>COVID-19</b>	The Committee discussed the response to COVID-19 at a municipal level and a number of issues and opportunities were noted.  Council recently hosted a <a href="#">webinar</a> for council and community representatives with clinical psychologist Dr Rob Gordon to hear about the value of community support and leadership through this pandemic and the effects of community isolation.  Local community groups in Lorne have self-activated, linking in with existing food relief organisations to provide a local response to those in need.	Captured issues and opportunities to be considered in the next update of the Pandemic Plan. <ul style="list-style-type: none"><li>Beach closures</li><li>Coordination of land management and compliance.</li></ul> Dr Rob Gordon webinar is available at <a href="http://www.surfcoast.vic.gov.au/drrobogordon">www.surfcoast.vic.gov.au/drrobogordon</a>	All

Issue Topic		Points of Discussion	Agreement / Action	R/O
8	Community Emergency Risk Assessment (CERA)	The MEMPC will convene a separate online session to create a biosecurity risk profile with a view to voting on the overall risk rating at the August 2020 meeting.	Convene a meeting of the MEMPC to create Biosecurity CERA Profile.  Present Biosecurity Risk Profile for voting at the MEMPC's August 2020 meeting.	Peter Ashton
8.1	Disruption of essential supply	<p>Committee members were encouraged to view the following for discussion prior to the meeting:</p> <ul style="list-style-type: none"> <li>• Presentation on <a href="#">Maritime Trade Dependencies and Risks by Air Vice-Marshal John Blackburn</a></li> <li>• <a href="#">ABC article from 29 April</a> <i>Think of coronavirus as a test run: Australian military leaders warn we must prepare for worse</i></li> </ul> <p>Several in the community have raised the issue of essential supply at a national level. The Committee was asked to consider what actions can be taken at a local level to improve our community's resilience and the resilience of their own organisations.</p>	Committee members are encouraged to consider what actions can be taken at a local level to improve our community's resilience and the resilience of their own organisations	All
9	2019/20 Bushfires	The Commonwealth's Royal Commission was established on 20 February 2020 in response to the extreme bushfire season of 2019-20 which resulted in loss of life, property and wildlife and environmental destruction. Sometimes referred to as the 'Bushfires Royal Commission', the Commission will examine coordination, preparedness for, response to and recovery from disasters as well as improving resilience and adapting to changing climatic conditions and mitigating the impact of natural disasters. The inquiry will also consider the legal framework for Commonwealth involvement in responding to national emergencies.	Noted	
<b>GENERAL AGENDA ITEMS</b>				
10	Neighbourhood Safer Places – Place of Last Resort	Nil report.	Noted	
11	Incidents	19 May, sadly a man drowned at Point Roadknight, believed to be a fisherman swept off rocks.	Noted	
12	Terms of Reference	To be reviewed at the final meeting of 2020.	Noted	

Issue Topic		Points of Discussion	Agreement / Action	R/O
13	<b>Community participation in the MEMPC</b>	The Committee discussed how to effectively incorporate community participation on the MEMPC. Covid-19 has presented some valuable new ways of interacting with the community that could be utilised as a model for community participation on the MEMPC and in the emergency planning process more broadly.	Draft discussion paper on Community Participation in the MEMPC with risks, benefits and recommendations for circulation to the Committee and discussion at the August meeting.	Peter Ashton
14	<b>Future of the Municipal Fire Management Planning Committee (FMPC)</b>	From 1 December 2020, changes to legislation will mean that it is no longer a requirement for councils to have a fire planning committee. Surf Coast Shire's Municipal Fire Management Planning Committee is looking at options for the future of the Committee with a view to tabling options for consideration of the MEMPC at the August 2020 meeting.  Three options under consideration are to combine the Fire Committees of each of the Otway District Collaboration of councils into one; to continue as is; or to disband the Committee.	FMPC to present options paper on the future of the Committee for this Committee's consideration at the August 2020 meeting.	Chair FMPC
<b>OTHER BUSINESS</b>				
15	<b>AGENCY REPORTS</b> <i>By exception. Please submit reports seven days prior to meeting. Specific issues for attention should be tabled as agenda items.</i>			
15.1	DHHS	Report attached.		
15.2	Red Cross	Report attached.		
15.3	VCC Emergencies Ministry	Over the past few weeks, VCC Emergencies Ministry has seen a significant reduction in requests for personal support from the Covid-19 hotline.		
15.4	SES	From 1 July 2020, there will be no Fire Rescue Victoria staff operational in the Surf Coast Shire, with staff operating out of Geelong.  Surf Coast Shire committees will need to review membership to ensure representation from Fire Rescue Victoria.	Council officers to write to Fire Rescue Victoria to seek their nomination of a representative on the Municipal Emergency Management Planning Committee and the Municipal Fire Planning Committee.	Peter Ashton
16	<b>MEETING CLOSE</b>	Next meeting will be held 20 August 2020 at 10.45am.		

Assembly of Councillors report required? no



CERA RISK REVIEW SCHEDULE							
Risk profile	Date reviewed	Risk profile	Date reviewed	Risk profile	Date reviewed	Risk profile	Date reviewed
Bushfire – large, regional	Nov 2019 (to be updated)	Storm		Hazardous incident		Contamination / pollution	
Fire - Structural		Storm surge / tsunami	May 2019 (to be updated)	Oil spill		Drowning – unpatrolled waters	
Drought		Landslide		Communication breakdown		Mass gathering – events	
Flood - riverine		Heat Health	Nov 2019 (final version circulated to Committee)	Human epidemic / pandemic	March 2020	Terrorism / car attack	
Structural failure – dam		Earthquake		Service disruption – utilities		Exotic Animal Disease and Biosecurity	To be drafted June 2020
Risk to be reviewed at this meeting:		Actions required:					
<ul style="list-style-type: none"> <li>Exotic Animal Disease (Biosecurity)</li> </ul>							


MEMPC ACTIONS REGISTER				
Meeting Date	Action / MOTION item	Status	Responsible officer	RESOLVED / OUTSTANDING
May-19	MEMPC to draft an issues paper on drowning risk for the Regional Emergency Management Planning Executive Committee. Ian Carlton to liaise with the Surf Safety Working Group and Colac Otway Shire for background information.	This item is with Regional Committee for consideration. Pending  May-20: the Committee noted concern with upcoming summer given the impact on communications due to Covid-19.	I Carlton	
May-19	Drowning risk in our municipality, the committee will review this risk profile in CERA (Community Emergency Risk Assessment).	Circulate risk profiles for Drowning to committee for review.	I Carlton	
May-19	Create a risk profile for <i>Biosecurity</i> to be discussed further and rated at a future meeting.	May-20: The MEMPC Committee will hold a separate meeting to develop the CERA profile for Exotic Animal Disease and Biosecurity.	I Carlton	
May-19	Invite a representative from the Department of Jobs, Precincts and Regions to present to the MEMPC on Biosecurity risk and conduct a discussion exercise.	Circulate risk profiles for Bio-security to committee for review.	Chair	
May-19	Draft an issues paper on community representation on the MEMPC for the Community Impact Advisory Committees, Growing Winchelsea Committee and Moriac Community Network.	May-20: An issues paper to be circulated to the Committee and tabled for action at the August meeting.	P Ashton	

