

Minutes

Meeting of Council
Tuesday, 14 December 2021

Held via video conference
(Zoom)

Commenced at 6:00pm

Council:

Cr Libby Stapleton (Mayor)
Cr Gary Allen
Cr Paul Barker
Cr Mike Bodsworth
Cr Kate Gazzard
Cr Rose Hodge
Cr Liz Pattison
Cr Adrian Schonfelder
Cr Heather Wellington

MINUTES FOR THE MEETING OF SURF COAST SHIRE COUNCIL
HELD VIA VIDEO CONFERENCE (ZOOM)
ON TUESDAY 14 DECEMBER 2021 AT 6:00PM

PRESENT:

Cr Libby Stapleton (Mayor)
Cr Gary Allen
Cr Paul Barker
Cr Mike Bodsworth
Cr Kate Gazzard
Cr Liz Pattison
Cr Adrian Schonfelder
Cr Heather Wellington

In Attendance:

Chief Executive Officer – Robyn Seymour
Acting General Manager Governance & Infrastructure – John Bertoldi
General Manager Culture & Community – Chris Pike
Acting General Manager Environment & Development – Rowan Mackenzie
Coordinator Governance – Liberty Nash
Governance Statutory Compliance & Reporting Officer – Zoe Eastick
Governance Officer – Julie Morales

OPENING:

Cr Libby Stapleton opened the meeting.

The Surf Coast Shire local government area spans the traditional lands of the Wadawurrung People and the Gadubanud and Guilijan People of the Eastern Maar. The main Council offices in Torquay are on Wadawurrung Country, and I am coming to you tonight from Aireys Inlet which is traditionally known as Mangowak. The Wadawurrung people have nurtured and protected these lands and waterways for thousands of generations – and I'm so grateful that we can be here today living and working in such a beautiful part of the world. Being an online meeting tonight, we also to wish acknowledge the Traditional Owners of the lands on which each person is attending, acknowledge any Aboriginal people who may be viewing the meeting tonight, and pay respect to Elders past, present and future.

PLEDGE:

Cr Paul Barker recited the pledge on behalf of all Councillors.

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:

Council Resolution

MOVED Cr Liz Pattison, Seconded Cr Adrian Schonfelder

That an apology be received from Cr Rose Hodge.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

CONFIRMATION OF MINUTES:8

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Mike Bodsworth

That Council notes the minutes of the Special Council Meeting for Hearing Submissions held on 7 December 2021 and the Council meetings held on 7 December 2021 and 23 November 2021 as correct records of those meetings.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

LEAVE OF ABSENCE REQUESTS:

Nil.

CONFLICTS OF INTEREST:

CEO Robyn Seymour declared a material conflict of interest relating to agenda item 4.6 SCS-007 CEO Employment and Remuneration Policy on the grounds that she may gain a benefit or suffer a loss depending on the outcome of that matter. To avoid having any input into the item, the CEO requested that any questions raised during the discussion on this item to be referred to the General Manager Culture & Community.

PRESENTATIONS:

Nil.

PUBLIC QUESTION TIME:

Questions with Notice (4 questions in total)

Question 1: Peter Hough - Torquay

Will Council consider including planning provisions to reduce the Heat Island Effect by restricting dark roofs on all new buildings (buildings, houses and sheds) and requiring canopies for any large bitumen areas?

Answer provided by CEO - Robyn Seymour.

Council shares your concerns about the heat island effect in urban areas which will be more intense as our climate changes. Extreme heat is a significant risk to the wellbeing of our community.

Council is committed to being a leader in its climate change responses, including in relation to the land use planning decisions we make.

In most cases single dwellings do not require a planning approval so the colour of roofs is not controlled by Council. However, in some areas, such as on the coast, Council's planning provisions preference roofs with muted tonings to reduce glare and assist with buildings blending in with the surrounding environment. In the new areas of Torquay only a building permit is required which requires achieving a six star rating for ESD.

The State Government has recently released their Environmentally Sustainable development of buildings and subdivisions roadmap, which includes measures to reduce urban heat impacts through such things as cooling urban areas with vegetation, integrated water management, increased tree canopies and "light coloured, high albedo pavements and roofs". Once these measures are implemented at the state level, they will be applied in the Surf Coast Shire. We expect changes to commence in the first quarter of 2022.

We are looking forward to implementing these changes as quickly as possible. Implementing the State roadmap will be much quicker and more effective than Surf Coast developing its own policy on these matters.

Question 2: Peter Hough - Torquay

If not, what measures are being taken to reduce the heat island effect that would be more beneficial both economically and environmentally?

Answer provided by CEO - Robyn Seymour.

Heatwave vulnerability projections to 2050 in the Surf Coast has been completed with some areas of the shire more at risk of extreme heat than others. Council has adopted a Climate Emergency Corporate Response Plan 2021-2031 which includes actions to:

- Expand Council's existing street tree program to include new plantings in hinterland townships at risk of increased urban heat impacts, in particular Torquay North, Winchelsea, Moriac and Deans Marsh and
- Explore options to assist community members in undertaking their own nature strip plantings.

We also have our Municipal Heatwave Plan as part of our emergency management arrangements which describes how we communicate with vulnerable community members when heat wave conditions are forecast.

Question 3: Swami Samadhiyoti Saraswati

The SCS Community Vision and current Council Plan outlines a commitment to innovation, equity and support for people that uphold an ethical and sustainable framework. How does the SCS propose to protect the copyright and IP of people who are doing this work?

Answer provided by CEO - Robyn Seymour.

This is an interesting and somewhat tricky question.

In certain situations Council enters into legal agreements with agencies, businesses or creators and these may include conditions relating to copyright and intellectual property.

But these considerations do not typically apply when working with members of the community on a more informal basis.

We do try to recognise the work and ideas of community, for example by attributing projects and ideas to them in media statements or project announcement.

However we haven't traditionally received requests to protect people's intellectual property nor have we sought to apply these formalities to people's contributions through engagement activities. For example an idea to improve a strategy or a policy.

We do want to respect creators' legal rights and if you have thoughts about how we can do this better we would welcome these.

Question 4: Swami Samadhiyoti Saraswati

The funding programs within the SCS ask for projects that reflect the current values, aspirations and policy documents. How can the shire ensure that these are original works and not someone else's?

Answer provided by CEO - Robyn Seymour.

Similar to your previous question this is an interesting one for us.

Programs that invite the submission of original material covered by Copyright, such as original artworks submitted to the Surf Coast Shire Council's Arts Calendar require the submitter to attest that the work that they have submitted is their creation.

However, in the main Council's grant programs do not ask people if their proposals are their own.

To the best of our knowledge this hasn't emerged as an issue of concern to funding applicants. We also acknowledge the difficulties of classifying proposals as 'original work' when we may be talking about ideas for programs and projects that are often the creation of groups of people in the community perhaps inspired by initiatives they've seen elsewhere. Generally speaking we are not receiving proposals that are commercially-minded or motivated and so this may be a factor in people's preparedness to contribute their ideas without concern of exploitation or fear of not being recognised.

Again, if you have some suggestions for us we'd be happy to consider those.

Adjournment of Meeting

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Kate Gazzard

That Council agrees to adjourn the meeting due to livestreaming technical issue. The meeting adjourned at 6:13pm and recommenced at 6:15pm.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

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1. PETITIONS & JOINT LETTERS

1.1 Petition against Planning Permit 20/0207 - 65 Main Street, Winchelsea - Connection of Adjoining Streets

Author's Title: Coordinator Governance
Department: Governance & Risk
Division: Governance & Infrastructure

General Manager: Ransce Salan
File No: 20/0207
Trim No: IC21/1947

Appendix:

1. Redacted petition (D21/227483)

Officer Conflict of Interest:

In accordance with Local Government Act 2020 – Section 130:

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 receive and note the petition objecting to Planning Permit 20/0207 – 65 Main Street, Winchelsea – Connection of Adjoining Streets.

In accordance with Rule 23 of Council's Governance Rules, the standard process for receiving petitions is for the petition to be received by Council at the next available Council meeting, followed by an officer report within 3 months of that Council meeting where Council will make a decision on that matter. An exception to this process applies if the petition relates to a planning permit application, as the petition is instead to be considered as a formal submission to the planning permit application in accordance with Rule 23.3.

In this case, the petition relates to planning permit application 20/0207, however this petition was not received in time to be considered as a submission to that planning permit application. It should be noted that one of the petitioners did object to this permit and received a notice of decision to grant the permit, and was advised that this decision was appealable through VCAT. The time to lodge an appeal has now lapsed and the permit was issued on 25 August 2021.

It is a requirement of Council's Governance Rules that the full wording of a petition be included on each page of the petition. It is noted that the full wording of the petition is not presented on the second page of the petition, however Council may resolve to receive the petition in a non-conforming format in accordance with Rule 23.2.

The petition consists of 36 signatures.

Recommendation

That Council:

1. Receives the petition requesting "We the undersigned residents of Smith, Warner, Schroeter, Dwyer St object to Surf Coast Shire proposal to connect the above named streets to rivers edge development. Connection to this proposal by road will allow Princes Hwy traffic to avoid Princes Hwy and Anderson St traffic lights" in a non-conforming format as attached at Appendix 1.
2. Notes that the petition relates to planning permit application 20/0207 which was determined by officers on 25 August 2021, and as such the petition is unable to be considered as part of the planning permit process.
3. Notes that this petition has been dealt in accordance with Rule 23.3 of the Governance Rules to the fullest extent possible, and an officer report to a future Council meeting is not required.
4. Informs the individual who presented this petition of the outcome of this matter.

1.1 Petition against Planning Permit 20/0207 - 65 Main Street, Winchelsea - Connection of Adjoining Streets

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Heather Wellington

That Council:

1. Receives the petition requesting “We the undersigned residents of Smith, Warner, Schroeter, Dwyer St object to Surf Coast Shire proposal to connect the above named streets to rivers edge development. Connection to this proposal by road will allow Princes Hwy traffic to avoid Princes Hwy and Anderson St traffic lights” in a non-conforming format as attached at Appendix 1.
2. Notes that the petition relates to planning permit application 20/0207 which was determined by officers on 25 August 2021, and as such the petition is unable to be considered as part of the planning permit process.
3. Notes that this petition has been dealt in accordance with Rule 23.3 of the Governance Rules to the fullest extent possible, and an officer report to a future Council meeting is not required.
4. Informs the individual who presented this petition of the outcome of this matter.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

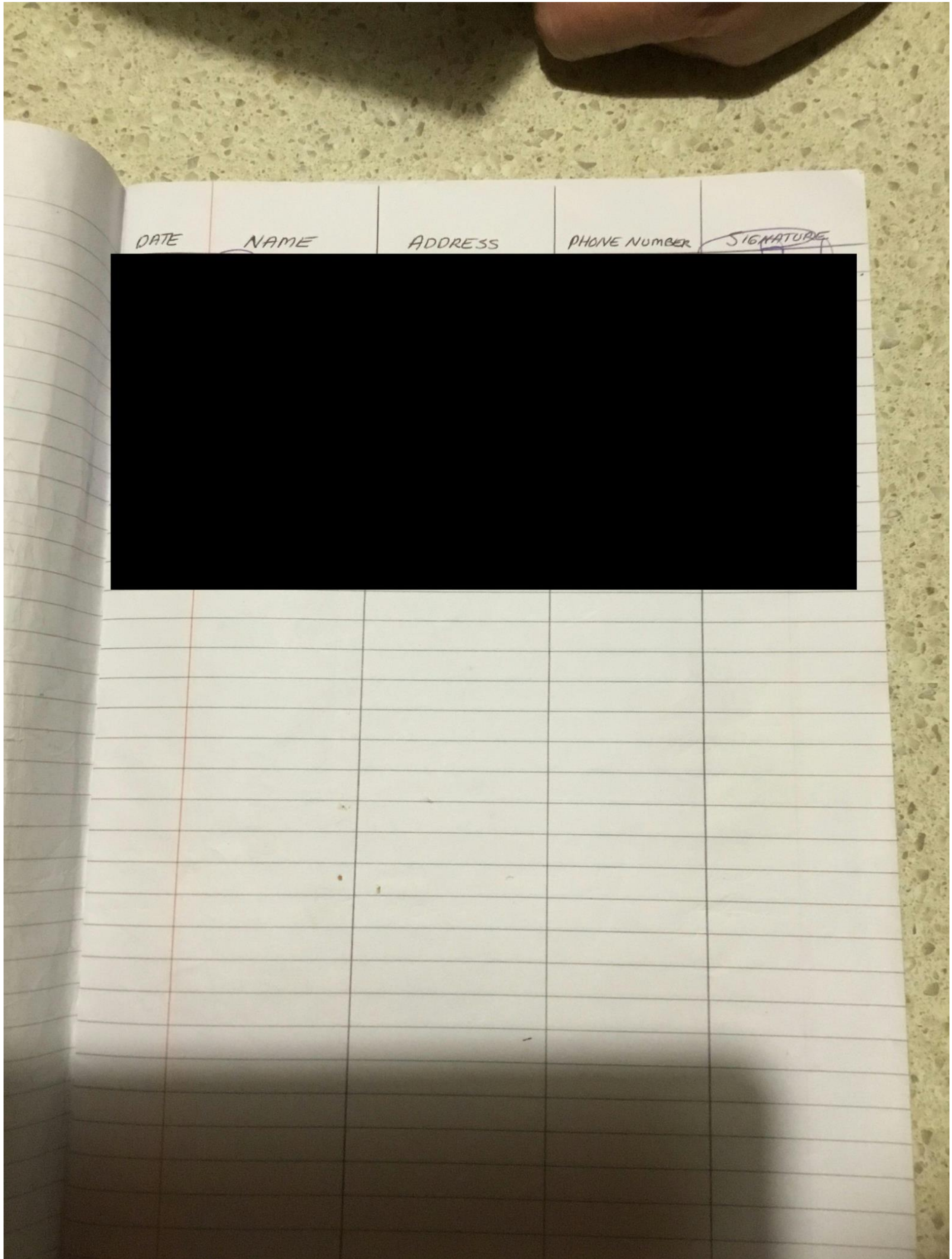
1.1 Petition against Planning Permit 20/0207 - 65 Main Street, Winchelsea - Connection of Adjoining Streets

APPENDIX 1 REDACTED PETITION

WE THE UNDERSIGNED RESIDENTS OF
SMITH, WARNER, SCHROETER, DWYER ST.
OBJECT, TO SURF COAST SHIRE PROPOSAL.
TO CONNECT THE ABOVE NAMED STREETS,
TO RIVERS EDGE DEVELOPMENT!
CONNECTION TO THIS "PROPOSAL" BY ROAD.
WILL ALLOW PRINCESS HWY TRAFFIC, TO AVOID.
PRINCESS HWY & ANDERSON ST TRAFFIC LIGHTS.

DATE	NAME	ADDRESS	PHONE NUMBER	SIGNATURE

1.1 Petition against Planning Permit 20/0207 - 65 Main Street, Winchelsea - Connection of Adjoining Streets



2. RESPONSIBLE & PLANNING AUTHORITIES

Nil

3. OFFICE OF THE CEO

3.1 Contracts Awarded under Pre Authorisation

Author's Title: Manager Engineering Services

General Manager: John Bertoldi

Department: Engineering Services

File No: F21/803

Division: Governance & Infrastructure

Trim No: IC21/1900

Appendix:

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 inform Council of the contract awarded by the Chief Executive Officer (CEO) under authorisation provided via resolution at the 27 July 2021 Council Meeting.

Contracts awarded by the CEO in the preceding month that relate to the 27 July 2021 authorisation are listed below:

Contract No.	Contract Description	Successful Contractor(s)	Contract Value
T22-015	Construction of Concrete Footpaths and/or Kerbing	<u>Footpath construction</u> <ul style="list-style-type: none"> CJ Walters Concreting Pty Ltd Geelong Kerbing Pty Ltd <u>Kerbing Works</u> <ul style="list-style-type: none"> Geelong Kerbing Pty Ltd 	\$1,600,000 (ex-GST)*

* Approximate value as this is a Schedule of Rates contract

Recommendation

That Council notes the award of a panel contract for CJ Walters Concreting Pty Ltd and Geelong Kerbing Pty Ltd.

Adjournment of Meeting

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Mike Bodsworth

That Council agrees to adjourn the meeting at 6:35pm due to livestreaming technical issues. The meeting reconvened at 6:44pm.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

3.1 Contracts Awarded under Pre Authorisation

Motion

MOVED Cr Adrian Schonfelder, Seconded Cr Liz Pattison

That the motion be put.

Council Resolution

MOVED Cr Mike Bodsworth, Seconded Cr Liz Pattison

That Council notes the award of a panel contract for CJ Walters Concreting Pty Ltd and Geelong Kerbing Pty Ltd.

CARRIED 8:0

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Cr Allen	Nil	Nil
Cr Barker		
Cr Bodsworth		
Cr Gazzard		
Cr Pattison		
Cr Schonfelder		
Mayor Stapleton		
Cr Wellington		

CARRIED 8:0

3.2 Notification of Organisational Restructure

Author's Title: Manager People & Culture

General Manager: Chris Pike

Department: People & Culture

File No: F16/683-3

Division: Culture & Community

Trim No: IC21/1945

Appendix:

1. Revised Organisational Structure (D21/229128)

Officer Conflict of Interest:

In accordance with Local Government Act 2020 – Section 130:

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 inform the Council of the intention of the Chief Executive Officer (“CEO”) to implement an organisational restructure that will positively affect the capacity of the Council to deliver the Council Plan.

Summary

In accordance with the requirements of section 46 of the *Local Government Act 2020* (“the Act”) the CEO has undertaken a review of the organisational structure and will implement a restructure effective from 31 January 2022. The new structure will have a positive impact on the organisation’s capacity to deliver the Council Plan.

Recommendation

That Council notes the Chief Executive Officer will implement an organisational restructure from 31 January 2022 that will positively affect the capacity of Council to deliver the Council Plan.

Council Resolution

MOVED Cr Kate Gazzard, Seconded Cr Paul Barker

That Council notes the Chief Executive Officer will implement an organisational restructure from 31 January 2022 that will positively affect the capacity of Council to deliver the Council Plan.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

3.2 Notification of Organisational Restructure

Report

Officer Direct or Indirect Interest

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

Background

Section 46 of the Act states that a Chief Executive Officer is responsible for:

- (1) (b) *ensuring the effective and efficient management of the day to day operations of the Council,*
and
(2) (a) *establishing and maintaining an organisational structure for the Council; and*
(b) *all staffing matters, including appointing, directing, managing and dismissing members of Council staff*

Section 46(4) of the Act requires the Chief Executive Officer to:

- (b) *inform the Council before implementing an organisational restructure that will affect the capacity of the Council to deliver the Council Plan; and*
(c) *consult members of Council staff affected by a proposed organisational restructure, before implementing the organisational restructure.*

Discussion

Robyn Seymour commenced as CEO in July 2021 and has undertaken a process to review data relating to the current priorities and performance of the organisation. The Act expressly states that restructures are the role of the CEO. Council's role in this matter is to receive this notice from the CEO. As such the following is provided for information in accordance with the Act.

Since the existing structure was established the organisational environment and context has changed. These factors include:

- the establishment of a new Council and development a new Council Plan that sets out strategic priorities over the next four years,
- Keith Baillie's resignation from the position of CEO and Robyn Seymour's subsequent appointment,
- Anne Howard's resignation from the position of General Manager Governance and Infrastructure and resulting vacancy,
- financial sustainability challenges outlined in Council's Financial Plan,
- changes in legislation including the Act, and
- the evolving requirements for service delivery and changing community needs.

The CEO, in consultation with the Executive Management Team and broader leadership group, led a review of the current structure.

A proposed structure was developed regrouping the organisational functions into three new divisions – Organisational Strategy and Effectiveness, Place Making and Environment and Community Life. (Note that the division and department names are working titles only and will be finalised by teams as part of the implementation of the new structure.)

In accordance with both Section 46 (4) of the Act and the Surf Coast Shire Council Enterprise Agreement No. 10 (*"the agreement"*), consultation has taken place with employees and parties to the agreement in relation to the proposed changes. A proposed structure was presented to staff and relevant unions and feedback was provided by the parties. The CEO has taken into account the feedback and suggestions received in determining the final iteration of the structure which can be found at Appendix 1.

3.2 Notification of Organisational Restructure

Each division has a key purpose and focus:

Organisational Strategy and Effectiveness - setting organisational strategy, driving organisational effectiveness, ensuring long term financial sustainability and setting the framework for service delivery and the running of the organisation

Place Making and Environment – shaping and facilitating liveable and connected communities to ensure Surf Coast Shire is thriving now and into the future.

Community Life – delivering good customer experience over the life spectrum from early childhood to our aging community and enabling active and involved communities.

The proposed structure will positively impact the organisation’s ability to deliver on Council’s commitments in the Council Plan.

The restructure will be implemented from 31 January 2022.

Council Plan

Theme 7 Accountable and Viable Council
Strategy Select Strategy

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council’s Community Engagement Policy SCS-017)	No
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	No
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	Yes

3.2 Notification of Organisational Restructure

Governance Principles - Local Government Act 2020 (LGA 2020)

The organisational structure provides alignment of functions to ensure that the operations of Council are undertaken in consideration of the priorities established in the Council Plan, and to ensure that resources are allocated to achieve community priorities and outcomes.

Policy/Relevant Law

The organisational restructure has been undertaken in accordance with Section 46 of the Local Government Act 2020 and in consideration of the Surf Coast Shire Enterprise Agreement No. 10 and national employment standards and legislation.

Financial Management

Any costs associated with the organisational restructure will be managed within the existing budget. Any new proposals to deliver the Council Plan which are in excess of the annual budget will be presented to Council through normal budget processes.

Risk Assessment

The transparency and consultation embedded in the process to establish the organisational structure has contributed to a high level of commitment and buy in from staff which will be critical to its successful implementation.

Communication

Implementation of the structure is an internal and operational matter however updated organisation structures will be made available on Council's website from 31 January 2022.

Human Rights Charter

Council, in developing updated organisational structure has considered its rights and responsibilities as a public authority under the Victorian Charter of Human Rights and Responsibilities.

Options

Option 1 – Note the intention of the CEO to implement an organisational restructure

This option is recommended by officers as it formally acknowledges the CEO's fulfilment of their obligation under the Act.

Option 2 – Do not note the intention of the CEO to implement an organisational restructure

This option is available to Council however would not impact the CEO's fulfilment of their obligation under the Act.

Conclusion

The CEO has undertaken a review of the organisational structure and intends to implement a restructure effective from 31 January 2022. The CEO is required to inform Council of their intention.

3.2 Notification of Organisational Restructure

APPENDIX 1 REVISED ORGANISATIONAL STRUCTURE

SURF COAST SHIRE COUNCIL

New Organisational Structure Management Level – effective 31 January 2022



4. CULTURE & COMMUNITY

4.1 2020-21 Local Roads and Community Infrastructure Program - Phase 3

Author's Title: Recreation Planning Coordinator

General Manager: John Bertoldi

Department: Social Infrastructure Planning

File No: F20/698

Division: Culture & Community

Trim No: IC21/1942

Appendix:

Nil

Officer Conflict of Interest:

Status:

In accordance with Local Government Act 2020 –
Section 130:

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 approve the submission of a project in Phase 3 of the Australian Government's 2020-21 Local Roads and Community Infrastructure Program.

Summary

The Local Roads and Community Infrastructure (LRCI) Program Phase 1 was announced by the Australian Government on 22 May 2020 and Phase 2 announced on 14 December 2020. Phase 3 was announced in October 2021. 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 funding allocation for Phase 3 is \$2,102,120 with projects to be completed by 30 June 2023.

Council can choose which projects to nominate for funding. 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.

On 28 September 2021 Council resolved to submit a project nomination to the LRCIP Phase 3 for \$1.4 million to be allocated to the refurbishment of the current performing and visual arts facility, known as the Multi Arts Facility (MAC).

Officers recommend submitting a second project nomination for the Blackgate Road/Horseshoe Bend Road Intersection Upgrade Project for \$752,120, which includes a \$50,000 contribution from Council's Asset Renewal Program (already allocated toward the project). This is Council's highest priority road project.

Recommendation

That Council:

1. Notes that Surf Coast Shire's funding allocation for Phase 3 of the Local Roads and Community Infrastructure Program is \$2,102,120.
2. Notes that at the 28 September 2021 Council meeting the Chief Executive Officer was authorised to submit a project nomination to the Local Roads and Community Infrastructure Program Phase 3 for \$1.4 million toward the interim refurbishment of the current performing and visual arts facility, known as the Multi Arts Facility (MAC).
3. Submits a project nomination to the Local Roads and Community Infrastructure Program Phase 3 for the Blackgate Road/Horseshoe Bend Road Intersection Upgrade at a total cost of \$752,120 consisting of \$702,120 from the program and \$50,000 from Council's Asset Renewal Program.
4. Authorises the Chief Executive Officer to execute the Local Roads and Community Infrastructure Program Phase 3 Grant Agreement.
5. Notes that projects must be completed by 30 June 2023.

4.1 2020-21 Local Roads and Community Infrastructure Program - Phase 3

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Paul Barker

That Council:

1. Notes that Surf Coast Shire's funding allocation for Phase 3 of the Local Roads and Community Infrastructure Program is \$2,102,120.
2. Notes that at the 28 September 2021 Council meeting the Chief Executive Officer was authorised to submit a project nomination to the Local Roads and Community Infrastructure Program Phase 3 for \$1.4 million toward the interim refurbishment of the current performing and visual arts facility, known as the Multi Arts Facility (MAC).
3. Submits a project nomination to the Local Roads and Community Infrastructure Program Phase 3 for the Blackgate Road/Horseshoe Bend Road Intersection Upgrade at a total cost of \$752,120 consisting of \$702,120 from the program and \$50,000 from Council's Asset Renewal Program.
4. Authorises the Chief Executive Officer to execute the Local Roads and Community Infrastructure Program Phase 3 Grant Agreement.
5. Notes that projects must be completed by 30 June 2023.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

4.1 2020-21 Local Roads and Community Infrastructure Program - Phase 3

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). On 14 December 2020 the Department announced Phase 2 of the LRCI program. Phase 3 was announced in October 2021. 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 Phase 1 funding allocation through the program was \$1,051,060, Phase 2 funding allocation was \$1,581,159 and Phase 3 funding allocation is \$2,102,120. The LRCI Program Phase 3 will run from 1 January 2022 with projects required to be physically completed by 30 June 2023.

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.

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 Nomination

Officers have undertaken an assessment and prioritisation process to identify suitable project nominations for the 2020-21 LRCI Program Phase 3. Factors taken into consideration include:

- Alignment to the funding guidelines
- Project can be physically completed by 30 June 2023

4.1 2020-21 Local Roads and Community Infrastructure Program - Phase 3

- Delivery of economic and social benefits to the local community in accordance with funding guidelines
- Creates local short term employment opportunities
- Community contributions (noting COVID-19 has reduced fundraising capacity) or asset renewal funding 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.

Blackgate Road/Horseshoe Bend Road Intersection Upgrade

The Blackgate Road/Horseshoe Bend Road has been identified as Council's highest priority road project due to the increase in traffic generation from development both within Surf Coast Shire's growing north Torquay precinct and City of Greater Geelong's Armstrong Creek area leading to a high level risk with cross road vehicle movements and potential for high speed side impact crashes at this intersection. This risk is likely to increase as traffic volume grow within these two precinct. Horseshoe Bend Road and Blackgate Road are also identified as key cycling corridors. Road safety intersection improvement works will also address any risk to these vulnerable users. A recent Road Safety Audit conducted at this location recommended a roundabout to be considered the best long term treatment for the intersection and provides the greatest alignment with Safe System principles to reduce risk and likelihood of any serious or fatal accidents at this location in the future.

The total project cost is \$752,120 including a contribution of \$50,000 leveraged from Council's Asset Renewal Program. The intersection improvement works include the installation of a roundabout and cycling lanes that will ensure a much safer passage for all users. As the intersection provides an important connection between Armstrong Creek, Barwon Heads and Torquay and is a very popular cycling route. The project will enhance safety, mitigate the risk of crashes on the intersection and improve amenity of access for all.

Other projects identified as potential candidates under this program include:

1. Point Impossible Road – upgrade and sealing works,
2. Zeally Bay Road/The Esplanade - Roundabout improvement and
3. Boundary Road upgrade and sealing works,

Following consideration, and given level of safety, risk, road improvement for all road users and high level community support, the Blackgate Road/Horseshoe Bend Road intersection upgrade ranked highest in meeting these requirements.

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

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes

4.1 2020-21 Local Roads and Community Infrastructure Program - Phase 3

Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	Yes
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	No

Governance Principles - Local Government Act 2020 (LGA 2020)

Each of the projects will effectively be brought forward from post 2021-22 work plans, a key component of the Program Guidelines and will contribute directly to stimulating the local economy and increasing employment opportunities.

Policy/Relevant Law

Under the Road Management Act, Council has a responsibility to provide a road network which *is 'as safe for road users as is reasonably practicable'*. Applying for this funding opportunity aligns to Council's Road Safety Strategy 2016-2021 and contribute to a much safer road network.

Community Engagement

A communications and engagement plan based on the IAP2 spectrum of engagement will be developed for each project 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 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.

The Blackgate Road/Horseshoe Bend Road Intersection Upgrade has \$50,000 already allocated toward the project from Councils Asset Renewal Program.

Risk Assessment

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

A community engagement plan will need to be developed for each project if successful, local community will be consulted regarding the works as required.

4.1 2020-21 Local Roads and Community Infrastructure Program - Phase 3

Options

Option 1 – Submit a project nomination to the Local Roads and Community Infrastructure Program Phase 3 for the Blackgate Road/Horseshoe Bend Road Intersection Upgrade Project as identified in this report.

This option is recommended by officers as it is our highest priority road project that meets the funding guidelines and provides great community benefit with a focus on road safety.

Option 2 – Submit different project nominations to the Local Roads and Community Infrastructure Program Phase 3 to that identified in this report

This option is not recommended by officers as other projects would not be considered a priority above the eligible project already identified in this report.

Option 3 – Do not submit any further project nominations to the Local Roads and Community Infrastructure Program Phase 3.

This option is not recommended by officers as it will mean the project does 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. Council has already prioritised a \$1.4 million allocation of LRCIP Phase 3 funds toward the interim refurbishment of the current performing and visual arts facility, known as the Multi Arts Facility (MAC) at its 28 September 2021 Ordinary meeting.

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 an additional \$2,102,120 and the LRCI Program is unique in that it requires no financial co-contribution from Council. Officers have undertaken an assessment and prioritisation process considering the eligibility requirements as per the funding guidelines and have recommended the Blackgate Road/Horseshoe Bend Road Intersection Upgrade as the highest priority road project in addition to the previously approved MAC (Multi-Arts Facility) project.

4.2 Cultural Facility and Library Project Funding Applications

Author's Title: Manager Community Relations

General Manager: Chris Pike

Department: Community Relations

File No: F20/647

Division: Culture & Community

Trim No: IC21/1896

Appendix:

Nil

Officer Conflict of Interest:

Status:

In accordance with Local Government Act 2020 –
Section 130:

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 authorise the submission of funding applications for the Cultural Facility and Library project.

Summary

On 28 September 2021, Council endorsed a staged approach to deliver the Cultural Facility and Library project with Stage 1 delivering the new Library, Australian National Suring Museum (ANSM), Visitor Information Centre, Arts Spaces and Ancillary Facilities in 2024 (subject to funding), and Stage 2 delivering the Visual and Performing Arts Facilities around 2030 (subject to funding).

Stage 1 of the Cultural Facility and Library Project is estimated to cost \$33 million, requiring external funding of up to \$25 million. In seeking to secure the \$25 million external funding required Council has submitted applications to the Growing Suburbs Fund (seeking maximum \$7.5 million) and Living Libraries Infrastructure Program (seeking maximum \$1.5 million). The success, or otherwise, of these applications is not yet known. There is possibility applications may be successful, but with a lower offer of funding than what was sought.

It is critical that Council maximises significant funding opportunities to help deliver this project.

Released on 11 November, the Victorian Government's Regional Tourism Investment Fund (RTIF) offers an opportunity to secure up to \$10 million at a funding ratio of \$3 (RTIF) to \$1 (Council). Similarly, although not yet released, an anticipated Round Six of the Australian Government's Building Better Regions Fund (BBRF) could offer a further opportunity to secure \$10 million at a potential funding ratio of \$2 (BBRF) to \$1 (Council)

Submitting applications under both of these programs would mean Council increases the potential of attracting the significant funding required. Council's committed funding of \$8.06 million can be leveraged multiple times (i.e. committed in full as Council's contribution for each separate funding opportunity). This will be made clear in each application.

Recommendation

That Council:

1. Notes Stage 1 of the Cultural Facility and Library Project is estimated to cost \$33 million, requiring external funding of up to \$25 million.
2. Notes existing applications submitted under the Growing Suburbs Fund (seeking maximum \$7.5 million) and Living Libraries Infrastructure Program (seeking maximum \$1.5 million) are currently being assessed.
3. Notes the opportunity to submit an application to the Victorian Government's Regional Tourism Investment Fund, with an upper limit of \$10 million.
4. Authorises the Chief Executive Officer to submit the following application:
 - 4.1 Victorian Government's current Regional Tourism Investment Fund - Cultural Facility and Library Project Stage 1 – Total Project Cost \$33 million, Regional Tourism Investment Fund \$10 million, Council contribution up to \$8.06 million.
5. Notes the potential future opportunity to submit an application to the Australian Government's Building Better Regions Fund Round Six, with an upper limit of \$10 million.

4.2 Cultural Facility and Library Project Funding Applications

6. Authorises the Chief Executive Officer to submit the following application subject to it meeting the fund guidelines when released:
 - 6.1 Australian Government's future Building Better Regions Fund Round Six - Cultural Facility and Library Project Stage 1 – Total Project Cost \$33 million, Building Better Regions Fund up to \$10 million, Council contribution up to \$8.06 million.
7. Authorises the Chief Executive Officer to execute funding agreements on behalf of Council should these applications be successful.
8. Notes that should Council be successful in securing \$20 million via these funding programs, approximately \$5 million of additional funding will be required from existing applications or new sources in order for this project to proceed.

Council Resolution

MOVED Cr Liz Pattison, Seconded Cr Gary Allen

That Council:

1. Notes Stage 1 of the Cultural Facility and Library Project is estimated to cost \$33 million, requiring external funding of up to \$25 million.
2. Notes existing applications submitted under the Growing Suburbs Fund (seeking maximum \$7.5 million) and Living Libraries Infrastructure Program (seeking maximum \$1.5 million) are currently being assessed.
3. Notes the opportunity to submit an application to the Victorian Government's Regional Tourism Investment Fund, with an upper limit of \$10 million.
4. Authorises the Chief Executive Officer to submit the following application:
 - 4.1 Victorian Government's current Regional Tourism Investment Fund - Cultural Facility and Library Project Stage 1 – Total Project Cost \$33 million, Regional Tourism Investment Fund \$10 million, Council contribution up to \$8.06 million.
5. Notes the potential future opportunity to submit an application to the Australian Government's Building Better Regions Fund Round Six, with an upper limit of \$10 million.
6. Authorises the Chief Executive Officer to submit the following application subject to it meeting the fund guidelines when released:
 - 6.1 Australian Government's future Building Better Regions Fund Round Six - Cultural Facility and Library Project Stage 1 – Total Project Cost \$33 million, Building Better Regions Fund up to \$10 million, Council contribution up to \$8.06 million.
7. Authorises the Chief Executive Officer to execute funding agreements on behalf of Council should these applications be successful.
8. Notes that should Council be successful in securing \$20 million via these funding programs, approximately \$5 million of additional funding will be required from existing applications or new sources in order for this project to proceed.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

4.2 Cultural Facility and Library Project Funding Applications

Report

Officer Direct or Indirect Interest

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

Background

On 28 September 2021, Council endorsed a staged approach to deliver the Cultural Facility and Library project with Stage 1 delivering the new Library, Australian National Suring Museum (ANSM), Visitor Information Centre, Arts Spaces and Ancillary Facilities in 2024 (subject to funding), and Stage 2 delivering the Visual and Performing Arts Facilities in 2030 (subject to funding).

The report also identified the cost of Stage 1 is estimated at \$33m requiring up to \$25m in external funding. Council's contribution to the project is \$8.06m. Council resolved to submit two state government funding applications for Stage 1 of the project as follows:

- The Victorian Government's current Growing Suburbs Fund (GSF) Round:
 - Growing Suburbs Fund \$7.5 million, Council contribution \$7.56 million
- The Victorian Government's Current Living Libraries Infrastructure Program (LLIP) Round:
 - Living Libraries Infrastructure Program \$1.5 million, Council contribution \$500,000.

These two funding applications have been submitted and at the time of writing this report, Council had not been advised of the outcome.

While Council has applied for the highest amount in both of these funds, officers are aware that no single Council has ever attracted the maximum amount from the GSF. Our recent experience with the GSF in applying for components of the Aquatic and Health Centre was that Council was successful in gaining \$3.5 million from a \$4 million application

Discussion

There are two significant funding opportunities that could help deliver the Cultural Facility and Library project. The first is the recently announced state government's Regional Tourism Investment Fund (RTIF) which is open now and the second is the federal government's Building Better Regions Fund (BBRF) which is expected to be open soon.

Regional Tourism Investment Fund

On 11 November 2021 the Victorian Government announced a new \$150 million Regional Tourism Investment Fund. The purpose of the RTIF is to drive the recovery and sustainability of regional Victoria's visitor economy by catalysing private and public investment and facilitating new and innovative tourism infrastructure projects.

Surf Coast Shire Council, is identified as a Tier 2 location in the RTIF funding guidelines and the funding ratio for Tier 2 location projects is on a 3:1 basis. The fund is highly competitive and the maximum application for councils is \$10 million.

The objectives of the RTIF are:

- Deliver strategic tourism infrastructure projects that will increase visitation, improve quality of customer experience, and increase visitor yield and length of stay.
- Deliver projects that broaden Victoria's tourism offering, and support and encourage year round visitation and dispersal across regional Victoria.
- Leverage and facilitate private sector investment, including through strengthening public tourism infrastructure.
- Drive new jobs and improved outcomes for the State's visitor economy.

The table below provides an overview of the required RTIF timelines.

4.2 Cultural Facility and Library Project Funding Applications

Step	Dates
Applications open	11 November 2021
Applications close	14 January 2022
Assessment and approvals process	January to April 2022
Successful projects announced*	From mid May 2022
Grant Agreements finalised	By 30 June 2022
Construction commencement	Within 9 months of executed Grant Agreement
Final project completion	By 30 June 2024
Acquittal report due	By 30 September 2024

The RTIF has the following assessment criteria:

- Criteria 1 – Tourism outcomes and objectives (35%)
- Criteria 2 – Strategic alignment (25%)
- Criteria 3 – Project feasibility and readiness (25%)
- Criteria 4 – Organisational capability and capacity (10%)
- Criteria 5 – Need for funding and value for money (5%)

Initial discussions with RTIF representatives regarding the eligibility and merit of the Cultural Facility and Library project have been positive. These discussions have emphasised the need for projects to have alignment to at least one of the following tourism pillars:

Nature – experiences and products that activate regional Victoria’s natural assets such as forests, parks, alpine areas, wildlife, geothermal and natural mineral springs, coastlines, rivers, lakes and oceans, and contribute to a healthy and resilient environment.