MEMPC ACTIONS REGISTER				
Meeting Date	Action / MOTION item	Status	Responsible officer	RESOLVED / OUTSTANDING
Aug-19	CERA risk review - Heat health: - Update key support agencies. - Update wording for Hazard Description and Rationale for Hazard Description.	May-20: Risk profile for Heat Health has been revised.	SES	RESOLVED
Aug-19	CERA risk review - Heat health: Update Improvement Opportunities to include "Urban planning – seek opportunities to promote renewable energy, the creation of heat islands and additional tree planting in urban environments."			
Nov-19	Council officers to contact GORCC and DELWP advising of this Committee's concerns and seeking a commitment to building to best practice for fire safety.	May-20: The Municipal Fire Planning Committee has written to the Emergency Commissioner suggesting that building guidelines be developed for construction in built Neighbourhood Safer Places.	SCS	RESOLVED
Nov-19	Invite the event organisers of the Cadel Evans Great Ocean Road Race to a future meeting to discuss the local risk environment as part of a major events review.	May-20 –invite representative from the Cadel Evans Great Ocean Road Race to August meeting.	SES / SCS	

MEMPC Actions Register – D19/71348

## **9.2 Advisory Committee Minutes**

### **APPENDIX 3 POSITIVE AGEING ADVISORY COMMITTEE MINUTES - 19 JUNE 2020**

<b>MINUTES</b>  <b>Positive Ageing Advisory Committee Meeting</b> <b>Friday 19 June 2020 - 9.30am to 11.30am</b> <b>Online Zoom Meeting</b>		
<b>Committee Members:</b>	Magdalena Wheatland (Acting Chair), Keith Perkin (Deputy Vice Chair), Jenny Mathison, Gary Allen, Sue Cole, Kristin McDonald, Pam Aylward, Lyn Batson, Elizabeth Bills, Jill Moodie (Manager Community Strengthening), Carolyn Trowell (Positive Ageing Coordinator) and Nicole Langtip (Facilitator).	
<b>Non-Committee Members:</b>		
<b>Apologies:</b>	Brian Butterworth (Chair), Cr Margot Smith	
<b>Meeting Objectives:</b>	<b>1. COVIC-19 Impact Update</b> <b>2. Reform Readiness Plan Update</b> <b>3. Strategic Planning</b>	

Topic	Details Discussed	Points of Discussion	Further Action Follow Up – Required
1. Welcome and apologies		Brian is an apology. Hopefully will be back in August. Margot phoned as late apology.	
2. Actions from last meeting		Nicole has followed up with Lyn re Moriac consult and followed up with some community members for input into strategy.	
3. Surf Coast Shire	<ul style="list-style-type: none"> <li>Covid Update</li> <li>Shire Update</li> </ul>	<ul style="list-style-type: none"> <li>Facilities are starting to open up across the Shire, more opportunity for people to meet socially, complicated process with social distancing, infection control etc</li> <li>Staff continue to work from home</li> <li>Kindergartens are open, shops are displaying Covid advice regarding safe practice</li> <li>SCSC has been recognised as a region with minimal Covid-19 tests completed per population. A campaign will be announced soon to increase the level of tests.</li> </ul>	

		<ul style="list-style-type: none"> <li>Torquay swimming pool – Council resolved to proceed if more grant funding can be obtained. Already have 20 million grant from Commonwealth, 10 million from state, need an additional 9 million.</li> <li>Library upgrade under discussion, will require grant funding.</li> <li>Covid-19 Grants will be announced soon. These will provide opportunities for communities to fund projects to recover, move forward. When this information is announced, please share with your communities and networks.</li> </ul>	
<b>4. Reform Readiness Plan Update</b>	<p><b>HACC PYP</b> – Home and Community Care for Younger People</p> <p><b>CHSP</b> – Commonwealth Home Support Program</p> <p><b>RAS</b> – Regional Assessment Service</p>	<p>Status report:</p> <ul style="list-style-type: none"> <li>HACC PYP due to transition to Bellarine Community Health 30 June 2020.</li> <li>Starting to work with new providers for CHSP, lots of pre-transition work to be done.</li> <li>We have been advised of successful providers but this information remains confidential until contracts are signed.</li> <li>RAS transition to a streamlined model has been delayed. Our current contract ends April 2021. An extension beyond 2021 is in the pipelines.</li> <li>Reform Readiness Plan – return to Council for final update, including presenting the Strategic Plan. Council Meeting 25 August 2020.</li> <li>Council moves into pre-election caretaker period in September. Jill provided information relating to this process regarding governance, legislative requirements impacting on decision making.</li> </ul>	
<b>5. Strategic Plan</b>	Review draft document including:	<p>Draft Positive Ageing Strategic Plan 2020 presented and reviewed.</p> <p><u>Summary of feedback &amp; discussion:</u></p> <p><b>1. Transport</b> Cost and bureaucracy are barriers</p> <p><b>2. Housing</b> Do we need any more aged care facilities, do we have enough already?</p>	Nicole to integrate feedback into 2 <sup>nd</sup> draft of Strategic Plan

		<p>Does council have land that can be released for sale? Is there potential for council to work towards change, support opportunities, explore concerns eg disparity of rates in residential village. US &amp; UK model of land ownership – could be explored further – community land trust etc.</p> <p><b>3. Social participation</b> Repurposing of shire assets, some facilities are under-utilised, need to increase participation, find innovative ways to get better use. Are there barriers to use because of the need to pay, are the fees affordable?</p> <p><b>4. Respect &amp; social inclusion</b> Future discussion needed – what do we call people over 55, over 65? Senior, elderly, mature?</p> <p><b>5. Civic and economical participation</b> Volunteering opportunities are valuable for people moving into retirement. It's hard to find where to go to volunteer. Privacy/police checks etc make it tricky. Could there be a shire wide register/volunteer bank? Could Shire oversee this?</p> <p><b>6. Communication &amp; information</b> Learnings from the bushfires showed issues with internet, phones. Health/disability can impact on individual's capacity to use technology. Acceptance of a health issue/disability can be a barrier to individuals accessing resources. Could we map resources in communities for distributing information in an emergency? How do people find out about resources to assist with communication e.g. Vision Australia? There are opportunities for intergenerational projects – school children and grandparents. Silos restrict information flow - eg local govt, health, education etc.</p> <p><b>7. Community support &amp; health services</b> Common theme that keeps coming up is the need for home maintenance, home modification. Are there opportunities to be explored for shared gardening?</p> <p><b>8. Public open space and buildings</b> Visitors to the area unable to find public toilets – more signage needed.</p>	
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		<p>Public seating was closed off during Covid - this limited people's ability to access the community and placed people at risk. Could we tap into Council's footpath strategy for Winchelsea? Public seating needs to have back rests. Winchelsea has large blocks, difficult to manage as people age.</p> <p><u>General discussion:</u> Discussion around prioritising. There is a large amount of work to be done, how will we manage this? Where do we need to put our energy? Do we look at 2 major projects per year for advisory committee and possibly a couple of smaller projects for quick wins? Everyone agreed with a 3- 4 year plan, 12 month action plan, annual reviews, possibility of pushing out for another 12 months if needed</p> <p>How will we be able to support at risk people within our community once we exit direct service provision? Our Alliance with new providers will enable us to keep in touch with people at risk through a community development approach. Even now we only reach 10% of the population with service delivery. This is an ongoing challenge and has been highlighted during this pandemic - where are the people at risk, how can we reach them, know about them, support them?</p> <p>Further discussion points for our next meeting.</p>	Agenda items for next meetings discussion
<b>6. General Business</b>		CEO Keith Baillie has resigned after 6 years.	
<b>7. Next meeting</b>		<p>Request for our next meeting to be face to face – this will rely on permission from SCSC.</p> <p>Request for meetings to be rotated to the different areas.</p> <p>Request for Lorne to host the next face to face meeting if permission to meet granted.</p> <p>Next meeting - 24 July 2020, 9.30 – 11.30am</p>	