Epicurean – culinary and gastronomic experiences and products that highlight provenance and demonstrate innovation, including agricultural and regenerative farming experiences, cellar doors, distilleries and breweries.

Arts and culture – experiences and products that enable the visitor to engage with art and culture in new and innovative ways, such as museums, storytelling, multicultural centres, art and heritage trails, public art installations, galleries and creative venues.

First Peoples' led experiences – prioritising the world’s oldest, continuous living culture that will contribute the future of Victorian tourism, through the creation of immersive experiences and products that are driven by Aboriginal self-determination.

There are strong project links to these pillars with Stage 1 delivering a new ANSM - (an internationally significant collection of surfing artefacts and memorabilia) coupled with visitor information services, and arts maker’s spaces. The facility will tell stories of First Nations People and we have engaged with Wadawurrung Traditional Owners in planning the facility and the relationship the building will have to the land and landscaping elements. RTIF representatives have encouraged officers that this is a strong project worthy of an application to the fund.

The ANSM in particular is viewed as having a particularly strong alignment to the RTIF objectives given its obvious connection to surfing and the significance of the museum’s collection. It has the ability to be a regional attraction for interstate and international visitors as they commence their journey throughout the Great Ocean Road region. Similarly, the visitor information component has a strong dispersal focus, encouraging visitors to stay longer in Surf Coast Shire and broader region and encourage people to experience the region’s many cellar doors, distilleries and breweries.

4.2 Cultural Facility and Library Project Funding Applications

Council can consider submitting a funding application to the RTIF seeking \$10 million with a contribution from Council of \$8.06 million. Funding body representatives have confirmed that Council's contribution may be a contribution that is a committed contribution to other funding applications.

Building Better Regions Fund – EXPECTED TO BE OPEN SOON.

The \$1.38 billion Building Better Regions Fund (BBRF) supports the Australian Government's commitment to:

- drive economic growth
- build stronger regional communities into the future.

The Australian Government announced \$250 million in the 2021-22 Budget towards a sixth round of the BBRF. It is expected that round six will open shortly. The Infrastructure Projects Stream has supported projects that provide economic and social benefits to regional and remote areas.

Projects can be either construction of new infrastructure or the upgrade or extension of existing infrastructure. Historically the program has provided funding to a maximum \$10 million.

The four-in-one Cultural Facility and Library has a good alignment with the previous funding focusses of the BBRF. Round six is envisaged to be similar to previous rounds which has had a focus on economic outcomes and strengthening regional communities. The combined elements of the project achieve this ambition. This is further evidenced by similar projects outlined in the table below, which have received funding in past rounds.

While the funding ratio for the Building Better Regions Fund is not yet known, the program website identifies funding provided will be up to either 50% or 75% of eligible project costs with location a determinate of the funding ratio. A small sample of projects below shows that funding ratios varied greatly in previously funded projects:

Applicant	Project Title	Project Description	Grant Approved	Total Project Cost
Bass Coast Shire Council	Cowes Cultural & Community Centre	Construct a multi-use community centre	\$5 million	\$19 million
Murweh Shire Council	Tourism Precinct Development	Construct the Outback Museum of Australia	\$7.9 million	\$8.34million
Margaret River Busselton Tourism Association	Ancient Lands Discovery Park @ Ngilgi, Yallingup WA	The project will upgrade and extend the existing visitor experience centre.	\$1.35million	\$2.75million

The components of the Cultural Facility and Library project have good alignment to the previous focus of the BBRF and is consistent with many successful projects in previous rounds.

Proposed funding mix analysis

By seeking to submit an application of up to \$10 million under both programs Council is proactively addressing the \$25 million funding shortfall for the estimated \$33 million Stage 1 cost.

It is unclear whether Council will be successful in the already submitted Growing Suburbs Fund (\$7.5m) and Living Libraries Infrastructure Program (\$1.5m) applications. The outcomes of these applications – if known - may have a bearing the amounts included in the RTIF and BBRF funding applications.

Council can confirm its intention and authorisation to apply to the BBRF at the 14 December meeting and this will enable officers to be in a position to commence an application as soon as possible should Round Six be announced over the December – January period.

Other Project Potentials

In considering the most appropriate projects to put forward for RTIF and BBRF candidates, officers considered other project candidates. Projects that aligned to the funding guidelines included the Adventure Tourism Surf Coast Trails - Anglesea Mountain Bike Trails & Bike Park and the Torquay Town Centre

4.2 Cultural Facility and Library Project Funding Applications

projects. These projects are not considered strong candidates as there is too much work required and time needed to have these projects investment ready.

Other projects in Council's advocacy program were assessed as not having strong alignment to the current RTIF or previous BBRF funding guidelines.

In the context of delivering a project that aligns closely with the objectives of RTIF and previous BBRF round, the Cultural Facility and Library is the strongest candidate. Another compelling reason for the Cultural Facility and Library to be considered a candidate to both funds is the very substantial funding shortfall (\$25m) that exists for this project. Council needs to target these very significant but infrequent funding opportunities to be able to deliver a project of this sizes and level of investment.

Both the Victorian Government's Regional Tourism investment Fund and the Australian Government's Building Better Region's Fund are designed to support infrastructure projects that drive regional economic outcomes and require significant funding contributions.

Each Fund has a maximum contribution of \$10 million. Given the high capital cost for this project, Council must maximise every major funding opportunity available to generate the funds required to deliver it.

Council Plan

Theme 5 Robust and Diverse Economy
Strategy 13 Support tourism and events that encourage people to stay longer and appreciate and care for this place

Theme 6 Arts and Creativity
Strategy 17 Increase support for creative industries and arts

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	Yes
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	No

Community Engagement

Community engagement has been undertaken on the Cultural Facility and Library project for the current planning project which is developing the concept and business case.

4.2 Cultural Facility and Library Project Funding Applications

In accordance with Council's Community Engagement Policy SCS-017, the engagement level for the concept and business case development planning project is **consult** as shown below.

Engagement Level	Promise to the Community	Role of Community	Activities used
Consult	Council will listen to and acknowledge your contribution.	Contribute opinions and ideas.	Online submission page Stakeholder meetings

The opportunity to submit funding applications to LTIF and BBRF did not involve community consultation.

Public Transparency

This report aligns to the principle of transparency in decision making by sharing an important decision milestone with the community. This report describes the proposal to deliver the project in two stages and the opportunity to submit significant funding applications which provides public transparency to these Council decisions.

Strategies/Plans

At its meeting on 28 September Council endorses a staged approach to deliver the Cultural Facility and Library project with Stage 1 delivering the new Library, Australian National Suring Museum, Visitor Information Centre and Ancillary Facilities in 2024 (subject to funding), and Stage 2 delivering the Visual and Performing Arts Facilities in 2030 (subject to funding).

The authorisation to submit funding applications under the Regional Tourism Investment Fund and future Building Better Regions Fund is in line with the adopted staged approach.

This report and the Cultural Facility and Library project is helping delivering on the Council Plan theme of Arts and Creativity.

Financial Management

Council has \$6.9 million allocated towards a new library in the current DCP. \$1.16 million of asset renewal funding can also be allocated to the project as this money is set aside to renew current buildings identified for removal to build Stage 1. This combined total of \$8.06 million is a significant Council contribution, however is well short of the total \$33 million required to deliver Stage 1. The staged approach is proposed as a full redevelopment in one project at \$50 million + is seen as too expensive and unachievable at this time.

This shortfall will need to be made up of funding from other sources and is the primary reason this report recommends applying to the Regional Tourism Investment Fund and future Building Better Regions Fund.

Preliminary modelling has occurred on the operating costs of the two staged approach. Early findings show that while Stage 1 facilities are in place, this adds approximately \$550,000 to Council's recurrent costs. This grows to approximately \$770,000 when stage 2 is built and being used. Council's 10 year long term financial plan allows for \$700,000 additional cost for operating and asset renewal of this facility.

Service Performance

Geelong Regional Library Corporation (GRLC) delivers library services for Surf Coast Shire and four other councils in the G21 Region. GRLC is consistently rated by Public Libraries Victoria (PLV) as the state's top library service. PLV evaluate library services on 10 different performance indicators.

These indicators include the number of active library members, their customer satisfaction, and the turnover in both digital and physical items.

GRLC has consistently performed well across the categories. It was shown to have the third highest attendance at library programs per capita, the third highest number of public access devices per capita, and the fifth highest customer satisfaction rating.

4.2 Cultural Facility and Library Project Funding Applications

The Torquay VIC plays a key role in the provision of information, encourages visitors to slow down their journey and experience more of the Surf Coast Shire and Great Ocean Road. It also performs an important accommodation referral function. The Torquay Visitor Centre is open 7 days a week. Prior to the commencement of COVID-19 restrictions it received between approximately 80,000 enquiries each year.

The ANSM is the largest and only accredited surfing museum in the world and has an internationally significant collection. The ANSM tells stories of national significance. The ANSM is an international destination for visitors to the Surf Coast Shire and Great Ocean Road and typically attracts around 20,000 people each year. The ANSM is open 7 days a week.

Risk Assessment

A potential and significant risk exists if Council does not apply for the money as proposed in this report. This may give the impression that we are not seriously pursuing relevant funding streams available. This approach may cause difficulties in the lead up to elections and elected representatives may question why funding applications have not been submitted to recent funding rounds. This risk is managed by submitting the applications.

There are no identified Workplace Health and Safety implications associated with this report.

Communication

Council will communicate this decision through its communication channels and local media is likely to take an interest in this topic. Council will communicate the outcomes of any of the significant funding outcomes described in this report through its communication channels.

Options

Option 1 – Authorise the submission of an application under the Victorian Government’s Regional Tourism Investment Fund seeking \$10 million for the Cultural Facility and Library Project Stage 1 project with a Council contribution of up to \$8.06 million and a potential further application under the Australian Government’s Building Better Regions Fund Round Six seeking \$10 million for the Cultural Facility and Library Project Stage 1 – with a Council contribution of up to \$8.06 million.

This option is recommended by officers as both funds present an opportunity to potentially secure the required \$25 million external funding to deliver this project. Failure to apply would mean that Council would forego this funding opportunity and need to seek other avenues to bridge the funding gap. This recommended option sends a strong signal to other levels of government and the community that this project is a significant priority of Council and our community.

Option 2 – Do not authorise the submission of an application under the Victorian Government’s Regional Tourism Investment Fund seeking \$10 million for the Cultural Facility and Library Project Stage 1 project with a Council contribution \$8.06 million and a potential further application under the Australian Government’s Building Better Regions Fund Round Six seeking \$10 million for the Cultural Facility and Library Project Stage 1 – with a Council contribution of \$8.06 million.

This option is not recommended by officers as it would forego two significant opportunities to attract external funding towards a project identified as an advocacy priority. In addition, this option signals to both levels of government that the project is not a priority and may result in an inability to meet the significant gap in required external funding.

Conclusion

The Cultural Facility and Library is a high priority project for Council which requires significant external funding to deliver it.

This report recommends submitting a funding application under the Victorian Government’s Regional Tourism Investment Fund and a funding application to Round Six of the Australian Governments Building Better Regions Fund should it open soon as expected.

Both funds represent significant opportunities to secure the external funding need to deliver the \$33 million Cultural Facility and Library project.

4.3 Municipal Early Years Plan 2021-2025

Author's Title: Manager Community Strengthening
Department: Culture & Community
Division: Culture & Community

General Manager: Chris Pike
File No: F19/833
Trim No: IC21/1897

Appendix:

1. Final Municipal Early Years Plan (D21/227352)

Officer Conflict of Interest:

In accordance with Local Government Act 2020 – Section 130:

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 the final Surf Coast Municipal Plan for 2021-2025 for adoption by Council.

Summary

Childhood is the stage of life where opportunities to intervene can have the greatest impacts - a municipality with a focus on children is one that benefits all members of the community.

This final Municipal Early Years Plan (MEYP) 2021-2025 is a whole-of-community, whole-of-system, local area plan for the development and coordination of early years programs, activities and other local community development processes that impact on children and their families.

The MEYP provides an overview of the Surf Coast Shire's early years population and the service system supporting it, considers sector developments, and draws heavily on community engagement and service provider input.

In order to best represent gaps and needs, the findings are analysed and presented in four localities: Anglesea/Aireys Inlet/Lorne, Deans Marsh/Moriac/Winchelsea, Torquay, and Bellbrae/Bells Beach/Jan Juc. Issues that are common to each locality are identified as municipal priorities.

In general, the MEYP finds that the Surf Coast Shire early years population is well served by the existing service system. However, if a single improvement focus were to be chosen, prioritising the roll-out of 15 hours of funded 3 year old kindergarten would not only improve developmental outcomes for children, but also help to mitigate a shortage of affordable childcare.

The draft Municipal Early Years Plan was endorsed by Council for public exhibition and the action plan revised based on feedback from the community.

Recommendation

That Council:

1. Adopts the Municipal Early Years Plan 2021-2025 as attached at Appendix 1
2. Notes that parent/guardian and service provider surveys supplemented submissions on the Draft Municipal Early Years Plan to inform this final version.

Council Resolution

MOVED Cr Kate Gazzard, Seconded Cr Gary Allen

That Council:

1. Adopts the Municipal Early Years Plan 2021-2025 as attached at Appendix 1
2. Notes that parent/guardian and service provider surveys supplemented submissions on the Draft Municipal Early Years Plan to inform this final version.

CARRIED 7:1

4.3 Municipal Early Years Plan 2021-2025

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Cr Allen	Cr Barker	Nil
Cr Bodsworth		
Cr Gazzard		
Cr Pattison		
Cr Schonfelder		
Mayor Stapleton		
Cr Wellington		

CARRIED 7:1

4.3 Municipal Early Years Plan 2021-2025

Report

Officer Direct or Indirect Interest

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

Background

Early years plans were formalised by the Municipal Association of Victoria in 2006 to guide a whole of community, whole of system approach to building community strength and addressing the underlying causes of inequity and vulnerability of children and families.

By definition a Municipal Early years Plan:

- is a local area plan that provides a strategic direction for the development and coordination of early years programs, activities and other local community development processes that impact on children and their families
- engages and communicates with local communities
- acts as a catalyst for consistent multi-agency planning across a municipality - where all local partners work towards agreed outcomes within their respective roles
- encompasses the universal, targeted and intensive service systems, as well as broader programs and activities such as health promotion and environmental planning
- considers new and emerging programs funded by the state government of the day
- delivers improved social and economic outcomes for the community, and
- identifies council's leadership role across early years programs (not just those activities directly delivered by council).

An early years plan is not a statutory requirement, however it is good practice.

The 2018 Surf Coast Municipal Early Years Plan is superseded and due for renewal.

The draft Surf Coast Municipal Early Years Plan was endorsed at the Council meeting held on 27 July 2021 for public exhibition inviting comments.

Discussion

The Municipal Early Years Plan identifies municipal and local area issues for attention. The key issues and challenges in the Surf Coast Shire include:

- shortage of affordable childcare
- rollout of funded 3 year old kindergarten (State government initiative)
- attraction and retention of qualified and experienced early years staff
- incomplete and unsuitable (for young children) bike and footpath networks
- underdeveloped and unsuitable (for young children) playgrounds
- insufficient activities and events for young children
- limited access to swimming pools and swimming lessons
- limited information available regarding services and referral pathways
- risk of increased incidence of domestic abuse and family violence
- kindergarten services are disconnected and difficult to access and navigate

The MEYP recommends numerous solutions to address these issues, however it must be emphasised that all stakeholders, including families, communities, service providers, and government departments have parts to play in resolving the identified issues.

The draft report, based on extension research and supporting data, was exhibited for public comment in September 2021. Two suggestions were received:

- Update the playground on Ocean View crescent and build a playground at the back beach
- Improve connections with health services to offer early years speech pathology, occupational therapy and physio therapy

The annual parent and family survey provided additional input. In general responses were extremely positive but opportunities exist to provide additional parent education and support in accessing specialist early years services:

4.3 Municipal Early Years Plan 2021-2025

Maternal Child Health

- My family's values and beliefs are always / usually respected : 96%
- My child is always / usually treated with care and kindness : 99%
- Staff are always/usually approachable and non-judgmental :97%
- Staff are always/usually knowledgeable : 97%
- Staff listen always/usually listen to my point of view :95%
- The service always / usually supports my parenting style: 97%
- The information and resources provided to me are always/ usually accurate and relevant :95%
- I can access MCH service at short notice when I really need it : 95%

Opportunities

- 32% unaware of the availability of lactation consultants
- 43 % unaware of sleep and settling in-home support
- 17% unaware of parent education sessions
- 12% unaware of supported playgroups
- 25% unaware of the availability of additional nurse consultations
- 25% do not know where to access support for relationships or family violence
- 72% would like to be able to engage with MCH via telehealth

Kindergartens

- Educational program always/usually meets the need of your child : 94%
- The environment is always / usually safe and inclusive for all children : 95%
- Teachers and educators always/usually helpful with requests : 95%
- The opinion of families always/usually respected : 96%
- Quality of indoor environment excellent/ very good : 90%
- Quality of outdoor environment excellent/very good : 92%
- The incursion / excursion programs are extremely/ very important : 84%
- Educators always/usually encourage physical activity : 80%
- The service always/usually promotes cultural inclusion and gender equity : 82%
- Most liked about the service
 - Play Based Learning program : 81 %
 - Quality of educators / teachers :75%
 - Bush kinder : 62%

Opportunities

- 27% of respondents had not discussed child's learning and development with an educator

Occasional Care

- The program meets the needs of your child : 89%
- Educators are always helpful with your requests : 89%
- Educator quality is the key factor why Council's Occasional Care service was chosen : 67%

Opportunities

- 67% would like more sessions if there were vacancies
- 89% would attend afternoon sessions if they were offered

Family Day Care

- The program always/usually meets the educational needs of the child: 94%
- Council's Family Day Care program is chosen due to :
 - Family atmosphere : 71% , small group size : 64% , quality of care :64% ,location :57%

Opportunity

- 71% would attend more days if there were vacancies

4.3 Municipal Early Years Plan 2021-2025

Based on the above and the changing demographics of the Surf Coast Shire and the current increased demand for services the Action Plan was reviewed and revised.

The key changes to note in the final MEYP Action Plan include:

- To address the shortage of affordable childcare the scope was expanded to include Occasional Care and other options with a focus on <3 Year olds , rather than only Family Day Care
- A community wide approach to affordable child care services by re-instating the place based Early Years Reference Groups (EYRG) for professional networking and local problem solving rather than a single Early Years Representative Committee
- Accelerating the rollout of additional hours in 3 year old kinder to 2023 in line with growing demand (subject to financial analysis)
- Reviewing the Kindergarten Infrastructure Service Plan (KISP) in 2022 rather than 2023
- To address the attraction and retention of qualified staff, student placements have been included to create transition pathways into the Surf Coast Shire workforce
- Kinder Parent Advisory committees have been included in the planning of activities and events for young children
- More focus on parent education and communication regarding referral pathways with an expanded program planned from 2022
- The professional development of early childhood professionals has been included in preventing the risk of increased incidence of domestic abuse and family violence
- To address the problem of difficult to navigate kindergarten services the focus has changed to improvements to the enrolment process and parent communication portal rather than a Shire wide Central Registration Enrolment system.

Council Plan

Theme 2 A Healthy Connected Community

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

Theme 2 A Healthy Connected Community

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

Theme 7 Accountable and Viable Council

Strategy 19 Improve Council's credibility as a trusted decision maker through meaningful engagement

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	Yes
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	No
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes

4.3 Municipal Early Years Plan 2021-2025

Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes
Risk Assessment	No
Communication	Yes
Human Rights Charter	No

Community Engagement

Parent/guardian and service provider surveys were conducted during the latter months of 2020. Survey links were direct emailed to parents/guardians with a child receiving any of the services listed in this report, and to service providers. Survey links were also posted on Council websites, and advertised in print and social media. Kindergarten children drew pictures of what's special to them about the surf coast. Disengaged, vulnerable, and disadvantaged families were directly engaged by service staff.

As a result, 298 parent/guardian, and 27 service provider surveys were returned, representing return rates of approximately 20% and 50% respectively. These return rates provide for a high level of confidence in the accuracy of the data collected (95% confidence of a +/-5% margin of error).

In accordance with Council's Community Engagement Policy SCS-017, the engagement level is **CONSULT** as shown below.

Engagement Level	Promise to the Community	Role of Community	Example of Activities
Consult	Council will listen to and acknowledge your contribution.	Contribute opinions and ideas.	Survey Focus groups Drop-in sessions Opinion poll Submission processes Public meetings

The Policy will also inform the guidance given to those who may wish to provide feedback, including specifying what types of feedback are being sought and how the feedback will be used in establishing a final version of the plan.

The draft Municipal Early Years Plan was available for community feedback in September. A survey was developed and the link emailed directly to families receiving services and service providers. Survey links are also to be posted on Council websites, and advertised in print and social media.

The annual survey of families using Council services was conducted in October 2021. This feedback was also considered in the revision of the Action Plan.

Strategies/Plans

One of the overarching governance principles in s.9 of the LGA 2020 is that the municipal community is to be engaged in strategic planning and strategic decision making. This is further defined by the Strategic Planning principles under section 89 of the LGA 2020.

Refer to the above 'Community Engagement' comments for details regarding how the community has already been involved in the strategic planning process. Public exhibition as recommended by this report will further enhance and inform future decision making.

Financial Management

The draft MEYP has been produced in-house with no direct budget implications.

However, there will be resourcing challenges associated with resolving the identified issues. Many of the identified solutions may require future budget allocations or external funding and will need to be planned for accordingly.

4.3 Municipal Early Years Plan 2021-2025

Childhood is a stage of life where investment has the greatest return and opportunities to intervene have the greatest impacts. A municipality that has a focus on children is one that benefits all members of the community.

Service Performance

Council will need to review how it can best lead the sector to address the challenges identified in the report, and in the 'Financial Management' comments above.

A benchmarking review is currently underway to better understand the effectiveness and resourcing options of Council's early years services.

Risk Assessment

The adoption of the plan ensures Council has a clearly articulated set of priorities relating to early years services. The low response rate to the draft plan is perhaps understandable given the regular opportunities provided to users via service surveys, the regular incidental contact between families and staff on a day-to-day basis and the pressures on families over the last two years.

Funding the programs and infrastructure to meet the changing needs of families will continue to be a challenge given Council's financial outlook. The benchmarking review will position Council to consider its options in the future.

Communication

The adopted Municipal Early Years Plan will be a public document, available to families and service providers.

Options

Option 1 – Adopt the Municipal Early Years Plan 2021-2025 as presented

This option is recommended by officers as there has been detailed analysis of available data, input from families and service providers and the Action Plan reviewed and revised

Option 2 – Do not adopt the Municipal Early Years Plan 2021-2025

This option is not recommended by officers due to the likelihood of failing to address or resolve the identified issues.

Conclusion

The Municipal Early Years Plan 2021-2025 has been developed after detailed analysis of available data and with community and services providers input. The document highlights local issues and provides a guide strengthen the community by focussing on the early years.

4.3 Municipal Early Years Plan 2021-2025

APPENDIX 1 FINAL MUNICIPAL EARLY YEARS PLAN



Early Years Plan

2021 – 25





'I like splashing in the water at the beach with my family'

1 Foreword

'Every child needs at least one person who is crazy about them', but in addition to that one person, children also need a network of support - as do their parents, and their families.

They need a service system and broader socio-political environment that facilitates positive parent-child interactions and attachments, high-quality care and learning experiences in all environments and timely, appropriate and effective support when problems arise.

If, as a nation, we truly prize children, then we need to work collectively to ensure that the social and economic circumstances of their families and communities - particularly during the antenatal

period and the early childhood years - do not compromise their health and well-being, and do not limit who they are, and who they can become.

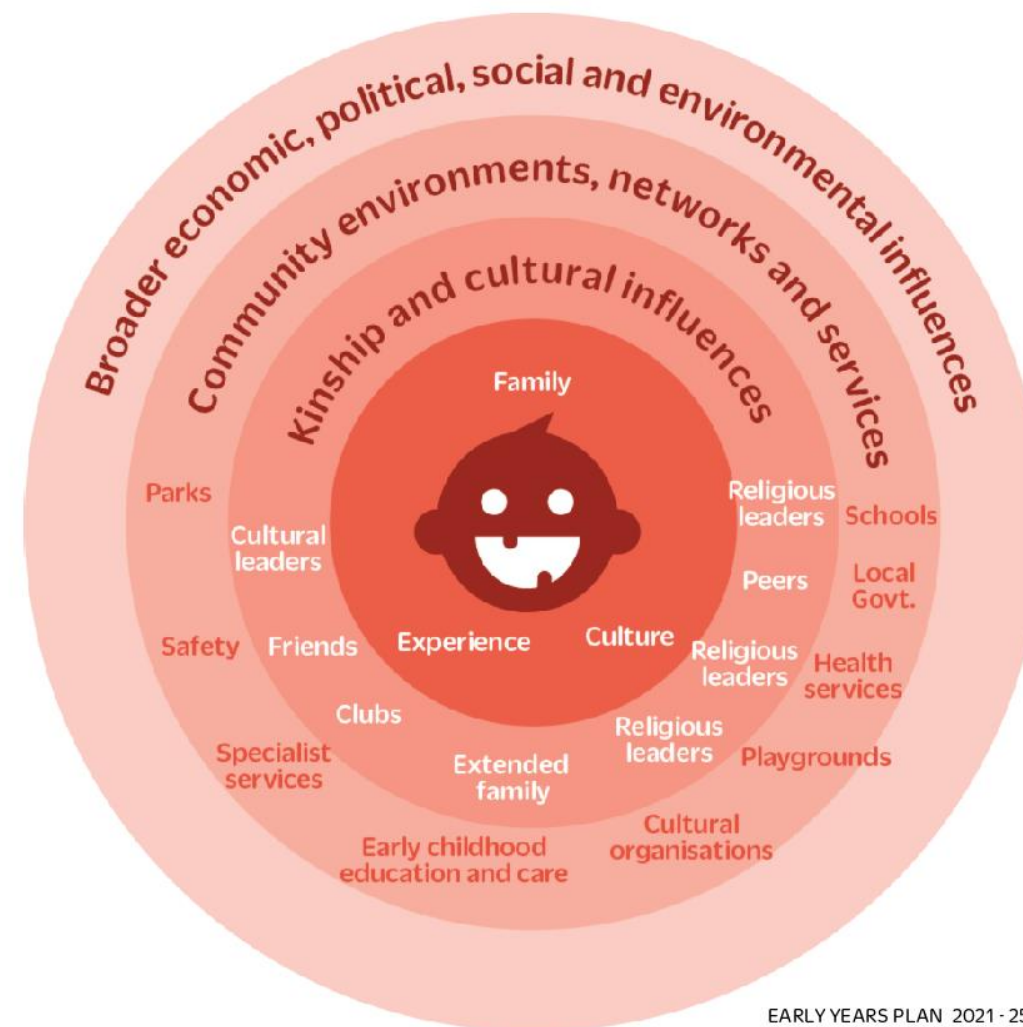
Childhood is a stage of life where investment has the greatest return and opportunities to intervene have the greatest impacts. A municipality that has a focus on children (in the third tier of influence illustrated above) is one that benefits all members of the community.

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Locality Priorities

BACKGROUND RESEARCH and SUPPORTING DATA



4.3 Municipal Early Years Plan 2021-2025



2 Executive Summary

Childhood is the stage of life where opportunities to intervene can have the greatest impacts - a municipality with a focus on children is one that benefits all members of the community.

This Municipal Early Years Plan (MEYP) is a whole-of-community, whole-of-system, local area plan for the development and coordination of early years programs, activities and other local community development processes that impact on children and their families.

The MEYP provides an overview of the Surf Coast Shire's early years population and the service system supporting it, considers sector developments, and draws heavily on community engagement and service provider input.

In order to best represent gaps and needs, the findings are analysed and presented in four localities: Anglesea/Aireys Inlet/Lorne, Deans Marsh/Moriac/Winchelsea, Torquay, and Bellbrae Bells Beach/Jan Juc. Issues that are common to each locality are identified as municipal priorities.

In general, the MEYP finds that the Surf Coast Shire early years population is well served by the existing service system. But if a single improvement focus were to be chosen, prioritising the roll-out of 15 hours of funded 3 year old kindergarten would not only improve developmental outcomes for children, but also help to mitigate a shortage of affordable childcare.

Unlike many other MEYPs, this plan identifies strategic issues requiring collaboration with other departments and service providers to resolve, rather than operational actions just for the attention of the Early Years team.

Municipal issues/priorities (identified as a high priority in each locality) are:

1. shortage of affordable childcare
2. rollout of funded 3 year old kindergarten (State government initiative)
3. attraction and retention of qualified and experienced early years staff
4. incomplete and unsuitable (for young children) bike and footpath networks
5. underdeveloped and unsuitable (for young children) playgrounds
6. insufficient activities and events for young children
7. limited access to swimming pools and swimming lessons
8. limited information available regarding services and referral pathways
9. risk of increased incidence of domestic abuse and family violence
10. kindergarten services are disconnected and difficult to access and navigate

Unique issues/priorities identified for the Anglesea/Aireys Inlet/Lorne locality are:

- 30% of pre-school children are classified as developmentally 'at risk' or 'vulnerable', and
- lack of affordable housing

'Limited access to General Practitioners' is the sole unique issue identified for the Deans Marsh/Moriac/Winchelsea locality.

Unique issues/priorities identified for the Torquay locality are:

- limited access to General Practitioners
- facilities are inaccessible to young children, and
- insufficient services and programs to support children's health, wellbeing, and development

Unique issues/priorities identified for the Bellbrae/Bells Beach/Jan Juc locality are:

- limited access to General Practitioners
- facilities are inaccessible to young children
- lack of reliable public transport, and
- inappropriate and over development

The following chapter (3), classifies these issues and identifies possible solutions.

- all early years' stakeholders, including the G21 Geelong Region Alliance, the Department of Education and Training, the Department of Health, the Department of Families, Fairness and Housing, and local families and communities, have parts to play in resolving the issues identified in this report. Whilst Council's overarching responsibility is to:
 - lead the coordination and implementation of the MEYP
 - promote the MEYP to all key stakeholders as a strategic document to inform their annual plans and budgets
 - develop partnerships and encourage stakeholders to commit to the success of the MEYP (including assuming leadership roles where appropriate)
 - speak on the behalf of the community and collaborate with service providers to advocate for needed services and funding, and
 - convene and support an 'Early Years Reference Groups', whose role would be to provide detailed insights and advice, and guide early years planning and development (including MEYP implementation)

Finally, in researching the MEYP, the three things families value most about living in the Surf Coast Shire are community, environment, and lifestyle. Therefore the Council Plan should continue to recognise the importance of these elements - and include appropriate family-friendly strategies to nurture, maintain, and improve all three.

4.3 Municipal Early Years Plan 2021-2025

3 Classification of issues and development of responses

Key issues from the research and data section of this report are gathered below. Responses and their rationale are classified in the following sub-sections:

11. Municipal issues

1. the 'top3 things' identified by community survey are community, environment and lifestyle
2. numerous 2018-22 MEYP actions are uncompleted and must be carried forward
3. insufficient qualified and experienced staff resources to deliver early years services
4. increased incidence of domestic abuse and family violence
5. population changes may affect the estimates in the Surf Coast KISP, triggering an out-of-cycle review

12. Sector issues

1. roll-out funded three year old kindergarten, including
 - introduction of operational efficiencies
 - early childhood workforce
 - infrastructure capacity
2. effective application of School Readiness Funding
3. information sharing and Multi-Agency Risk Assessment and Management reform
4. future expansion of the kindergarten Central Registration and Enrolment Scheme

15. Anglesea/Aireys/Lorne issues

1. shortage of affordable childcare
2. insufficient organised activities and events for children
3. incomplete and unsuitable playgrounds
4. limited access to swimming pools and lessons
5. small early years population and cohort growth, held back by a lack of affordable housing
6. difficulty obtaining service information and referrals
7. 30% of children are classified as developmentally 'at risk' or 'vulnerable'



16. Deans Marsh/Moriac/Winchelsea

1. inequitable access to early years facilities and services
2. level of disadvantage in Winchelsea
3. shortage of affordable childcare
4. limited information and promotion of available services
5. underdeveloped parent education and playgroup programs
6. unsatisfactory communication and collaboration between providers
7. limited access to swimming pools and lessons
8. insufficient organised activities and events for young children
9. shortage of experienced/qualified educators and relievers
10. shortage of general practitioners



17. Torquay issues

1. incomplete and unsuitable bike and footpath network
2. shortage of affordable childcare
3. insufficient organised activities and events for young children
4. 15% of children (and increasing) are classified as developmentally 'at risk' or 'vulnerable'
5. underdeveloped and unsuitable playgrounds
6. limited access to swimming pools and lessons
7. difficulty finding and obtaining service information
8. unsatisfactory communication and collaboration between service and program providers (including primary schools)
9. insufficient services and programs to support the health, wellbeing and development of children
10. insufficient open space maintenance
11. limited access to community facilities for young people
12. shortage of general practitioners



18. Bellbrae/Bells Beach/Jan Juc issues

1. limited access to swimming pools and lessons
2. incomplete and unsuitable bike and footpath network
3. shortage of affordable childcare
4. insufficient local events and activities for children
5. underdeveloped and unsuitable playgrounds
6. over-development (town planning)
7. difficulty obtaining information and referrals regarding services and programs
8. insufficient priority given to environment protection
9. inadequate public transport (including train services)
10. shortage of general practitioners
11. limited access to community facilities for young children
12. forecast early years population decline, influenced by a shortage of affordable housing

4.3 Municipal Early Years Plan 2021-2025



4 Municipal Issues

The following issues have a common thread across all localities and throughout the background research and data analysis, and are therefore classified as 'municipal issues', and will be addressed as such:

1. Shortage of affordable childcare
2. Rollout of funded 3 year old kindergarten (State government initiative)
3. Attraction and retention of qualified and experienced early years staff
4. Incomplete and unsuitable (for young children) bike and footpath networks
5. Underdeveloped and unsuitable (for young children) playgrounds
6. Insufficient activities and events for young children
7. Limited access to swimming pools and swimming lessons
8. Limited information available regarding services and referral pathways
9. Risk of increased incidence of domestic abuse and family violence
10. Kindergarten services are disconnected and difficult to access and navigate.