## **9.2 Advisory Committee Minutes**

### **APPENDIX 4 HEARING OF SUBMISSIONS COMMITTEE MINUTES - 7 JULY 2020**



# Minutes

## Hearing of Submissions Committee Tuesday, 7 July 2020

Held  
Via Videoconference (Zoom)  
Commenced at 5.00 pm

**Council:**

Cr Rose Hodge (Chair)  
Cr David Bell  
Cr Martin Duke  
Cr Clive Goldsworthy  
Cr James McIntyre  
Cr Brian McKitterick  
Cr Tony Revell  
Cr Margot Smith  
Cr Heather Wellington

MINUTES FOR THE HEARING OF SUBMISSIONS MEETING OF SURF COAST SHIRE COUNCIL  
HELD VIA VIDEOCONFERENCE (ZOOM)  
ON TUESDAY 7 JULY 2020 COMMENCED AT 5.00 PM

**PRESENT:**

Cr Rose Hodge (Chair)  
Cr David Bell  
Cr Martin Duke  
Cr Clive Goldsworthy  
Cr James McIntyre  
Cr Brian McKitterick  
Cr Tony Revell  
Cr Margot Smith  
Cr Heather Wellington

Keith Baillie – Chief Executive Officer  
Anne Howard – General Manager Governance and Infrastructure  
Bill Cathcart – Manager Planning and Development  
Ben Schmied – Principle Statutory Planner  
Julie Anderson – Coordinator Governance  
Liberty Nash – Records Management Officer

**CONFIRMATION OF MINUTES:**

**Committee Resolution**

**MOVED Cr Brian McKitterick, Seconded Cr David Bell**

That the Hearing of Submissions Committee note the minutes of the meeting held on 16 June 2020 as a correct record of the meeting.

CARRIED 9:0

**CONFLICTS OF INTEREST:**

None declared.

**SUBMITTERS HEARD**

1. Pam Ryan (Torquay Lions Village Residents Association)
2. Lorraine Wescott (Torquay Lions Village Residents Association)
3. Sue O'Shanassy (3228 Residents Association)
4. John McDonald (Torquay Lions Village Committee of Management)
5. Tom Harding
6. Caraline Cook
7. Applicant – Giovanni Gattini (G2 Urban Planning)

**BUSINESS:**

- 1. PLANNING MATTERS ..... 4**
- 1.1** *Planning Permit Application 18/0274 - 85 Geelong Road Torquay - Use and development of place of assembly (cinema), child care centre, medical centre, service station, two convenience restaurants, take away food premises, signage, reduction of car parking and creation and alteration of access from a Road Zone 1 ..... 4*

# 1. PLANNING MATTERS

## 1.1 Planning Permit Application 18/0274 - 85 Geelong Road Torquay - Use and development of place of assembly (cinema), child care centre, medical centre, service station, two convenience restaurants, take away food premises, signage, reduction of car parking and creation and alteration of access from a Road Zone 1

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

**General Manager:** Ransce Salan  
**File No:** 18/0274  
**Trim No:** IC20/843

1. 2020-07-07 Hearing of Submissions Committee - Order of Speakers (D20/116129)

### Officer Direct or Indirect Conflict of Interest:

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

☐ Yes ☒ No

**Reason:** Nil

### Status:

Defined as confidential information in accordance with Local Government Act 2020, Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

### Purpose

The purpose of this report is to hear submissions relating to Planning Permit Application (PPA) 18/0274 as amended on 20 March 2020. The application seeks approval for use and development of child care centre, cinema, five convenience restaurants, medical centre, minor sports and recreation facility (children's play centre), office, residential hotel, service station and take away food premises; construct and display signs; reduction of car parking required under clause 52.06-5 and creation and alteration of access from a Road Zone 1.

### Summary

In May 2020 the amended application was publicly exhibited in accordance with the *Planning and Environment Act 1987*.

This is the second meeting to hear submissions in relation to PPA 18/0274, the first having been on 12 November 2019.

### Summary of Submissions

A total number of 57 submissions have been received (as of 26 June 2020) including:

- 50 objections from individuals (representing 44 properties)
- 3 objections for organisations
- 3 objections from committees
- 2 in support from individuals.

The issues raised by objectors are summarised in the following table. In summarising the issues similar concerns have been grouped together.

Issue	No. of submissions on issue
Loss of residential amenity from:	
• Overshadowing of residential properties from proposed buildings and tall trees near to western boundary	6
• Overlooking	6
• Noise including from equipment, patrons, vehicles and pedestrians using Pimelea Way	41
• Light spill	9
• Change of outlook and building bulk	3
• Odour and fumes from service station and bins	9



Impact on the residential streetscape of Pimelea Way given the height of the medical centre at end of street	5
Fence is not a sufficient barrier to stop people from entering neighbouring properties, especially with the existing fence having rails on the Geelong Road side. Fences should be replaced with new acoustic fence	7
The application lack of details of landscaping and it is important to achieve a mature landscape buffer and retain existing trees. It will take time to establish new landscaping with greater impact on neighbours until it matures	8
Traffic from the uses causing congestion and impacting on the safety of Geelong and Grossmans Roads, including pedestrians and cyclists. Grossmans Road is frequently used by emergency vehicles as the ambulance and CFA stations are located on this road. Future increase in traffic using Grossmans Road with new subdivisions.	12
Insufficient parking being provided on the site, could overflow onto Pimelea Way and church car park	5
Layout creates spaces without adequate public surveillance which could lead to undesirable activities. Security cameras installed and these areas patrolled.	24
Antisocial behaviour of hotel guests	31
Lack of need for the proposed uses, particularly emphasised being the service station, medical centre and fast food premises. Fast food and drive-throughs offer an unhealthy choice for the community.	10
The uses will result in increased littering	1
The development does not fit the character of Torquay and is a poor quality development and mix of uses for the entrance to Torquay. The development lacks an iconic building with the cinema presenting poorly.	5
Insufficient doctors coming to region to staff existing medical centres. Another centre will be detrimental to existing	1
Health risks from petrol station	1
Increased foot traffic in Pimelea Way could lead to more vandalism and reduced safety	8
Electromagnetic interference (on mobile phone signal, Wi-Fi, television, etc)	1
Layout lacks activation particularly to internal road, the spaces at the back of buildings not inviting for users	1
Property devaluation	31
Compliance with planning provisions: <ul style="list-style-type: none"> <li>Substantially different from concept plan under s173 agreement</li> <li>Proposed uses not consistent with the purpose of the zone</li> <li>Signage doesn't comply and not reflective of Surf Coast</li> </ul>	1