4.3 Municipal Early Years Plan 2021-2025

Municipal issue 1 - shortage of affordable childcare

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Work with other agencies and providers to lead the conversation to solve the wider issue of childcare shortage, especially for children under 3 years old	Family Day Care is an effective child care service effective child care that is in demand and does not require capital investment, but its availability is limited by a shortage of providers and educators (amongst other factors). Alternative and accessible child care options including, Occasional Care, may improve the choice and availability for families, especially for children under the age of 3 years. Note both Family Day Care and Occasional Care are managed by the Commonwealth Government with increasing regulations and constraints.	Develop and implement a strategy to increase the availability and capacity of childcare across the Shire	<ul style="list-style-type: none"> Early Years service providers Council's role: develop and champion strategy	2021	Reduction in waiting lists
Establish place based Early Years Reference Groups (EYRG)	In the past place based Early Years Reference Groups representing professionals in the sector met quarterly to problem solve issues facing the local community. These professional networking meetings ceased in 2018 and have been disrupted by COVID.	Set up place based Early Years Reference Groups	<ul style="list-style-type: none"> Service Providers Council's role: facilitate the meetings	2022	Place based meetings twice a year
Develop a clear understanding of current and future child care needs	A clearer understanding of supply and demand in a changing market will enable further planning and incentivise service providers. It is noted that integrated early years services are favoured by the community and identified as best practice by the sector.	Develop and promote a Childcare Service Plan to quantify, identify, and incentivise further solutions	<ul style="list-style-type: none"> Childcare service providers Council's role: develop and promote a Child Care Service Plan	2023	Council report: 2023

Lag measure: community satisfaction with the availability of affordable childcare \geq 90%

4.3 Municipal Early Years Plan 2021-2025

Municipal issue 2 - rollout of funded 3 year old kindergarten

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Accelerate the rollout of funded 3 year old kindergarten	<p>It is acknowledged that an additional year of kindergarten improves developmental outcomes for children (particularly important in the Anglesea/Aireys/ Lorne locality and to a lesser extent, Torquay), and additional kindergarten hours will also assist with a shortage of affordable childcare.</p> <p>The State government is progressively rolling out funded 3 year old kindergarten, commencing in the Surf Coast Shire in 2022 with 5 hrs/week/child and increasing to 15 hrs/week/child by 2029 - accelerating this rollout will improve several identified issues</p>	<p>Develop and implement a plan to accelerate the rollout of funded 3 year old kindergarten in the Surf Coast Shire based on demand and financial analysis</p> <p>Promote the benefits of kindergarten for 3 and 4 year olds</p>	<ul style="list-style-type: none"> • DET • Kindergarten Service providers <p>Council's role: champion, develop, and facilitate an accelerated rollout plan</p>	2021	<p>Hours of funded 3yo kinder/child:</p> <p>5hrs by 2022</p> <p>10hrs by 2023</p> <p>15hrs by 2025</p>
Foster a culture of flexibility, cooperation, and responsiveness amongst service providers	The Surf Coast Kindergarten Infrastructure and Services Plan (KISP) indicates sufficient infrastructure to accommodate 3 year old kindergarten, provided change management activities and practices are undertaken to maximise utilisation	Incorporate solutions into the above plan			
Attract and retain qualified and experienced early years staff	A shortage of qualified and experienced early years staff is an identified issue, the introduction of funded 3 year old kindergarten and additional child care services will exacerbate the problem	Refer to issue 3: 'attraction and retention of qualified and experienced early years staff	<ul style="list-style-type: none"> • DET • Kindergarten Service providers 	2021	Refer to issue 3
Regularly review the Surf Coast Kindergarten Infrastructure and Service Plan (KISP)	The Surf Coast KISP currently indicates sufficient infrastructure to accommodate 3 year old kindergarten, but notes that numerous factors may alter that finding. A KISP for the Surf Coast Shire was developed in 2020.	Review the Surf Coast KISP to ensure the currency of demand estimates	<ul style="list-style-type: none"> • DET • Kindergarten service providers <p>Council's role: initiate KISP review</p>	2022	KISP review: 2023

Lag measure: 15 hours of funded 3 year old kinder/child broadly available by 2025

4.3 Municipal Early Years Plan 2021-2025

Municipal issue 3 – attraction and retention of qualified and experienced early years staff

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Take maximum advantage of the Department of Education and Training (DET) 'Working together to build Victoria's Early Childhood Education Workforce' strategy and funding	<p>DET acknowledges an existing early years workforce shortage that will be worsened by the rollout of funded 3 year old kindergarten, and in response is developing a broad-reaching strategy to 'support the attraction, retention, and quality of the early childhood workforce' (including \$174M to fast-track early childhood teaching courses, and deliver scholarships and free TAFE training)</p> <p>A workforce shortage is already evident in the Surf Coast Shire and contributing to the top 3 municipal issues identified in this report - collaborating with DET and taking maximum advantage of their funded program could efficiently assist in mitigating the local problem.</p>	<p>Collaborate with DET to promote and take maximum advantage of their program to build workforce capacity</p> <p>EY Management to familiarise with the above Workforce Strategy and promote to workforce</p>	<ul style="list-style-type: none"> • DET • Service providers <p>Council's role: maximise municipal take-up</p>	2021	Extensive local promotion of DET programs and funding
Develop a Sustainable Workforce Plan (SWP) identifying the necessary resources and actions to meet forecast demand	<p>Acknowledging a growing shortage of qualified and experienced staff, a municipal Sustainable Workforce Plan will quantify the local need and identify options and crucial resources necessary to close the gap. The DET 'Working together to build Victoria's Early Childhood Education Workforce' program and funding may assist with resourcing the SWP.</p>	<p>Develop and implement a Sustainable Workforce Plan, including:</p> <ul style="list-style-type: none"> • promoting an early years career in the Surf Coast • supporting students to transition to the workforce • reviewing comparable working conditions 	<ul style="list-style-type: none"> • DET • Service providers <p>Council's role: develop and promote a municipal SWP</p>	2022	Council report: 2022

Lag measure: early years workforce positions filled within 2 months of advertising, by 2025

4.3 Municipal Early Years Plan 2021-2025

Municipal issue 4 – incomplete and unsuitable (for young children) bike and footpath networks

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Plan to improve bike and footpath networks	<p>This report identifies numerous shortcomings and issues regarding the existing bike and footpath networks (including connectivity gaps and missing links; insufficient safety features such as traffic calming devices, road crossing controls, and lighting; and a shortage of amenity features such as drinking fountains, and toilets).</p> <p>Council's Engineering Services department are currently developing a 'Safer Cycling Strategy' and reviewing the 'Pathway Strategy', therefore it makes sense to feed the MEYP findings into activities that are already underway</p>	<p>Channel MEYP data and findings into the 'Safer Cycling Strategy' being developed), and the 'Pathway Strategy'</p>	<ul style="list-style-type: none"> Community Council <p>Council's role (Engineering Services): strategy development and review</p>	2021	Completed strategies include MEYP and community inputs
Seek guidance and feedback from impacted stakeholders	<p>This report and the supporting community survey data provides some detail regarding the issues and possible solutions to improving Council's bike and footpath networks.</p> <p>However further community engagement is recommended in order to properly understand the specifics.</p> <p>Representative panels have proven to be an effective mechanism for gaining these insights and therefore, impacted stakeholders should be consulted</p>	<p>Community to provide feedback to 'Safer Cycling Strategy' (currently being developed), and the 'Pathway Strategy' (currently under review)</p>	<ul style="list-style-type: none"> Community Council <p>Council's role: stakeholder engagement</p>	2021	Feedback sought from community

Lag measure: Improvement in community satisfaction with bicycle and footpath networks by 2023

4.3 Municipal Early Years Plan 2021-2025

Municipal issue 5 – underdeveloped and unsuitable (for young children) playgrounds

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Plan to improve playgrounds	<p>The MEYP identifies numerous shortcomings and issues regarding existing playgrounds (including a lack of options for younger children, and a shortage of amenities such as shade, toilets, drinking water, and fences (if considered appropriate)).</p> <p>Council's Social Infrastructure Planning department are currently reviewing the 'Playground Strategy', therefore it makes sense to feed the MEYP findings into an activity that's already underway</p>	<p>Channel MEYP data and findings into the review of the 'Playground Strategy' (currently underway)</p> <p>Seek feedback from the Parent Advisory Groups and other impacted stakeholders such as children, youth and community groups</p>	<ul style="list-style-type: none"> Community Council Parent Advisory Groups <p>Council's role Social Infrastructure Planning community engagement</p>	2021	Strategy review includes MEYP inputs

Lag measure: Improvement in community satisfaction with playgrounds by 2023

Municipal issue 6 – insufficient activities and events for young children

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Develop and deliver a calendar of affordable, organised activities and events for families and children	<p>The MEYP identifies children in the Anglesea/Aireys/Lorne locality (and Torquay to a lesser extent), who are developmentally 'at risk' or 'vulnerable'. Refer to 11.2 'Local priorities - Anglesea/Aireys/Lorne'; identified solution - 'improve availability of affordable activities and events for young children'.</p> <p>In addition, data from both the 'Community engagement' and 'Service provider' surveys identify a shortage of activities and events for children.</p> <p>Collaborating with the community and other agencies to 'own' and deliver a calendar of affordable, organised activities and events for families and children (focussing on the development, health and wellbeing of children) contributes to addressing these issues.</p>	<p>Collaborate with the wider community and other agencies to develop, 'own', and deliver a calendar of affordable organised activities and events for families and children</p>	<ul style="list-style-type: none"> Community Early years' service providers Parent Advisory Groups <p>Council's role: facilitate and promote the development of an annual calendar</p>	2022	Issue of an annual calendar of activities and events for families and children

Lag measure: Increasing attendance at scheduled activities and events

4.3 Municipal Early Years Plan 2021-2025

Municipal issue 7 – limited access to swimming pools and lessons

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Advance the Surf Coast Aquatic and Health Centre project	<p>Feasibility studies and the funding formula for the Surf Coast Aquatic and Health Centre project have now been confirmed, and Council has endorsed the project's commencement.</p> <p>Although the MEYP identifies other aquatic solutions, the strong and consistent sentiment displayed in community engagement shows support for a new aquatic centre in Torquay.</p>	<p>Deliver the Surf Coast Aquatic and Health Centre project as planned</p>	<ul style="list-style-type: none"> National government State government Council Community <p>Council's role : project management and funding</p>	2021	Achieve separately identified project milestones
Consider ways to improve access to aquatic facilities for people living outside of Torquay	<p>The MEYP identifies:</p> <ul style="list-style-type: none"> a significant and increasing number of children in the Anglesea/Aireys/Lorne locality who are developmentally 'at risk' or 'vulnerable' in the physical health and wellbeing domain 'insufficient activities and events for young children' as a municipal issue (refer above), and numerous existing private and publicly operated pools either within the municipality or within reasonable commuting distance access to could be improved and promoted <p>It is also noted that:</p> <ul style="list-style-type: none"> the Winchelsea Swimming Pool is scheduled for renewal in 2023, and Council's 'Sports Facilities' Business Improvement review identifies numerous options that could be leveraged to improve accessibility 	<p>Maximise community use of privately operated swimming pools</p> <p>Improve access, and develop and promote appropriate programs and lessons</p>	<ul style="list-style-type: none"> Private swimming pool operators <p>Council's role: provide information for community</p>	2021	Increased utilisation of privately operated swimming pools
		<p>Consider relevant Business Improvement review recommendations when scoping the renewal of the Winchelsea Swimming Pool</p>	<p>Council's role: Winchelsea Swimming Pool develop and promote appropriate programs and asset management</p>	2022	Increased utilisation of the Winchelsea Swimming Pool

Lag measure: Increase in the number of children who can competently swim by 2023

4.3 Municipal Early Years Plan 2021-2025

Municipal issue 8 – limited information available regarding services and referral pathways

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Encourage the development and growth of productive relationships and partnerships between service providers and community	Both the 'Community engagement' and 'Service provider' survey results (from all localities), identify the difficulties of discovering information regarding available services, navigating the early years systems, and accessing referral pathways. In most cases, quality information exists, but finding and accessing it is more challenging than it needs to be.	Convene an annual forum of early years' service providers and professionals (Early Years Reference Group - EYRG)	<ul style="list-style-type: none"> Service providers Council's role : convene plan annual forum	2022	Annual forum
Improve information resources and navigation systems to improve accessibility, and better inform families about available early years services, programs, facilities, and events	The expansion and promotion of Parents Education programs is a recommended solution, it's noted that these programs have the potential to not only assist with this issue, but also contribute to reducing the incidence of children at developmental risk (refer to chapter 5: Local priorities – Anglesea/Aireys/Lorne).	Review resources, pathways, and navigation systems from a client's perspective and develop and implement an improvement plan Utilise Council website and software Parent Portal	<ul style="list-style-type: none"> Service providers Council's role: map and communicate service pathways	2022	Report to Early Years forum: 2022
Establish and improve referral pathways for connecting families to services and supports		Develop and implement a plan to expand and promote Parent Education programs	Council's role: expand and promote parent education programs	2022	Increased participation in Parent Education programs by 2023
Expand and give greater emphasis to Parent Education programs					

Lag measure: Improvement in community satisfaction with access to information and referral pathways by 2023

4.3 Municipal Early Years Plan 2021-2025

Municipal issue 9 – risk of increased incidence of domestic abuse and family violence

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
<p>Leverage government reforms and priority areas to focus attention and resources on addressing increasing rates of family violence.</p> <p>Council policies, procedures and practice effectively identify, assess and manage family violence and child wellbeing and safety risk</p> <p>Develop a shared understanding (both internally and externally) of family violence and its causes.</p>	<p>Family Violence Reforms</p> <p>The Victorian Government’s Family Violence Reform Rolling Action Plan sets out key priority areas to guide the delivery of the Roadmap to Reform: Strong Families Safe Children platform. Current priority areas include the implementation of the Multi Agency Risk Assessment and Management (MARAM) framework and Information Sharing Schemes, and primary prevention of family violence. It makes strategic sense to leverage this momentum to focus attention and resources on addressing this issue.</p> <p>Family Violence and the COVID-19 Pandemic</p> <p>An increasing body of evidence points to the effects of the COVID-19 pandemic on family violence. Prior to 2020, family incidents reported to police were increasing both locally and state wide.</p> <p>In the Surf Coast Shire, Council Officers have more recently witnessed a rise in non-physical violence and coercive control behaviours. This concerning trend has also been illustrated in national data, suggesting that for many the pandemic coincided with the onset or escalation of violence and abuse.</p>	<p>Embed MARAM framework and Information Sharing Schemes into Council policies, procedures and practices, and champion its use across the sector</p> <p>Focus on primary prevention strategies that address the drivers of family violence through embedding evidence-based resources into programs</p> <p>Present MEYP data and findings to groups responsible for developing/reviewing documents such as Gender Equity Action Plan, Surf Coast Access and Inclusion Plan.</p> <p>Identify and access family violence learning and development programs to ensure early childhood professionals know how to respond to, and reduce harm related to, family violence.</p>	<ul style="list-style-type: none"> Community DHHS Service providers <p>Council’s role: champion responses to increased rates of family violence, through promotion of primary prevention strategies and the use of the MARAM framework and Information Sharing Scheme by service providers in the municipality</p>	2021	<p>MARAM framework embedded in processes and procedures</p> <p>Primary prevention resources utilised.</p>

Lag measure: Reduced incidence of domestic abuse and family violence by 2022

4.3 Municipal Early Years Plan 2021-2025

Municipal issue 10 – kindergarten services are disconnected and difficult to access and navigate

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Streamline the enrolment process	Both the 'Community engagement' and 'Service provider' survey results (from all localities), indicate that kindergarten services are disconnected and difficult to access and navigate. The Surf Coast Shire has received funding to implement an online Kindergarten Central Registration and Enrolment Scheme for the kindergartens it operates.	Online Parent portal software upgrades to make enrolment and communication easier	<ul style="list-style-type: none"> Community Council's role : advocate for improvements enrolment systems and parent portal	2022	Annual parent survey
Improve communication channels and messaging	Communication and information regarding services is required to be clear and accessible across all channels	Review website content and access to information across a number of channels			

Lag measure: Improvement in community satisfaction regarding kindergarten access and system navigation by 2023

9 What this means for council and key stakeholders

9.1 All stakeholders

It must again be emphasised that all early years' stakeholders, including service providers, the G21 Geelong Region Alliance, the Department of Education and Training, the Department of Health, the Department of Families, Fairness and Housing, and local families and communities, have parts to play in resolving the issues identified in this report.

In addition, service providers (including Council) are encouraged to use the information available in the MEYP to develop service plans, annual budgets, and to plan for the future.

9.2 Council's role

Council has the principal responsibility to:

- lead the coordination and implementation of the MEYP within available resources
- promote the MEYP to all key stakeholders as a strategic document to inform their annual plans and budgets
- develop partnerships and encourage stakeholders to commit to the success of the MEYP (including assuming leadership roles where appropriate)
- speak on the behalf of the community and collaborate with service providers to advocate for needed services and funding, and
- convene and support an 'Early Years Representative Committee', whose role would be to provide detailed insights and advice, and guide early years planning and development (including MEYP implementation)

9.3 Challenges

Challenges associated with resolving the identified issues centre around resourcing.

Many of the identified solutions may require future budget allocations and external funding and will need to be planned accordingly – the dates identified with the issues are therefore indicative and may need to be revised.

In light of this, Council will need to review how it can best lead the sector to address the challenges.

A Business Improvement style review is recommended as the next step to Council determining its future leadership role and the mix of early years services it provides.

Appendix One - LOCALITY PRIORITIES

5 LOCALITY PRIORITIES - ANGLESEA/AIREYS INLET/LORNE

The following specific issues are a high priority for the Anglesea/Aireys/Lorne locality:

1. 30% of children are classified as developmentally 'at risk', or 'vulnerable'
2. lack of affordable housing (prohibiting for young families)

Anglesea/Aireys Inlet/Lorne issue 1 – 30% of children are classified as developmentally 'at risk', or 'vulnerable'

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Improve access to affordable childcare	Refer to Municipal issue 1: shortage of affordable childcare. The Australian Early Development Census (AEDC) measures the development of children in their first year of school. Early influences in a child's life, particularly child care, kindergarten, and other socialising activities and events may have a positive effect on their outcomes (and AEDC classification)				
Expedite the rollout of funded 3 year old kindergarten	Refer to Municipal issue 2: rollout of funded 3 year old kindergarten. The Australian Early Development Census (AEDC) measures the development of children in their first year of school. Early influences in a child's life, particularly child care, kindergarten, and other socialising activities and events may have a positive effect on their outcomes (and AEDC classification)				
Improve availability of affordable activities and events for young children	Refer to Municipal issue 6: insufficient activities and events for young children. The Australian Early Development Census (AEDC) measures the development of children in their first year of school. Early influences in a child's life, particularly child care, kindergarten, and other socialising activities and events may have a positive effect on their outcomes (and AEDC classification)				
Work with service providers and agencies to promote the importance of the early years	Childhood is the stage of life where opportunities to intervene can have the greatest impacts. Understanding and belief in this philosophy must be shared by service providers, communities, families, and carers. Refer to Municipal issue 8, and the recommendation to convene an annual 'Early Years forum'	Develop and implement a plan to promote the importance of the early years	Early years service providers Council's role: refer to early years forum	2022	Consistent messaging by all early years service providers
Focus School Readiness Funding (SRF) on this locality	The State government provides needs based School Readiness Funding to kindergartens to support learning and development outcomes. SRF plans should be aligned to respond to this issue	Align SRF plans to respond to domains where children are most at risk	DET Kindergarten providers Council's role: liaise with kindergartens to ensure correct alignment of SRF plans	2022	2022 SRF plans align with domains where children are most at risk

Lag measure: <15% of Anglesea/Aireys/Lorne children classified as developmentally 'at risk' or 'vulnerable' by 2023

4.3 Municipal Early Years Plan 2021-2025

Appendix One - LOCALITY PRIORITIES

Anglesea/Aireys Inlet/Lorne issue 2 – lack of affordable housing (prohibiting for young families)

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Recognise and address the lack of affordable housing in the Council Plan	<p>The lack of affordable housing is evident all along the coast, and is most pronounced in this locality. In this context, the affordable housing shortage contributes to an ageing population, societal imbalance, and effectively a cap on the early years population, which in turn limits service development and availability.</p> <p>The lack of affordable housing adversely affects entire communities, not just the early years, and it's for this reason that the issue should be recognised and addressed by the Council Plan.</p>	Refer MEYP findings to, and recognise and address the lack of affordable housing in the Council Plan	State government Property owners Developers Chambers of Commerce Council	2021	Issue identified and addressed in the 2021 Council Plan

Lag measure: improved availability of affordable housing by 2023

4.3 Municipal Early Years Plan 2021-2025

Appendix One - LOCALITY PRIORITIES

6 LOCALITY PRIORITIES – DEANS MARSH/MORIAC/WINCHELSEA

'Limited access to General Practitioners' is the sole unique issue identified for the Deans Marsh/Moriac/Winchelsea locality.

Deans Marsh/Moriac/Winchelsea issue 1 – limited access to General Practitioners

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Work with the G21 Primary Care Partnership (G21 PCP) to develop a plan to attract and retain General Practitioners (GPs)	<p>A shortage of GPs is possibly a municipal issue, but was not identified as such in the Anglesea/Aireys/Lorne locality.</p> <p>A shortage of GPs affects the entire community, including families and the early years.</p> <p>The G21 Primary Care Partnership exists to improve primary care outcomes in the G21 region and is best placed to address this issue.</p>	Develop and implement a plan to attract and retain General Practitioners	G21 Primary Care Partnership Council' role: refer issue to G21 PCP	2021	Development of a plan to attract and retain General Practitioners by 2022

Lag measure: Improvement in availability of General Practitioners by 2023

4.3 Municipal Early Years Plan 2021-2025

Appendix One - LOCALITY PRIORITIES

7 LOCALITY PRIORITIES - TORQUAY

The following specific issues are a high priority for the Torquay locality:

1. Limited access to General Practitioners
2. Facilities are inaccessible to young children
3. Insufficient services and programs to support children's health, wellbeing, and development

Torquay issue 1 – limited access to General Practitioners

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Work with the G21 Primary Care Partnership (G21 PCP) to develop a plan to attract and retain General Practitioners (GPs)	Refer to Deans Marsh/Moriac/Winchelsea issue 1: limited access to GPs. Work with the G21 Primary Care Partnership (G21 PCP) to develop a plan to attract and retain General Practitioners (GPs)				

Lag measure: Improvement in availability of General Practitioners by 2023

Torquay issue 2 – facilities are inaccessible to young children

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Plan to improve access to facilities for young children	The MEYP finds that some facilities in Torquay are inaccessible for young children. This needs to be considered when the Access and Inclusion Plan is developed for the Surf Coast Shire.	Channel MEYP data and findings into the review of the Surf Coast Access and Inclusion Plan	Community Council Facility owners Council's role :develop the Access and Inclusion Plan	2021	Strategy review includes MEYP and EYRG inputs

4.3 Municipal Early Years Plan 2021-2025

Appendix One - LOCALITY PRIORITIES

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Seek guidance and feedback from an 'Early Years Reference Group (EYRG)'	This report and the supporting community survey data provides some detail regarding facility access for young children. However further community engagement is recommended in order to properly understand the specifics. Representative panels have proven to be an effective mechanism for gaining these insights and therefore, the formation of an 'Early Years Reference Group' is recommended to consider this and other 'issues'. Refer to Municipal issues 4, 5, and 6	Convene an EYRG, whose role would be to inform and advise early years planning and development (including MEYP implementation)	Community Council Council's role: convene and support EYRG	2022	EYRG formation: 2022

Lag measure: Improvement in access to facilities for young children by 2023

Torquay issue 3 – insufficient services and programs to support children's health, wellbeing and development

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Clarify the extent of this issue and develop an appropriate response.	This issue has arisen from the community engagement survey for the Torquay locality, however the service and facilities overview in the same chapter contradicts the survey results. 'Insufficient activities and events for young children' and 'limited information available regarding services and referral pathways' are separately identified as municipal issues and may be the underlying issues. Further analysis is required to determine the extent of this Torquay issue	Meet with EYRG to determine the extent of this issue and develop an appropriate response	Early Years service providers Community Council's role: facilitate an appropriate response	2022	Analysis undertaken: 2022
Seek guidance and feedback from an 'Early Years Reference Group (EYRG)'	This report and the supporting community survey data provides detail regarding services and programs that support children's health, wellbeing and development. However further community engagement is recommended in order to properly understand the specifics. Representative panels have proven to be an effective mechanism for gaining these insights and therefore, the formation of an 'Early Years Representative Committee' is recommended to consider this and other 'issues'. Refer to Municipal issues 4, 5, and 6	Convene an EYRG, whose role would be to inform and advise early years planning and development (including MEYP implementation)	Community Council Council's role: convene and support EYRG	2022	EYRG formation: 2022

Lag measure: Improvement in community satisfaction with playgrounds by 2023

4.3 Municipal Early Years Plan 2021-2025

Appendix One - LOCALITY PRIORITIES

8 LOCALITY PRIORITIES – BELLBRAE/BELLS BEACH/JAN JUC

The following specific issues are a high priority for the Bellbrae/Bells/Jan Juc locality:

1. limited access to General Practitioners
2. facilities are inaccessible to young children
3. lack of reliable public transport, and
4. inappropriate and over development

Bellbrae/Bells Beach/Jan Juc issue 1 – limited access to General Practitioners

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Work with the G21 Primary Care Partnership (G21 PCP) to develop a plan to attract and retain General Practitioners (GPs)	Refer to Deans Marsh/Moriac/Winchelsea issue 1: limited access to GPs. Work with the G21 Primary Care Partnership (G21 PCP) to develop a plan to attract and retain General Practitioners (GPs)				

Lag measure: Improvement in availability of General Practitioners by 2023

Bellbrae/Bells Beach/Jan Juc issue 2 – facilities are inaccessible to young children

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Plan to improve access to facilities for young children	The MEYP finds that some facilities in Bellbrae/Bells Beach/Jan Juc are inaccessible for young children. Council's Community Strengthening department are about to review the Surf Coast Access and Inclusion Plan, therefore it makes sense to feed the MEYP findings into an activity that's already underway	Channel MEYP data and findings into the review of the Surf Coast Access and Inclusion Plan	Community Council Facility owners Council's role (Community Strengthening): strategy review	2022	Strategy review includes MEYP and EYRG inputs

4.3 Municipal Early Years Plan 2021-2025

Appendix One - LOCALITY PRIORITIES

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Seek guidance and feedback from an 'Early Years Reference Group (EYRG)'	This report and the supporting community survey data provides some detail regarding facility access for young children. However further community engagement is recommended in order to properly understand the specifics. Representative panels have proven to be an effective mechanism for gaining these insights and therefore, the formation of an 'Early Years Reference Group' is recommended to consider this and other 'issues'. Refer to Municipal issues 4, 5, and 6	Convene an EYRG, whose role would be to inform and advise early years planning and development (including MEYP implementation)	Community Council Council's role: convene and support EYRG	2022	EYRG formation: 2022

Lag measure: Improvement in access to facilities for young children by 2023

Bellbrae/Bells Beach/Jan Juc issue 3 – lack of reliable public transport

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Recognise and respond to the lack of reliable public transport in the Council Plan	A lack of reliable public transport is evident all along the coast, but is only recognised as an issue in this locality. The lack of reliable public transport particularly affects families and children but is an issue for the entire community.	Refer MEYP findings to the Age Friendly Transport Plan, and to the Council Plan	State government Bus operators Community Council's role: advocate for improved public transport	2022	Issue identified and addressed in the 2021 Council Plan

Lag measure: Improved public transport by 2023

4.3 Municipal Early Years Plan 2021-2025

Appendix One - LOCALITY PRIORITIES

Bellbrae/Bells Beach/Jan Juc issue 4 – inappropriate and over-development

Recommended solution(s)	Rationale	Strategy/action	Key stakeholders	Start date	Lead measure(s)
Council Plan inclusion	Although repeatedly mentioned in survey results, this issue is not directly relevant for the early years, other than ensuring that the Council Plan continues to value community, environment, and lifestyle (priorities identified by the MEYP)	Refer findings to Council Plan development	Community State government Council	2021	Issue identified and addressed in the 2021 Council Plan

Lag measure: Appropriate planning controls

Appendix One - LOCALITY PRIORITIES

9 WHAT THIS MEANS FOR COUNCIL AND KEY STAKEHOLDERS

9.1 All stakeholders

It must be emphasised that all early years' stakeholders, including service providers, the G21 Geelong Region Alliance, the Department of Education and Training, the Department of Health, the Department of Families, Fairness and Housing, and local families and communities, have parts to play in resolving the issues identified in this report.

In addition, service providers (including Council) are encouraged to use the information available in the MEYP to develop service plans, annual budgets, and to plan for the future.

9.2 Council's role

Council has the principal responsibility to:

- lead the coordination and implementation of the MEYP within available resources
- promote the MEYP to all key stakeholders as a strategic document to inform their annual plans and budgets
- develop partnerships and encourage stakeholders to commit to the success of the MEYP (including assuming leadership roles where appropriate)
- speak on the behalf of the community and collaborate with service providers to advocate for needed services and funding, and
- convene and support place based 'Early Years Reference Groups, whose role would be to provide detailed insights and advice, and guide early years planning and development (including MEYP implementation)

9.3 Challenges

Challenges associated with resolving the identified issues centre around resourcing.

Many of the identified solutions may require future budget allocations and external funding and will need to be planned accordingly – the dates identified with the issues are therefore indicative and may need to be revised.

In light of this, Council will need to review how it can best lead the sector to address the challenges.

A Business Improvement style review is recommended as the next step to Council determining its future leadership role and the mix of early years services it provides.

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BACKGROUND RESEARCH and SUPPORTING DATA

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10 EARLY YEARS PLANNING

10.1 What is a Municipal Early Years Plan (MEYP)?

MEYPs were formalised by the Municipal Association of Victoria in 2006 to guide a whole-of-community, whole-of-system approach to building community strength and addressing the underlying causes of inequity and vulnerability of children and families.

By definition, a MEYP:

- is a local area plan that provides a strategic direction for the development and coordination of early years programs, activities and other local community development processes that impact on children and their families
- engages and communicates with local communities
- acts as a catalyst for consistent multi-agency planning across a municipality - where all local partners work towards agreed outcomes within their respective roles
- encompasses the universal, targeted and intensive service systems, as well as broader programs and activities such as health promotion and environmental planning
- considers new and emerging programs funded by the state government of the day
- delivers improved social and economic outcomes for the community, and
- identifies council's leadership role across early years programs (not just those activities directly delivered by council).

A MEYP is NOT an action plan solely for Council, but rather a reference document for all local agencies and organisations that impact on the journey of a child.

A MEYP is not a statutory requirement.

10.2 Surf Coast Shire MEYP

The Surf Coast Shire Council acknowledges the crucial importance of adopting an effective and relevant MEYP and therefore, further to the above points, the Surf Coast Shire MEYP has been designed to:

- focus on the life journey of children 0-9 years of age
- be place based (focussing on 4 'localities')
- hear and understand community needs and aspirations for the early years
- consider sector developments and opportunities
- develop partnerships with key stakeholders around key issues that our children and families are faced with on a regular basis, and
- plan for infrastructure development that supports early years including public places and parks

Once adopted, Council will play the lead role in the promotion and coordination of the Surf Coast Shire MEYP and will:

- ensure that all relevant stakeholders and partners are committed to the success of the MEYP and its objectives, and
- speak on the behalf and in partnership with the community and service providers to advocate for services to be provided locally for those who need them

4.3 Municipal Early Years Plan 2021-2025

10.3 Report structure and development methodology

The following graphic illustrates the methodology used to develop the Surf Coast Shire MEYP, and describes the report structure:



10.4 Community engagement

Strong community engagement informed the development of the MEYP.

Parent/guardian and service provider surveys were conducted during the latter months of 2020. Survey links were direct emailed to parents/guardians with a child receiving any of the services listed in this report, and to service providers. Survey links were also posted on Council websites, and advertised in print and social media. Kindergarten children drew pictures of what's special to them about the surf coast. Disengaged, vulnerable, and disadvantaged families were directly engaged by service staff.

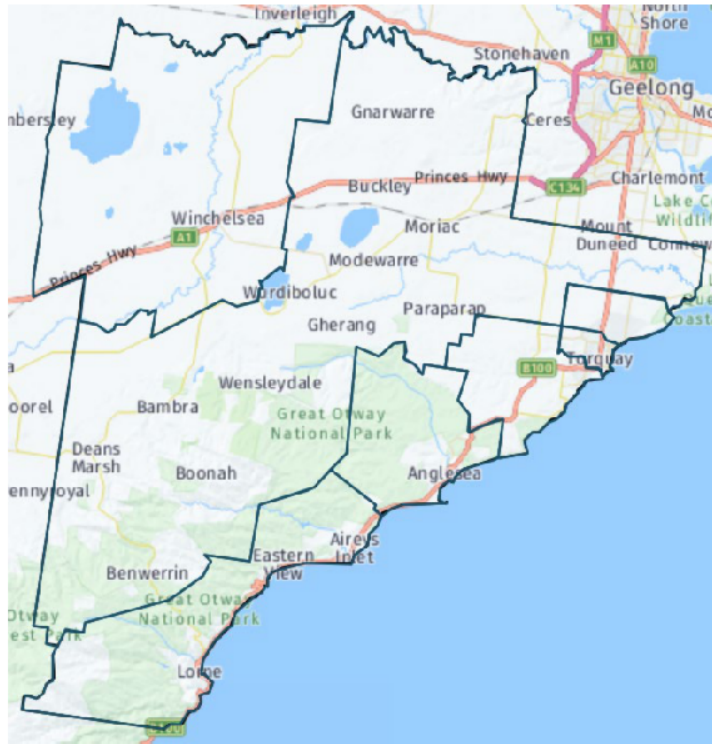
As a result, 298 parent/guardian, and 27 service provider surveys were returned, representing return rates of approximately 20% and 50% respectively. These return rates provide for a high level of confidence in the accuracy of the data collected (95% confidence of a +/-5% margin of error).

Survey results have been filtered by locality, and are comprehensively represented in those sections of the report.

It's believed that although COVID-19 restrictions significantly delayed the community engagement phase of this project and dictated its predominantly on-line nature, they did not adversely affect the reach or accuracy of the data.

11 ABOUT THE SURF COAST SHIRE

4.3 Municipal Early Years Plan 2021-2025



11.1 Location

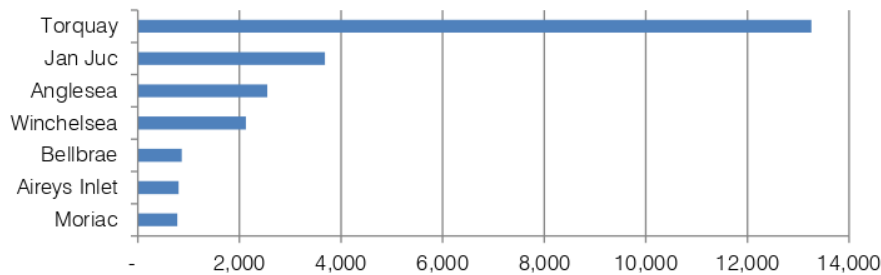
The Surf Coast Shire, with its beaches, bushland and rural environment, is located in south-western Victoria, 120km from Melbourne, 21km south of Geelong and close to the Geelong Ring Road. It is an appealing destination for holidaymakers and international visitors, or those looking to make a permanent sea change.

Surf Coast townships have a keen sense of community, unique identities, and a strong desire to protect and nurture the environment. There is also a significant rural population including farming and rural-based residential communities.

11.2 Population

The Surf Coast Shire continues to be one of the fastest growing municipalities in Victoria, with the permanent population forecast to rise from 33,381 in 2020 to 45,717 by 2036 (forecast.id March 2020). The populations of the main towns are shown below:

Township populations



4.3 Municipal Early Years Plan 2021-2025

The combined populations of Torquay and Jan Juc account for almost 60% of the Shire's population.

The greatest population growth in the Shire over the past 20 years has been focused in Torquay and Jan Juc. While most of the Shire's growth in housing development is expected to continue in Torquay, particularly to the north and west of the township, Winchelsea is recognised as the secondary growth centre within the Shire, with residential dwelling numbers forecast to increase by 43% by 2036.

Ongoing population growth in the Shire is based predominantly on two factors – the attractiveness of a coastal lifestyle to young families, and the significant demand from retirees moving from Melbourne and Geelong.

Managing anticipated growth in the permanent population, as well as the ongoing temporary increases in populations during peak periods, is critical due to the impact such growth will have on local communities, infrastructure and environments.

11.3 Change in demographics

The influx of more affluent residents, including 'sea changers' migrating from Melbourne, has seen the socioeconomic landscape of the Shire change considerably over the years. With more people in the highest income quartile – and fewer in the lowest – the Surf Coast Shire has become one of the least disadvantaged municipalities in Victoria. However, this Shire-wide result masks smaller areas of disadvantage. Similarly, rising house prices and decreases in affordable rentals limit the opportunity for young families to move to or live in the Shire.

11.4 Age composition

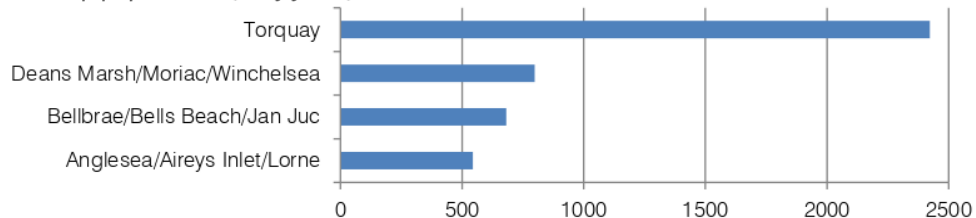
The age distribution in the Shire is unusual for a regional municipality, encompassing strong family growth as well as a higher than average ageing population (note that the smaller coastal towns attract fewer families and are ageing more rapidly). This distribution presents an opportunity for intergenerational interaction and for providing places that meet both segments of the community's needs - whether through play space design, or community facilities that offer services for both ageing and the early years.

Generally, communities with a good cross-section of ages are able to maintain a broader range of services and facilities. Cross-generational support and volunteering is also strengthened.

11.5 Early years population

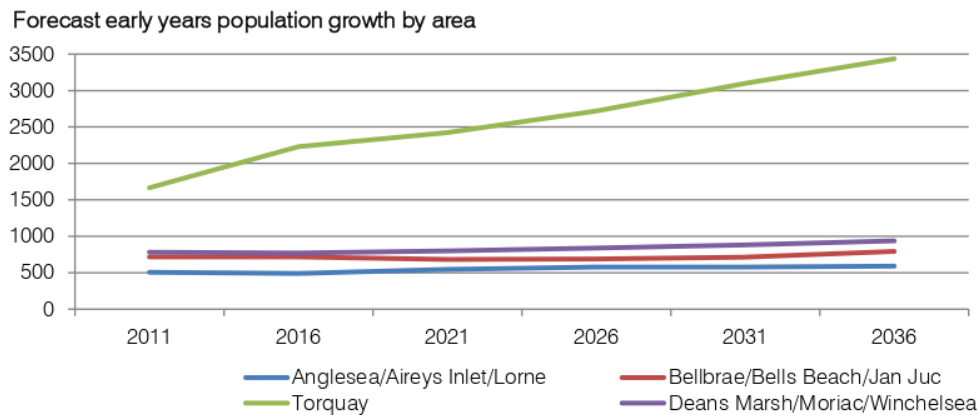
In 2019, there were 4,447 children aged 0 to 9 years living in the Surf Coast Shire, distributed as follows:

Township populations (early years)



There are 2,376 children aged between 0 to 9 years living in Torquay, accounting for 15.0% of the population. This large number significantly influences the municipal average, raising the figure for early years children in the Surf Coast Shire to 13.3% of the population.

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Surf Coast's early years population is forecast to continue to increase, driven by very strong growth in Torquay, while the number of young children will remain mostly static in other areas.

Issues regarding population demographics are specifically addressed in the 'locality' sections of this report.

11.6 Family composition

The average number of children per Surf Coast family is 1.9 (for families with children). The composition of Surf Coast families compares to state and national averages as follows:

Family composition	Surf Coast		Victoria	Australia
	Nr	%	%	%
Couple family without children	3,205	41.1	36.5	37.8
Couple family with children	3,685	47.2	46.3	44.7
One parent family	842	10.8	15.3	15.8
Other family	71	0.9	1.8	1.7
Total	7,803			

Compared to state and national averages, the Surf Coast Shire has a statistically significant:

- greater number of resident families without children, and
- lesser number of one parent families

11.7 Education

Preschool and primary school enrolments in the Surf Coast Shire (as a percentage of the early years population) compare to state and national averages as follows:

Education	Surf Coast (S)		Victoria		Australia	
	nr	%	nr (000)	%	nr (000)	%
Preschool	594	17.6%	95	16.8%	348	15.3%
Primary - Government	2,001	59.1%	314	55.7%	1,315	57.8%
Primary - Catholic	494	14.6%	103	18.2%	381	16.7%
Primary - other	295	8.7%	52	9.2%	231	10.2%
	3,384		564		2,275	

Public primary school enrolments are noticeably higher than the state and national averages, pointing to a sparsity of private school options (only available in Torquay).

Surf Coast Shire's pre-school enrolments are higher than the state and national averages, reflecting a younger cohort than average.

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11.8 Developmental health and wellbeing of children starting school

The Australian government's Australian Early Development Census (AEDC) measures the development of children in Australia in their first year of full-time school. Data is collected and reported across the following 5 key domains:



Physical health and wellbeing - children's physical readiness for the school day, physical independence and gross and fine motor skills

Social competence - children's overall social competence, responsibility and respect, approach to learning and readiness to explore new things

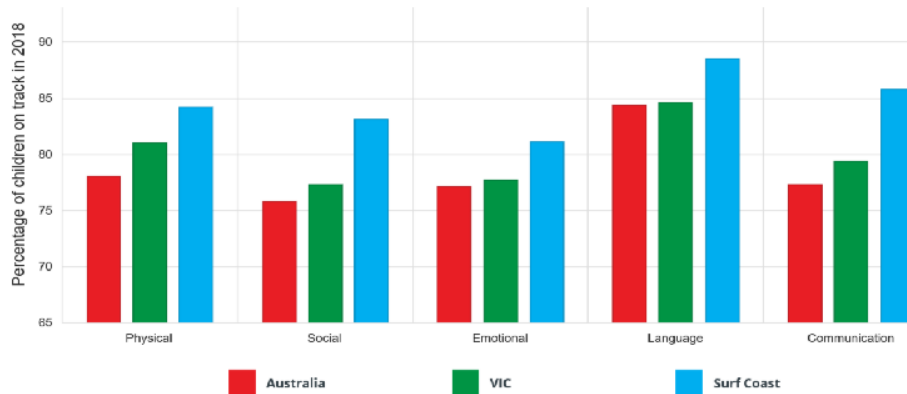
Emotional maturity - children's pro-social and helping behaviours and absence of anxious and fearful behaviour, aggressive behaviour and hyper-activity and inattention

Language and cognitive skills (school based) - children's basic literacy, advanced literacy, basic numeracy and interest in literacy, numeracy and memory

Communication skills and general knowledge - children's communication skills and general knowledge based on broad developmental competencies and skills measured in the school context

Children 'on track' in 2018

The following chart shows that the percentage of Surf Coast children who were developmentally on track in 2018, is significantly greater than the State and National averages across all 5 key domains:



But these good overall results hide significantly poorer local outcomes, particularly in the Anglesea-Aireys-Lorne area. This issue is addressed specifically in the 'Anglesea-Aireys-Lorne' section of this report.

11.9 Section 3 issues

No issues are identified, instead, this section provides context and a municipal overview, details and priorities are identified in the 'locality' sections of this report.

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12 OTHER CONSIDERATIONS

12.1 Community engagement survey results - top 3 things

Community engagement conducted during the latter months of 2020 identified the following top 3 things that make the Surf Coast Shire are great place to live in now:

Anglesea-Aireys-Lorne	Deans Marsh-Moriac-Winchelsea	Torquay	Bellbrae-Jan Juc
Beach	Beach	Beach	Beach
Community	Community	Community	Community
Natural environment	Lifestyle	Natural environment	Lifestyle

The top 3 things identified in each locality are remarkably similar - Council has a clear responsibility for maintaining 'community' outcomes and a shared responsibility with other agencies for maintaining environment and lifestyle outcomes.

12.2 Superceded MEYP

Outstanding items from the 2018-22 Surf Coast Municipal Early Years Plan are as follows (the greyed out rows signify ongoing actions that have become operational matters and no longer need to be represented in the MEYP):

Key focus areas and related actions	Progress/comment
Partnerships - We will:	
Maternal and Child Health	
Collaborate with DHHS on initiatives such as roll out of Family Violence Reforms (including Family Violence and Child Information Sharing Schemes, Multi Agency Risk and Assessment Management Framework) and implementation of Sleep Settling Model of Care	Carry forward into new plan
Continue partnership with Carrington Health to support ongoing delivery and funding for Baby Makes 3	Ongoing, operational
Collaborate with local health services (ie. Barwon Health, Colac Area Health, Hesse Health and Great Ocean Road Health) to ensure timely and appropriate service delivery to families	Ongoing, operational
Continue to work closely with Barwon Child Youth and Family to provide flexible, responsive services to clients (eg. Early Childhood Early Intervention, family support, smalltalk supported playgroups)	Ongoing, operational
Kindergarten	
Liaise with Department of Education and Training to deliver funded three-year-old kindergarten in 2022	Roll out ongoing - carry forward into new plan
Build connections between early years managers related to securing School Readiness funding in 2021	Ongoing, carry forward into new plan
Early Years Community Development	
Work with Barwon Child Youth and Family to facilitate more supported playgroups across Surf Coast	Ongoing, carry forward into new plan
Facilitate connections between our township-based early years reference groups	Ongoing, carry forward into new plan
Strengthen relationships with Integrated Family Services providers to improve outcomes for families experiencing vulnerabilities	Ongoing, carry forward into new plan
Promote community partnerships, focused on a mix of flexible services, via the availability of accessible spaces at KMCC and Torquay Children's Hub	Ongoing, carry forward into new plan

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Key focus areas and related actions	Progress/comment
Build a partnership with Barwon Child, Youth & Family (BCYF) to deliver a Place Based Response in Torquay in 2020. This would be delivered by a Child and Family Practitioner, funded through BCYF. The concept of Integrated Family Services (IFS) Community Hub (CH) Drop-in Services is aligned with recommendations of the Roadmap for Reform to provide visible, accessible services in local communities which are responsive to the needs of children, young people and families. IFS CH Drop-in Services provide an information and referral service for families experiencing challenges and requiring support with parenting issues	Completed for Torquay, expand into other towns (and share relevant data)
Programs and infrastructure - We will:	
Maternal and Child Health	
Review and monitor DHHS Sleep Settling Model of Care	Ongoing, operational
Kindergarten	
Develop and implement a plan to deliver funded three-year-old kindergarten in 2021	Ongoing planning underway - deliver in 2022
Upgrade play spaces by consulting and working with kindergarten parent advisory groups	Ongoing, carry forward into new plan
Re-assess the session models offered in consultation with the families utilising the service	Ongoing, operational
Early Years Community Development	
Lead and facilitate participation in Children's Week across Surf Coast	Ongoing, operational
Investigate ways of enhancing our existing programs (eg installing Bush Kindergarten fire pits)	Ongoing, operational
Thriving in a changing world - We will:	
Care Programs (Family Day Care, Occasional Care)	
Improve education and care options in smaller communities by promoting recruitment of Family Day Care Educators in Anglesea, Aireys Inlet, Fairhaven and Moriac	Ongoing, carry forward into new plan
Early Years Community Development	
Advocate for gender equity and participate in working groups focused on preventing violence against women and children	Ongoing, carry forward into new plan
Promote the quality of our early year's education, care and parent education programs via a marketing plan	Ongoing, operational
Review our existing services and introduce changes (eg all-day kindergarten sessions) that meet changing family needs	Ongoing, operational
Support children's development and empower parents/carers by enabling access and participation in programs focused on helping them to thrive (eg supported play groups, HIPPY - Home Interaction Program for Parents and Youngsters, smalltalk)	Ongoing, carry forward into new plan
Promote opportunities for intergenerational learning and support via programs that enable children to engage with older citizens in the community	Ongoing, carry forward into new plan

Items identified as 'Ongoing, operational' will delivered as routine business activities and will not be carried over as priorities in this new MEYP.

12.3 Operational risk register

The following early years risks are identified in the Surf Coast Shire Enterprise Risk Register (19 April 2021 amendment):

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Ref	Risk type	Risk description	Risk consequence	Inherent rating	Current rating	Residual rating	Existing control
48	Operational	Maintaining a high quality and compliant early years service that meets community needs	EY services don't meet community needs. Fines and penalties. Loss of reputation and increased cost	8	3	3	Regular review. Compliant processes and procedures. Internal and external audit
75	Operational	Inadequate infrastructure for the provision of early years services	Inability of children to access education and care. Waiting lists for child care services	8	6	6	Lobby and advocate. Review KISP in 2023. Apply for RDAP and State Children's Capital Program funding. Monitor birth rates and demand. Monitor changes to relevant Government policies
148	Operational	Availability of qualified, trained and experienced early years staff	Inability to provide required service levels	10	6	6	Monitor application numbers and birth rates to ensure appropriate staff numbers. Recruitment strategy/workforce planning including traineeships and scholarships
140	Strategic	Failure to report or protect a child from abuse or neglect	Failure to report or protect is a criminal offence	25	16	12	Self assessment of Council activities

The risk of availability of qualified, trained and experienced early years staff (Ref 148), is a current and real risk experienced by all service providers (public, community and private), and intensified by the introduction of funded 3 year old kindergarten.

The risk of inadequate infrastructure (Ref 75) is found to be currently not applicable - refer to the Surf Coast Shire Kindergarten Infrastructure and Services Plan.

The risk of maintaining high quality and compliant early years services that meet community needs (Ref 48), is ongoing and operational and is not specifically addressed in this report.

Similarly, failure to report or protect a child from abuse or neglect (Ref 140), is an ongoing strategic risk and is not addressed in this report.

12.4 Kindergarten Infrastructure and Services Plan (KISP)

The Victorian Government is committed to providing 15 hours of funded kindergarten for every 3 year old by 2029, but this pledge will require a large expansion across the State.

Kindergarten Infrastructure and Services Plans

To provide clarity across the sector and to prioritise preparations, the Department of Education and Training (DET) has invited all Local Government Areas to agree on a municipal Kindergarten Infrastructure and Services Plan (KISP).

Each KISP provides supply and demand estimates for 3 and 4 year old kindergarten places against existing enrolment capacity. Kindergarten providers can use KISP estimates to inform their plans to expand programs, establish new services, or invest in new or extended facilities – the Government will use KISP estimates to plan for future co-investments.

Co-investment

The Government wants to co-invest in kindergarten projects at the right time, and while a KISP is not a funding document and doesn't define required infrastructure projects or commit any party to funding specific projects, it is expected that future investment requests will align with the relevant KISP.

Where there is an agreed KISP, providers seeking co-investments through the Building Blocks Capacity Building stream must refer to, and align their proposed project with the infrastructure need identified in the KISP.

Surf Coast Shire KISP

3 year old funded kindergarten will be introduced progressively in the Surf Coast Shire commencing in 2022 when 5 hours per child per week is made available. Based on the modelled rollout which assumes the introduction of numerous operational efficiencies, the Surf Coast KISP

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forecasts that unmet demand (and therefore infrastructure expansion), will not materialise until 2029, and then in the Torquay and Winchelsea Statistical Areas (7 unmet places in each). In the meantime, it's recommended that any Building Block grant applications should focus on the 'Improvement' and 'Inclusion' streams of the fund.

Note that the Surf Coast KISP may be reviewed in 2023, or soon if there's been a change that significantly affects the estimates.

12.5 Impact of COVID-19

COVID-19 is a significant health crisis which has resulted in major social and economic disruption across the world.

Demographics

In Australia, the closure of borders (both external and internal) will have impacts on the size and distribution of future population growth. At a local level, the impacts on population growth and demographics outcomes will be felt differently.

Forecast.ID predicts:

- a negative impact on local jobs, resident vulnerability, and birth rates (generalising that peri-urban areas with high levels of fertility and forecast births will be more impacted than other areas), offset by
- a positive impact on intrastate migration - as more flexible working conditions allow families to prioritise lifestyle and decide to work remotely from their former holiday homes (absentee property ownership on the Surf Coast is about 40%, providing ample potential for this outcome, notwithstanding the rising costs of housing)

An unusual increase in enrolments in Lorne and Anglesea kindergartens suggests an increase in families working from former holiday homes.

It must be noted that if this trend continues, the estimates made in the abovementioned KISP may change significantly and trigger an out-of-cycle review of the KISP.

Family violence

Victorian crime statistics suggest a link between the COVID pandemic (social isolation and financial difficulties) and a significant increase in the incidence of family violence, based on trends over the past five years.

In the Surf Coast Shire, Council Officers have witnessed a rise in coercive control behaviours, such as limiting access to money, and monitoring communication and activity - giving the perpetrator power over their partner. Whilst not a crime in Australia, this behaviour can be a warning sign for domestic abuse and family violence.

12.6 Municipal issues

1. the 'top 3 things' identified by community survey are community, environment and lifestyle
2. numerous 2018-22 MEYP actions are uncompleted and must be carried forward
3. insufficient qualified and experienced staff resources to deliver early years services (exacerbated by the rollout of funded 3yo kindergarten)
4. increased incidence of domestic abuse and family violence
5. population changes may affect the estimates in the Surf Coast KISP, triggering an out-of-cycle review

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13 ABOUT THE SECTOR



13.1 Sector development (reproduced from 'Growing up in G21' document)

During the ten year period from 2010 to 2020, there has been significant change in policy, planning and delivery of services for children and families across Victoria. The following timeline highlights some of the key changes:

- 2006 **ABS Census year** that provided much of the data for the 2010 report
- 2008 **NAPLAN**, the National Assessment Program — Literacy and Numeracy established
- 2009 **Maternal and Child Health Framework** developed
- 2009 **Victorian Early Years Development Framework** released
- 2010 Publication of **Early Childhood Community Profiles** by the state Education Department – these profiles, one for each local government area in Victoria, provided a comprehensive overview of available data relating to early years
- 2011 ABS Census year
- 2011 **Early Start Kindergarten** program ensuring two years of kindergarten for key groups commences
- 2012 **National Quality Standards – Universal Access** established
- 2013 **Universal access to 15 hours** of kindergarten for four year olds
- 2013 **NDIS Act passed** and Barwon trial commenced
- 2014 **Roadmap to Reform in Out of Home Care** developed
- 2014 **Communities that Care** program commences in the region
- 2015 **Royal Commission into Family Violence** completed, including 277 recommendations
- 2016 **Road Map to Reform, strong families, safe children** published
- 2016 ABS Census year
- 2016 **NDIS ECEI** program rolled out nationally
- 2017 **Child Safe Standards** become operational
- 2017 **Family Safety Victorian** and **Orange Door** established
- 2017 **Supported Playgroups** – policy and funding guidelines published
- 2017 **Royal Commission into Institutional Responses to Child Abuse** final report published

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2017	Early Years Compact established between the Department of Education and Health & Human Services
2017	Child and family violence Information Sharing Schemes established
2017	Multi-Agency Risk Assessment and Management Framework (MARAM) established
2018	Expansion of Enhanced Maternal & Child Health Program
2018	Changes to the reporting of crime statistics relating to family violence, to reflect the extent of family violence more accurately (making historical data analysis problematic)
2018	Most recent AEDC data collection period
2019	Review of the Victorian Child Safe Standards completed
2019	School Readiness Funding program commences

This table highlights the dynamic nature of the early years sector. The drive to increase the quality of services, expand access, and strengthen the workforce, is evident in the past and now.

13.2 Current sector priorities

Current, relevant sector priorities include:

Victorian government:

Funded Three-Year-Old Kindergarten

The Victorian Government has committed to providing funded Three-Year-Old Kindergarten to all children by 2029. This reform will add another year of funded kindergarten so that all children in Victoria will have access to two years of play-based learning through a universal kindergarten program.

3 year old kindergarten is being introduced progressively in the Surf Coast Shire commencing in 2022.

Building the early childhood workforce

More than 4,000 new early childhood teachers will be needed as Three-Year-Old Kindergarten is rolled out across the state.

The Victorian Government is seeking to build workforce capacity by fast-tracking early childhood teaching courses, funding scholarships, and providing free TAFE training.

Building infrastructure capacity

The Victorian Government's Building Blocks grants program aims to ensure that sufficient kindergarten infrastructure capacity is available to meet forecast demand. Modelling suggests that unmet demand will not appear in the Surf Coast Shire until 2029 (refer to the Surf Coast Shire Kindergarten Infrastructure and Services Plan), therefore Surf Coast service providers seeking funding to assist with the delivery of 3 year old kindergarten should focus on 'improvement' stream grants.

School Readiness Funding

From 2021, the Victorian government will provide 'needs based' School Readiness Funding to kindergartens to support children's learning and development outcomes.

On-going funding will be available to all kindergarten settings (including long day care), and for both three and four-year-old children in funded kindergarten programs. Approved providers must submit an annual School Readiness Funding Plan aligned with the priority areas of:

- communication (language development)
- wellbeing (social and emotional), and
- access and inclusion.

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Information sharing and MARAM reforms

The Victorian government is progressing 3 information sharing reforms that aim to improve the state's collective service response to family violence, and promote the wellbeing and safety of children

The Child Information Sharing Scheme (CISS) and the Family Violence Information Sharing Scheme (FVISS) enable authorised organisations and services to share information to promote the wellbeing or safety of children, and facilitate assessment and management of family violence risk.

The Multi-Agency Risk Assessment and Management (MARAM) framework sets out the responsibilities of stakeholders in identifying, assessing and managing family violence risk across the broader service system.

Prescribed organisations (including Councils) must align their policies, procedures and practice to effectively identify, assess and manage family violence and child wellbeing and safety risk; and ensure consistent use of MARAM across the sector.

Kindergarten Central Registration and Enrolment Scheme

Central Registration and Enrolment:

- simplifies access and provides a single point of contact for families to apply for multiple kindergarten services in their area
- helps ensure children secure a place that best suits their needs, and
- allows local government to establish strong links with support services to identify and engage children and families who may need more support

The Surf Coast Shire has received funding to implement an online Kindergarten Central Registration and Enrolment Scheme for the kindergartens it operates. However the state-wide vision is for CRES providers to deliver registration for most funded kindergarten programs (including external service providers).

Consideration should be given to expanding the Surf Coast Shire CRES to improve accessibility to kindergarten, set the next generation up for success, and to fulfil Council's role to develop the wellbeing of the municipal community.

Municipal Association of Victoria:

The MAV is the peak local government association in Victoria, and therefore their early years priorities are closely aligned with Council's and include:

- Universal access to early childhood education and care funding campaigns
- Early years infrastructure planning and funding
- Promoting the importance of early years and the role of local government in the planning and provision of early years services and facilities (including Municipal Early Years Plans), and
- Maternal and Child Health

13.3 Sector issues

1. roll-out of funded 3 year old kindergarten, including
 - introduction of operational efficiencies
 - early childhood workforce
 - infrastructure capacity (population changes may affect estimates, refer to KISP)
2. effective application of School Readiness Funding (refer to priority areas identified in the 'locality' sections of this report)
3. information sharing and Multi-Agency Risk Assessment and Management (MARAM) reforms
4. future expansion of the kindergarten Central Registration and Enrolment Scheme

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14.1 The child's journey

The following graphic illustrates some typical service touch-points experienced during a child's journey through the early years:

0-1 years	1-2 years	2-3 years	3-4 years	4-5 years	5-9 years
Parent education programs					
Baby makes 3 program					
Sleep settling program					
Maternal and Child Health Universal Service (key age and stage visits)					
Playgroup (community based, parent led)					
Long day care (not for profit and private providers)					
Family day care service					
	Occasional care service				
			3 year old kindergarten	4 year old kindergarten	Primary school
Maternal and Child Health Enhanced program (vulnerable and at risk clients)					
Allied Health specialists (Speech pathologist, Occupational Therapists, Dieticians, Pediatrician)					
Early Childhood Early Intervention services					
Family Support services					
Child FIRST/Orange door					
Child protection					

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There are a broad range of early years services available for children and families from pregnancy to 12 years. These services support families, provide children with high-quality early childhood programs, and facilitate a smooth transition across the service system and beyond.

The services support the health, development, wellbeing and learning of children and are operated by Council, community and public and private organisations. The service directions support an integrated approach to service provision. In strengthening partnerships, we are well placed to work toward an integrated approach that provides better outcomes for the community.

Universal services and supports are aimed at the broader community and are accessible to all, including through outreach. Their main goal is to increase protective factors and reduce risks for child development, provide support for optimal family and community environments for all children and provide early identification and referral for children and families who may require more targeted or intensive services.

Targeted services (also known as secondary services) target children and families or communities who have a higher need or higher risk than the general population. The joint aims are to minimise the effect of risk factors for children and to build protective factors and resilience. Importantly, the services and supports work to reduce inequalities in outcomes between groups of children. Priority and increased access to universal services is one form of targeted support.

Intensive services (also known as tertiary services) are individually tailored responses to a particular child and family situation that is highly stressful and may be ongoing. These services aim to prevent or reduce the risks to children and build parent skill and capacity. These services may include intensive whole-of-family services, specialists and treatment programs for parents. Diverse families require varying levels of support at different times.

In a truly **integrated system**, there are pathways from universal service to more targeted and intensive services, but also from higher-end services back to universal platforms.

The following early years services and infrastructure are currently available in the Surf Coast Shire:

14.2 Universal services

Universal services and supports are aimed at the broader community and are accessible to all, including through outreach. Their main goal is to increase protective factors and reduce risks for child development, provide support for optimal family and community environments for all children and provide early identification and referral for children and families who may require more targeted or intensive services. The availability of universal early years services is summarised below, followed by an overview of each service, and provider details listed in Chapter 14:

Universal services and supports	Anglesea	Aireys Inlet	Bellbrae	Bells Beach	Deans Marsh	Jan Juc	Lorne	Moriac	Torquay	Winchelsea
Maternal and Child Health	✓	x	x	x	✓	x	✓	✓	✓	✓
Immunisation	✓	x	x	x	x	x	✓	✓	✓	✓
Toy library	✓	x	x	x	x	x	✓	x	✓	✓
Playgroup	✓	✓	x	x	x	✓	✓	✓	✓	✓
Long day care	x	x	x	x	x	x	x	x	✓	✓
Family day care	x	✓	✓	✓	✓	✓	✓	✓	✓	x
Occasional child care	✓	x	x	x	x	x	✓	x	✓	✓
Out of school hours care	✓	✓	✓	x	x	x	✓	✓	✓	✓
Kindergarten	✓	x	x	x	x	✓	✓	✓	✓	✓
Kinder Gym	x	x	x	x	x	x	x	x	✓	x
Art, culture, dance	x	x	x	x	x	✓	x	x	✓	x
Primary school	✓	✓	✓	x	✓	x	✓	✓	✓	✓
Library	✓	✓	x	x	✓	x	✓	x	✓	✓
Community centre	✓	✓	✓	x	✓	x	✓	✓	✓	✓
Leisure and recreation	✓	✓	✓	x	✓	✓	✓	✓	✓	✓
Playground	✓	✓	✓	x	✓	✓	✓	✓	✓	✓
Swimming pool	✓	x	x	x	x	x	✓	x	✓	✓
General practitioner	✓	✓	x	x	x	✓	✓	x	✓	✓
Hospital	x	x	x	x	x	x	✓	x	x	✓

Maternal and Child Health

Council provides a free Maternal and Child Health service to postnatal women and children from birth to school age.

The 'universal' Maternal and Child Health service focuses on the health and wellbeing of children at key ages and stages in their development, and is provided from rooms in Anglesea, Deans Marsh, Lorne, Moriac, Torquay, and Winchelsea.

Maternal and Child Health Nurses also facilitate first time parents groups, and provide an enhanced home visiting program to assist families in need with extra support and guidance.

24/7 advice and support is available via a telephone hotline.

The Maternal and Child Health service is funded by Council and the Department of Health.

Immunisation

Council provides free childhood immunisation sessions for all vaccines that are listed on the National Immunisation Schedule. Council immunises about 30% of infant and pre-school children in the municipality, the other 70% are immunised by GP's and medical centres.

The Environmental Health team provide monthly infant and pre-school immunisation sessions at Anglesea, Lorne, Moriac, Torquay, and Winchelsea.

Council's immunisation service is funded by Council and the Department of Health.

Parent Education

Parent Education programs enable parents to develop their parenting skills, so they are better equipped to support their children's development. Parent education promotes the use of positive parenting practices, such as using positive language and the importance of family routines. It also encourages nurturing behaviour and increases parents' knowledge of child development and communication styles.

Surf Coast Shire Early Years and Youth departments provide an annual calendar of free education and support sessions (and special events) for parents and carers, however a major opportunity exists to expand parent education programs and give them higher emphasis.

Toy Library

Toy libraries promote the importance and value of play by providing a range of quality fun and educational toys, games, puzzles and activities for local families to borrow or hire for a minimal fee. There are four volunteer-run toy libraries operating in the municipality, situated in Anglesea, Lorne, Torquay and Winchelsea.

Toy libraries are funded by fees and grants.

Playgroup

Community playgroups provide an opportunity for parents and young children to come together in a fun, safe, and relaxed environment. They provide an opportunity for children to play, explore and develop their social skills. Adults attending playgroup get a chance to meet other people going through similar experiences, ease the isolation that can come with caring for young children and find out about local community, health and support services.

Surf Coast Shire hosts a number of active community playgroups, operating in Aireys Inlet, Anglesea, Freshwater Creek, Jan Juc, Lorne, Moriac, North Torquay, Torquay and Winchelsea.

Supported playgroups

Supported playgroups are a targeted service. The aim of supported playgroups is to improve the learning, development, and wellbeing outcomes of children from birth until they start primary school.

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Supported playgroups provide opportunities for parents to learn about local services, to meet with other parents for support and friendship and to build social support networks in the communities in which they live.

A free, facilitated playgroup delivering the 'smalltalk' program currently operates in Torquay and Winchelsea.

Kindergym

KinderGym is a Gymnastics Australia program specifically designed for 2–5 year old pre-schoolers and their parents. Council is currently the sole endorsed KinderGym provider in the municipality; however parents, clubs and private providers can become endorsed KinderGym leaders.

Council's KinderGym program is led by qualified and experienced instructors, and aims to improve the confidence, co-ordination and social skills of children through equipment based, structured, movement programs (which include tumbling, balancing, ball-games and a variety of other fun activities).

Kindergym is available in Torquay only, and is partially funded by participants and subsidised by Council.

Family Day Care

Family Day Care is for children aged between six weeks and 12 years of age, and is usually provided in the home of an educator. Regulations allow educators to care for up to 4 children under five years of age, and up to 3 school aged children.

Family Day Care is regulated under the National Quality Framework and must be delivered by an approved provider as part of an approved service. Council offers an approved family day care service, with a part-time Coordinator based in Torquay; however services are available throughout the municipality.

The Family Day Care service is funded by user fees, the Commonwealth Child Care Subsidy, and Council. There is currently unmet demand for the family day care service, limited by the number of registered educators.

Long Day Care

Long Day Care is centre based child care provided by professional staff where babies and children up to school starting age (but centres may also offer services to children attending primary school), can be cared for while their parents work, study, or have regular time off for other commitments.

Long day care services operate under the National Quality Framework, and are provided in approved centres, usually during normal business hours.

Council has previously determined not to offer long day care services, leaving that instead to numerous private providers located in Torquay and Winchelsea. Privately run services can be located on the Child Care Finder Website.

Outside School Hours Care

Outside School Hours Care is primarily for school-age children, to attend before and after school hours and during school holidays (providers may also offer services to children who don't attend school, usually preschool-age siblings of school-age children).

Outside school hours care programs are provided by private providers in school facilities in Anglesea, Aireys Inlet, Bellbrae, Jan Juc, Lorne, Moriac, Torquay and Winchelsea.

Occasional Care

Occasional Care is a centre-based form of child care, regulated under the National Quality Framework, that provides families with the flexibility to place their pre-school children (from 12 months to six years of age) in an early childhood learning environment on days and hours that suit their needs (including at short notice and in emergencies).

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The Council program allows parents to leave their children in care for one session per week - morning and afternoon sessions (both 4 hours) are available at two centres in Torquay.

Occasional care services are also provided by the Anglesea, Lorne, and Winchelsea community houses, and by private providers in Torquay.

Council's Occasional Care service is funded by user fees, the Commonwealth Child Care Subsidy, and Council.

In Home Care

In-home care is a flexible form of child care which enables families with unusual work, location, or complex care requirements to access approved child care in their own home.

Families are matched with qualified educators by an in-home care service provider (or broker), who organises the placement and then monitors the arrangement on an ongoing basis.

In-home care service providers are responsible for ensuring that the carers registered with them have the appropriate knowledge, skills and experience to provide families with a high quality care experience.

Educators set their own in home child care rates and brokers charge a commission. The Child Care Subsidy is available to families that qualify.

There are numerous private in-home care providers in the Surf Coast Shire.

Kindergarten

Kindergarten is a pre-school educational program regulated under the National Quality Framework and delivered by a qualified early childhood teacher, and is an important component of a child's transition from home to school. Kindergarten programs are based on playing, singing, practical activities such as drawing, and social interaction. Kindergarten is not compulsory, but research shows that children who go to a kindergarten program are more independent and confident, and are more likely to make a smooth transition to primary school – and it has even greater benefits for children who need extra support or are in vulnerable circumstances.

Funded kindergarten for four-year-olds is universally available in long day care centres, schools and sessional or 'standalone' kindergarten facilities. Funded kindergarten for three-year-olds is being progressively introduced across the state. From 2022, all three-year-olds will have access to five hours of funded kindergarten per week and this will increase up to the full 15-hour program by 2029.

Council currently offers three-year-old and funded four-year-old programs at kindergartens in Anglesea, Jan Juc, Lorne, Torquay, and Winchelsea. There is a growing number of privately operated kindergartens in the municipality (particularly in Torquay).

Children's Week

Children's Week is an annual national event celebrated in October. A diverse range of events and activities are organised at National, State and Local levels. These focus the attention of the wider community on children, their rights and achievements. Children's Week celebrates the right of children to enjoy childhood, it is also a time for children to demonstrate their talents, skills and abilities.

Council runs various free activities across the shire during Children's Week.

Primary schools

Primary schools aim to provide children from 5 to 11 years of age fundamental skills in reading, writing, and mathematics - and to establish a solid foundation for learning. There are 13 primary schools in the Surf Coast Shire operated by the Department of Education and Training, and private providers.

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Library

Nowadays modern libraries may be defined as places to get unrestricted access to information in many formats and from many sources. But in addition, libraries are increasingly becoming community hubs where programs are delivered and people engage in lifelong learning.

The Torquay library and Surf Coast mobile library are both operated by the Geelong Regional Libraries network on behalf of Council.

The Torquay library is the only 'bricks and mortar' library in the Surf Coast Shire, it caters for the early years cohort with an appropriate print and multimedia collection, and regular events and activities.

The Surf Coast mobile library visits Aireys Inlet, Anglesea, Deans Marsh, Lorne, and Winchelsea communities according to a weekly timetable.

Playgrounds

A playground is typically an outdoor place specifically designed for children's play. Modern playgrounds are all-inclusive and often include features that help children develop physical coordination, strength, and flexibility - as well as providing enjoyment and supporting social and emotional development. Common in modern playgrounds are play structures that link many different pieces of equipment.

There are currently at least 67 community playgrounds distributed across the municipality, 52 are owned and operated by Council, the remainder are owned and operated by others (including GORCC, Parks, and privately).

Community centres

There's strong evidence that the built environment can help people of all ages and backgrounds to develop and maintain healthier lifestyles. Community facilities that are located near to homes and each other - and ideally within cycling or walking distance - enhance opportunities for physical activity, wellbeing, sports participation, community interaction and social cohesion.

There are currently 15 Council owned community centres distributed across the municipality.

Sport reserves, nature reserves and parks

Similar to community centres, there's strong evidence that reserves and parks can help people of all ages and backgrounds to develop and maintain healthier lifestyles.

There are countless reserves and parks distributed across the municipality, 442 are owned and operated by Council, many are owned and operated by others (including GORCC, Parks, and privately).

Sport and nature reserves and parks may incorporate:

- paths and trails
- playgrounds
- family facilities such as BBQs and shelters, and
- skate parks and bike tracks, etc

Swimming pools

Community swimming pools offer an accessible and affordable means of social interaction, relaxation and stress relief for people of all ages and abilities. Importantly for the early years, community swimming pools assist children to increase their water awareness, learn about water safety, and learn how to swim.

Council currently operates a cold-water, outdoor, seasonal swimming pool located on Barwon Terrace, Winchelsea. Facilities include a toddler's pool with water play equipment, a 10m learner's pool, family change rooms, and pleasant grounds.

It's noted that Council has recently committed to closing a funding shortfall, and to build the long awaited Surf Coast Aquatic and Health Centre in Torquay.

There are also numerous privately operated swimming pools in the municipality (and just outside of the municipality), offering learn to swim, squad, lap, recreational swimming and water-play.

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General practitioners

There are 12 General Practitioners/Medical Centres operating within the municipality including at Aireys Inlet, Anglesea, Jan Juc, Lorne, Moriac, Torquay, and Winchelsea. There are also numerous General Practitioners located within close proximity to the Surf Coast Shire.

Hospitals

There are several public and private hospitals either within or in close proximity to the Surf Coast Shire, providing general hospital, maternal, immunisation and other early years health services.

Public hospitals are located in Geelong, Lorne and Winchelsea. Private hospitals are located in Geelong and Waurin Ponds.

Note that construction of the Surf Coast Community Hospital is scheduled to commence in 2022, for completion in 2024. It's anticipated that the hospital, situated in Torquay, will feature a full range of paediatric and allied health services, and be operated by Barwon Health.

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14.3 Targeted services

Targeted services (also known as secondary services) target children and families or communities who have a higher need or higher risk than the general population. The joint aims are to minimise the effect of risk factors for children and to build protective factors and resilience. Importantly, the services and supports work to reduce inequalities in outcomes between groups of children. Priority and increased access to universal services is one form of targeted support.

Targeted early years services that are available in the Surf Coast Shire are listed and described below:

Targeted services	Surf Coast Shire
Enhanced Maternal and child health	Council
Early Childhood intervention services	Barwon Child Youth and Family
Inclusion support program	DET
Pre-school Field officer	DET
Kindergarten inclusion support	Barwon Child Youth and Family
Pregnancy/early parenting services and family support	Barwon Health
Facilitated playgroups	Barwon Child Youth and Family
Community health/respice services	Barwon Health (Carer Gateway services)
Child FIRST/Orange door	Department of Families, Fairness and Housing

Enhanced Maternal and Child Health

The Enhanced Maternal Child Health program is part of Council's Maternal and Child Health service, and is offered to families at risk of poor outcomes as an extension of the Universal Maternal and Child Health program. The enhanced program provides targeted support in the form of flexible actions and interventions in addition to the universal program.

Early Childhood intervention services

Early Childhood Intervention Services support children with a disability or developmental delay and their families. The aim is to work in partnership with families to optimise the child's development and outcomes, by providing:

- specialist services to meet the individual needs of the child and support them in their natural environments and everyday experiences and activities
- support to access universal services, and
- parents and families with knowledge, skills and support

Applications for Early Childhood Intervention Services are managed by Intake teams across the state, and funding is provided by the National Disability Insurance Scheme. Services are provided by non-government agencies and the Government's Specialist Children's Services teams.

Inclusion support program

The Inclusion Support Program is designed to assist child care providers to include children with additional needs in mainstream services, so that these children can learn and develop alongside their peers.

The program provides tailored advice, support, and funding to address inclusion barriers.

Providers are able to access this program via the Victorian Inclusion Agency.

Pre-School Field Officer

Pre-School Field Officers:

- work closely with Early Childhood Educators in kindergarten settings to deliver programs that ensure the positive participation of all children, particularly those with additional and diverse needs, and

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- provide support, resourcing and practical advice to assist Educators and link families into services available for children with developmental concerns and broader child and family supports.

Pre-School Field Officer support is requested by Educators with parental/guardian consent; and the roles are fully funded by the State government.

Kindergarten inclusion support

The Kindergarten Inclusion Support program is designed to support the inclusion of children with a disability, developmental delay, or complex medical need, into four-year old community kindergarten programs.

The program enhances the learning and development of individuals by responding to their abilities, interests, strengths, and needs.

The Kindergarten Inclusion Support program is provided in addition to the existing resources available to kindergartens, and is funded by the Department of Education and Training.

Pregnancy/early parenting services and family support

Early parenting services are available for families with children from pregnancy to 4 years of age, who have been assessed as needing additional intensive parenting support to build skills, capacity, and confidence in caring for their infant/toddler.

Services are focused on building parenting capacity and skills, enhancing the parent-child relationship, and strengthening a family's link with their community. Early parenting centres offering day stay services, residential services, and group based programs are also available.

Referrals to Early Parenting services are usually from Maternal and Child Health services, General Practitioners, Child FIRST and Child Protection.

Facilitated playgroups

Facilitated playgroups support families with particular needs and are often targeted at specific demographics, such as young parent families, or CALD families, or families with a shared experience or concern. Families in these groups are also often vulnerable, facing stressful life circumstances alongside low social support and economic pressures.

Facilitated playgroups are guided by a trained early childhood educator, and have a dual-focus on supporting the development and wellbeing of both children and their parents - they provide opportunities for parents to meet and share experiences, and for children to play, learn and socialise.

Facilitated playgroups offer an option for families that may not be able to effectively engage with, feel included in, or benefit from parent-led community playgroups.

Community health/respice services

Respite care is when someone gives a primary carer a break by looking their child (who may have a disability or other additional needs), on a regular or irregular basis.

Respite care can be provided informally by family or friends, by respite care services, or by accessing community recreational activities.

Caring can be stressful and emotionally and physically tiring – taking a break can be good for parents, families, and the child.

Child First/Orange door

The Orange door supersedes Child FIRST as the entry point to family services. The Orange Door is the new, free access point for adults, children and young people who are experiencing or have experienced family violence, and families who need extra support with the care of children.

Anyone should contact The Orange Door if:

- someone close to you is hurting you, controlling you or making you feel afraid
- you are a child or young person who doesn't have what you need to be OK

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- you are worried about the safety of a friend or family member
- you need more support with the care of children
- you are worried about the safety of a child or young person
- you need help to change your behaviour and stop using violence in your relationships

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14.4 Intensive services

Intensive services (also known as tertiary services) are individually tailored responses to a particular child and family situation that is highly stressful and may be ongoing. These services aim to prevent or reduce the risks to children and build parent skill and capacity. These services may include intensive whole-of-family services, specialists and treatment programs for parents. Diverse families require varying levels of support at different times.

Intensive early years services that are available in the Surf Coast Shire are listed and described below:

Intensive services	Surf Coast Shire
Child protection	Department of Families, Fairness and Housing

Child protection

The Victorian Child Protection Service is specifically targeted to those children and young people at risk of harm or where families are unable or unwilling to protect them.

Meeting the needs of children and making sure they are safe in the family is a shared responsibility between individuals, the family, the community and the government. When adults caring for children do not follow through with their responsibilities, are abusive or exploit their positions of power, then child protection is empowered to investigate the concerns and intervene to protect the child legally when required.

(Reporting of child abuse is mandatory. You should make a report to Child Protection if you have formed a reasonable belief that a child has suffered or is likely to suffer significant harm as a result of abuse or neglect and their parent has not or is unlikely to protect them from harm of that type).

14.5 Section 6 issues

It can be seen that a complete range of universal, targeted, and intensive services are available in the Surf Coast Shire, however access and availability varies according to location. As expected, children and families are very well catered for in Torquay, and to a lesser extent in the smaller towns and villages (a function of population density and location).

This issue of service availability is addressed specifically in the 'locality' sections of this report.

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15 LIST OF UNIVERSAL SERVICES AND FACILITIES IN THE SURF COAST SHIRE

Maternal and Child Health

Council facility/service

- Kurrabee Myaring Community Centre - 12 Merrijig Drive, Torquay
- Torquay Children's Services Hub - 27 Grossmans Road
- Anglesea Kindergarten - 1 McMillan Street
- Lorne Community House - 16 Mountjoy Parade
- Moriac Preschool - 7 Clerke Court
- Winchelsea (Hesse Rural Health Building) - 8 Gosney Street

Immunisation

Council facility/service

- Kurrabee Myaring Community Centre - 12 Merrijig Drive, Torquay
- Torquay Children's Services Hub - 27 Grossmans Road
- Moriac Maternal and Child Health Centre - 7 Clerke Court
- Anglesea Kindergarten - 1 McMillan Street
- Lorne Maternal and Child Health Centre - 16 Mountjoy Parade
- Winchelsea Maternal and Child Health Centre - 8 Gosney Street

Toy Library

Community operated

- Torquay Toy Library, 27 Grossmans Rd
- Anglesea Platypus Toy Library, 1 McMillan St
- Lorne Toy Library, 16 Mountjoy Pde
- Winchelsea Community House Toy Library, 30 Hesse Street

Playgroup

Community operated

- Aireys Inlet, Aireys Inlet Community Hall, Great Ocean Rd, Aireys Inlet
- Anglesea, Anglesea Kindergarten 1 McMillan St, Anglesea
- Freshwater Creek Steiner School and Kinder, 52 McIntyres Road, Freshwater Creek
- Bob Pettit Reserve Club Rooms, Jan Juc
- Lorne, Lorne Community House, 16 Mountjoy Parade, Lorne
- Moriac Community Hall, Newling Reserve, Moriac
- KMCC, 12 Merrijig Drive, Torquay
- Torquay Children's Services Hub, 27 Grossmans Road, Torquay
- Winchelsea, St Thomas Anglican Church, 27-29 Barwon Terrace, Winchelsea

Supported playgroups

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Council facility/service

- Torquay: Torquay Children's Hub - 27 Grossmans Road
- Winchelsea: Helen Kininmonth Pre-School, Winchelsea Church Community Hall, 30 Hesse Street

Kindergym

Council facility/service

- Surf Coast Sport and Recreation Centre, 77 Beach Road, Torquay.