Submissions in support of the proposal are summarised as:

- Continued investment and development in Torquay
- Increased rates revenue
- Employment opportunities
- Increased choice and convenience for professional services, cinema and retail
- Opportunity for community use of cinema
- Subdued design and two storey scale appropriate

The issues raised in the submissions will be considered in detail in a report to be presented to a later Council meeting.

**Recommendation**

That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit Application 18/0274 - 85 Geelong Road Torquay - Use and development of place of assembly (cinema), child care centre, medical centre, service station, two convenience restaurants, take away food premises, signage, reduction of car parking and creation and alteration of access from a Road Zone 1 and forward to Council for determination.

**Committee Resolution**

**MOVED Cr James McIntyre, Seconded Cr Brian McKitterick**

That the Hearing of Submissions Committee receives and notes the submissions relating to Planning Permit Application 18/0274 - 85 Geelong Road Torquay - Use and development of place of assembly (cinema), child care centre, medical centre, service station, two convenience restaurants, take away food premises, signage, reduction of car parking and creation and alteration of access from a Road Zone 1 and forward to Council for determination.

CARRIED 9:0

**Close:** There being no further items of business the meeting closed at 5:52pm.

### 9.3 Assemblies of Councillors

**Author's Title:** Governance Officer

**General Manager:** Anne Howard

**Department:** Governance & Risk

**File No:** F18/221-2

**Division:** Governance & Infrastructure

**Trim No:** IC20/840

**Appendix:**

1. Assembly of Councillors - Responsible Planning Authority Councillor Briefing – 23 June 2020 (D20/105148)
2. Assembly of Councillors - COVID-19 Councillor Briefing – 23 June 2020 (D20/111508)
3. Assembly of Councillors - Councillor Briefings – 23 June 2020 (D20/105151)
4. Assembly of Councillors - COVID-19 Councillor Briefing - 30 June 2020 (D20/114223)
5. Assembly of Councillors - COVID-19 Councillor Briefing – 7 July 2020 (D20/119384)
6. Assembly of Councillors - Councillor Briefings – 7 July 2020 (D20/119386)
7. Assembly of Councillors - COVID-19 Councillor Briefing – 10 July 2020 (D20/121718)
8. Assembly of Councillors - Councillor Briefings - 14 July 2020 (D20/122627)
9. Assembly of Councillors - COVID-19 Councillor Briefing - 14 July 2020 (D20/122614)
10. Assembly of Councillors - COVID-19 Councillor Briefing – 21 July 2020 (D20/127460)
11. Assembly of Councillors - Councillor Briefings – 21 July 2020 (D20/122630)

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

**Status:**

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

Defined as confidential information in accordance  
with Local Government Act 2020, Section 3(1):

☐ Yes

☒ No

☐ Yes

☒ No

**Reason:** Nil

**Reason:** Nil

#### Purpose

The purpose of this report is to receive and note the Assembly of Councillors records received since the previous Council Meeting.

#### Summary

The Local Government Act 1989 section 80A(2) states that the Chief Executive Officer must ensure that the written record of an assembly of Councillors is as soon as practicable reported at a 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. Responsible Planning Authority Councillor Briefings – 23 June 2020
2. COVID-19 Councillor Briefing – 23 June 2020
3. Councillor Briefings – 23 June 2020
4. COVID-19 Councillor Briefing – 30 June 2020
5. COVID-19 Councillor Briefing – 7 July 2020
6. Councillor Briefings – 7 July 2020
7. COVID-19 Councillor Briefing – 10 July 2020
8. COVID-19 Councillor Briefing – 14 July 2020
9. Councillor Briefings – 14 July 2020
10. COVID-19 Councillor Briefing – 21 July 2020
11. Councillor Briefings – 21 July 2020

**9.3 Assemblies of Councillors**

**APPENDIX 1 ASSEMBLY OF COUNCILLORS - RESPONSIBLE PLANNING AUTHORITY  
COUNCILLOR BRIEFING – 23 JUNE 2020**




## Assembly of Councillors Record

<b>Description of Meeting:</b> Responsible and Planning Authority Briefing
<b>Responsible Officer:</b> Anne Howard
<b>Date:</b> 23 June 2020
<b>In Attendance:</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓
Cr. Martin Duke	✓	General Manager Culture & Community – Chris Pike	✓
Cr. Clive Goldsworthy	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. James McIntyre	✓	Administration Officer Governance – Jocelyn Christensen (minutes)	✓
Cr. Brian McKitterick	X	Manager Planning and Development – Bill Cathcart	✓
Cr. Tony Revell	✓	Principal Statutory Planner - Ben Schmied	✓
Cr. Margot Smith	✓		
Cr. Heather Wellington	X		

<b>MEETING COMMENCED</b>	2:01pm	<b>MEETING CONCLUDED</b>	2:27pm
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<b>Matters considered at the meeting</b>
1. Conflict of Interests
2. Planning Application 18/0508 - Use of the land for place of assembly, restaurant and informal outdoor recreation; construction of buildings and works; business identification signs; reduction of standard car parking requirements; and removal of native vegetation – Point Grey
3. Loveridge Lookout, Harvey Street, Anglesea - Recommendation of Heritage Victoria for inclusion on the Victorian Heritage Register.