Family Day Care

Council facility/service

Administration - Kurrabee Myaring Community Centre, Torquay

- FDC available throughout the municipality

Long Day Care

Privately operated

Childs Play Torquay, 1 Pintail Drive, Torquay

Elements Child Care and Early Learning Centre, 15-17 Falcon Drive, Torquay

Torquay YMCA Early Learning Centre, 35 Legacy Drive, Torquay

Goodstart Early Learning, 86 Beach Rd, Torquay

Guardian Childcare & Education, 3 - 5 Attunga Drive, Torquay

Little Groms Early Learning, 88 Geelong Road, Torquay

The Hive Early Learning Centre, 78-80 Beach Rd, Torquay

Southern Cross Montessori, 21 Henty St, Torquay

Torquay Early Learning Centre, 25 Grossmans Rd, Torquay

Butterfield House Child Care and Kindergarten, 240 Great Ocean Road, Jan Juc

Winchelsea Early Learning Centre, 63 Hesse St, Winchelsea

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Outside School Hours Care

Government operated

Camp Australia - St Therese Primary School Torquay, 50 Grossmans Road, Torquay

Camp Australia - Christian College Geelong Surf Coast Campus, 248 Great Ocean Rd, Torquay

Camp Australia - Lorne-Aireys Inlet P-12 College, 6 Great Ocean Road, Aireys Inlet

Kelly Club Lisieux Catholic Primary School, 90 South Beach Rd, Torquay

Torquay Primary Combined, Grossman's Rd, Torquay

Torquay YMCA Early Learning Centre, 35 Legacy Drive, Torquay

Bellbrae PS TheirCare, 50 School Rd, Bellbrae

Anglesea Primary School, 5 Camp Rd, Anglesea

Moriac Primary Combined, 785 Hendy Main Rd, Moriac

Winchelsea Primary School, 60 Main Street Winchelsea Primary School, Winchelsea

Occasional Care

Council facility/service

- Torquay Children's Hub, 27 Grossmans Road
- Kurrabee Myaring Community Centre, 12 Merrijig Drive, Torquay

Community operated

- Anglesea Community House
- Lorne Community House
- Winchelsea Community House

In Home Care

Private provider

There are numerous private in-home care providers in the Surf Coast Shire.

Kindergarten

Council facility/service

- Anglesea Kindergarten, Anglesea Community Hub, 1 McMillan Street, Anglesea
- Helen Kininmonth Pre-School, Winchelsea Church Community Hall, 30 Hesse Street
- Jan Juc Pre-School, Bob Pettitt Reserve, 10-11 Wattle Court, Jan Juc
- Kurrabee Myaring Kindergarten, 12 Merrijig Drive, Torquay
- Lorne Pre-School, 32 Smith Street, Lorne
- Torquay Kindergarten, Torquay Children's Hub, 27 Grossmans Road, Torquay

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Private provider

Butterfield House Child Care and Kindergarten, 240 Great Ocean Road, Jan Juc
Childs Play Torquay, 1 Pintail Drive, Torquay
Elements Child Care and Early Learning Centre, 15-17 Falcon Drive, Torquay
Goodstart Early Learning, 86 Beach Rd, Torquay
Guardian Childcare & Education, 3 - 5 Attunga Drive, Torquay
Little Groms Early Learning, 88 Geelong Road, Torquay
Southern Cross Montessori, 21 Henty St, Torquay
The Hive Early Learning Centre, 78-80 Beach Rd, Torquay
Torquay Early Learning Centre, 25 Grossmans Rd, Torquay
Torquay YMCA Early Learning Centre, 35 Legacy Drive, Torquay
Freshwater Creek Steiner Kindergarten, 52 McIntyre Rd, Freshwater Creek
Moriac Kindergarten, 7 Clerke Court, Moriac

[Primary schools](#)

Government operated

- Aireys Inlet Primary School, Anderson Street, Aireys Inlet
- Anglesea Primary School, 85 Camp Road, Anglesea
- Bellbrae Primary School, 50 School Road, Bellbrae
- Deans Marsh Primary School, 30 Lorne Road, Deans Marsh
- Moriac Primary School, 785 Hendy Main Road, Moriac
- Mount Duneed Regional Primary School, Williams Road, Mount Duneed
- Lorne Aireys Inlet P-12 College, Anderson Street, Aireys Inlet
- Torquay P6 College, 45-55 Grossmans Road, Torquay
- Torquay Coast Primary School, 25 Stretton Drive, Torquay
- Winchelsea Primary School, 60 Main Street, Winchelsea

Privately operated

- Freshwater Creek Steiner School, 52 McIntyres Road, Freshwater Creek
- Lisieux Catholic Primary School, 90 South Beach Road, Torquay
- St Therese Catholic Primary School, 50 Grossmans Road, Torquay

[Library](#)

Council facility/service

Surf City Plaza, Cnr of Beach Road and Surf Coast Highway, Torquay

Mobile library sites:

- Aireys Inlet
- Anglesea
- Deans Marsh
- Lorne

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- Winchelsea

Community centres

Council facility/service

- Aireys Inlet Community Centre, Anderson Roadknight Reserve, Aireys Inlet
- Anglesea & District Community House, Anglesea McMillan Precinct, Anglesea
- Deans Marsh Community Hall, Deans Marsh Recreation Reserve, Deans Marsh
- Freshwater Creek Community Hall, Freshwater Creek Recreation Reserve, Lorne Community House (Fig Tree House), Lorne Fig Tree Community Precinct, Lorne
- Modewarre Community Centre (Bluestone), Modewarre Hall and Recreation Reserve
- Moriac Community Centre (Newling Park), Newling Reserve, Moriac
- Torquay Spring Creek Community House, Price Street Precinct, Torquay
- Surf World Museum & Community Hall, Surf City Plaza, Torquay
- Winchelsea Community House, Winchelsea Shire Hall and Tea Rooms, Winchelsea
- Torquay Town Centre Community Hub, Torquay Central Shopping Precinct, Torquay
- Community and Civic Precinct Council Office, Community and Civic Precinct, Torquay
- Kurrabee Myaring Community Centre, Torquay
- Eastern Reserve Community Centre, Eastern Reserve, Winchelsea

Swimming pools

Council facility/service

Barwon Terrace, Winchelsea

Privately operated

- Torquay Swim School, 35 Baines Cres, Torquay
- TORQ SWIMMERS, Peppers The Sands, Sands Boulevard, Torquay
- RACV Torquay Resort One Lifestyle, RACV Torquay Resort, 1 Great Ocean Rd, Torquay
- Anglesea Fitness Centre, 105 Great Ocean Rd, Anglesea
- Lorne Sea Baths, 81 Mountjoy Parade, Lorne

General practitioners

Privately operated

- Surf Coast Home Doctor, Torquay
- Surfcoast Medical Centre, 100 Surf Coast Hwy
- Torquay Medical Health and Wellness Clinic, 94 Geelong Rd
- Tristar Medical Group Torquay, 2/136 Geelong Rd
- The Quay Family Healthcare, 13/222 Fischer St
- Torquay Central Medical Centre, 7-8/8 Gilbert St
- Karuna-Maya Medicine Tree, 22 Princes Terrace, Jan Juc
- Anglesea Medical, 3 McMillan St
- Aireys Inlet Medical Centre, 37 Great Ocean Rd

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- Lorne Medical Centre, 230 Mountjoy Parade
- The Quay Family Healthcare, 806 Hendy Main Rd, Moriac
- Winchelsea Medical Clinic, 7/31 Willis St, Winchelsea

Hospitals

Government operated

- Hesse Rural Health, 8 Gosney St, Winchelsea
- Great Ocean Road Health - Lorne, Albert St, Lorne
- Barwon Health, 59 Sydney Parade, Geelong

Privately operated

- St John of God Geelong Hospital, 80 Myers St, Geelong
- Epworth Geelong, 1 Epworth Place, Waurn Ponds

16 Anglesea/Aireys/Lorne



16.1 Situation

Situated along the southwest coastline of the Surf Coast Shire, this locality includes the townships of Anglesea, Aireys Inlet, and Lorne and the villages of Fairhaven, Moggs Creek, Eastern View and Big Hill. The locality covers 258km² and the population is 5,470 giving a population density of 0.21 persons per hectare - however the population, along with services and facilities, is predominantly concentrated in the larger townships.

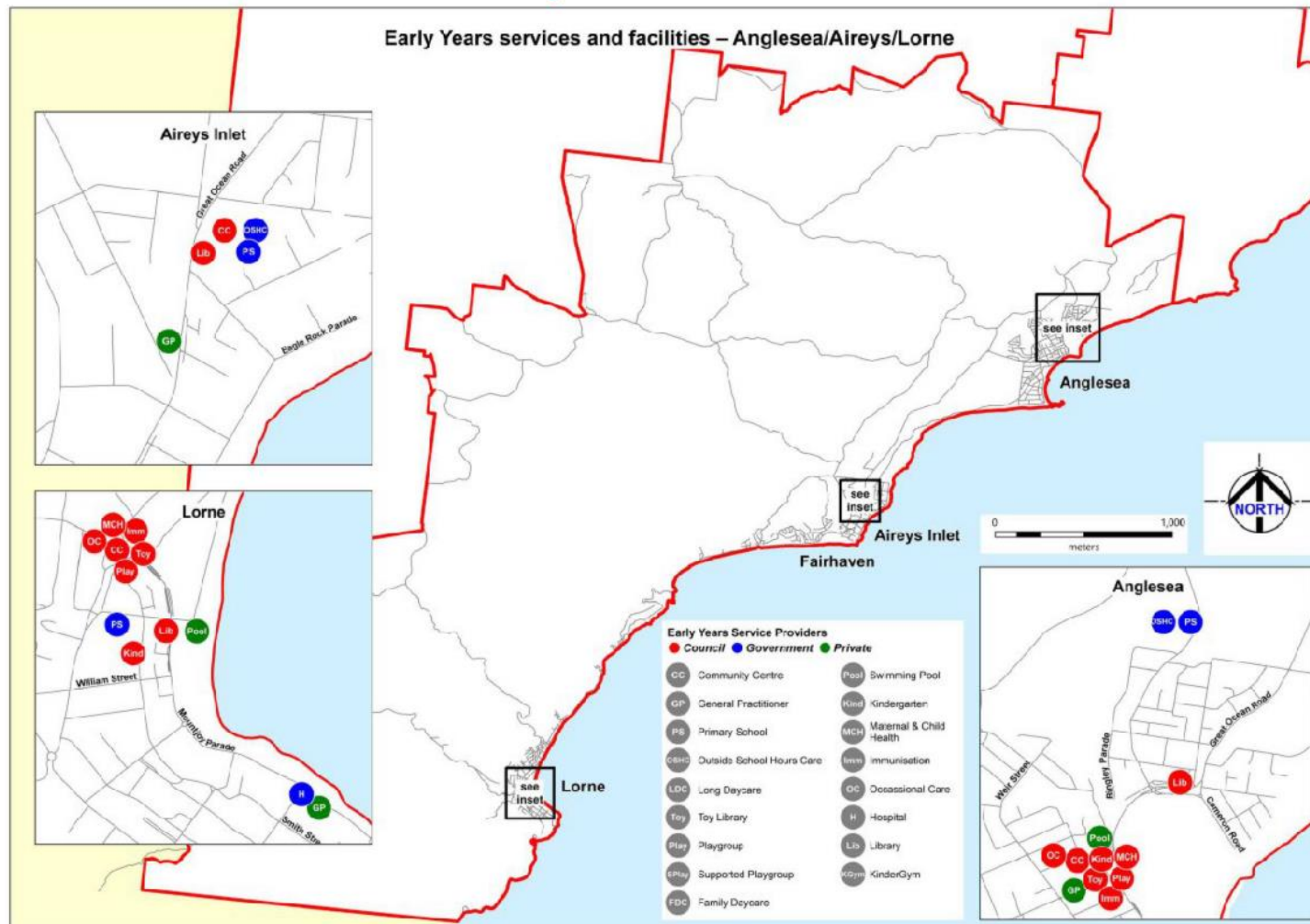
The resident population is ageing and relatively advantaged. There's a very high percentage of absentee property owners and a shortage of stock contributing to elevated prices. High property prices tend to exclude young families starting out, diminish the early years population, and indirectly affect service availability.

Key issue(s) - shortage of affordable housing (particularly in Lorne)

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Anglesea/Aireys/Lorne

16.2 Services and facilities - locality overview



With the exception of accessible childcare, the Early Years appear to be adequately catered for in Anglesea and Lorne (consistent with stakeholder engagement).

There are fewer services and facilities in Aireys Inlet, however statistically, Aireys Inlet has one of the smallest early years populations in the municipality - and Anglesea's resources are in close proximity.








Council is the predominant provider of services and facilities in this locality, and this is unlikely to change until there's a significant increase in the early years population (and demand).

Key issue(s) - shortage of affordable child care

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Anglesea/Aireys/Lorne

16.3 Statistical snapshot

Alert	Criteria	Locality	Trend	Surf Coast	Victoria	Comment	Source
	 Early years population (Nr and %) (2021)	532 9.7%	 steady	4,384 13.1%	N/A 12.5%	The early years cohort represents a relatively small percentage of the overall population, and this trend is set to continue	Profile.id
	 Early years population growth (10 year forecast)	0.6% pa		1.9%		Population and cohort growth are both low, barriers to growth include unaffordable housing and an ageing population	Profile.id
	 Births (2020)	30	 steady	359	N/A	The actual birth rate is relatively static, and this trend is forecast to continue	Birth notices
	 SEIFA index (2016)	1,067	 increasing	1,077	1,010	This locality enjoys a relatively high level of socio-economic advantage, which is gradually improving over time	Profile.id
	 Breastfeeding rate (2019/20)	73%	 decreasing	62.9%	51.4%	The overall breastfeeding rate appears to be reducing slightly, but still compares very favourably with the municipality and the state	MCHN
	 MCH attendance rate – 4 week KAS visit (2018/19)	100%	 increasing	93.5%	76.3%	The MCH attendance rate compares very favourably with the municipal and State rates, and has improved over time	MCHN
	 Immunisation rate (2018)	N/A	 increasing	94.0%	93.5%	The immunisation rate is gradually increasing and compares favourably with the state (NB; data is only available at the municipal level)	AIR
	 Kindergarten participation rate (2020)	104%	 steady	103.5	92.1	The kindergarten participation rate compares favourably with the state and is relatively steady	Remplan KCAP AEDC
	 Kindergarten places – forecast unmet demand (2021)	0	 steady	0	N/A	Victoria is introducing funded 3 year old kindergarten. Forecasts indicate that there's sufficient capacity in this locality to meet the reform demands	KCAP KISP

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Anglesea/Aireys/Lorne

			Locality	Trend	Surf Coast	Victoria	Comment	Source
			70%	 decreasing	84.2%	81.0%	Measures physical health & wellbeing. Cause for concern, significantly less than municipal and state averages and trending down	AEDC
			70%	 steady	83.1%	77.3%	Measures social competence. Cause for concern, significantly less than municipal and state averages	AEDC
			72%	 steady	81.1%	77.7%	Measures emotional maturity. Cause for concern, significantly less than municipal and state averages	AEDC
			70%	 decreasing	88.5%	84.6%	Measures language & cognitive skills. Cause for concern, significantly less than municipal and state averages and trending down	AEDC
		Communication on-track (2018)	79%	 steady	85.8%	79.4%	Measures communication skills and general knowledge. Cause for concern, significantly less than municipal and state averages	AEDC

Discussion

SEIFA index Officers have observed pockets of disadvantage in Anglesea and Aireys Inlet, that are 'less connected' with the community

Alerts 1-2 The early years population in this locality, at just 9.7%, is the lowest in the municipality - and very high housing prices and a lean long term rental market mean that this trend is set to continue for the foreseeable future. The lack of affordable housing is the single biggest factor deterring young families from a 'seachange', effectively capping the early years population and ironically, limiting service expansion and availability.

Alerts 3-7 The Australian Early Development Census (AEDC) measures the development of children in Australia in their first year of full-time school. It's alarming that in a relatively advantaged community, about 30% of children in the Anglesea/Aireys Inlet/Lorne locality have been classified by the AEDC as either 'at risk' or 'vulnerable', and that trend appears to be worsening for physical health and wellbeing, and language and physical skills. Remedies for better preparing children for school may include improved childcare, access to 3 year old kindergarten, and improved socialisation and development opportunities.

Key issue(s)

The following key issues are derived from the statistical data:

1. small early years population and cohort growth, held back by a shortage of affordable housing
2. 30% of children are classified as developmentally 'at risk' or 'vulnerable'

4.3 Municipal Early Years Plan 2021-2025

Anglesea/Aireys/Lorne

16.4 Community engagement results

The following survey results have been filtered for the 'Anglesea/Aireys Inlet/Lorne' locality.

Respondents

46

Relationship to child/ren

100% parent/guardian

Primary carer?



Children in home



Age of children



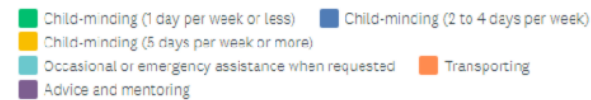
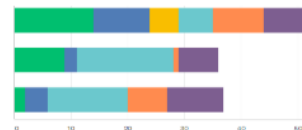
Informal assistance

The following non-professional people help me to provide for the health, wellbeing, and development of the child/children in my care:

My immediate family (partner and/or other children)

My extended family (grandparents and/or other relations)

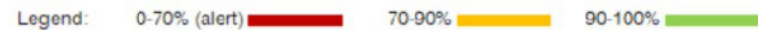
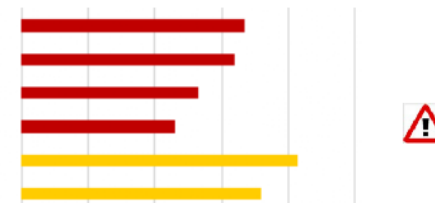
My community (neighbours and/or friends)



Primary carers rely heavily on immediate and extended families and the community, for assistance with child-minding and occasional care. 42% of respondents believe that the assistance they receive is inadequate and that improved childcare availability would be greatly beneficial.

Information and support

- Service and program providers are connected, knowledgeable of other providers, and make appropriate referrals for me when necessary
- It's easy for me to get information about services and programs regarding children and families in my local area
- Sufficient services and programs are available in my local community to support my child's health, wellbeing, and development
- Sufficient local events and activities are conducted in my community to support my child's health, wellbeing, and development
- I'm confident that I could access information and support regarding family violence if I needed it
- I'm confident that I could access information and support regarding disability if I needed it



Survey responses indicate concerns regarding the availability of 'local events and activities for children' and 'services and programs', and dissatisfaction with 'referrals and provision of information regarding services and programs'.

4.3 Municipal Early Years Plan 2021-2025

Anglesea/Aireys/Lorne

Professional services and support

Services and supports	Service accessed by respondent at:						Satisfied with service quality	Satisfied with service accessibility	Satisfied with service affordability	Precis of verbatim comments		
	Anglesea	Aireys	Fairhaven	Freshwater Crk	Jan Juc	Lorne					Torquay	
Maternal and child health	53%						31%	16%	96%	90%	100%	Provide information/app regarding available services and activities. Focus on parent's mental health. Increase Anglesea availability
Immunisation	49%	8%					32%	11%	100%	95%	100%	
Parent education	33%						33%	33%	63%	43%	83%	Provide information/app regarding available services and activities.
Toy library	78%						22%		86%	71%	86%	
Playgroup	57%	29%			14%				50%	40%	100%	Offer COVID-safe playgroup
Long day care							20%	80%	88%	67%	88%	Improve childcare availability and affordability
Family day care		8%	25%		8%		58%		100%	75%	86%	Improve childcare availability
Occasional day care	29%						65%	6%	100%	45%	91%	Improve childcare availability
Out of school hours care	60%	20%					20%		100%	100%	100%	
Kindergarten	57%				5%	33%	5%		100%	93%	67%	Improve availability and affordability. Gender balance in teachers.
Kinder gym							100%		100%	0%	0%	Improve availability
Art, culture, dance	50%			50%					50%	25%	50%	Gymnastics/dance @ Anglesea/Aireys
Primary school	56%	19%					25%		91%	100%	100%	Improve teacher gender balance
Library	24%	29%					18%	29%	100%	77%	100%	Branches in Anglesea and Lorne. Increase story time accessibility
General practitioner	60%	11%					26%	3%	96%	91%	95%	Access to bulk billing
Specialist medical supports	33%						33%	33%	0%	0%	0%	Improve availability

Survey responses show gaps in the availability of services and supports outside of Torquay, verbatim comments mention a shortage of childcare and kindergarten services.

4.3 Municipal Early Years Plan 2021-2025

Anglesea/Aireys/Lorne

Community facilities

Facility	Most popular facility	Next most popular facility	Respondents that use the facilities (Nr)	Respondents that use the facility daily (Nr)	Respondents that use the facility weekly (Nr)	Respondents that find the facility suitable for their needs (%)	Precis of verbatim comments
Playground	Anglesea	Lorne	68	12	37	100%	Upgrade playgrounds for small children (Lorne in particular), including shade
Nature reserve	Anglesea	Lorne	38	8	23	96%	
Paths and trails	Anglesea	Lorne	36	15	9	100%	Extend/upgrade bike tracks and footpaths (Lorne in particular) - pump track?
Sports reserve (oval/courts)	Lorne	Anglesea	20	0	13	100%	Install/upgrade suitable oval/court surfaces in Aireys Inlet
Community centre/ community hall	Lorne	Aireys Inlet	11	0	5	100%	Introduce activities for kids at community centre/halls
Swimming pool	Lorne/Torquay		8	0	2	67%	Facilitate swimming lessons (at sea baths, or Mantra in Lorne)
Surf lifesaving club	Anglesea	Fairhaven/Lorne	4	0	0	100%	

Playgrounds, paths and trails, and nature reserves are the most commonly used community facilities by families with young children. Survey respondents are generally satisfied with facilities in the locality, however the following verbatim comments are noted: underdeveloped and unsuitable playgrounds (including shade), incomplete and unsuitable bike tracks and footpaths, and limited access to swimming pools and lessons.

The built environment

There are sufficient accessible facilities in my community to support my child's health, wellbeing, and development
 It's safe for my family to walk or ride to places such as a park, school, a friend's house, or work
 I feel safe to be out in my community, day or night



Survey responses clearly identify traffic volume on the Great Ocean Road as the reason for not feeling 'safe to walk or ride'. Verbatim comments include 'extend/upgrade bike tracks and footpaths' (including improved connectivity/linkages, traffic calming devices, safer road crossings, and improved lighting).

4.3 Municipal Early Years Plan 2021-2025

Anglesea/Aireys/Lorne

Activity

I know what to do to ensure the health and wellbeing of my family, and I'm able to put this into action

My family has enough time each day to be physically active

There are enough places to go and things to do in my community to keep my family and me physically active



Verbatim comments regarding the above 3 statements include 'insufficient organised activities and events'.

Survey responses indicate that 'the top 3 things that make Surf Coast Shire a great place to live NOW' are:

Beaches, Community, Natural environment

Survey responses indicate that 'the top 3 things that would make the Surf Coast Shire an even better place to live in NOW' are:

More childcare (day care, occasional care, and FDC), a local swimming pool and lessons, more organised activities, and playground improvements

Survey responses indicate that 'the top 3 things that would make the Surf Coast Shire a great place to live in 5 YEARS TIME' are:

More childcare (day care, occasional care, and FDC), affordable housing, more organised activities, a local swimming pool and lessons

Key issue(s)

The following key issues are clearly understood from the community engagement results:

1. shortage of affordable childcare (long day care, family day care, occasional care, etc)
2. insufficient activities and events for young children
3. incomplete and unsuitable (for young children) bike tracks and footpaths (including connectivity/linkages, traffic calming devices, safer road crossings, and improved lighting)
4. underdeveloped and unsuitable (for young children) playgrounds (including shade and fences, if appropriate)
5. limited access to swimming pools and lessons

4.3 Municipal Early Years Plan 2021-2025

Anglesea/Aireys/Lorne

16.5 Service provider engagement findings

Survey results have been filtered for the 'Anglesea/Aireys Inlet/Lorne' locality.

Respondents

3

Provider type



Services provided



Respondent's role



Service collaboration

Respondent regularly connects and collaborates with the following services:	at:			Satisfied with service provided	Service could be improved	Precis of verbatim comments
	Anglesea	Lorne	Torquay			
Maternal and child health	67%	33%		100%		
Immunisation	50%	50%		100%		
Parent education	50%	50%		100%		
Toy library	50%	50%		50%	50%	
Playgroup	50%	50%		50%	50%	
Long day care	100%				100%	Increase capacity/spaces
Family day care	33%	67%		67%	33%	Increase capacity/spaces
Occasional day care	50%	50%		50%	50%	Increase capacity/spaces
Out of school hours care						
Kindergarten	50%	50%		100%		
Kinder gym						
Art, culture, dance						
Primary school		100%		100%		
Library		100%		100%		
General practitioner	50%	50%		50%	50%	
Specialist medical supports						

Service challenges



Verbatim comment - 'Lorne needs families with young children to make services viable (particularly kindergarten)'.

Observation

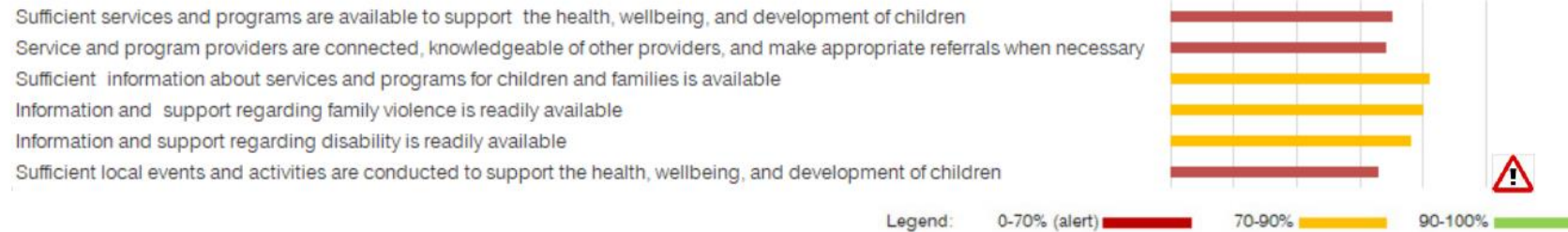
Lorne needs families with young children to make services viable, but Lorne's ageing resident population coupled with elevated property prices deter young families. Affordable housing in Lorne may address this conundrum.

Survey responses indicate concerns regarding childcare capacity, the availability of toy libraries and playgroups, and 'the availability of general practitioners'.

4.3 Municipal Early Years Plan 2021-2025

Anglesea/Aireys/Lorne

Information and support



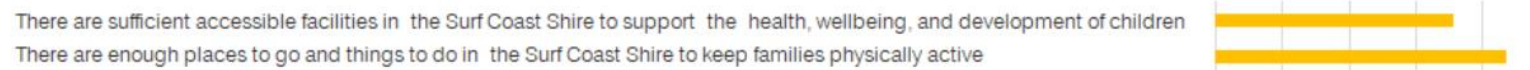
Verbatim comments supporting the above statements include 'more local events and activities for children', 'better connection and communication between service and program providers', and 'more services and programs to support the health, wellbeing, and development of children'.

Community facilities

Facility	Most popular facility	Next most popular facility	How often do you use the facility?	Respondents that find the facility suitable for their needs (%)	Improvement suggestions
Community centre/hall	Lorne		Annually	100%	
Nature reserve	Lorne		Weekly	100%	
Sports reserve	Lorne		Fortnightly	100%	
Playground	Anglesea	Lorne	Daily	100%	

Service providers generally report that the community facilities they use are suitable for their needs, and don't require improvements.

The built environment



Verbatim comments supporting the above statements include 'make facilities more accessible to young children'.

4.3 Municipal Early Years Plan 2021-2025

Anglesea/Aireys/Lorne

Survey responses indicate that ‘the top 3 priorities currently impacting early years (and required responses)’ are:

Improve childcare availability and affordability, improve playgroup availability, affordable housing

Survey responses indicate that ‘the top 3 things that would make the Surf Coast Shire a better place for families and young children to live, in 5 YEARS TIME’ are:

Improve childcare availability and affordability, improve playgroup availability, improve/upgrade playgrounds

Key issue(s)

The following key issues are understood from the service provider survey results:

1. shortage of affordable childcare (long day care, family day care, occasional care, etc)
2. insufficient playgroup availability
3. underdeveloped and unsuitable playgrounds (including more physically challenging)
4. lack of affordable housing (particularly in Lorne)

4.3 Municipal Early Years Plan 2021-2025

Anglesea/Aireys/Lorne

16.6 Anglesea/Aireys/Lorne issues

The key locality issues, drawn from Sections 16.1 to 16.5 inclusive, are:

1. shortage of affordable childcare (occasional care, family day care, and long day care)
2. insufficient organised activities and events for children (focussing on the development and health and wellbeing of children)
3. incomplete and unsuitable (for young children) bike and footpath networks (including connectivity/linkages, traffic calming devices, safer road crossings, and lighting)
4. underdeveloped and unsuitable (for young children) playgrounds (including options for younger children, shade, and fences if appropriate)
5. limited access to swimming pools and lessons
6. small early years population and cohort growth, held back by a lack of affordable housing
7. difficulty obtaining service information and referrals (what is available in the community, referral pathways connecting families to services and supports, and service collaboration)
8. 30% of children are classified as developmentally 'at risk' or 'vulnerable'

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

17 Deans Marsh/Moriac/Winchelsea



17.1 Situation

Comprising the rural hinterland of the Surf Coast Shire, this locality includes the township of Winchelsea and the villages of Deans Marsh, Moriac, and Freshwater Creek. The population of the 1,191km² locality is 6,818 - giving a population density of just 0.06 persons per hectare. The population is predominantly concentrated in Winchelsea - early years services and facilities are available in Winchelsea, Moriac, and Freshwater Creek.

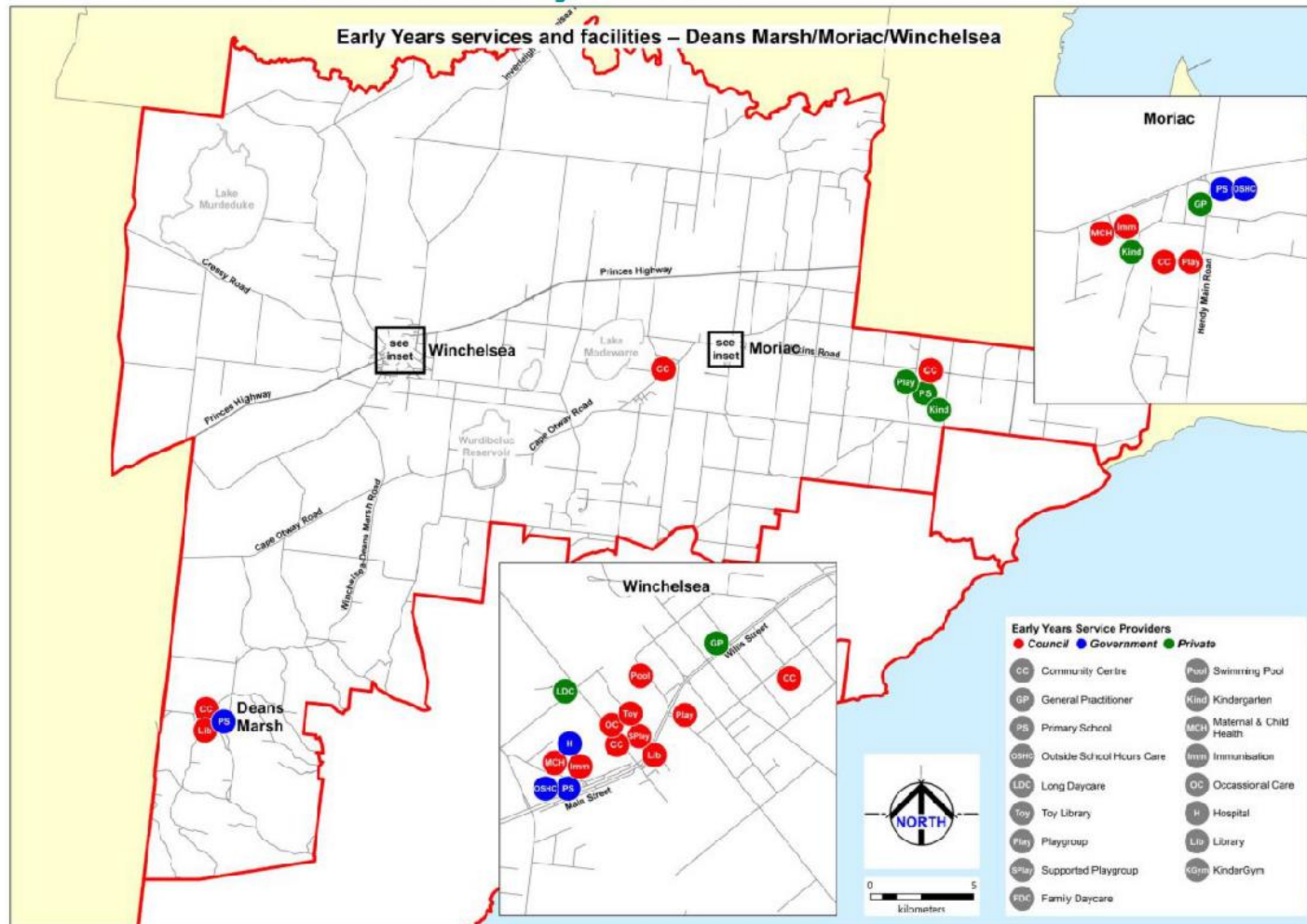
Council has designated Winchelsea as an area for growth - it's attractive to young families due to its lower-cost housing and rural lifestyle. However, many Winchelsea residents work in larger nearby towns and prefer to enrol their children in services nearer to their workplace (childcare, kindergarten, schools).

Key issue(s) - equitable access to services

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

17.2 Services and facilities - locality overview



The Early Years are adequately catered for in Winchelsea, Moriac, and Freshwater Creek, by public and private service providers.

However, with the exception of these towns and Deans Marsh, there are few early years offerings elsewhere in the hinterland.

It could be argued that services and facilities are underrepresented in this locality, given that the early years population (numerically and as a %) and its forecast growth, is second only to Torquay.



















Council is the predominant provider of services and facilities in the locality.

Key issue(s) - equitable access to services and facilities

4.3 Municipal Early Years Plan 2021-2025











Deans Marsh/Moriac/Winchelsea

17.3 Statistical snapshot

Alert	Criteria	Locality	Trend	Surf Coast	Victoria	Comment	Source
	 Early years population (Nr and %) (2021)	790 11.6%	 increasing	4,384 13.1%	N/A 12.5%	The early years cohort (numerically and as a %) is second only to Torquay, and is forecast to increase	Profile.id
	 Early years population growth (10 year forecast)	1.1% pa		1.9%		Cohort growth is second only to Torquay, and predominantly due to the arrival of young families in Winchelsea	Profile.id
	 Births (2020)	50	 steady	359	N/A	The birth rate in this locality is relatively static, despite peaks and troughs at the township level.	Birth notices
	 SEIFA index (2016)	954	 increasing	1,077	1,010	Winchelsea is relatively disadvantaged compared to other Australian towns, but this is improving over time	Profile.id
	 Breastfeeding rate (2019/20)	67%	 decreasing	62.9%	51.4%	The breastfeeding rate compares favourably with the municipality and the state, but may be declining over time	MCHN
	 MCH attendance rate – 4 week KAS visit (2018/19)	100%	 steady	93.5%	76.3%	The MCH attendance rate compares very favourably with the municipal and State rates, and is steady	MCHN
	 Immunisation rate (2018)	N/A	 increasing	94.0%	93.5%	The immunisation rate is gradually increasing and compares favourably with the state (NB; data is only available at the municipal level)	AIR
	 Kindergarten participation rate (2020)	107%	 steady	103.5	92.1	The kindergarten participation rate compares favourably with the state and is relatively steady	Remplan KCAP AEDC
	 Kindergarten places – forecast unmet demand (2021)	0	 decreasing	0	N/A	Victoria is introducing funded 3yo kindergarten. Forecasts indicate that there's currently sufficient capacity in this locality, but that unmet demand will arise in 2028	KCAP KISP

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Alert		Locality	Trend	Surf Coast	Victoria	Comment	Source
		89%	 increasing	84.2%	81.0%	Measures physical health and wellbeing. Significantly better than municipal and state averages and trending up	AEDC
		84%	 decreasing	83.1%	77.3%	Measures social competence. Similar to the municipal and better than the state averages, but trending down	AEDC
		81%	 decreasing	81.1%	77.7%	Measures emotional maturity. Similar to the municipal and better than the state averages, but trending down	AEDC
		91%	 increasing	88.5%	84.6%	Measures language and cognitive skills. Significantly better than municipal and state averages and trending up	AEDC
	 Communication on-track (2018)	90%	 increasing	85.8%	79.4%	Measures communication skills and general knowledge. Significantly better than municipal and state averages and trending up	AEDC

Discussion

Alert 1 Socio-Economic Indexes for Areas (SEIFA) measures the relative level of socio-economic disadvantage and/or advantage based on a range of Census characteristics including occupation, employment, income and education levels, housing, internet access, etc.

In 2016, Winchelsea had the highest level of disadvantage in the municipality and was amongst 23% of the most disadvantaged areas in Australia (other areas in the locality including Deans Marsh and Moriac are at the other end of the scale).

Winchelsea's SEIFA index is adversely affected by a lower proportion of people holding formal qualifications, leading to a higher percentage of non-professional employment and part time work, and therefore lower income households.

Key issue(s)

1. level of disadvantage in Winchelsea

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

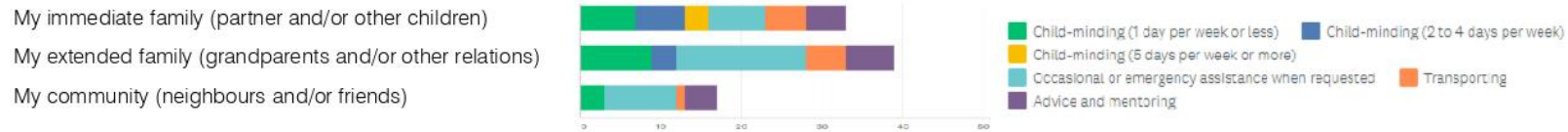
17.4 Community engagement results

The following survey results have been filtered for the 'Deans Marsh/Moriac/Winchelsea' locality.