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		
<b>Responsible Officer Signature:</b>  <b>Print Name:</b> Anne Howard		
<b>Date:</b> 23 June 2020		
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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- The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly, and made available for public inspection at the Council offices for 12 months after the date of the assembly [s80A(2)].
- The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s80A(1)].
- A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
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### **9.3 Assemblies of Councillors**

#### **APPENDIX 2 ASSEMBLY OF COUNCILLORS - COVID-19 COUNCILLOR BRIEFING – 23 JUNE 2020**





## Assembly of Councillors Record

<b>Description of Meeting:</b> COVID-19 Councillor Briefing
<b>Responsible Officer:</b> Keith Baillie – Chief Executive Officer
<b>Date:</b> 23 June 2020
<b>In Attendance (via Zoom):</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓
Cr. James McIntyre	✓	Governance Officer – Jocelyn Christensen (minutes)	✓
Cr. Brian McKiterick	X		
Cr. Tony Revell	✓		
Cr. Margot Smith	✓		
Cr. Heather Wellington	X		

<b>MEETING COMMENCED</b>	2:27pm	<b>MEETING CONCLUDED</b>	2:40pm
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<b>Matters considered at the meeting</b>
1. General Update
2. Councillor questions and issues
3. Service changes

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		
<b>Responsible Officer Signature:</b> <i>Keith Baillie</i> <b>Print Name:</b> Keith Baillie		
<b>Date:</b> 23 June 2020		
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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### **9.3 Assemblies of Councillors**

#### **APPENDIX 3 ASSEMBLY OF COUNCILLORS - COUNCILLOR BRIEFINGS – 23 JUNE 2020**



## Assembly of Councillors Record

<b>Description of Meeting:</b> Councillor Briefings
<b>Responsible Officer:</b> Anne Howard
<b>Date:</b> 23 June 2020
<b>In Attendance:</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓
Cr. Martin Duke	✓	Acting General Manager Culture & Community – Damian Waight	✓
Cr. Clive Goldsworthy	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. James McIntyre	✓	Administration Officer Governance – Jocelyn Christensen (minutes)	✓
Cr. Brian McKitterick	X		✓
Cr. Tony Revell	✓		✓
Cr. Margot Smith	✓		
Cr. Heather Wellington	X		

<b>MEETING COMMENCED</b>	3:03pm	<b>MEETING CONCLUDED</b>	4:15pm
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### Matters considered at the meeting

- Conflicts of Interest
- Monthly Finance Report – May 2020
- Project Budget Adjustments and Cash Reserve Transfers
- Digital Transformation Program Update
- Monthly Program Status Report Update – May 2020
- Agenda Review – Council Meeting 23 June 2020

### Councillor/Officer Declarations of Interest

Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		

**Responsible Officer Signature:**

**Print Name:** Anne Howard

**Date:** 23 June 2020

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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**9.3 Assemblies of Councillors**

**APPENDIX 4 ASSEMBLY OF COUNCILLORS - COVID-19 COUNCILLOR BRIEFING - 30 JUNE 2020**



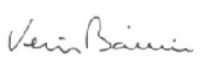
## Assembly of Councillors Record

<b>Description of Meeting:</b> COVID-19 Councillor Briefing
<b>Responsible Officer:</b> Keith Baillie – Chief Executive Officer
<b>Date:</b> 30 June 2020
<b>In Attendance (via Zoom):</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓
Cr. David Bell	✓	Acting General Manager Governance & Infrastructure – John Brockway	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓
Cr. James McIntyre	✓	Governance Officer – Zoe Eastick (minutes)	✓
Cr. Brian McKitterick	X	Manager Community Relations - Damian Waight	✓
Cr. Tony Revell	✓	Manager Economic Development – Matt Taylor	✓
Cr. Margot Smith	✓		
Cr. Heather Wellington	X		

<b>MEETING COMMENCED</b>	1pm	<b>MEETING CONCLUDED</b>	2pm
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<b>Matters considered at the meeting</b>
1. Emergency management and CEO update
2. Mayor update
3. Business impacts of COVID-19
4. COVID Recovery Grant enquiries
5. Returning to the office
6. Working for Victoria update
7. Councillor comments and questions
8. Community Chef update

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		
<b>Responsible Officer Signature:</b>  <b>Print Name:</b> Keith Baillie		
<b>Date:</b> 30/06/2020		
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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**9.3 Assemblies of Councillors**

**APPENDIX 5 ASSEMBLY OF COUNCILLORS - COVID-19 COUNCILLOR BRIEFING – 7 JULY 2020**





## Assembly of Councillors Record

<b>Description of Meeting:</b> COVID-19 Councillor Briefing
<b>Responsible Officer:</b> Keith Baillie – Chief Executive Officer
<b>Date:</b> 7 July 2020
<b>In Attendance (via Zoom):</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓
Cr. Martin Duke	X	General Manager Environment & Development - Ransce Salan	✓
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓
Cr. James McIntyre	✓	Governance Officer – Zoe Eastick	✓
Cr. Brian McKitterick	X	Manager Environment and Community Safety - Rowan Mackenzie	✓
Cr. Tony Revell	✓	Coordinator Economic Development - Simon Loone	✓
Cr. Margot Smith	✓	Manager Community Relations - Damian Waight	✓
Cr. Heather Wellington	X		

<b>MEETING COMMENCED</b>	1:02pm	<b>MEETING CONCLUDED</b>	1:36pm
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<b>Matters considered at the meeting</b>
1. Emergency management update
2. Councillor questions and comments
3. COVID support program
4. Economic Development and Tourism support
5. Returning to the office
6. Community Connector Program
7. Holiday period and visitation

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		
<b>Responsible Officer Signature:</b>		<b>Print Name:</b> Keith Baillie
<b>Date:</b> 7/07/2020		
To be completed on conclusion of session and provided to Governance Administration Officer.		

### General Information:

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**9.3 Assemblies of Councillors**

**APPENDIX 6 ASSEMBLY OF COUNCILLORS - COUNCILLOR BRIEFINGS – 7 JULY 2020**



## Assembly of Councillors Record

<b>Description of Meeting:</b> Councillor Briefings
<b>Responsible Officer:</b> Anne Howard – GM Governance and Infrastructure
<b>Date:</b> 7 July 2020
<b>In Attendance:</b> Yes (✓) No (X)

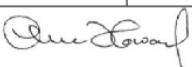
Councillors		Officers		Externals	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓	Geelong Regional Libraries – Patti Manolis	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓	Geelong Regional Libraries - Cathy	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓		
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓		
Cr. James McIntyre	✓	Governance Officer – Zoe Eastick	✓		
Cr. Brian McKitterick	X	Manager Planning and Development - Bill Cathcart	✓		
Cr. Tony Revell	✓	Principal Statutory Planner - Ben Schmied	✓		
Cr. Margot Smith	✓	Coordinator Statutory Planning - David Simon	✓		
Cr. Heather Wellington	X	Senior Statutory Planner - Leah Protyniak	✓		
		Manager Community Relations - Damian Waight	✓		
		Project Manager - Capital and Operational Projects - Karyn Rice	✓		
		Arts Development Officer - Harriet Gaffney	✓		
		Coordinator Visitor Centres & Australian National Surfing Museum - Evelyn Whitelaw	✓		
		Coordinator Economic Development - Simon Loone	✓		
		Principal Strategic Planner - Tim Waller	✓		
		Coordinator Strategic Land Use Planning - Karen Hose	✓		
		Coordinator Economic Development - Simon Loone	✓		
		Coordinator Recreation Planning - Paul Elshaug	✓		
		Coordinator Open Space Planning & Development - Jarrod Westwood	✓		

<b>MEETING COMMENCED</b>	1:37pm	<b>MEETING ADJOURNED</b>	2:08pm
<b>MEETING RESUMED</b>	2:34pm	<b>MEETING CONCLUDED</b>	3:57pm

<b>Matters considered at the meeting</b>
1. Confirmation of Councillor Briefing Minutes
2. Conflicts of Interest
3. Planning Permit Application 18/0274 - 85 Geelong Road, Torquay
4. Planning Application 20/0012 - Construct a Dwelling - 64 Parker Street, Anglesea
5. Cultural Facility and Library Location and Scope Study



6. Affordable Housing Update
7. Local Roads and Community Infrastructure Program 2020-21
8. Federal Government - Heavy Vehicle Safety and Productivity Program - Round 7
9. Council Plan (incorporating the Health and Wellbeing Plan) 2017-21, Year Four Action Plan
10. SCS-048 Fencing on Boundaries between Public and Private Land Policy
11. Winchelsea Leisure Time Centre update
12. Other business

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		
<b>Responsible Officer Signature:</b>  <b>Print Name:</b> Anne Howard		
<b>Date:</b> 7/07/2020		
To be completed on conclusion of session and provided to Governance Administration Officer.		