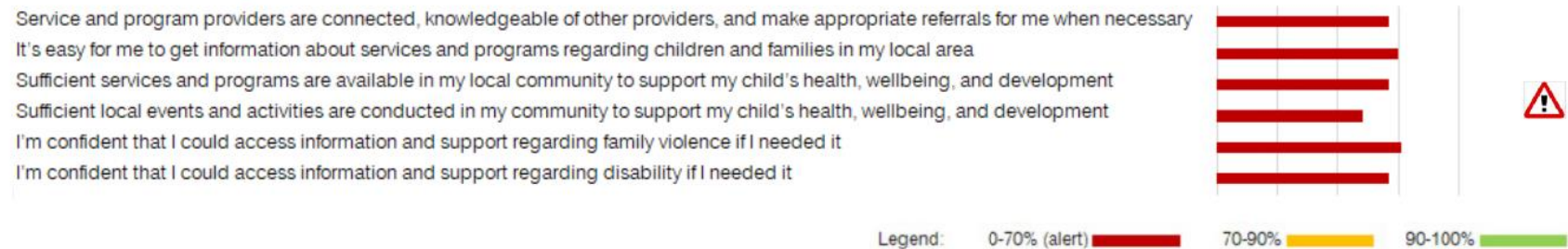
Informal assistance

The following non-professional people help me to provide for the health, wellbeing, and development of the child/children in my care:



Primary carers rely heavily on extended and immediate families (and much less on the community), for assistance with child-minding and occasional care. Only 10% of respondents believe that the assistance they receive is inadequate, most were positive and many joked 'that another day in the week would be helpful'.

Information and support



Survey respondents would like to see improved availability of all services and supports outside of Torquay, and better communication and information provision.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Professional services and support

Services and supports	Service accessed by respondent at:							Satisfied with service quality	Satisfied with service accessibility	Satisfied with service affordability	Precis of verbatim comments
	Bellbrae	Freshwater Crk	Jan Juc	Lorne	Modewarre	Moriac	Torquay				
Maternal and child health					32%	9%	59%	93%	85%	100%	More home visits. Better location in Winchelsea
Immunisation				6%	31%	13%	50%	100%	100%	100%	Promote schedules
Parent education					50%	25%	25%	100%	100%	100%	
Toy library						50%	50%	100%			
Playgroup		17%	17%		17%		50%	100%	100%	50%	
Long day care						17%	83%	83%	100%	67%	Improve affordability and accessibility
Family day care	33%			33%	33%			100%	100%		Improve affordability and accessibility
Occasional day care						17%	83%	100%	100%	100%	
Out of school hours care					17%		83%	100%	100%	100%	
Kindergarten		8%	8%		62%		23%	100%	100%	80%	Improve communication
Kinder gym											
Art, culture, dance											
Primary school		17%			33%		50%	86%	100%	80%	Greater support for children with learning difficulties
Library						25%	75%				Improve access (Moriac)
General practitioner				9%		18%	73%	83%	100%	100%	Improve availability
Specialist medical supports											

Survey respondents are generally satisfied with professional services and support in the locality. Verbatim comments include 'improve affordability and availability of child care', and 'improve availability of GPs'.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Community facilities

Facility	Most popular facility	Next most popular facility	Respondents that use the facilities (Nr)	Daily (Nr)	Weekly (Nr)	Monthly (Nr)	Respondents that find the facility suitable for their needs (%)	Precis of verbatim comments
Playground	Winchelsea	Moriac	33	3	12	7	76%	Improve/upgrade (including shade)
Nature reserve	Moriac	Winchelsea	9	1	3	2	20%	Improve/upgrade (including seating)
Paths and trails	Winchelsea	Lorne	11	4	1	0	63%	Improve/upgrade/maintain path and trail networks
Sports reserve (oval/courts)	Moriac	Winchelsea	8	1	3	1	80%	Improve maintenance, install lighting
Community centre/ community hall	Moriac	Modewarre	5	0	1	0	50%	
Swimming pool	Winchelsea	Torquay	9	0	1	0	0%	Improve/upgrade Winchelsea pool, and revise opening hours to improve accessibility
Surf lifesaving club	Anglesea		1	0	0	0	0%	

Playgrounds, paths and trails, and nature reserves are the most commonly used community facilities by families with young children. Survey respondents are not particularly satisfied with facilities in the locality, the following verbatim comments are noted: improve/upgrade/maintain nature reserves, paths and trails, playgrounds, and sports reserves; and improve/upgrade the Winchelsea pool and its accessibility.

The built environment

There are sufficient accessible facilities in my community to support my child's health, wellbeing, and development
 It's safe for my family to walk or ride to places such as a park, school, a friend's house, or work
 I feel safe to be out in my community, day or night



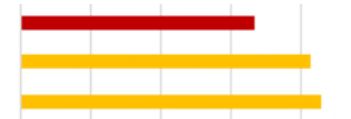
Survey responses echo the findings of the previous question regarding facilities. No insights were provided regarding walking or riding safely.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Activity

- There are enough places to go and things to do in my community to keep my family and me physically active
- My family has enough time each day to be physically active
- I know what to do to ensure the health and wellbeing of my family, and I'm able to put this into action



Responses to the above 3 statements may indicate the need for 'more organised activities and events'.

Top 3 things that make Surf Coast Shire a great place to live NOW:

Beach (overwhelmingly), Community, Lifestyle

Top 3 things that would make the Surf Coast Shire an even better place to live in NOW:

More children's activities, a local swimming pool and lessons, improve playgrounds, and improve/extend footpaths

Top 3 things that would make the Surf Coast Shire a great place to live in 5 YEARS TIME:

Improve roads and footpaths, improve/extend public transport (including train service), improve community facilities

Key issue(s)

The following key issues are understood from the community engagement results:

1. inequitable access to facilities (and services) - incomplete and unsuitable bike tracks and footpaths, underdeveloped and unsuitable (for young children) playgrounds, parks and nature reserves
2. shortage of affordable childcare (long day care, family day care, occasional care, etc)
3. insufficient activities and events for young children
4. limited access to swimming pool and lessons
5. limited communication and information available regarding services
6. shortage of General Practitioners

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

17.5 Service provider engagement findings

Survey results have been filtered for the 'Deans Marsh-Moriac-Winchelsea' locality.

Respondents
5

Provider type



Services provided



Respondent's role



Service collaboration

Respondent regularly connects and collaborates with the following services:	at:				Satisfied with service provided	Service could be improved	Precis of verbatim comments
	Freshwater Crk	Moriac	Torquay	Winchelsea			
Maternal and child health		25%	25%	50%	67%		
Immunisation				100%	100%		
Parent education	50%			50%	50%		
Toy library				100%		100%	
Playgroup	50%			50%		50%	Improve/expand buildings and grounds
Long day care				100%	100%		
Family day care					100%		
Occasional day care				100%			
Out of school hours care				100%			
Kindergarten	33%			67%		50%	Improve/expand buildings and grounds
Kinder gym							
Art, culture, dance							
Primary school		50%		50%	100%		
Library	100%					100%	
General practitioner				100%			
Specialist medical supports							

Survey responses suggest an opportunity to improve parent education, playgroup, and kindergarten (facilities).

Service challenges



Insufficient client volume, Attracting and retaining staff, Infrastructure limitations

Verbatim comments - 'There may be insufficient facilities in Moriac and Winchelsea, particularly to cater for the rollout of funded 3yo kindergarten and growth'. Note that these comments are contrary to the findings of the Kindergarten Infrastructure and Services Plan.

Observation

Parent/guardians are satisfied with services and supports but dissatisfied with community facilities – Service providers believe the opposite.

Either way, the sparsity of the hinterland population presents challenges for the equitable provision of services and community facilities

Equitable access to services and facilities is a challenge.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Information and support

- Sufficient services and programs are available to support the health, wellbeing, and development of children
- Service and program providers are connected, knowledgeable of other providers, and make appropriate referrals when necessary
- Sufficient information about services and programs for children and families is available
- Information and support regarding family violence is readily available
- Information and support regarding disability is readily available
- Sufficient local events and activities are conducted to support the health, wellbeing, and development of children



Legend: 0-70% (alert) █ 70-90% █ 90-100% █

Verbatim comments supporting the above statements include 'more local events and activities for children', 'better connection and communication between service and program providers', and 'more services and programs to support the health, wellbeing, and development of children'.

Community facilities

Facility	Most popular facility	How often do you use the facility?			Respondents that find the facility suitable for their needs (%)	Improvement suggestions
		Daily (Nr)	Weekly (Nr)	Monthly (Nr)		
Community centre	Winchelsea		1		100%	
Nature reserve	Freshwater Crk			1	100%	
Sports reserve	Moriac		1		100%	
Playground	Moriac		1		100%	
Paths and trails	Freshwater Crk			1	100%	

Service providers report that the community facilities they use are suitable for their needs, and don't require improvement.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

The built environment

There are sufficient accessible facilities in the Surf Coast Shire to support the health, wellbeing, and development of children
There are enough places to go and things to do in the Surf Coast Shire to keep families physically active



Verbatim comments supporting the above statements include 'the hinterland has fewer facilities for children than Torquay', and 'develop an Early Years hub in Winchelsea (comprising childcare/kindergarten/playgroup/MCHN/toy library/etc)'.

Survey responses indicate that 'the top 3 priorities currently impacting early years (and required responses)' are:

Improve early years facilities and infrastructure, improve communications (including referral pathways, service networking, and promotion), resolve availability of experienced/qualified Educators and Relievers

Survey responses indicate that 'the top 3 things that would make the Surf Coast Shire a better place for families and young children to live, in 5 YEARS TIME' are:

Develop an Early Years Hub in Winchelsea, improve/extend walking and bike paths, improve/upgrade playgrounds and sportsgrounds

Key issue(s)

The following issues are understood from the service provider survey results:

1. inequitable access to facilities and services
2. unsatisfactory communication and collaboration between service providers (including referral pathways, service networking, and promotion)
3. underdeveloped parent education and playgroup programs
4. shortage of experienced/qualified Educators and Relievers
5. insufficient activities and events for young children

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

17.6 Deans Marsh/Moriac/Winchelsea issues

The key locality issues, drawn from Sections 17.1 to 17.5 inclusive, are:

1. inequitable access to early years facilities and services (including bike tracks and footpaths, playgrounds, parks and nature reserves)
2. level of disadvantage in Winchelsea
3. shortage of affordable childcare (long day care, family day care, occasional care, etc)
4. limited information and promotion of available services
5. underdeveloped parent education and playgroup programs
6. unsatisfactory communication and collaboration between service providers (including referral pathways, service networking.)
7. limited access to swimming pools and lessons
8. insufficient organised activities and events for young children
9. shortage of experienced/qualified Educators and Relievers
10. shortage of General Practitioners

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

17 Deans Marsh/Moriac/Winchelsea



17.1 Situation

Comprising the rural hinterland of the Surf Coast Shire, this locality includes the township of Winchelsea and the villages of Deans Marsh, Moriac, and Freshwater Creek. The population of the 1,191km² locality is 6,818 - giving a population density of just 0.06 persons per hectare. The population is predominantly concentrated in Winchelsea - early years services and facilities are available in Winchelsea, Moriac, and Freshwater Creek.

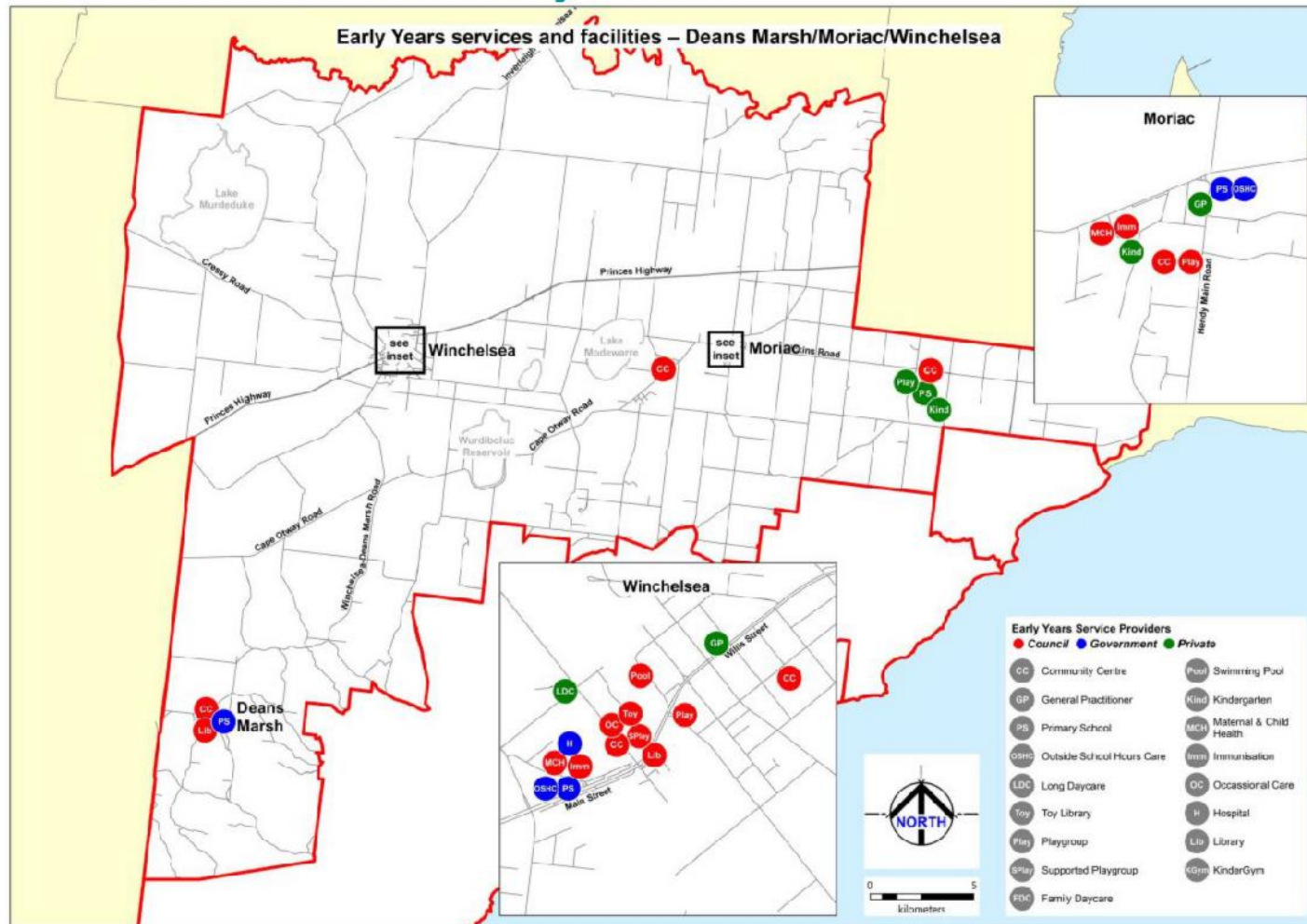
Council has designated Winchelsea as an area for growth - it's attractive to young families due to its lower-cost housing and rural lifestyle. However, many Winchelsea residents work in larger nearby towns and prefer to enrol their children in services nearer to their workplace (childcare, kindergarten, schools).

Key issue(s) - equitable access to services

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

17.2 Services and facilities - locality overview



The Early Years are adequately catered for in Winchelsea, Moriac, and Freshwater Creek, by public and private service providers.

However, with the exception of these towns and Deans Marsh, there are few early years offerings elsewhere in the hinterland.

It could be argued that services and facilities are underrepresented in this locality, given that the early years population (numerically and as a %) and its forecast growth, is second only to Torquay.







Council is the predominant provider of services and facilities in the locality.

Key issue(s) - equitable access to services and facilities

4.3 Municipal Early Years Plan 2021-2025











Deans Marsh/Moriac/Winchelsea

17.3 Statistical snapshot

Alert	Criteria	Locality	Trend	Surf Coast	Victoria	Comment	Source
	 Early years population (Nr and %) (2021)	790 11.6%	 increasing	4,384 13.1%	N/A 12.5%	The early years cohort (numerically and as a %) is second only to Torquay, and is forecast to increase	Profile.id
	 Early years population growth (10 year forecast)	1.1% pa		1.9%		Cohort growth is second only to Torquay, and predominantly due to the arrival of young families in Winchelsea	Profile.id
	 Births (2020)	50	 steady	359	N/A	The birth rate in this locality is relatively static, despite peaks and troughs at the township level.	Birth notices
	 SEIFA index (2016)	954	 increasing	1,077	1,010	Winchelsea is relatively disadvantaged compared to other Australian towns, but this is improving over time	Profile.id
	 Breastfeeding rate (2019/20)	67%	 decreasing	62.9%	51.4%	The breastfeeding rate compares favourably with the municipality and the state, but may be declining over time	MCHN
	 MCH attendance rate – 4 week KAS visit (2018/19)	100%	 steady	93.5%	76.3%	The MCH attendance rate compares very favourably with the municipal and State rates, and is steady	MCHN
	 Immunisation rate (2018)	N/A	 increasing	94.0%	93.5%	The immunisation rate is gradually increasing and compares favourably with the state (NB; data is only available at the municipal level)	AIR
	 Kindergarten participation rate (2020)	107%	 steady	103.5	92.1	The kindergarten participation rate compares favourably with the state and is relatively steady	Remplan KCAP AEDC
	 Kindergarten places – forecast unmet demand (2021)	0	 decreasing	0	N/A	Victoria is introducing funded 3yo kindergarten. Forecasts indicate that there's currently sufficient capacity in this locality, but that unmet demand will arise in 2028	KCAP KISP

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Alert		Locality	Trend	Surf Coast	Victoria	Comment	Source	
		89%	 increasing	84.2%	81.0%	Measures physical health and wellbeing. Significantly better than municipal and state averages and trending up	AEDC	
		84%	 decreasing	83.1%	77.3%	Measures social competence. Similar to the municipal and better than the state averages, but trending down	AEDC	
		81%	 decreasing	81.1%	77.7%	Measures emotional maturity. Similar to the municipal and better than the state averages, but trending down	AEDC	
		91%	 increasing	88.5%	84.6%	Measures language and cognitive skills. Significantly better than municipal and state averages and trending up	AEDC	
		Communication on-track (2018)	90%	 increasing	85.8%	79.4%	Measures communication skills and general knowledge. Significantly better than municipal and state averages and trending up	AEDC

Discussion

Alert 1 Socio-Economic Indexes for Areas (SEIFA) measures the relative level of socio-economic disadvantage and/or advantage based on a range of Census characteristics including occupation, employment, income and education levels, housing, internet access, etc.

In 2016, Winchelsea had the highest level of disadvantage in the municipality and was amongst 23% of the most disadvantaged areas in Australia (other areas in the locality including Deans Marsh and Moriac are at the other end of the scale).

Winchelsea's SEIFA index is adversely affected by a lower proportion of people holding formal qualifications, leading to a higher percentage of non-professional employment and part time work, and therefore lower income households.

Key issue(s)

1. level of disadvantage in Winchelsea

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

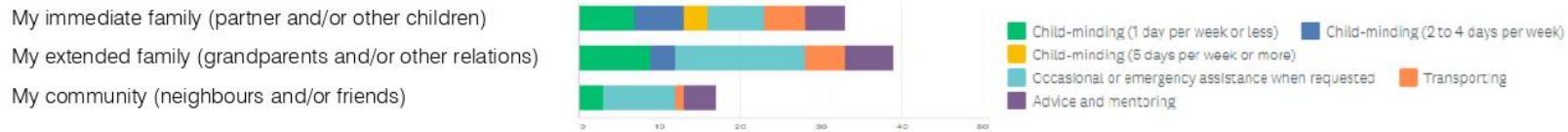
17.4 Community engagement results

The following survey results have been filtered for the 'Deans Marsh/Moriac/Winchelsea' locality.



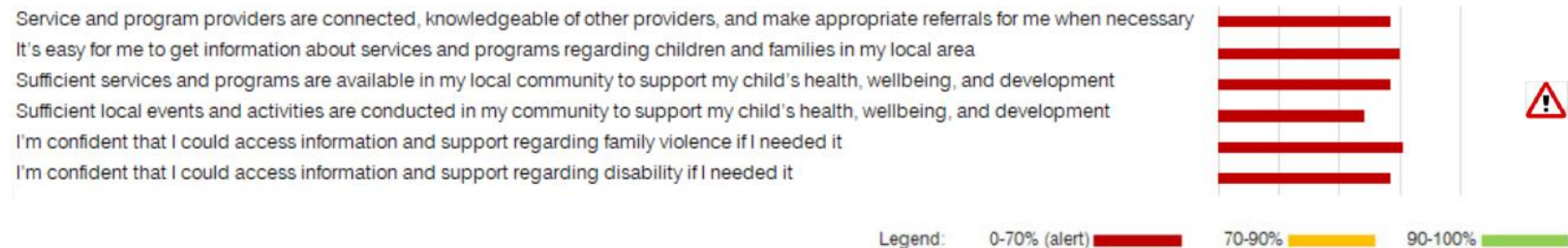
Informal assistance

The following non-professional people help me to provide for the health, wellbeing, and development of the child/children in my care:



Primary carers rely heavily on extended and immediate families (and much less on the community), for assistance with child-minding and occasional care. Only 10% of respondents believe that the assistance they receive is inadequate, most were positive and many joked 'that another day in the week would be helpful'.

Information and support



Survey respondents would like to see improved availability of all services and supports outside of Torquay, and better communication and information provision.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Professional services and support

Services and supports	Service accessed by respondent at:							Satisfied with service quality	Satisfied with service accessibility	Satisfied with service affordability	Precis of verbatim comments
	Bellbrae	Freshwater Crk	Jan Juc	Lorne	Modewarre	Moriac	Torquay				
Maternal and child health					32%	9%	59%	93%	85%	100%	More home visits. Better location in Winchelsea
Immunisation				6%	31%	13%	50%	100%	100%	100%	Promote schedules
Parent education					50%	25%	25%	100%	100%	100%	
Toy library						50%	50%	100%			
Playgroup		17%	17%		17%		50%	100%	100%	50%	
Long day care						17%	83%	83%	100%	67%	Improve affordability and accessibility
Family day care	33%			33%	33%			100%	100%		Improve affordability and accessibility
Occasional day care						17%	83%	100%	100%	100%	
Out of school hours care					17%		83%	100%	100%	100%	
Kindergarten		8%	8%		62%		23%	100%	100%	80%	Improve communication
Kinder gym											
Art, culture, dance											
Primary school		17%			33%		50%	86%	100%	80%	Greater support for children with learning difficulties
Library						25%	75%				Improve access (Moriac)
General practitioner				9%		18%	73%	83%	100%	100%	Improve availability
Specialist medical supports											

Survey respondents are generally satisfied with professional services and support in the locality. Verbatim comments include 'improve affordability and availability of child care', and 'improve availability of GPs'.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Community facilities

Facility	Most popular facility	Next most popular facility	Respondents that use the facilities (Nr)	Daily (Nr)	Weekly (Nr)	Monthly (Nr)	Respondents that find the facility suitable for their needs (%)	Precis of verbatim comments
Playground	Winchelsea	Moriac	33	3	12	7	76%	Improve/upgrade (including shade)
Nature reserve	Moriac	Winchelsea	9	1	3	2	20%	Improve/upgrade (including seating)
Paths and trails	Winchelsea	Lorne	11	4	1	0	63%	Improve/upgrade/maintain path and trail networks
Sports reserve (oval/courts)	Moriac	Winchelsea	8	1	3	1	80%	Improve maintenance, install lighting
Community centre/ community hall	Moriac	Modewarre	5	0	1	0	50%	
Swimming pool	Winchelsea	Torquay	9	0	1	0	0%	Improve/upgrade Winchelsea pool, and revise opening hours to improve accessibility
Surf lifesaving club	Anglesea		1	0	0	0	0%	

Playgrounds, paths and trails, and nature reserves are the most commonly used community facilities by families with young children. Survey respondents are not particularly satisfied with facilities in the locality, the following verbatim comments are noted: improve/upgrade/maintain nature reserves, paths and trails, playgrounds, and sports reserves; and improve/upgrade the Winchelsea pool and its accessibility.

The built environment

There are sufficient accessible facilities in my community to support my child's health, wellbeing, and development
 It's safe for my family to walk or ride to places such as a park, school, a friend's house, or work
 I feel safe to be out in my community, day or night



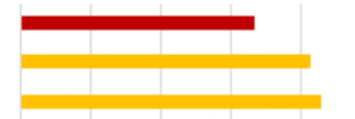
Survey responses echo the findings of the previous question regarding facilities. No insights were provided regarding walking or riding safely.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Activity

- There are enough places to go and things to do in my community to keep my family and me physically active
- My family has enough time each day to be physically active
- I know what to do to ensure the health and wellbeing of my family, and I'm able to put this into action



Responses to the above 3 statements may indicate the need for 'more organised activities and events'.

Top 3 things that make Surf Coast Shire a great place to live NOW:

Beach (overwhelmingly), Community, Lifestyle

Top 3 things that would make the Surf Coast Shire an even better place to live in NOW:

More children's activities, a local swimming pool and lessons, improve playgrounds, and improve/extend footpaths

Top 3 things that would make the Surf Coast Shire a great place to live in 5 YEARS TIME:

Improve roads and footpaths, improve/extend public transport (including train service), improve community facilities

Key issue(s)

The following key issues are understood from the community engagement results:

1. inequitable access to facilities (and services) - incomplete and unsuitable bike tracks and footpaths, underdeveloped and unsuitable (for young children) playgrounds, parks and nature reserves
2. shortage of affordable childcare (long day care, family day care, occasional care, etc)
3. insufficient activities and events for young children
4. limited access to swimming pool and lessons
5. limited communication and information available regarding services
6. shortage of General Practitioners

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

17.5 Service provider engagement findings

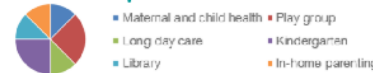
Survey results have been filtered for the 'Deans Marsh-Moriac-Winchelsea' locality.

Respondents
5

Provider type



Services provided



Respondent's role



Service collaboration

Respondent regularly connects and collaborates with the following services:	at:				Satisfied with service provided	Service could be improved	Precis of verbatim comments
	Freshwater Crk	Moriac	Torquay	Winchelsea			
Maternal and child health		25%	25%	50%	67%		
Immunisation				100%	100%		
Parent education	50%			50%	50%		
Toy library				100%		100%	
Playgroup	50%			50%		50%	Improve/expand buildings and grounds
Long day care				100%	100%		
Family day care					100%		
Occasional day care				100%			
Out of school hours care				100%			
Kindergarten	33%			67%		50%	Improve/expand buildings and grounds
Kinder gym							
Art, culture, dance							
Primary school		50%		50%	100%		
Library	100%					100%	
General practitioner				100%			
Specialist medical supports							

Survey responses suggest an opportunity to improve parent education, playgroup, and kindergarten (facilities).

Service challenges



■ Insufficient client volume ■ Attracting and retaining staff ■ Infrastructure limitations

Verbatim comments - 'There may be insufficient facilities in Moriac and Winchelsea, particularly to cater for the rollout of funded 3yo kindergarten and growth'. Note that these comments are contrary to the findings of the Kindergarten Infrastructure and Services Plan.

Observation

Parent/guardians are satisfied with services and supports but dissatisfied with community facilities – Service providers believe the opposite.

Either way, the sparsity of the hinterland population presents challenges for the equitable provision of services and community facilities

Equitable access to services and facilities is a challenge.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

Information and support

- Sufficient services and programs are available to support the health, wellbeing, and development of children
- Service and program providers are connected, knowledgeable of other providers, and make appropriate referrals when necessary
- Sufficient information about services and programs for children and families is available
- Information and support regarding family violence is readily available
- Information and support regarding disability is readily available
- Sufficient local events and activities are conducted to support the health, wellbeing, and development of children



Legend: 0-70% (alert) ■ 70-90% ■ 90-100% ■

Verbatim comments supporting the above statements include 'more local events and activities for children', 'better connection and communication between service and program providers', and 'more services and programs to support the health, wellbeing, and development of children'.

Community facilities

Facility	Most popular facility	How often do you use the facility?			Respondents that find the facility suitable for their needs (%)	Improvement suggestions
		Daily (Nr)	Weekly (Nr)	Monthly (Nr)		
Community centre	Winchelsea		1		100%	
Nature reserve	Freshwater Crk			1	100%	
Sports reserve	Moriac		1		100%	
Playground	Moriac		1		100%	
Paths and trails	Freshwater Crk			1	100%	

Service providers report that the community facilities they use are suitable for their needs, and don't require improvement.

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

The built environment

There are sufficient accessible facilities in the Surf Coast Shire to support the health, wellbeing, and development of children
There are enough places to go and things to do in the Surf Coast Shire to keep families physically active



Verbatim comments supporting the above statements include 'the hinterland has fewer facilities for children than Torquay', and 'develop an Early Years hub in Winchelsea (comprising childcare/kindergarten/playgroup/MCHN/toy library/etc)'.

Survey responses indicate that 'the top 3 priorities currently impacting early years (and required responses)' are:

Improve early years facilities and infrastructure, improve communications (including referral pathways, service networking, and promotion), resolve availability of experienced/qualified Educators and Relievers

Survey responses indicate that 'the top 3 things that would make the Surf Coast Shire a better place for families and young children to live, in 5 YEARS TIME' are:

Develop an Early Years Hub in Winchelsea, improve/extend walking and bike paths, improve/upgrade playgrounds and sportsgrounds

Key issue(s)

The following issues are understood from the service provider survey results:

1. inequitable access to facilities and services
2. unsatisfactory communication and collaboration between service providers (including referral pathways, service networking, and promotion)
3. underdeveloped parent education and playgroup programs
4. shortage of experienced/qualified Educators and Relievers
5. insufficient activities and events for young children

4.3 Municipal Early Years Plan 2021-2025

Deans Marsh/Moriac/Winchelsea

17.6 Deans Marsh/Moriac/Winchelsea issues

The key locality issues, drawn from Sections 17.1 to 17.5 inclusive, are:

1. inequitable access to early years facilities and services (including bike tracks and footpaths, playgrounds, parks and nature reserves)
2. level of disadvantage in Winchelsea
3. shortage of affordable childcare (long day care, family day care, occasional care, etc)
4. limited information and promotion of available services
5. underdeveloped parent education and playgroup programs
6. unsatisfactory communication and collaboration between service providers (including referral pathways, service networking.)
7. limited access to swimming pools and lessons
8. insufficient organised activities and events for young children
9. shortage of experienced/qualified Educators and Relievers
10. shortage of General Practitioners

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

18 Torquay /Torquay North



18.1 Situation

Situated on the coast in the southeast corner of the Surf Coast Shire, this locality incorporates Torquay, Old Torquay, and West Torquay. The locality covers just 34km² and the population is 15,790 giving a population density of 4.61 persons per hectare, at least 5 times greater than most other Surf Coast localities and a significant point of difference. But it should be noted that future growth is dependent on the outcome of the State Government Distinctive Areas and Landscapes project (DAL), and is therefore uncertain.

The resident population is ageing and relatively advantaged. There's a very high percentage of absentee landowners and a shortage of stock contributing to elevated property prices particularly near the beach (although more modestly priced houses are still currently available that may suit young families).

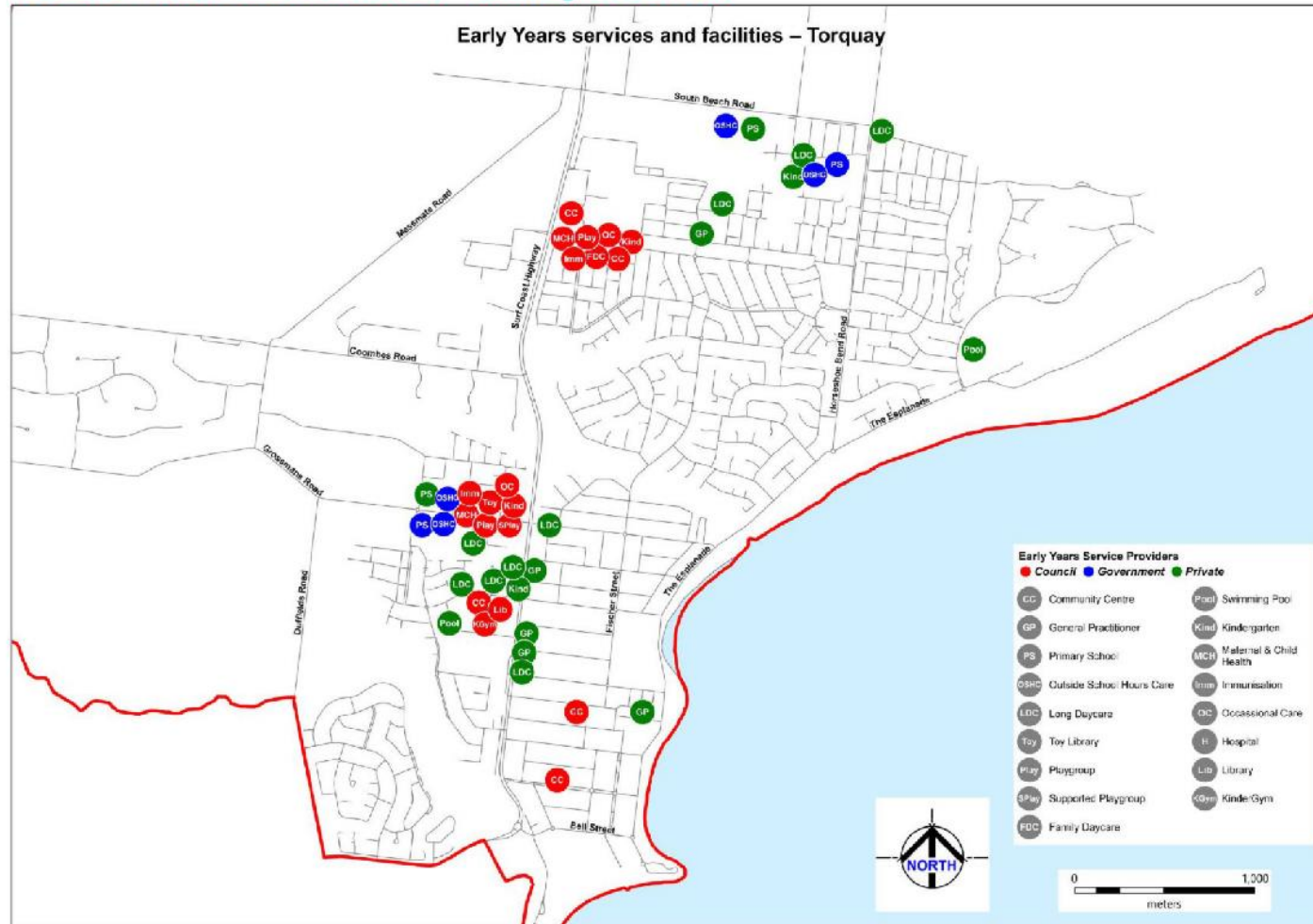
The Surf Coast Shire's population and business growth is occurring mainly in Torquay. Many families travel to Torquay for work and to use the early years services and facilities in the town, elevating demand.

Key issue(s) - None identified

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

18.2 Services and facilities - locality overview



The Early Years are very well catered for in Torquay. For example, the recently authorised KISP confirms sufficient kindergarten capacity for the next 10 years.

Torquay's population and business density means that early years services and facilities are all within easy reach, although traffic volumes throughout and an incomplete bike and footpath network create access hazards.



















The private sector is well established as an early years service provider, whilst Council is the main provider of facilities in the locality.

Key issue(s) - under developed and unsuitable bike and footpath networks

4.3 Municipal Early Years Plan 2021-2025
















Torquay/Torquay North

18.3 Statistical snapshot

Alert	Criteria	Locality	Trend	Surf Coast	Victoria	Comment	Source
	 Early years population (Nr and %) (2021)	2,375 15%	 increasing	4,384 13.1%	N/A 12.5%	Torquay has the largest early years population numerically and as a %, although the % is forecast to drop as the population ages	Profile.id
	 Early years population growth (10 year forecast)	2.8% pa		1.9%		Torquay's early years population is forecast to increase by 2.8% annually, compared to 3.6% for the total population	Profile.id
	 Estimated births (2020)	233	 increasing	359	N/A	Torquay is the only locality showing an increasing birth rate (greatly affected by movements in and out of the municipality)	Birth notices
	 SEIFA index (2016)	1,091	 increasing	1,077	1,010	This locality enjoys a very high level of socio-economic advantage, which is further improving over time	Profile.id
	 Breastfeeding rate (2019/20)	70%	 increasing	62.9%	51.4%	The breastfeeding rate compares very favourably with the municipality and the state, and appears to be improving	MCHN
	 MCH attendance rate - 4 week KAS visit (2018/19)	87%	 decreasing	93.5%	76.3%	MCH attendance is better than the State rate, but less than the overall municipal rate and maybe declining	MCHN
	 Immunisation rate (2018)	N/A	 increasing	94.0%	93.5%	The immunisation rate is gradually increasing and compares favourably with the state (NB; data is only available at the municipal level)	AIR
	 Kindergarten participation rate (2020)	118%	 steady	103.5%	92.1%	The kindergarten participation rate compares favourably with the state and is relatively steady	Remplan KCAP AEDC
	 Kindergarten places – forecast unmet demand (2021)	0	 decreasing	0	N/A	Victoria is introducing funded 3yo kindergarten. Forecasts indicate that there's currently sufficient capacity in this locality, but that unmet demand will arise in 2028	KCAP KISP

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

			Locality	Trend	Surf Coast	Victoria	Comment	Source
			82%	 decreasing	84.2%	81.0%	Measures physical health & wellbeing. Cause for concern - trending down significantly, but currently better than the state average	AEDC
			83%	 decreasing	83.1%	77.3%	Measures social competence. Cause for concern - trending down, but currently better than the state average	AEDC
			79%	 decreasing	81.1%	77.7%	Measures emotional maturity. Cause for concern - trending down, but currently better than the state average	AEDC
			89%	 decreasing	88.5%	84.6%	Measures language and cognitive skills. Cause for concern - trending down, but currently better than the state average	AEDC
		Communication on-track (2018)	83%	 decreasing	85.8%	79.4%	Measures communication skills and general knowledge. Cause for concern - trending down significantly, but currently better than the state average	AEDC

Discussion

Alert 1 The Maternal and Child Health (MCH) attendance rate (measured by the 4 week KAS visit) is lower than the municipal average and may be trending down. The MCH program supports children, mothers, fathers, carers and families with an emphasis on health promotion, prevention, parenting, developmental assessment, early detection and referral and social support. Program attendance may have a positive influence on a child's future outcomes.

Alerts 2-6 The Australian Early Development Census (AEDC) measures the development of children in Australia in their first year of full-time school. 15-20% of children in the Torquay locality have been classified by the AEDC as either 'at risk' or 'vulnerable', this is better than the State average but it's concerning that the scores in all 5 domains are trending down. Remedies for better preparing children for school may include improved childcare, access to 3 year old kindergarten, and improved socialisation and development opportunities.