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**9.3 Assemblies of Councillors**

**APPENDIX 7 ASSEMBLY OF COUNCILLORS - COVID-19 COUNCILLOR BRIEFING – 10 JULY 2020**



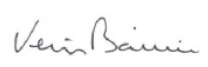
## Assembly of Councillors Record

<b>Description of Meeting:</b> COVID-19 Councillor Briefing
<b>Responsible Officer:</b> Keith Baillie – Chief Executive Officer
<b>Date:</b> 10 July 2020
<b>In Attendance (via Zoom):</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Rance Salan	✓
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓
Cr. James McIntyre	X	Governance Officer – Zoe Eastick	✓
Cr. Brian McKitterick	X	Manager Environment and Community Safety - Rowan Mackenzie	✓
Cr. Tony Revell	✓	Manager Economic Development - Matt Taylor	✓
Cr. Margot Smith	✓	Coordinator Community Health & Development - Alicia Hooper	✓
Cr. Heather Wellington	X	Coordinator Environmental Health - Adam Lee	✓

<b>MEETING COMMENCED</b>	1:03pm	<b>MEETING CONCLUDED</b>	1:49pm
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<b>Matters considered at the meeting</b>
1. Emergency Management Update
2. Mayor update
3. Councillor questions and comments
4. Response to Councillor CRM
5. Surf Coast cases update
6. Signage update
7. Building access update
8. Key implications of new Chief Health Officer directions

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		
<b>Responsible Officer Signature:</b>  <b>Print Name:</b> Keith Baillie		
<b>Date:</b> 10/07/2020		
To be completed on conclusion of session and provided to Governance Administration Officer.		

### General Information:

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### **9.3 Assemblies of Councillors**

#### **APPENDIX 8 ASSEMBLY OF COUNCILLORS - COUNCILLOR BRIEFINGS - 14 JULY 2020**



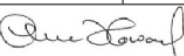
## Assembly of Councillors Record

<b>Description of Meeting:</b> Councillor Briefings
<b>Responsible Officer:</b> Anne Howard – GM Governance and Infrastructure
<b>Date:</b> 14 July 2020
<b>In Attendance:</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Clive Goldsworthy	X	General Manager Culture & Community - Chris Pike	✓
Cr. James McIntyre	✓	Manager – Governance and Risk – Wendy Hope	✓
Cr. Brian McKitterick	X	Coordinator Governance – Julie Anderson	✓
Cr. Tony Revell	✓	Governance Officer – Jocelyn Christensen	✓
Cr. Margot Smith	✓	Community Engagement Facilitator - Rhiannon Tanner	✓
Cr. Heather Wellington	X	Communications and Community Engagement - Rochelle Harding	✓

<b>MEETING COMMENCED</b>	1:44pm	<b>MEETING CONCLUDED</b>	2:33pm
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<b>Matters considered at the meeting</b>
1. Local Government Act 2020 - Implementation Update
2. Other business

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		
<b>Responsible Officer Signature:</b> 		<b>Print Name:</b> Anne Howard
<b>Date:</b> 14/07/2020		
To be completed on conclusion of session and provided to Governance Administration Officer.		

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- (a) the subject of a decision of the Council; or
- (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee— but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;
- The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly, and made available for public inspection at the Council offices for 12 months after the date of the assembly [s80A(2)].
- The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s80A(1)].
- A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
- A Councillor attending an assembly of Councillors must disclose a conflict of interest and leave the assembly while a matter is being considered, if he or she knows that the particular matter is one that if it was to be considered and decided by Council, he or she would have to disclose a conflict of interest\* under the Act [s.80A(3)].

**9.3 Assemblies of Councillors**

**APPENDIX 9 ASSEMBLY OF COUNCILLORS - COVID-19 COUNCILLOR BRIEFING - 14 JULY 2020**



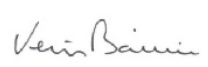
## Assembly of Councillors Record

<b>Description of Meeting:</b> COVID-19 Councillor Briefing
<b>Responsible Officer:</b> Keith Baillie – Chief Executive Officer
<b>Date:</b> 14 July 2020
<b>In Attendance (via Zoom):</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Clive Goldsworthy	X	General Manager Culture & Community - Chris Pike	✓
Cr. James McIntyre	✓	Governance Officer – Jocelyn Christensen	✓
Cr. Brian McKitterick	X	Manager Environment and Community Safety - Rowan Mackenzie	✓
Cr. Tony Revell	✓	Manager Economic Development - Matt Taylor	✓
Cr. Margot Smith	✓	Manager Community Relations - Damian Waight	✓
Cr. Heather Wellington	X	Coordinator Governance - Julie Anderson	✓

<b>MEETING COMMENCED</b>	1:03pm	<b>MEETING CONCLUDED</b>	1:33pm
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<b>Matters considered at the meeting</b>
1. Emergency Management Update
2. Mayor update
3. Councillor questions and comments
4. Update on weekend activities
5. VicPol/GORCC/Parks Vic Discussion
6. Anglesea Testing proposal
7. Communications focus
8. COVID Recovery program update

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		
<b>Responsible Officer Signature:</b>  <b>Print Name:</b> Keith Baillie		
<b>Date:</b> 14/07/2020		
To be completed on conclusion of session and provided to Governance Administration Officer.		

### General Information:

An assembly of Councillors means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be -

- (a) the subject of a decision of the Council; or
- (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee— but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;
- The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly, and made available for public inspection at the Council offices for 12 months after the date of the assembly [s80A(2)].
- The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s.80A(1)].
- A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
- A Councillor attending an assembly of Councillors must disclose a conflict of interest and leave the assembly while a matter is being considered, if he or she knows that the particular matter is one that if it was to be considered and decided by Council, he or she would have to disclose a conflict of interest\* under the Act [s.80A(3)].

### **9.3 Assemblies of Councillors**

#### **APPENDIX 10 ASSEMBLY OF COUNCILLORS - COVID-19 COUNCILLOR BRIEFING – 21 JULY 2020**



## Assembly of Councillors Record

<b>Description of Meeting:</b> COVID-19 Councillor Briefing
<b>Responsible Officer:</b> Keith Baillie – Chief Executive Officer
<b>Date:</b> 21 July 2020
<b>In Attendance (via Zoom):</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓
Cr. James McIntyre	✓	Governance Officer – Jocelyn Christensen	✓
Cr. Brian McKitterick	X	Manager Environment and Community Safety - Rowan Mackenzie	✓
Cr. Tony Revell	✓	Manager Economic Development - Matt Taylor	✓
Cr. Margot Smith	✓	Manager Community Relations - Damian Waight	✓
Cr. Heather Wellington	X	Manager Finance - John Brockway	✓

<b>MEETING COMMENCED</b>	1:02pm	<b>MEETING CONCLUDED</b>	1:28pm
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<b>Matters considered at the meeting</b>
1. Emergency Management Update
2. Mayor update
3. Councillor questions and comments
4. Case numbers in regional Victoria
5. Distribution of masks for staff
6. Visitor Numbers
7. Other business

Councillor/Officer Declarations of Interest		
Councillor/Officer	Left Meeting (Y/N)	Type & Details of Interest(s) Disclosed
Nil		
<b>Responsible Officer Signature:</b> <i>Keith Baillie</i> <b>Print Name:</b> Keith Baillie		
<b>Date:</b> 21/07/2020		
To be completed on conclusion of session and provided to Governance Administration Officer.		

### General Information:

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- (a) the subject of a decision of the Council; or
- (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee— but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;
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- The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s.80A(1)].
- A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
- A Councillor attending an assembly of Councillors must disclose a conflict of interest and leave the assembly while a matter is being considered, if he or she knows that the particular matter is one that it was to be considered and decided by Council, he or she would have to disclose a conflict of interest\* under the Act [s.80A(3)].



### **9.3 Assemblies of Councillors**

#### **APPENDIX 11 ASSEMBLY OF COUNCILLORS - COUNCILLOR BRIEFINGS – 21 JULY 2020**



## Assembly of Councillors Record

<b>Description of Meeting:</b> Councillor Briefings
<b>Responsible Officer:</b> Anne Howard – GM Governance and Infrastructure
<b>Date:</b> 21 July 2020
<b>In Attendance (via Zoom):</b> Yes (✓) No (X)

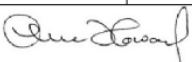
Councillors		Officers		Externals	
Cr. Rose Hodge, Mayor	✓	Chief Executive Officer - Keith Baillie	✓	Michael Connell & Associates (MCA), Principal - Michael Connell	✓
Cr. David Bell	✓	General Manager Governance & Infrastructure - Anne Howard	✓	Director, Hirst Projects - Sally Hirst	✓
Cr. Martin Duke	✓	General Manager Environment & Development - Ransce Salan	✓	GM Infrastructure & Technology, Barwon Water - Shaun Cumming,	✓
Cr. Clive Goldsworthy	✓	General Manager Culture & Community - Chris Pike	✓	Managing Director, Barwon Water - Tracey Slatter	✓
Cr. James McIntyre	✓	Governance Officer – Jocelyn Christensen	✓	GM Customer and Community, Barwon Water - Jo Murdoch	✓
Cr. Brian McKitterick	X	Manager Governance and Risk - Wendy Hope	✓		
Cr. Tony Revell	✓	Coordinator Governance - Julie Anderson	✓		
Cr. Margot Smith	✓	Manager Environment and Community Safety - Rowan Mackenzie	✓		
Cr. Heather Wellington	X	Coordinator Environmental Sustainability - Lauren Watt	✓		
		Climate Emergency Project Officer - Samantha Suendermann	✓		
		Climate and Sustainability Officer - Sean Keown	✓		
		Project Manager - Capital and Operational Projects - Lisa Robinson	✓		
		Manager People and Culture - Leanne Perryman	✓		
		Project Manager - Capital and Operational Projects - Leanne Lucas	✓		
		Coordinator Economic Development - Simon Loone	✓		
		Manager Economic Development - Matt Taylor	✓		
		Principal Strategic Planner - Michelle Warren	✓		
		Coordinator Events - Kate Patterson	✓		



	Economic Development Officer - Scott Jardine	✓	
	Economic Recovery & Relief Officer: COVID-19 - Gretchen Gibson	✓	
	Engineering Services Manager - Ian Stewart	✓	
	Coordinator Waste Management - Neil Brewster	✓	

<b>MEETING COMMENCED</b>	1:30pm	<b>MEETING ADJOURNED</b>	2:39pm
<b>MEETING RESUMED</b>	2:48pm	<b>MEETING CONCLUDED</b>	4:38pm

<b>Matters considered at the meeting</b>	
1.	External Presentation - Prosperous Places: Economic Development Strategy and Skills & Emerging Industries Audit update - Michael Connell & Associates
2.	External Presentation - Renewable Organics Network (RON) Joint Steering Committee - Stage 2 (Update)
3.	Confirmation of Councillor Briefing Minutes
4.	Conflicts of Interest
5.	Election (Caretaker) Period Update
6.	Council's Role in, and Approach to Community Climate Emergency Response
7.	Employee Surveys
8.	Workplace Health and Safety Report - Quarter 4 - 2019/2020
9.	Environment & Development Monthly Report - June 2020
10.	Other business

<b>Councillor/Officer Declarations of Interest</b>		
<b>Councillor/Officer</b>	<b>Left Meeting (Y/N)</b>	<b>Type &amp; Details of Interest(s) Disclosed</b>
Nil		
<b>Responsible Officer Signature:</b>  <b>Print Name:</b> Anne Howard		
<b>Date:</b> 21 July 2020		
To be completed on conclusion of session and provided to Governance Administration Officer.		

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- A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
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## 10. NOTICE OF MOTIONS

### 10.1 Notice of Motion - NOM 142

#### Appendix:

Nil

#### Surf Coast Shire Council

#### Notice of Motion

#### Council Services

#### NOM 142

I, Councillor Heather Wellington, gave notice on Friday 17 July 2020, of my intention to move the following motion:

#### Motion

That Council requests the CEO to:

1. promptly commission a review and report from an independent consultant with appropriate qualifications and experience in agriculture and rural planning, addressing:
  - a. the adequacy of the Shire's processes to date in:
    - i. assessing the need for planning permission for the relevant use and development of 105 Dickins Road, Mount Duneed (**Property**); and
    - ii. communicating with stakeholders;
  - b. the consultant's view as to whether planning permission is or may be required for use as intensive animal production and/or development of the Property;
  - c. the costs, risks and potential benefits of the Shire seeking a determination under the Planning and Environment Act 1987 (Vic) from the Victorian Civil and Administrative Tribunal (**VCAT**) about any requirements for planning permission for the use and development of the Property;
  - d. any recommendations for action;
2. at the August 2020 meeting of Council, provide Council with the consultant's report and the CEO's recommendations as to any further steps that would assist to achieve a reasonable outcome, consistent with the Surf Coast Shire Planning Scheme (**Scheme**), for all parties.