Key issue(s)

1. Maternal and Child Health attendance rate is less than the municipal rate and decreasing
2. 15% of children (and increasing) are classified as developmentally 'as risk' or 'vulnerable'

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

18.4 Community engagement results

The following survey results have been filtered for the 'Torquay' locality.

Respondents

135

Relationship to child/ren

100% parent/guardian

Primary carer?



Children in home



Age of children



Informal assistance

The following non-professional people help me to provide for the health, wellbeing, and development of the child/children in my care:

My immediate family (partner and/or other children)

My extended family (grandparents and/or other relations)

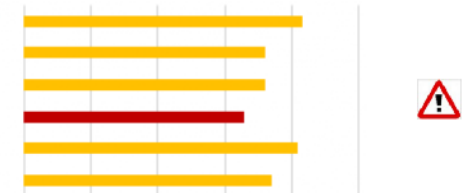
My community (neighbours and/or friends)



Primary carers rely heavily on immediate and extended families (and less on the community), for assistance with child-minding and occasional care. 25% of respondents believe that the assistance they receive is inadequate and that improved childcare availability and/or child minding/babysitting services would be greatly beneficial.

Information and support

- Service and program providers are connected, knowledgeable of other providers, and make appropriate referrals for me when necessary
- It's easy for me to get information about services and programs regarding children and families in my local area
- Sufficient services and programs are available in my local community to support my child's health, wellbeing, and development
- Sufficient local events and activities are conducted in my community to support my child's health, wellbeing, and development
- I'm confident that I could access information and support regarding family violence if I needed it
- I'm confident that I could access information and support regarding disability if I needed it



Legend: 0-70% (alert) 70-90% 90-100%

Survey results indicate concerns regarding insufficient events and activities for children. Verbatim comments suggest 'parent groups at parks and playgrounds', and 'improved information provision (including Council's website)'.

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

Professional services and support

Services and supports	Service accessed by respondent at:					Satisfied with service quality	Satisfied with service accessibility	Satisfied with service affordability	Precis of verbatim comments
	Anglesea	Bellbrae	Fairhaven	Jan Juc	Torquay				
Maternal and child health					100%	96%	99%	100%	
Immunisation	1%				99%	100%	100%	99%	
Parent education			6%		94%	90%	89%	100%	Supported Mother's Group at 6 and 12 months, Mums and bubs socialisation sessions
Toy library					100%	93%	100%	100%	Increase stock
Playgroup		8%		33%	58%	100%	100%	100%	Return asap (post COVID), and for older children
Long day care					100%	95%	98%	79%	Improve availability and affordability
Family day care		11%			89%	100%	83%	83%	Improve affordability and availability
Occasional day care					100%	100%	100%	100%	Improve affordability and availability
Out of school hours care					100%	100%	100%	75%	
Kindergarten		2%		7%	91%	97%	100%	89%	Full day rather than part day places, occasional care before and after kinder, improve kinder/parent communication
Kinder gym					100%	100%	100%	89%	Return asap (post COVID), make available for all ages, improve affordability
Art, culture, dance					100%	89%	88%	88%	More options (including singing)
Primary school		6%		6%	88%	100%	100%	100%	
Library					100%	98%	98%	100%	More child friendly activities, improve space for prams and activities
General practitioner	2%	0%		2%	96%	99%	94%	97%	Improve availability generally, more female GPs, lower costs
Specialist medical supports					100%	100%	100%	89%	Hospital in Torquay

Survey respondents are generally very satisfied with the professional services and support provided in the locality. However, verbatim comments include 'improve availability and affordability of child care and kindergarten (including more full day kindergarten places)', and 'improve availability of GPs'.

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

Community facilities

Facility	Most popular facility	Next most popular facility	Respondents that use the facilities (Nr)	Daily (Nr)	Weekly (Nr)	Monthly (Nr)	Respondents that find the facility suitable for their needs (%)	Precis of verbatim comments
Playground	Torquay	Torquay	121	27	86	8	79%	Upgrade playgrounds, including shade and toilets (especially Quay Reserve). Needle-like grass plants are dangerous. Quay 2 'rocket' has a dangerous spot
Nature reserve	Torquay	Torquay	67	12	39	13	91%	Install toilets (especially where there are already BBQ facilities)
Paths and trails	Torquay	Torquay	66	34	26	2	80%	Maintain/upgrade paths and trails. Install toilets. Upgrade Spring Creek bike park, install bridge over Spring Creek near park
Sports reserve (oval/courts)	Torquay	Torquay	44	2	34	8	81%	Playing surface maintenance (drainage at Quay Reserve)
Community centre/ community hall	Torquay	Torquay	10	0	8	0	88%	
Swimming pool	Torquay	Torquay	21	0	16	3	53%	Swimming lesson availability, community pool in Torquay
Surf lifesaving club	Torquay	Jan Juc	10	0	6	3	67%	Torquay SLSC is not community-friendly

Playgrounds, paths and trails, and nature reserves are the most commonly used community facilities by families with young children. Survey respondents are moderately satisfied with facilities in the locality and the following verbatim comments are noted: improve/install toilets at playgrounds, nature reserves, and strategically along paths and trails; and improve accessibility to swimming lessons.

The built environment

There are sufficient accessible facilities in my community to support my child's health, wellbeing, and development

It's safe for my family to walk or ride to places such as a park, school, a friend's house, or work

I feel safe to be out in my community, day or night



Survey responses echo the findings of the previous question regarding facilities. Verbatim comments include 'provide a community swimming pool to support children's health, wellbeing, and development', 'improve public space lighting to help people feel safe in their communities', and 'improve/extend the bike and footpath network (including improved connectivity/linkages, traffic calming, safer road crossings, and improved lighting) to allow families to feel safe to walk and ride'.

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

Activities

I know what to do to ensure the health and wellbeing of my family, and I'm able to put this into action

My family has enough time each day to be physically active

There are enough places to go and things to do in my community to keep my family and me physically active



The above results suggest that respondents are generally able to ensure the health and wellbeing of their families, despite busy lifestyles.

Top 3 things that make Surf Coast Shire a great place to live NOW:

Beach (overwhelmingly), Community, natural environment, and parks and playgrounds

Top 3 things that would make the Surf Coast Shire an even better place to live in NOW:

A local swimming pool and lessons, more activities and events, more/improved bike and footpaths, and improve/extend playgrounds

Top 3 things that would make the Surf Coast Shire a great place to live in 5 YEARS TIME:

A local swimming pool and lessons, more/improved bike and footpaths, less development, and improved educational outcomes (K-12)

Key issue(s)

The following key issues are understood from the community engagement results:

1. shortage of affordable childcare
2. insufficient organised activities and events for young children
3. incomplete and unsuitable (for young children) bike and footpath networks (including connectivity/linkages, traffic calming devices, safer road crossings, toilets, and lighting)
4. underdeveloped and unsuitable (for young children) playgrounds (including toilets, shade, and fences if appropriate)
5. limited access to swimming pools and lessons
6. limited information regarding available services (including Council's website)
7. shortage of General Practitioners

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

18.5 Service provider engagement findings

Survey results have been filtered for the 'Torquay' locality.

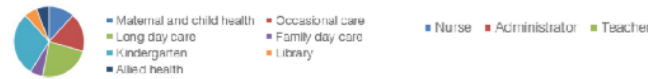
Respondents

15

Provider type



Services provided



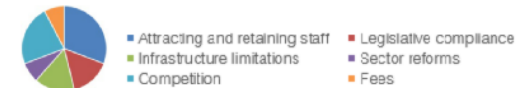
Respondent's role



Service collaboration

Respondent regularly connects and collaborates with the following services:	at:		Satisfied with service provided	Service could be improved	Precis of verbatim comments
	Anglesea	Torquay			
Maternal and child health		100%	100%	0%	
Immunisation	25%	75%	100%	0%	
Parent education		100%	100%	0%	
Toy library		100%	100%	0%	
Playgroup					
Long day care		100%	100%	0%	
Family day care		100%	100%	0%	
Occasional day care		100%	100%	0%	
Out of school hours care		100%	100%	0%	
Kindergarten		100%	100%	0%	
Kinder gym					
Art, culture, dance		100%	100%	0%	
Primary school		100%	67%	33%	Improve communication/collaboration
Library		100%	80%	20%	Improve services/facilities for children
General practitioner		100%	100%		
Specialist medical supports		100%	100%		

Service challenges



Verbatim comments - 'the greatest challenges for service providers are attracting and retaining suitably qualified staff, and Council competing unfairly with the private sector (subsidised service)'.

Observation

Service provider and community engagement survey results both indicate a high level of satisfaction regarding the professional services and support available in this locality.

Verbatim comments suggest opportunities to 'improve communication/collaboration by Primary Schools', and 'improve library services/facilities for children'.

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

Information and support

Sufficient services and programs are available to support the health, wellbeing, and development of children
 Service and program providers are connected, knowledgeable of other providers, and make appropriate referrals when necessary
 Sufficient information about services and programs for children and families is available
 Information and support regarding family violence is readily available
 Information and support regarding disability is readily available
 Sufficient local events and activities are conducted to support the health, wellbeing, and development of children



Legend: 0-70% (alert) 70-90% 90-100%

Survey results indicate a need to improve information sharing. Verbatim comments include 'more local events and activities for children', 'better connection and communication between service and program providers', and 'more services and programs to support the health, wellbeing, and development of children'.

Community facilities

Facility	Most popular facility	Next most popular facility	How often do you use the facility?			Respondents that find the facility suitable for their needs (%)	Precis of verbatim comments
			Daily (Nr)	Weekly (Nr)	Monthly (Nr)		
Community centre/hall	Torquay		1	1	1	100%	
Nature reserve	Torquay	Torquay	0	9	1	67%	Improve maintenance, install toilets
Sports reserve	Torquay	Bellbrae	0	1	2	67%	Improve maintenance, more dog litter stations
Playground	Torquay	Torquay	0	2	2	100%	Install toilets
Paths and trails	Torquay	Torquay	1	3	0	100%	

Service providers have indicated that the built community facilities they use are suitable for their needs, but that 'open spaces require improved maintenance'.

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

The built environment

There are sufficient accessible facilities in the Surf Coast Shire to support the health, wellbeing, and development of children
There are enough places to go and things to do in the Surf Coast Shire to keep families physically active



Verbatim comments support the above statements and suggest the need to 'make facilities more accessible to young children'.

Survey responses indicate that 'the top 3 priorities currently impacting early years (and required responses)' are:

Mental health and wellbeing, networking and collaboration between service providers, service affordability

Survey responses indicate that 'the top 3 things that would make the Surf Coast Shire a better place for families and young children to live, in 5 YEARS TIME' are:

Community swimming pool, improve childcare affordability and availability, networking and collaboration between service providers

Key issue(s)

The following key issues are understood from the service provider survey results:

1. unsatisfactory connection/communication/collaboration between service and program providers (including Primary Schools)
2. insufficient local events and activities for children
3. insufficient services and programs to support the health, wellbeing, and development of children
4. unsatisfactory open space maintenance
5. limited access to community facilities for young children
6. limited access to swimming pools and lessons
7. shortage of affordable childcare

4.3 Municipal Early Years Plan 2021-2025

Torquay/Torquay North

18.6 Torquay issues

The key locality issues, drawn from Sections 18.1 to 18.5 inclusive, are:

1. incomplete and unsuitable bike and footpath networks (including connectivity/linkages, traffic calming devices, safer road crossings, toilets, and lighting)
2. shortage of affordable childcare
3. insufficient organised activities and events for children
4. 15% of children (and increasing) are classified as developmentally 'as risk' or 'vulnerable'
5. underdeveloped and unsuitable playgrounds (including toilets, options for younger children, shade, and fences if appropriate)
6. limited access to swimming pools and lessons
7. difficulty finding and obtaining service information
8. unsatisfactory connection/communication/collaboration between service and program providers (including Primary Schools)
9. insufficient services and programs to support the health, wellbeing, and development of children
10. insufficient open space maintenance
11. limited access to community facilities for young children
12. shortage of General Practitioners

4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

19 Bellbrae/Bells Beach/Jan Juc



19.1 Situation

Situated adjacent to Torquay, in the southeast corner of the Surf Coast Shire, this locality includes the township of Jan Juc, and the neighbourhoods of Bellbrae and Bells Beach. The locality covers 68km² and the population is 5,303 giving a population density of just 0.78 persons per hectare - however the population, along with services and facilities, is predominantly concentrated in Jan Juc and Bellbrae (and in nearby Torquay).

The resident population is younger than the rest of the municipality but nevertheless ageing, and relatively advantaged. Tightly held housing stock contributes to elevated property prices, which tend to exclude young families starting out, evidenced by the lowest forecast early years population growth in the municipality.

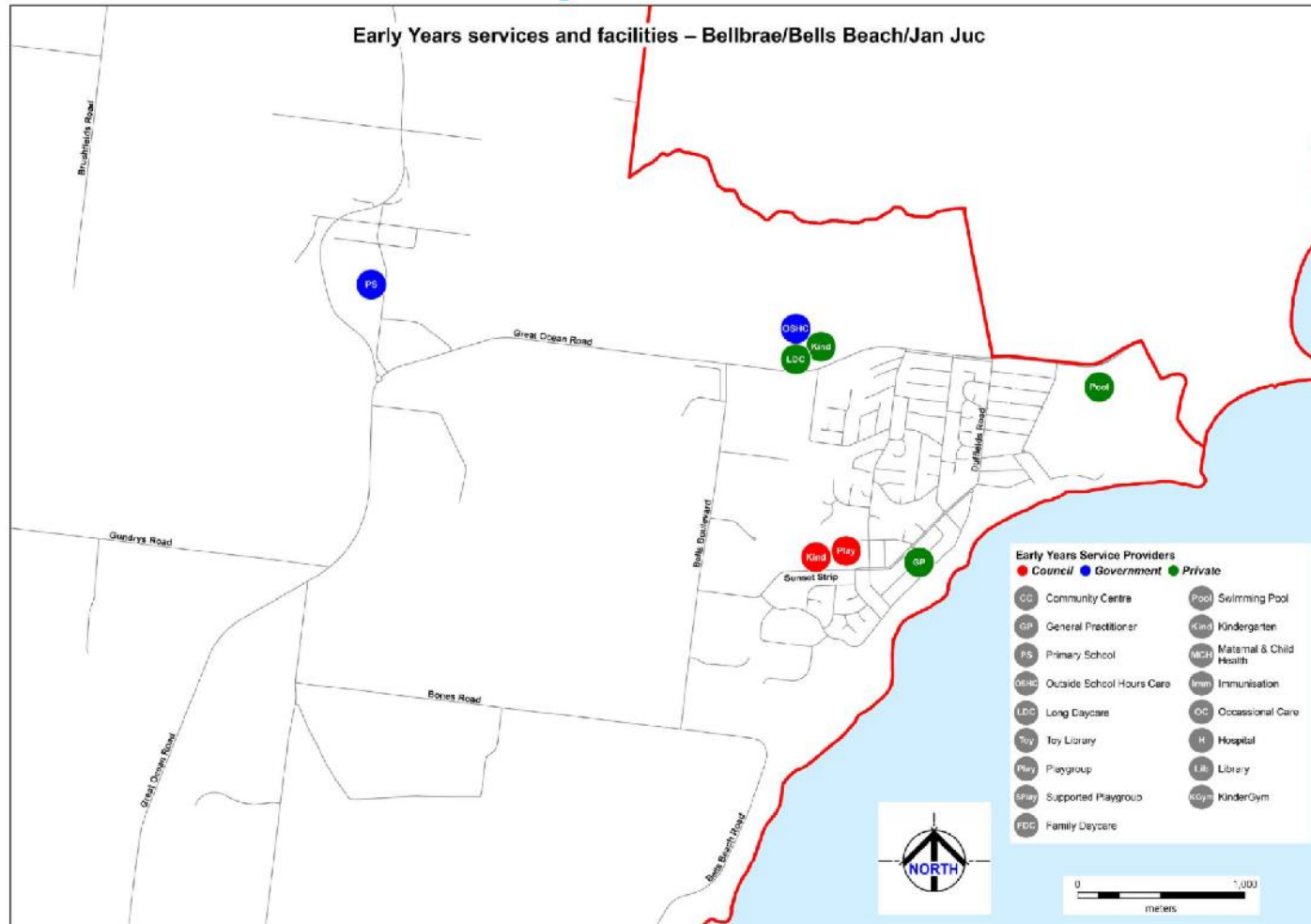
The position of this locality, next to Torquay and within easy commuting distance of other major centres means that families have relatively easy access to services and facilities.

Key issue(s) - None identified

4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

19.2 Services and facilities - locality overview



With well positioned services and facilities in its own locality and with Torquay located nearby, the Early Years are well catered for in Bellbrae/Bells Beach/Jan Juc. However, traffic volumes on the busy Great Ocean Road and an incomplete bike and footpath network create access hazards.





















The private sector is well established as an early years service provider, whilst Council is the main provider of facilities in the locality.

Key issue(s) – incomplete and unsuitable (for young children) bike and footpath network

4.3 Municipal Early Years Plan 2021-2025











Bellbrae/Bells Beach/Jan Juc

19.3 Statistical snapshot

Alert	Criteria	Locality	Trend	Surf Coast	Victoria	Comment	Source
	 Early years population (Nr and %) (2021)	687 13%	 decreasing	4,384 13.1%	N/A 12.5%	The early years cohort currently represents a relatively high percentage of the overall population, but this distribution is forecast to have the greatest decline of the four localities	Profile.id
	 Early years population growth (10 year forecast)	0.4% pa		1.9%		Early years growth is the lowest of the 4 localities and less than total population growth	Profile.id
	 Estimated births (2020)	56	 steady	359	N/A	The actual birth rate is relatively static, this trend is forecast to continue (estimated due to inability to separate from Torquay data)	Birth notices
	 SEIFA index (2016)	1,093	 increasing	1,077	1,010	This locality enjoys the highest level of socio-economic advantage in the municipality, and this is further improving over time	Profile.id
	 Breastfeeding rate (2019/20)	70% (est)	 increasing	62.9%	51.4%	Breastfeeding rates for this locality are included in Torquay's figures, which compare favourably with the municipality and the state	MCHN
	 MCH attendance rate - 4 week KAS visit (2018/19)	87% <small>(based on Torquay rate)</small>	 decreasing	93.5%	76.3%	The attendance rate is included in the Torquay figures, and is better than the State rate, but less than the overall municipal rate	MCHN
	 Immunisation rate (2018)	N/A	 increasing	94.0%	93.5%	The immunisation rate is gradually increasing and compares favourably with the state (NB; data is only available at the municipal level)	AIR
	 Kindergarten participation rate (2020)	118%	 steady	103.5	92.1	The kindergarten participation rate is included in Torquay's figures, and compares favourably with the municipality and the state	Remplan KCAP AEDC
	 Kindergarten places – forecast unmet demand (2021)	0	 decreasing	0	N/A	Victoria is introducing funded 3yo kindergarten. Forecasts indicate that there's currently sufficient capacity in this locality, but that unmet demand will arise in 2028	KCAP KISP

4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

Alert		Locality	Trend	Surf Coast	Victoria	Comment	Source	
		91%	 increasing	84.2%	81.0%	Measures physical health and wellbeing. Significantly better than municipal and state averages and trending up	AEDC	
		91%	 increasing	83.1%	77.3%	Measures social competence. Significantly better than municipal and state averages and trending up	AEDC	
		94%	 increasing	81.1%	77.7%	Measures emotional maturity. Significantly better than municipal and state averages and trending up	AEDC	
		96%	 increasing	88.5%	84.6%	Measures language and cognitive skills. Significantly better than municipal and state averages and trending up	AEDC	
		Communication on-track (2018)	94%	 increasing	85.8%	79.4%	Measures communication skills and general knowledge. Significantly better than municipal and state averages and trending up	AEDC

Discussion

- Alerts 1-2 The early years population in this locality, at 13%, is the second largest in the municipality - but a shortage of housing and a growth rate less than that of the total population means that the cohort is forecast to decline statistically.
- Alert 3 The Maternal and Child Health (MCH) attendance rate (measured by the 4 week KAS visit) is lower than the municipal average and may be trending down. The MCH program supports children, mothers, fathers, carers and families with an emphasis on health promotion, prevention, parenting, developmental assessment, early detection and referral and social support. Program attendance may have a positive influence on a child's future outcomes.

Key issue(s)

The following key issues are derived from the statistical data:

1. forecast early years population decline, influenced by a shortage of affordable housing
2. Maternal and Child Health attendance rate is less than the municipal rate and decreasing

4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

19.4 Community engagement results

The following survey results have been filtered for the 'Bellbrae/Bells/Jan Juc' locality.

Respondents

42

Relationship to child/ren

95% parent/guardian

Primary carer?



Children in home



Age of children



It's observed that of the 4 localities analysed, only this one had respondents other than the parent/guardian complete the survey.

Informal assistance

The following non-professional people help me to provide for the health, wellbeing, and development of the child/children in my care:

My immediate family (partner and/or other children)

My extended family (grandparents and/or other relations)

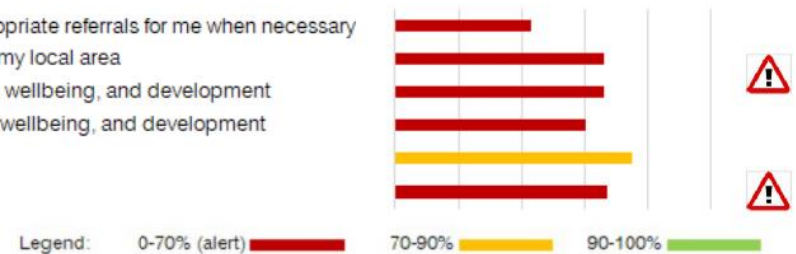
My community (neighbours and/or friends)



Primary carers rely heavily on immediate and extended families (and less on the community), for assistance with child-minding and occasional care. 27% of respondents believe that the assistance they receive is inadequate but didn't clearly articulate the additional assistance needed to cope. Two respondents identified that more available kindergarten, childcare, and support groups would be beneficial.

Information and support

- Service and program providers are connected, knowledgeable of other providers, and make appropriate referrals for me when necessary
- It's easy for me to get information about services and programs regarding children and families in my local area
- Sufficient services and programs are available in my local community to support my child's health, wellbeing, and development
- Sufficient local events and activities are conducted in my community to support my child's health, wellbeing, and development
- I'm confident that I could access information and support regarding family violence if I needed it
- I'm confident that I could access information and support regarding disability if I needed it



Survey results suggest the need for 'improved referrals and provision of information regarding services and programs', 'more local events and activities for children', 'improved availability of services, programs, and information'.

4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

Professional services and support

Services and supports	Service accessed by respondent at:				Satisfied with service quality	Satisfied with service accessibility	Satisfied with service affordability	Precis of verbatim comments
	Anglesea	Bellbrae	Jan Juc	Torquay				
Maternal and child health			18%	82%	79%	83%	100%	Improve manner. Provide more support early on, and correct contemporary information.
Immunisation			38%	62%	100%	95%	100%	
Parent education			20%	80%	50%	100%	100%	Update and promote information, provide more classes
Toy library			0%	100%	100%	67%	100%	Improve accessibility (hrs)
Playgroup			67%	33%	100%	100%	100%	
Long day care		6%	6%	88%	92%	92%	36%	Improve affordability and accessibility
Family day care		33%		67%	100%	67%	67%	Improve affordability and accessibility
Occasional day care				100%				Improve affordability and accessibility
Out of school hours care		50%		50%	100%	100%	100%	
Kindergarten	5%		84%	11%	100%	88%	50%	Introduce before and after kinder care and funded 3yo kinder, improve affordability, introduce child progress reports
Kinder gym		13%		88%	100%	100%	83%	Provide mid-week sessions
Art, culture, dance				100%	100%	100%	100%	
Primary school		69%	8%	23%	78%	88%	100%	Bellbrae PS overcrowded; improve learning, inclusion, and outdoor facilities; provide school buses
Library				100%	92%	100%	100%	Torquay library not big enough, improve parking
General practitioner	4%		38%	58%	91%	86%	85%	Improve accessibility
Specialist medical supports				100%	100%	67%	50%	Improve accessibility and affordability

Survey respondents are generally satisfied with the professional services and support provided in the locality. However, verbatim comments include 'improve affordability and availability of child care and kindergarten', 'introduce before and after kinder care', and 'improve availability of GPs'.

4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

Community facilities

Facility	Most popular facility	Next most popular facility	Respondents that use the facilities (Nr)	Daily (Nr)	Weekly (Nr)	Monthly (Nr)	Respondents that find the facility suitable for their needs (%)	Precis of verbatim comments
Playground	Jan Juc	Torquay	55	10	31	6	96%	Improve/upgrade playgrounds, including shade, toilets, and drinking water (esp Grossmans Ridge)
Nature reserve	Jan Juc	Torquay	38	7	18	4	93%	Plant more trees
Paths and trails	Jan Juc	Torquay	45	5	25	3	96%	Improve/upgrade paths and trail network, including road crossings. Another bike park
Sports reserve (oval/courts)	Jan Juc	Torquay	23	5	10	4	90%	
Community centre/ community hall	Torquay		6	0	4	0	75%	Improve/upgrade facilities
Swimming pool	Torquay	Winchelsea	13	0	11	0	20%	Improve/upgrade pool facilities; new community pool. Improve swimming lesson availability
Surf life saving club	Jan Juc	Torquay	6	0	1	1	100%	

Playgrounds, paths and trails, and nature reserves are the most commonly used community facilities by families with young children. Survey respondents are generally satisfied with facilities in the locality, however the following verbatim comments are noted: improve/upgrade playgrounds (including shade, toilets, and drinking water), improve/upgrade bike tracks and footpaths (including road crossings), and improve accessibility to a swimming pool and lessons.

The built environment

There are sufficient accessible facilities in my community to support my child's health, wellbeing, and development
 It's safe for my family to walk or ride to places such as a park, school, a friend's house, or work
 I feel safe to be out in my community, day or night



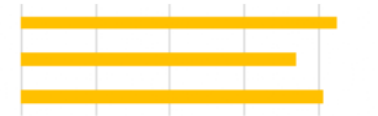
It's noted that the verbatim comments 'improve/extend the bike and footpath network' (including connectivity/linkages, traffic calming, safer road crossings, and lighting) are associated with enabling families to feel 'safe to walk and ride to places'.

4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

Activities

I know what to do to ensure the health and wellbeing of my family, and I'm able to put this into action
My family has enough time each day to be physically active
There are enough places to go and things to do in my community to keep my family and me physically active



The above results suggest that most respondents are able to ensure the health and wellbeing of their families, despite busy lifestyles.

Top 3 things that make Surf Coast Shire a great place to live NOW:

Beach (overwhelmingly), Community, Lifestyle, and natural environment

Top 3 things that would make the Surf Coast Shire an even better place to live in NOW:

More activities and events, a local swimming pool and lessons, less development, and improve/extend playgrounds

Top 3 things that would make the Surf Coast Shire a great place to live in 5 YEARS TIME:

A local swimming pool and lessons, improve/extend public transport (including train service), environment protection, and improve/extend footpaths and bike trails

Key issue(s)

The following community priorities are clearly evident from the survey results:

1. limited access to swimming pools and lessons
2. incomplete and unsuitable (for young children) bike and footpath network (including road crossings)
3. shortage of affordable child care (including before and after kinder care)
4. insufficient local events and activities for children
5. underdeveloped and unsuitable (for young children) playgrounds (including shade, toilets, and drinking water)
6. over-development
7. difficulty obtaining information and referrals regarding services and programs
8. insufficient priority given to environment protection
9. inadequate public transport (including train services)
10. shortage of General Practitioners

4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

19.5 Service provider engagement findings

Survey results have been filtered for the 'Bellbrae-Bells Beach-Jan Juc' locality.

Respondents

1

Provider type

Public

Services provided



Respondent's role



Service collaboration

Respondent regularly connects and collaborates with the following services:	at:		Satisfied with service provided	Service could be improved	Precis of verbatim comments
	Jan Juc	Torquay			
Maternal and child health					Nil commentary
Immunisation					
Parent education					
Toy library					
Playgroup					
Long day care					
Family day care	100%				
Occasional day care					
Out of school hours care					
Kindergarten					
Kinder gym					
Art, culture, dance					
Primary school					
Library		100%	100%		
General practitioner					
Specialist medical supports					

Service challenges

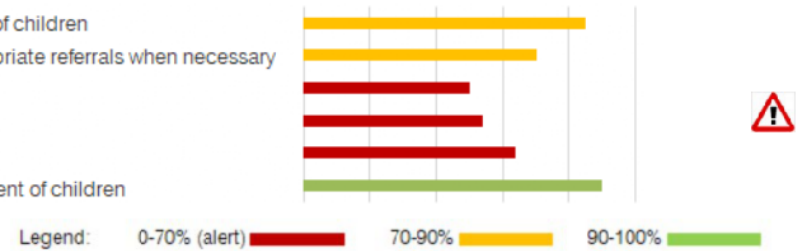


4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

Information and support

Sufficient services and programs are available to support the health, wellbeing, and development of children
 Service and program providers are connected, knowledgeable of other providers, and make appropriate referrals when necessary
 Sufficient information about services and programs for children and families is available
 Information and support regarding family violence is readily available
 Information and support regarding disability is readily available
 Sufficient local events and activities are conducted to support the health, wellbeing, and development of children



The survey response suggests a need to 'improve the provision of information regarding services and programs, family violence and disability'.

Community facilities

Facility	Most popular facility	Next most popular facility	How often do you use the facility?	Respondents that find the facility suitable for their needs (%)	Precis of verbatim comments
Sports reserve	Jan Juc	N/A	Monthly	100%	Nil

The built environment

There are sufficient accessible facilities in the Surf Coast Shire to support the health, wellbeing, and development of children
 There are enough places to go and things to do in the Surf Coast Shire to keep families physically active



There were no survey responses to indicate 'the top 3 priorities currently impacting early years.'

There were no survey responses to indicate 'the top 3 things that would make the Surf Coast Shire a better place for families and young children to live, in 5 YEARS TIME'.

4.3 Municipal Early Years Plan 2021-2025

Bellbrae/Bells Beach/Jan Juc

Key issue(s)

There was only one respondent to the Service Providers survey in this locality, unfortunately that's insufficient to identify representative and statistically valid issues. Nevertheless, the sole respondent's survey responses are respectfully reproduced above (less verbatim comments).

19.6 Bellbrae/Bells Beach/Jan Juc issues

The key locality issues, drawn from Sections 19.1 to 19.5 inclusive, are:

1. limited access to swimming pools and lessons
2. incomplete and unsuitable (for young children) bike and footpath network (including road crossings)
3. shortage of affordable child care
4. insufficient local events and activities for children
5. underdeveloped and unsuitable playgrounds (including shade, toilets, and drinking water)
6. over-development (town planning)
7. difficulty obtaining information and referrals regarding services and programs
8. insufficient priority given to environment protection
9. inadequate public transport (including train services)
10. shortage of General Practitioners
11. limited access to community facilities for young children
12. forecast early years population decline, influenced by a shortage of affordable housing

4.4 Bob Pettitt Reserve Bike Park Revamp - Design and Construction

Author's Title: Recreation Development Officer

General Manager: Chris Pike

Department: Social Infrastructure Planning

File No: F21/797

Division: Culture & Community

Trim No: IC21/1917

Appendix:

Nil

Officer Conflict of Interest:

Status:

In accordance with Local Government Act 2020 –
Section 130:

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 approval of the preferred approach to proceed with the design and construction of the Bob Pettitt Bike Park Revamp project.

Summary

Council resolved on the 24 August 2021 to re-direct \$30,000 from the Local Roads and Community Infrastructure funding program and allocate an additional \$20,000 to expand the Bob Pettitt Reserve Bike Park which is underutilised and not meeting community needs; evidenced by the creation of rider-built jumps in the reserve over the past 18 months. Following the Council resolution, officers investigated a community-led design to upgrade the bike park. The approach aligns with an 'enabling communities' focus of Council and is intended to comprise two stages:

1. Community-led design
2. Local contractor/volunteer construction.

Representatives from the Surf Coast Mountain Bike Club (SCMBC) and Anglesea Bike Park Community Asset Committee (ABPCAC) have worked with young local riders to develop a design.

In seeking to mitigate risk associated with this community-led approach officers sought to engage a professional bike park consultant/contractor to produce a final park design and approve it as theirs with protection provided via their Professional Indemnity insurance. Five industry consultants were approached however none were willing to assist as per the request due to the fact that they would not be running an end-to-end process including full design and construction oversight (amongst other concerns).

The key to determining how to proceed with this project is Council's balancing of the opportunities and risks of two delivery models overseen by Council: a community-led approach or a contractor-managed approach. This is an 'opt-in' piece of infrastructure that is not subject to industry standards or regulations and so provides scope for a non-traditional delivery model. Council has begun supporting community-led approaches including a successful project in the Deans Marsh Reserve shelter.

After careful consideration officers believe that it is possible to gain the benefits of a community-led approach while mitigating the risks to an acceptable level and being able to demonstrate reasonable care as a land manager. This report outlines the measures that are proposed to achieve this balance.

Recommendation

That Council:

1. Notes its commitment to the Bob Pettitt Bike Park Improvement (Revamp) project as resolved at its 24 August 2021 Council Meeting.
2. Notes the passion, expertise and commitment from representatives from the Surf Coast Mountain Bike Club, Anglesea Bike Park Community Asset Committee and young local riders to develop a concept design for an expanded bike park.
3. Notes its requirement under the *Occupational Health & Safety Act 2004* to provide and maintain, so far as is reasonably practicable, Council managed community facilities, that are safe and without risks to the health of employees, contractors, volunteers, visitors and members of the public.

4.4 Bob Pettitt Reserve Bike Park Revamp - Design and Construction

4. Approves a community-led approach to delivering the Bob Pettitt Bike Park Improvement (Revamp) project with the following features:
 - 4.1 Project management (including risk management plan development and execution) by Council
 - 4.2 Facility design produced by Surf Coast Mountain Bike Club and Anglesea Bike Park Community Asset Committee in association with young local riders.
 - 4.3 Construction delivery by contractor(s) including volunteer labour.
5. Agrees to risk mitigation measures as follows:
 - 5.1 Parameters for design aligned to existing facilities including no gaps jumps, heights up to 1.2 - 1.3m, ensure jumps lines are clear and separate, cater to all ages and abilities.
 - 5.2 Design endorsement by Council, Surf Coast Mountain Bike Club and Anglesea Bike Park Community Asset Committee.
 - 5.3 Ensure clean, suitable fill is acquired for the construction.
 - 5.4 Ensure the contractor undertakes construction in line with available guidance on techniques for jump construction including soil composition.
 - 5.5 Ensure testing by riders throughout the construction process to assess rideability and safety.
 - 5.6 Practical Completion inspection by relevant Council departments (Land Manager, Risk Management, Workplace Health & Safety) plus Surf Coast Mountain Bike Club and Anglesea Bike Park Community Asset Committee and construction contractor.
 - 5.7 Erect permanent onsite signage to educate riders on matters such as skill levels/progression, risks, and emergency response plan.
 - 5.8 Design and implement a monitoring and maintenance plan to ensure a safe and quality facility is provided ongoing.
6. Agrees this community-led project delivery model, including appropriate risk management, will uphold Council's health and safety obligations and maximise volunteer contributions to deliver the best value outcome for the community.

Council Resolution

MOVED Cr Paul Barker, Seconded Cr Heather Wellington

That Council:

1. Notes its commitment to the Bob Pettitt Bike Park Improvement (Revamp) project as resolved at its 24 August 2021 Council Meeting.
2. Notes the passion, expertise and commitment from representatives from the Surf Coast Mountain Bike Club, Anglesea Bike Park Community Asset Committee and young local riders to develop a concept design for an expanded bike park.
3. Notes its requirement under the *Occupational Health & Safety Act 2004* to provide and maintain, so far as is reasonably practicable, Council managed community facilities, that are safe and without risks to the health of employees, contractors, volunteers, visitors and members of the public.
4. Approves a community-led approach to delivering the Bob Pettitt Bike Park Improvement (Revamp) project with the following features:
 - 4.1 Project management (including risk management plan development and execution) by Council
 - 4.2 Facility design produced by Surf Coast Mountain Bike Club and Anglesea Bike Park Community Asset Committee in association with young local riders.
 - 4.3 Construction delivery by contractor(s) including volunteer labour.
5. Agrees to risk mitigation measures as follows:
 - 5.1 Parameters for design aligned to existing facilities including no gaps jumps, heights up to 1.2 - 1.3m, ensure jumps lines are clear and separate, cater to all ages and abilities.
 - 5.2 Design endorsement by Council, Surf Coast Mountain Bike Club and Anglesea Bike Park Community Asset Committee.
 - 5.3 Ensure clean, suitable fill is acquired for the construction.
 - 5.4 Ensure the contractor undertakes construction in line with available guidance on techniques for jump construction including soil composition.
 - 5.5 Ensure testing by riders throughout the construction process to assess rideability and safety.
 - 5.6 Practical Completion inspection by relevant Council departments (Land Manager, Risk Management, Workplace Health & Safety) plus Surf Coast Mountain Bike Club and Anglesea Bike Park Community Asset Committee and construction contractor.
 - 5.7 Erect permanent onsite signage to educate riders on matters such as skill levels/progression, risks, and emergency response plan.
 - 5.8 Design and implement a monitoring and maintenance plan to ensure a safe and quality facility is provided ongoing.

4.4 Bob Pettitt Reserve Bike Park Revamp - Design and Construction

6. Agrees this community-led project delivery model, including appropriate risk management, will uphold Council's health and safety obligations and maximise volunteer contributions to deliver the best value outcome for the community.

CARRIED 6:2

For

Cr Allen
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton

Against

Cr Barker
Cr Wellington

Abstained

Nil

CARRIED 6:2

Adjournment of Meeting

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Paul Barker

That Council agrees to adjourn the meeting at 8:06pm for break. The meeting reconvened at 8:16pm.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

4.4 Bob Pettitt Reserve Bike Park Revamp - Design and Construction

Report

Officer Direct or Indirect Interest

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

Background

Council resolved on the 24 August 2021 to re-direct \$30,000 from the Local Roads and Community Infrastructure funding program and allocate an additional \$20,000 to expand the Bob Pettitt Reserve Bike Park which is underutilised and not meeting community needs; evidenced by the creation of rider-built jumps in the reserve over the past 18 months. Following the Council resolution, the Executive Management Team requested Officers to investigate a community-led design to upgrade the bike park. The approach aligns with an 'enabling communities' focus of Council and is intended to comprise two stages:

1. Community-led design
2. Local contractor/volunteer construction

Representatives from the SCMBC and ABPCAC have worked with young local riders to develop a design. The process has been supported by Officers, however it has been completely led by the community. Internal Council departments have reviewed the design and provided comments on the layout, site integration, other infrastructure and landscaping. The design:

- Has been created by young riders and community/club representatives for local riders.
- Caters for all ages and skill levels.
- Expands the footprint to the south by double the length, while the width remains the same.
- Balances desired jumps features with some creative aspects in a limited space.
- Proposes planting/trees to aesthetically improve the space and screen the park from the road/adjacent properties. The planting will also separate the bike park from the performance stage and viewing area, while allowing integration between both, and also to the skate park, basketball court and playground.
- Includes seating and pathways to and from the road to the park and the skate park towards the performance stage/kinder.