#### Rationale

#### The issue

It is reported that high cattle stocking rates, frequent importation of feed and regular stock turnover are resulting in third parties experiencing unreasonable amenity impacts including:

- odour;
- noise; and
- road damage.

With continuing pressure on rural land use, this issue is likely to arise in other parts of the Shire in the future.

It has been reported to me that a road, cattle yards and a large gravelled area on the Property may require planning permission.

#### Stocking rates

The average stocking rate in lower south west Victoria is 15.7 DSE per hectare<sup>(1)</sup>, equating to approximately 70 steer on 42 hectares<sup>(2)</sup>. This estimate is high in the context of the location and quality of the relevant land.

It has been reported that for months the Property has carried approximately 450 head of cattle, with regular turnover.

#### Intensive vs grazing animal production

Cattle production occurs on a continuum, from complete pasture-fed production through to complete reliance on imported food.

## 10.1 Notice of Motion - NOM 142

Under the Surf Coast Shire Planning Scheme (**Scheme**):

- 'intensive animal production' is land used for animal production where the animals' food is imported from outside the immediate building, enclosure, paddock or pen;
- a cattle feedlot<sup>(3)</sup> is a form of intensive animal production, but does not include any area in which cattle are penned or enclosed for grazing;
- a cattle feedlot of less than 1,000 head that does not comply with the *Victorian Code for Cattle Feedlots – August 1995* requires a planning permit;
- animal production that is not a broiler farm, cattle feedlot or grazing animal production requires a planning permit.

Grass-fed cattle are often supplementary fed, but Agriculture Victoria states that if there is no 'meaningful grazing' integrated into the production system the use is intensive animal production<sup>(4)</sup>. VCAT has not considered what constitutes meaningful grazing.

It has been reported to me by people with experience in cattle farming that there is no 'meaningful' grazing on the property and therefore the use requires a permit. Officers have decided that the production system is 'grazing animal production' but have not explained their conclusion that the available grazing is meaningful.

Cattle grazing habits and dentition limit their grazing to a height of 3-5cm<sup>(5)</sup>. Shorter green growth is not an indication of access to effective or meaningful grazing.

It is in the public interest to obtain expert guidance on whether the use of the Property is intensive animal production and requires regulation under the Scheme.

I commend this Notice of Motion to Council.

Cr Heather Wellington  
17 July 2020

(1) The term dry sheep equivalents (DSE) is a standard unit frequently used to compare the feed requirements of different classes of livestock, or to assess the carrying capacity of a given area of land. A yearling steer being fattened for market has a DSE value of 8 to 10. See *Grazing livestock – a sustainable and productive approach*.

(2) <https://www.mla.com.au/research-and-development/Grazing-pasture-management/improvedpasture/grazing-management/stocking-rate/>

(3) As defined in the Victorian Code for Cattle Feedlots – August 1995.

(4) Agriculture Victoria. Victorian Grazing and Intensive Animal Production Guidelines

[http://agriculture.vic.gov.au/\\_data/assets/pdf\\_file/0011/433937/SAI-grazing-and-intensive-animalproduction-guidelines.pdf](http://agriculture.vic.gov.au/_data/assets/pdf_file/0011/433937/SAI-grazing-and-intensive-animalproduction-guidelines.pdf)

(5) <https://www.farmstyle.com.au/news/pastures-livestock-smallfarms#:~:text=Beef%20Cattle&text=Cattle%20do%20not%20graze%20pastures,need%20larger%20amounts%20of%20feed>

The notice of motion is supported by the following two Councillors in accordance with Section 20.1(a) of Local Law No. 2 of 2019 - Council Meeting Procedures & Common Seal.

**Cr Heather Wellington**  
**Councillor**  
Date: 17 July 2020

**Cr James McIntyre**  
**Councillor**  
Date: 17 July 2020

## CEO Information Report

- The assessment processes undertaken to date have been informed by a sound understanding of the relevant planning guidelines and Agriculture Victoria advice.
- Challenges arising from land use in farming areas are common across most regional Councils and Council's officers have expertise and directly-relevant experience to provide advice on and assess this situation.
- Monitoring of the land use activity is important to affirm ongoing compliance with the planning requirements. This monitoring is ongoing and some further consideration is being made regarding some planning matters and public health impacts.

#### **10.1 Notice of Motion - NOM 142**

- For a consultancy to be effective and relevant, it requires the cooperation of the business operator, who may not be obliged to participate.
- Officers believe they have established a constructive relationship with the business operator that provides the opportunity for issues to be explored and resolved directly.
- The proposed engagement needs to comply with Council's procurement process (approx. 3-4 weeks) and the consultant needs an appropriate time to complete their work (approx. 3-4 weeks) and provide a report (approx. 2-4 weeks). It is therefore estimated that this will take approximately 10-12 weeks from a Council decision until the matter can be considered again at a Council meeting.
- Officers have not sought indicative costs at this time, however it is estimated that a budget in the order of up to \$20,000 would need to be allocated.
- It is thought that the expertise required to provide the requested advice on a VCAT declaration is legal in nature, rather than agriculture and rural planning. Accordingly this would need to be the subject of separate advice. It is estimated that this task may take in the order of 3-4 weeks following the completion of the first review and require a budget in the order of up to \$10,000.
- If the motion is passed by Council, the subsequent activities will be undertaken without approved budget and will result in an unfavourable variance compared to the adopted budget.



## 11. CLOSED SECTION

### Recommendation

That Council, pursuant to section 66(1) and 66(2)(a) of the *Local Government Act 2020*, close the meeting to members of the public to resolve on matters pertaining to items that deal with information that is confidential in accordance with section 3(1) of the Act, as follows:

- 11.1 **Award of Contract T20-038 - Supply of Gravel Pavement Materials** - confidential in accordance with section 3(1)(g(ii)), pertaining to private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;.
- 11.2 **Barwon Water Renewable Organics Network (RON) Joint Steering Committee - Stage 2 - Confidential Report** - confidential in accordance with section 3(1)(g(ii)), pertaining to private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;.
- 11.3 **Sale to Hesse Rural Health - 53 Hesse Street, Winchelsea (ADASS House)** - confidential in accordance with sections 3(1)(g(ii)) and 3(1)(l), pertaining to private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;; AND information that was confidential information for the purposes of section 77 of the Local Government Act 1989;information that was confidential information for the purposes of section 77 of the Local Government Act 1989;.
- 11.4 **Victorian Local Government Power Purchase Agreement Project Update** - confidential in accordance with sections 3(1)(a) and 3(1)(g(ii)), pertaining to Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released; AND private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;.
- 11.5 **Winchelsea Common Land Management Responsibilities** - confidential in accordance with section 3(1)(e), pertaining to legal privileged information, being information to which legal professional privilege or client legal privilege applies;.
- 11.6 **Assemblies of Councillors** - confidential in accordance with section 3(1)(h), pertaining to confidential meeting information, being the records of meetings closed to the public under section 66(2)(a);.