Discussion

Internal advice, particularly from the Risk Management and Workplace Health & Safety departments, has been to engage a professional bike park consultant/contractor to produce a final park design and approve it as theirs with suitable Professional Indemnity insurance. Five industry consultants were approached however none were willing to assist as per the request due to them not running a thorough design process or having construction oversight (amongst other concerns).

The Risk Management department have outlined that Council's Liability Mutual Insurance (LMI) policy will respond to a claim for personal injury and or damage to property in the event of a potential future incident at the bike park. It is important to highlight that Condition 7 'Reasonable Care' of Council's LMI policy requires Council to take all reasonable precautions to prevent personal injury and damage to property. This is consistent with Council's obligations under the Occupational Health & Safety Act 2004.

In the event of a claim where Council is found negligent but cannot demonstrate they took 'Reasonable Care' to prevent the incident, then Condition 7 may be invoked, potentially jeopardising Council's ability to claim against its LMI policy. This would be very rare, but is a risk.

'People safety' should be Council's primary consideration based on Council's Risk Appetite statement. Council's 'Risk Appetite Statement' is:

- Council has no appetite for risk related to the health, safety and welfare of its employees, contractors, volunteers and the general public.

The key consideration for how to proceed with this project is acceptance of risk. Riding any bike park jumps is a choice under an 'opt in' use arrangement, and this design is relatively low risk with no gap jumps, the jump heights limited to 1.3m maximum and multiple jump lines catering to all levels of ability. It is a relatively low risk design. Officers have considered two options to proceed with the project:

- Option 1: Accept the community design (endorsed by SCMBC and ABPCAC) and arrange a local contractor to construct the expanded bike park.
 - The risk is that a facility won't be designed or built by a bike park consultant/contractor.

4.4 Bob Pettitt Reserve Bike Park Revamp - Design and Construction

- Option 2: Undertake a request for quote process to engage a consultant to complete a design and construct project with the community. The quote response will either:
 - a) be higher than the available budget and additional funds will be required to proceed, or
 - b) be within budget but result in a bike park that differs from the concept design and may not meet the current community needs.

Council Officers believe that efforts to seek Club/Committee endorsement of a design, manage the works (including Workplace Health & Safety requirements for the contractor and volunteers), ensure extensive rider testing of the park, and implement an inspection, maintenance and renewal program would demonstrate a level of 'Reasonable Care'. These efforts would include the development of a Risk Management Plan to outline and manage the following measures.

- Parameters for design – based on existing facilities, Officers have defined parameters to the community group including no gaps jumps, heights up to 1.2 - 1.3m, ensure jumps lines are clear and separate, cater to all ages and abilities.
- Design endorsement – by Council, SCMBC and ABPCAC.
- Fill quality – ensure clean, suitable fill is acquired for the construction.
- Construction/compaction technique – ensure the contractor undertakes construction in line with available guidance on techniques for jump construction including soil composition.
- Ride testing – ensure testing by riders throughout the construction process to assess rideability and safety.
- Practical Completion inspection – by relevant Council departments (Land Manager, Risk Management, Workplace Health & Safety) plus SCMBC, ABPCAC and construction contractor.
- Signage – erected permanently onsite to educate riders on skill levels/progression, outline risks, emergency response plan, etc.
- Ongoing monitoring and maintenance plan – regardless of who designs and builds the park, this will need to be implemented in conjunction with the community to ensure a safe and quality facility is provided ongoing.

Additional considerations:

- Benchmarking – Officers are not aware of any other Council adopting an approach such as Option 1.
- Enabling Communities – Option 1 is in line with Surf Coast Shire's focus on enabling communities.
- Timing – Option 1 would be able to initiate immediately, given that it is a continuation of the approach that has been followed to date. Option 2 would require a request for quote process and design process with the consultant, which would add several months before construction can begin.
- Standards – there are no standards for the construction of bike/jumps parks. Skate parks and playgrounds have defined construction standards.
- Changeable environment – the nature of bike parks is that they can change over time through either the weather or people, which can create hazards and risk. This reduces the control that Council has over a space, regardless of who designed and constructed it.

Council Plan

Theme	2 A Healthy Connected Community
Strategy	3 Facilitate the provision of social infrastructure and open space to enable healthy lifestyles
Theme	2 A Healthy Connected Community
Strategy	6 Enable communities to strengthen their social connections and participate in community life
Theme	7 Accountable and Viable Council
Strategy	19 Improve Council's credibility as a trusted decision maker through meaningful engagement

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	No

4.4 Bob Pettitt Reserve Bike Park Revamp - Design and Construction

Implications	Applicable to this Report
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	Yes
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	No

Policy/Relevant Law

Council is required under the Occupational Health & Safety Act 2004 to provide and maintain, so far as is reasonably practicable, Council managed community facilities, that are safe and without risks to the health of employees, contractors, volunteers, visitors and members of the public. This requirement is included in SCS-038 Councillor Workplace Health & Safety Policy

Council must consider obligations under its Liability Mutual Insurance (LMI) Policy:

- REASONABLE CARE
 - o 7. The insured shall as far as reasonably practicable:
 - b) take all reasonable precautions to:
 - (i) prevent Personal Injury and Damage to Property.

Environmental/Sustainability Implications

An approach that empowers and enables our community while also suitably managing risk, will achieve social sustainability by creating an environment where communities are supported to do their best work rather than hindered or not allowed to.

Community Engagement

Officers have supported the work of representatives from the SCMB and ABPCAC to design a bike park with young local riders. In this respect, the community have engaged with the community, therefore the engagement process has been an example of best practice.

Once a direction from Council is provided on how to proceed with this project and a concept design is finalised, Officers will promote the project to the local community for their opportunity to comment.

In accordance with Council's Community Engagement Policy SCS-017, the engagement level is **Consult** as shown below.

Engagement Level	Promise to the Community	Role of Community	Example of Activities
Consult: Ask for feedback on a matter.	Council will listen to and acknowledge your contribution.	Contribute opinions and ideas.	Community creating their own design. Communication on project to local community.

4.4 Bob Pettitt Reserve Bike Park Revamp - Design and Construction

Public Transparency

As noted, the community have had complete transparency of the design process given that they've led it. Officers have supported their work, communicated frequently and kept the working group updated on Council's process. This report ensures that the decision making on how to proceed with this project will be transparent to the community.

Strategies/Plans

As noted above, Council Plan themes and strategies relate to this matter; primarily around supporting healthy and connected communities. Ensuring fit-for-purpose facilities are available to meet community needs, and enabling our communities to contribute to the development of facilities aligns with the Council Plan.

Financial Management

The current budget allocation for this project is \$50,000 as per the resolution at the August 2021 Council Meeting. As noted previously, if Option 2 is chosen as the approach to proceed with, the quote response will either:

- a) be higher than the available budget and additional funds will be required to proceed, or
- b) be within budget but result in a bike park that differs from the concept design and may not meet the current community needs.

Risk Assessment

As outlined, Option 2 would ensure that a consultant/contractor designs and constructs the facility, meeting Council's obligations in the OHS Act and LMI policy. Option 1 would not be taking 'all reasonable precautions' as noted in the policy. However as noted, there is scope for Council to implement a range of risk management strategies in the design, construction and ongoing management of the facility to demonstrate reasonable care.

Communication

Throughout the project Officers have communicated frequently with community representatives leading the design process.

Officers will promote the project to the local community for their opportunity to comment on the design, including the integration into the reserve and aesthetic improvements through tree planting and other minor landscaping.

Options

Option 1 – Accept a community design (endorsed by SCMBC and ABPCAC) and arrange a local contractor to construct the expanded bike park.

This option is recommended by officers within the current \$50,000 allocation as it will enable our community to drive and contribute to projects within budget, while ensuring that appropriate risk management measures meet our requirements to demonstrate reasonable care.

Option 2 – Undertake a request for quote process to engage a consultant/contractor to complete a design and construct project with the community.

This option is not recommended by officers within the current \$50,000 allocation as although this is currently considered best practice and ensures the lowest amount of risk for design and construction, the project budget will likely limit the capacity to deliver a fit-for-purpose facility that meets community needs. Importantly it fails to take advantage of the skills, resources and expertise of the local mountain bike community and engage young people currently involved in unsanctioned bike jumps.

Conclusion

Representatives from the SCMBC and ABPCAC and young local riders have worked together to own and create a concept design for an expanded bike park at Bob Pettitt Reserve to meet community needs. An expanded bike park will integrate into the reserve, complimenting the existing facilities for young people and families and the new Yellow Gums performance stage. Officers require Council direction on how to proceed with the detailed design and construction of the bike park. The key consideration is Council's risk appetite and risk management approach, balanced with a focus on enabling our communities to drive and contribute to projects with passion, expertise and commitment.

4.5 Council 2022 Events Calendar

Author's Title: Manager Community Relations

General Manager: Chris Pike

Department: Community Relations

File No: F18/236-3

Division: Culture & Community

Trim No: IC21/1903

Appendix:

1. Council Awareness Raising Events Calendar 2022 - Proposed (D21/194740)

Officer Conflict of Interest:

Status:

In accordance with Local Government Act 2020 –
Section 130:

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 determine the Council Events Calendar 2022.

Summary

Council adopts an annual calendar of events to recognise campaigns and causes that align with Council objectives. The calendar provides clarity about the events and causes that Council supports and identifies the resources required to deliver these events.

Priority areas of the Council Plan 2021-2025 and topics of interest to sections of our community have informed the selection of recommended causes and events in 2022. The selection of these events does not diminish the importance of causes not included in Council's program. The event framework in Appendix 1 guides the number of events and resource allocation for each event.

Adoption of this calendar helps determine which causes to support and how to manage these activities appropriately.

Some Council events may fly flags on flag poles at Council's Civic Centre in Torquay as noted in the event framework. Council receives requests to fly flags in support of topics or sections of the community. These requests are often not related to events in the calendar. Council has previously adopted an annual flag flying schedule, and an updated schedule will be presented to Council for consideration in the coming months.

Recommendation

That Council:

1. Adopts the Council Events Calendar 2022 as attached at Appendix 1.
2. Notes that a report will be presented at a future Council meeting for Council to consider a flag flying schedule.

Council Resolution

MOVED Cr Kate Gazzard, Seconded Cr Mike Bodsworth

That Council:

1. Adopts the Council Events Calendar 2022 as attached at Appendix 1.
2. Notes that a report will be presented at a future Council meeting for Council to consider a flag flying schedule.

CARRIED 5:3

For

Cr Allen
Cr Bodsworth
Cr Gazzard
Cr Pattison
Mayor Stapleton

Against

Cr Barker
Cr Schonfelder
Cr Wellington

Abstained

Nil

CARRIED 5:3

4.5 Council 2022 Events Calendar

Report

Officer Direct or Indirect Interest

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

Background

Council can consider supporting many worthwhile causes by conducting events or awareness raising activities. Council applies a coordinated approach and establishes a calendar of awareness raising events to plan and deliver them successfully.

Council endorsed the 2021 calendar of awareness raising events at the December 2020 meeting. Council has followed this method of adopting an annual events calendar for a number of years. Confirming an annual calendar provides several benefits including improved internal coordination of events and activities. It also provides the opportunity to plan staff resources dedicated to the events throughout the year.

This calendar includes awareness raising events that Council delivers which have a primary focus on supporting a particular section of our community. It does not include all the events that Council supports or is involved in. Examples of events not included in this 2022 Awareness Raising Events Calendar include events delivered by external specialist event providers and community groups such as the Rip Curl Pro, Amy's Grand Fondo, Airey's Open Mic, etc. The calendar does not include other events such as ministerial openings of projects, Councillor guest speaker opportunities, citizenship ceremonies etc. These are supported and administered through separate Council processes.

An adopted calendar provides clarity about which events and activities that Council is supporting in the year ahead. Council sets event levels which guides expenditure on the event and the level of staff time and planning required to deliver it. This is particularly helpful as Council is approached several times a year to extend its support to other causes and awareness raising days/weeks. It is not feasible for Council to provide an event or awareness raising campaign on every occasion.

The events on the calendar have been fairly consistent in recent years. There are a number changes proposed this year which are explained in the 'Discussion' section of the report.

It is worth noting many events in 2020 and 2021 were delivered online due to pandemic restrictions.

Discussion

There are a number of changes proposed to the calendar of events in 2022 when compared with the 2021 calendar. The focus of the events included in the calendar has been sharpened to only include events and activities that show support for sections of the community and that have clear alignment with a Council Plan theme.

A number of events have been removed that were included in 2021 that do not fit this description. Some of these will still be actioned by Council as part of normal operations led by specific departments.

An event recognising National Sorry Day and National Reconciliation Week together is proposed to be added to the calendar as a Level 1 event, consistent with the First Nations Reconciliation theme in the Council Plan.

The 2022 calendar proposes elevating IDAHOBIT Day from a Level 3 event to a Level 2 event.

The proposed changes from the 2021 calendar are described in the following table:

Event added to the calendar	Reason for the change
National Sorry Day and National Reconciliation Week	This event is helping progress towards reconciliation and is consistent with Council's Statement of Commitment to Reconciliation and the Council Plan theme 'First Nations Reconciliation'.

Cont. next page.

4.5 Council 2022 Events Calendar

Events removed from the calendar	Reason for the change
Australia Day has been removed and will not be a Council supported event.	Council decided at the September 2021 Council meeting to not participate in celebratory events on 26 January
Rip Curl Pro Launch is removed from the calendar but will still be supported by Council	Deemed not to be an awareness raising event / activity that shows support for particular sections of the community. This event will still be supported by Council.
Fire Action Week has been removed and other related activities will still be delivered.	Deemed not to be an awareness raising event / activity that show support for particular sections of the community. Our fire preparedness activities span more than Fire Action Week and our broader program will continue to be delivered to the community. Fire Action Week is not a focus of our fire preparedness activities and does not need to be included as a Council event.
Mental Health Awareness Week has been removed and other related activities will still be delivered	This event has previously been a level 3 event which had focussed on staff. It has evolved into a wellbeing program focussed on staff across the year rather than this particular week.
Event Status Changed from Level 3 to Level 2	Reason for the change
IDAHOBIT Day	IDAHOBIT Day is an event that is well supported in the community and has grown in scale in recent years. Officers recommended the need for it to be elevated to level 2 and the budget increased from \$500 to \$2,000 to allow the event to be delivered at the appropriate level to help meet community expectations.

The proposed calendar (Appendix 1) includes an event framework which describes the activities that may be involved in two distinct event levels. The proposed 2022 calendar includes four Level 1 events, and six Level 2 events. All funding for events exists in already adopted budgets or supported by external funding.

A number of events in the calendar pose challenges.

- Some community members see the need for Council to do more prevention or intervention work for topics in the calendar and they perceive an awareness raising event as inadequate or inappropriate.
- A number of community members provide feedback that Council should not deliver some events because the particular topic is not something that they themselves support.
- Some people have shared feedback that conducting awareness raising events is not the core business of Council.
- Costs for events are increasing, however the budget for each event level has remained the same for approximately 5 years.

From time to time Council receives requests to fly flags in recognition of awareness raising days/weeks. Council has a Flag Policy and adopted a flag flying schedule in early 2022. There is an opportunity to consider a calendar to fly flags for 2022 in recognition of causes of significance to the community at an upcoming meeting. This would also be an opportune time to review the flag policy.

It is hard to assess the impact of these events and the overall program. It is also difficult to assess the value for money of investing in the program of events. While the events do contribute to advancing aims contained in the Council Plan, it could be argued their impact is minor and there could be an opportunity to redirect that money to other activities to achieve Council Plan aims or realise some savings.

Of course, removal of events would disappoint those who see them as a support for a particular section of the community so careful consideration should be given before considering major change to the events schedule.

Council Plan

Theme 2 A Healthy Connected Community

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

4.5 Council 2022 Events Calendar

Reporting and Compliance Statements:
Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	Yes
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	No

Environmental/Sustainability Implications

All events are delivered following relevant Council event and environment policies including the Plastic Wise Events and Market Policy.

Community Engagement

The Council Events Calendar 2022 is based on the themes in the Council Plan 2021-25 which was informed by extensive community engagement throughout 2021. Given the events in the calendar are linked to the Council Plan themes, the strong community engagement process which informed the Council Plan (1,200 surveys and a deliberative community panel) is a relevant input to use in selecting which events to include in the calendar.

Community members have provided mixed feedback regarding Council events over recent years which is referred to in the discussion section of this report.

Public Transparency

Adopting the events calendar via a Council decision provides visibility to community members about which events and causes will be supported in 2022.

Strategies/Plans

The events included in the proposed calendar have links to the themes in the Council Plan 2021-25. Several events are linked to Council's Statement of Commitment to Reconciliation and Council's work on the Reconciliation Action Plan.

Financial Management

The cost to deliver the events in the proposed calendar is \$32,000. Some events attract external funding which subsidises their cost. In 2020-21 Council received a total of \$16,100 in external funding attributed to specific events. Most of this funding was provided through one off grant programs which is not guaranteed each year however officers will continue to pursue future opportunities that arise.

The 2021-22 Council budget has funds allocated to events until 30 June 2022. Events that fall after this date will require funds allocated in the 2022-23 Council Budget.

4.5 Council 2022 Events Calendar

Officer costs attributable to the management of the events included on the calendar are estimated at \$25,000.

Risk Assessment

The establishment of an event calendar linked to Council's strategic direction clearly articulates the rationale for the selection of events. It provides a framework for managing events. This mitigates the risk of Council supporting events and causes that are not linked to Council objectives or over committing resources by adding more events.

Communication

The events calendar will be communicated via Council's website. Local media may also report on the adopted Calendar. Each event or activity will have a communication component to promote the event or raise awareness on each topic.

Options

Option 1 – Adopt the proposed 2022 calendar of events

This option is recommended by officers as the events proposed in the calendar align to themes in the Council Plan and can be delivered within existing resources.

Option 2 – Adopt a different 2022 calendar of events

This option is not recommended by officers as the proposed events are aligned to the Council Plan. A different calendar of events may not align as closely and any additional events would require additional resource allocation which is currently unbudgeted.

Option 3 – Do not adopt a calendar of events

This option is not recommended by officers as this would reduce clarity and remove the framework which helps manage the amount of resources allocated to events.

Conclusion

While there are many worthwhile causes that Council may choose to support, it is useful to link the selection of these particular awareness raising causes with Council's strategic plan. The proposed schedule and scale of events is for 2022, and is subject to annual review.

Adopting a calendar of awareness raising events provides clarity regarding which campaigns are supported in 2022. This allows for appropriate planning and resource allocation.

4.5 Council 2022 Events Calendar

APPENDIX 1 COUNCIL AWARENESS RAISING EVENTS CALENDAR 2022 - PROPOSED



Council Awareness Raising Events Calendar 2022

Date	Event	Level (See event level framework below)	Link to Council Plan 2021-25
8 March	International Women's Day	1	Theme 2 – Healthy connected community
April (Dates TBC)	National Youth Week	2	Theme 2 – Healthy Connected Community
26 May - 3 June	National Reconciliation Week including National Sorry Day (26/5)	1	Theme 1 – First Nations Reconciliation
17 May	IDAHOBIT Day	2	Theme 2 – Healthy Connected Community
16-22 May	National Volunteer Week	1	Theme 2 – Healthy Connected Community
3-10 July	NAIDOC Week	2	Theme 1 – First Nations Reconciliation
October (Dates TBC)	Seniors' Festival	2	Theme 2 – Healthy Connected Community
October (Dates TBC)	Children's Week	2	Theme 2 – Healthy Connected Community
November	Barwon Month of Action – Prevention of Violence Against Women	1	Theme 2 – Healthy Connected Community
3 December	International Day of People with a Disability	2	Theme 2 – Healthy Connected Community

(This calendar is updated annually and adopted by Council. Events may vary each year)

Event Level Framework		
Level	Allocated budget	Example of activities (<i>Guided by the event allocated budget</i>)
Level 1 Events	\$5,000	<ul style="list-style-type: none"> Substantial Event / Activity – Larger scale community gathering e.g.; breakfast, afternoontea, arts events. Significant communication campaign. Use of Banyul Warri Fields Billboard and / or the Pond or Front Lawn flag pole for relevant events provided it meets the conditions of Council's Flag Policy. High level of staff and community involvement.
Level 2 Events	\$2,000	<ul style="list-style-type: none"> Smaller event/Business unit level activity. Could involve other service providers. Local communication campaign. May use Pond / Front Lawn flag pole for relevant events provided it meets the conditions of the Flag Policy. May include staff as the audience. Counter sales of ribbons, pens etc.

4.6 SCS-007 CEO Employment and Remuneration Policy

Author's Title: Manager People & Culture

General Manager: Chris Pike

Department: People & Culture

File No: F16/683-3

Division: Culture & Community

Trim No: IC21/1839

Appendix:

1. SCS-007 CEO Employment & Remuneration Policy (D21/190468)

Officer Conflict of Interest:

Status:

In accordance with Local Government Act 2020 –
Section 130:

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 the updated CEO Employment and Remuneration Policy SCS-007 for formal adoption by Council.

Summary

This report presents for Council's consideration a CEO Employment and Remuneration Policy which incorporates the existing SCS-007 CEO Remuneration Policy and the current terms of reference for the CEO Employment Matters Committee.

The *Local Government Act 2020* (the Act) introduces a number of new requirements for Councils with regard to Chief Executive Officer (CEO) employment, remuneration and performance review. This includes the requirement to develop, adopt and keep in force a CEO Employment and Remuneration Policy, provide for the Council to obtain independent professional advice in relation to the matters dealt with in the CEO Employment and Remuneration Policy, and have regard to the Victorian Government's Public Entity Executive Remuneration Policy.

Supporting the high performance of the CEO is one of the key responsibilities of the Council. The policy was considered by the CEO Employment Matters Committee and was reviewed by Council's Audit & Risk Committee in November 2021. The policy provides direction on Council's commitment to the application of good governance, transparency and fairness in all matters relating to the employment, management and remuneration of the CEO and ensures that the Council meets its obligations to support the ongoing high performance of the CEO through recruitment, professional development, performance planning and management and appropriate recognition and remuneration.

Adopting this policy will ensure that Council is compliant with the requirements of the new legislation in advance of the deadline of 31 December 2021, being 6 months from the commencement of section 45 of the Act.

Recommendation

That Council adopts the SCS-007 CEO Employment and Remuneration Policy as attached in Appendix 1.

CEO Robyn Seymour declared a material conflict of interest in item 4.6 SCS-007 CEO Employment and Remuneration Policy and requested any questions raised during the discussion to be referred to the General Manager Culture & Community, Chris Pike.

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Gary Allen

That Council adopts the SCS-007 CEO Employment and Remuneration Policy as attached in Appendix 1, save that the following items be amended within the document:

- a) the definition for 'Conflict of Interest' within the policy to be amended to match the *Local Government Act 2020*;
- b) for the word 'provided' to be replaced by the word 'recommended' in clause 4.8.2;

4.6 SCS-007 CEO Employment and Remuneration Policy

- c) for the word 'members' to be inserted after the word 'committee' in clause 4.10.2; and
- d) for the acronym 'VSP' to be properly defined within the definitions section.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

4.6 SCS-007 CEO Employment and Remuneration Policy

Report

Officer Direct or Indirect Interest

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

Background

The reforms effected through the Act seek to address perceived historical weaknesses in some CEO employment and remuneration processes, and achieve greater alignment of best practice across the State. The Act requires all Councils to adopt a CEO Employment & Remuneration Policy by 31 December 2021 and to must satisfy the requirement of having an independent advisory mechanism to guide recruitment, contractual arrangements and performance monitoring of the CEO.

The Policy has been developed in in accordance with s.45 of the Act and provides for the following matters which the Council is responsible for under the Act or as a requirement of this policy:

- (1) A Council must develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy.
- (2) A Chief Executive Officer Employment and Remuneration Policy must—
 - (a) provide for the Council to obtain independent professional advice in relation to the matters dealt with in the Chief Executive Officer Employment and Remuneration Policy; and
 - (b) provide for the following—
 - (i) the recruitment and appointment process;
 - (ii) provisions to be included in the contract of employment;
 - (iii) performance monitoring;
 - (iv) an annual review; and
 - (c) include any other matters prescribed by the regulations.
- (3) A Council must have regard to—
 - (a) any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent); and
 - (b) any Determination that is currently in effect under section 21 of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 in relation to remuneration bands for executives employed in public service bodies—
in developing the Chief Executive Officer Employment and Remuneration Policy.
- (4) A Council must adopt the first Chief Executive Officer Employment and Remuneration Policy under this section within 6 months of the commencement of this section.

Discussion

A CEO Employment and Remuneration Policy has been prepared and is outlined in Attachment 1. The policy addresses the requirements under the Act and provides a clear and transparent framework to manage the employment cycle of the CEO including:

- the CEO Employment Matters Committee;
- recruitment and appointment processes;
- contractual requirements;
- remuneration and expenses
- CEO performance objectives and review
- contract expiry
- Acting or interim CEO appointments

The majority of Council's SCS-007 CEO Remuneration Policy (September 2019) and the current Terms of Reference of the CEO Employment Matters Committee (October 2018) is retained in the policy which also incorporates changes to meet the requirements of the Act. Additional guidance has been provided regarding recruitment and appointment, performance monitoring, annual review and end of contract processes in accordance with section 45 of the *Local Government Act 2020*. The updated policy does not alter any of the terms and conditions relating to remuneration from the original policy.

The policy has been developed after benchmarking of sector best policies and through the provision of independent expertise and advice. The CEO Employment Matters Committee have had input to the policy and Council's Audit & Risk Committee reviewed the policy at its 15 November 2021 meeting and provided feedback that has been incorporated.

4.6 SCS-007 CEO Employment and Remuneration Policy

CEO Employment Matters Committee

The primary responsibility of the CEO Employment Matters Committee is to assist Council to fulfil its responsibilities in relation to employment matters of the Chief Executive Officer, as outlined in the CEO Employment and Remuneration Policy.

It should be noted that the CEO Employment Matters Committee will continue to consist of all Councillors plus the Independent Chair. The Committee will be chaired by an independent person with appropriate professional experience in employment related matters. The Independent Chair cannot be a Councillor or member of Council staff.

The terms of reference of the CEO Employment Matters Committee were adopted by Council at its 23 October 2018 meeting. These terms of reference have been incorporated into the policy.

Council Plan

Theme 7 Accountable and Viable Council
Strategy Nil

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	No
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (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)

Having a compliant and robust CEO recruitment process will ensure that an appropriate candidate is appointed to the role. This high level of leadership is integral to insuring that maximum effect can be given to each of the overarching Governance Principles, including sustainability, financial viability, and ensuring the best outcomes for the municipal community.

Policy/Relevant Law

The requirement to establish a CEO Employment and Remuneration Policy, and appoint an independent member to that committee is a requirement of the *Local Government Act 2020*.

Public Transparency

All Council policies are published on Council's website as soon as practicable following adoption. Public transparency is promoted through the publication of this policy as it will provide the municipal community with strong insight into the process of CEO recruitment/employment and remuneration.

4.6 SCS-007 CEO Employment and Remuneration Policy

Strategies and Plans

Performance plans and objectives are aligned to delivery of Council's plan

Financial Management

In accordance with clause 4.11.5 of the policy, budget capability must be considered prior to any remuneration increases. This helps mitigate financial risk and demonstrates good financial management.

The position of Independent Chair includes a remuneration fee. This will be accommodated within Council's operating budget.

Service Performance

This policy ensures that appropriate processes are in place to appoint a suitably qualified and high calibre candidate to the CEO role. A CEO appointed in accordance with this policy will play an integral role in ensuring that the organisation plans and delivers services which are compliant with the service performance principles outlined in the Act.

Risk Assessment

This Policy reduces risk through the provision of direction on Council's commitment to the application of good governance, transparency and fairness in all matters relating to the employment, management and remuneration of the CEO. There are no identified Workplace Health and Safety implications associated with this report.

Communication

All Council policies are published on Council's website as soon as practicable following adoption.

Options

Option 1 – Adopt the policy as presented

This option is recommended by officers as it is designed for Council to provide a clear and transparent process for managing the employment cycle of the CEO. The policy has been developed to ensure compliance with the new requirements from the *Local Government Act 2020*.

Option 2 – Do not adopt the policy

This option is not recommended by officers as Council risks being non-compliant with the *Local Government Act 2020*.

Conclusion

As a public entity it is important that Council has processes for managing employment matters relating to the CEO in a way that is transparent, fair, and consistent with sound employment relations principles. The approach outlined in this policy is consistent with Council's commitment to strong and transparent governance and it is recommended for Council's endorsement in accordance with the *Local Government Act 2020*. By adopting the CEO Employment and Remuneration Policy, Council will be endorsing a clear and transparent process for managing the employment cycle of the CEO.

4.6 SCS-007 CEO Employment and Remuneration Policy

APPENDIX 1 SCS-007 CEO EMPLOYMENT & REMUNERATION POLICY



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COUNCIL POLICY

SCS-007 CEO Remuneration & Employment Policy

TRIM Reference: D21/190468 Due for Review: 1 January 2023
Responsible Officer: Manager People & Culture

1. Purpose

The employment cycle of a CEO is a core responsibility of the elected Council. This policy outlines Surf Coast Shire Council's (Council) commitment and mechanisms to provide clarity and guidance in relation to Chief Executive Officer (CEO) employment matters including recruitment and appointment, performance monitoring, annual review and end of contract processes in accordance with section 45 of the *Local Government Act 2020* (the Act).

2. Policy Principles

This policy assists Council to:

- a) manage the recruitment and appointment of its CEO
- b) agree to employment contract inclusions and variations,
- c) monitor the CEO's performance and conduct the annual review of performance, and
- d) review the CEO's remuneration package.

3. Scope

3.1. This policy applies to the CEO only. It does not apply to other employees of Council.

3.2. This policy provides for the following matters which Council is responsible for under the Act or as a requirement of this Policy namely to:

- a) establish a CEO Employment Matters Committee,
- b) provide processes for the recruitment and appointment of a natural person to the position of CEO,
- c) approve the Contract of Employment to be entered into between Council and the CEO,
- d) seek and be guided by independent professional advice in relation to the matters dealt with in this policy,
- e) provide processes for determining and reviewing the CEO's Remuneration Package,
- f) provide processes for the monitoring of the CEO's performance including setting the Performance Plan and conducting an annual review,
- g) determine, as required, any variations to the Remuneration Package and terms and conditions of employment of the CEO, and
- h) provide processes for the appointment of an Acting CEO for a period in excess of 28 days in accordance with section 11(3) of the Act.

4. Policy

Surf Coast Shire Council is committed to attracting, retaining and engaging a capable and high performing CEO and recognising the growth and development experienced by the individual during their time in the role.

Council will carry out its functions relating to the appointment, remuneration and performance appraisal of the CEO in accordance with the following best practice principles:

4.6 SCS-007 CEO Employment and Remuneration Policy



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- a) decision-making principles that are fair, transparent, and applied consistently,
- b) decision-making criteria that are relevant, objective, and available to the person subject to the decision,
- c) decisions and actions that are conducive to ongoing good governance,
- d) documentation that is clear and comprehensive to render decisions capable of effective review,
- e) employment decisions that are based on the proper assessment of an individual's work-related qualities, abilities, and potential against the genuine requirements of the role, and
- f) decisions to appoint a new employee are based on merit.

4.1 CEO Employment Matters Committee

Council will establish a CEO Employment Matters Committee (the Committee) to ensure compliance with this policy developed as required by section 45(1) of the Act.

The CEO Employment Matters Committee is an Advisory Committee established to assist Council in fulfilling its responsibilities relating to CEO employment matters.

4.1.1 Authority

The CEO Employment Matters committee is responsible for providing advice and making recommendations to Council on:

- a) contractual matters relating to the CEO or the person appointed to act as the CEO including, but not limited to, the following:
 - i. the appointment of the CEO,
 - ii. remuneration and conditions of appointment of the CEO, and
 - iii. extension of the CEO contract, including reappointment
- b) conduct of performance reviews of the CEO, and making any recommendations to Council as a result of the review, and
- c) performance of any other prescribed functions or responsibilities stipulated under the Act or associated regulations.

4.1.2 Composition

The CEO Employment Matters Committee consists of one Independent Chair and all councillors. A quorum of five Councillors plus the Chair will be necessary to transact business of the committee. The Independent Chair appointed by Council will be a neutral person with appropriate experience. Except for the Independent Chair, persons other than Councillors cannot be appointed to the Committee.

4.1.3 Independent Chair

The Independent Chair is to be appointed for a minimum term of twelve months with an option to review annually or for a term as otherwise agreed by Council. The Independent Chair cannot be a Councillor or member of Council staff. The role of the independent Chair will be to:

- a) liaise with Committee members to set meeting agendas,
- b) chair Committee meetings,
- c) keep minutes of Committee meetings including key deliberations and advice for Council,
- d) encourage all Committee members to participate in Committee activities,
- e) seek consensus amongst Committee members in the development of the Committee's advice and recommendations to Council,
- f) develop formal reports to Council containing the Committee's advice and recommendations, and
- g) have a second vote in circumstances where the number of votes in favour of the question is half the number of Committee members present at the meeting at the time the vote is taken.

The independent Chair may seek support from the Manager People & Culture in fulfilling this role. See Officer Support section below.

4.6 SCS-007 CEO Employment and Remuneration Policy



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4.1.4 Meeting Procedures

The CEO Employment Matters Committee will meet at least four times a year to

- a) undertake actions in respect of the recommendations within their authority,
- b) prepare documentation relevant to the CEO's employment and remuneration, including Council reports and contractual documents,
- c) conduct and maintain appropriate records regarding performance monitoring and annual reviews of the CEO, and
- d) review the Remuneration Package and conditions of employment of the CEO.

The Committee has the authority to convene additional meetings, as circumstances require.

Committee members are required to send agenda items to the Independent Chair at least 10 business days prior to the meeting, and to the Secretariat who will prepare the agenda in consultation with the Independent Chair.

Meeting agendas will be provided at least three business days in advance to Committee members, along with appropriate briefing materials.

Minutes will be prepared and distributed to the CEO Employment Matters committee within three working days of the meeting.

4.1.5 Urgent Business

Business must not be admitted as urgent business unless:

- a) it relates to or arises out of a matter which has arisen since distribution of the agenda, and
- b) it cannot safely or conveniently be deferred until the next Committee meeting, and
- c) the Committee resolves to admit an item considered to be urgent business.

4.1.6 Declaration of Conflicts of Interest

If a Committee member believes they have a conflict of interest in a matter before the Committee, then they must declare their interest and not partake in any discussion or decision on the matter. The declaration will be recorded in the minutes of the meeting. A person may have a conflict of interest if they have a personal or private interest that might compromise their ability to act in the public interest.

A record of attendance and matters discussed should be created using a Conflict of Interest Record and added to the next available Council meeting agenda for noting.

All members of the Committee who are eligible to vote shall have one vote. The Independent Chair shall have a casting vote to resolve a deadlock.

4.1.7 Fees

Council will pay a fee to the Independent Chair in line with Victorian Government guidelines for like committees. The amount of the fee should have regard to the specific roles and responsibilities the independent Chair will undertake.

The Independent Chair fee will be paid:

- a) to the Independent Chair of the CEO Employment Matters Committee immediately following the scheduled Committee meetings,
- b) an agreed additional fee every meeting attended that exceeds the required four (4) meetings in any one year, and
- c) reimbursement for all travel expenses incurred in the course of providing independent professional advice to Council, in accordance with ATO allowances.

4.6 SCS-007 CEO Employment and Remuneration Policy



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4.1.8 Secretariat Support

To facilitate the operation of the Committee, the Manager People and Culture will provide Secretariat support as follows:

- a) arrange an induction program for new Committee members focusing on, but not limited to, the roles and responsibilities of the Committee and its relationship with Council and the relevant area of interest,
- b) assist the Independent Chair in the preparation of meeting agendas, taking of minutes, circulation of all Committee papers, provision of advice to Council via formal reports and other activities identified by that person,
- c) provide a suitable venue for Committee meetings, and
- d) provide advice in respect of matters before the Committee.

4.1.9 Advice and Recommendations to Council

The advice and recommendations of the Committee will be provided to Council for consideration.

4.2 Independent Professional Advice

In accordance with Council's procurement policy, and with the assistance of the Manager People & Culture, the Committee if required, may seek and appoint a Consultant to:

- a) manage and assist in the process of selecting suitable candidates and managing interviews for the position of CEO,
- b) provide advice on remuneration,
- c) provide advice on contract conditions, and
- d) provide advice on the Performance Plan.

A track record of successful CEO appointments should be the main criteria for appointment of the Consultant.

If a Consultant is engaged, the Committee must liaise with the Consultant in connection with the recruitment process.

4.3 Recruitment process

4.3.1 In conjunction with the Consultant (if appointed), the Committee will develop and agree upon:

- a) the key factors to be considered when preparing a list of candidates to be shortlisted for interview,
- b) the initial Remuneration Package and other employment conditions based on industry benchmarks (see paragraph 4.11.3 below),
- c) key accountabilities of the CEO,
- d) selection criteria based on the key accountabilities, and
- e) a search and selection process and timeframe.

4.3.2 The Committee will seek approval from Council in relation to all preparatory work once completed.

4.3.3 The Committee must have regard to Council's Recruitment Policy when considering the recruitment of the position of CEO to assist the Council to:

- a) ensure that the recruitment decision is based on merit,
- b) support transparency in the recruitment process and the public advertising of the position, and
- c) ensure that regard is had to gender equity, diversity and inclusiveness.

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- 4.3.4 In conjunction with the Consultant (if appointed), the Committee will:
- oversee the development of the candidate pool by the Consultant, providing feedback on the quality of candidates being identified,
 - review the Consultant's report on the candidate pool and make decisions regarding which candidates should be carried forward to interviews by the Committee, and
 - interview relevant candidates identified by the Consultant and select/refer the final candidates for short list interviews with Council.
- 4.4 Appointment**
- 4.4.1 Council will receive a report from the Committee on the completion of its role in the recruitment process, and Council will proceed to decide on a preferred candidate with the support of the Committee to negotiate and finalise the Contract of Employment.
- 4.4.2 The Committee will provide a recommendation to Council on the provisions to be contained in the proposed Contract of Employment.
- 4.4.3 The appointment of the CEO must be made by resolution of Council.
- 4.4.4 The Committee will develop and recommend to Council an onboarding program for the new CEO.
- 4.5 Delegation**
- 4.5.1 Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however, it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (sections 11(2)(d) and 11(3) of the Act).
- 4.5.2 Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (section 11(2)(e) of the Act).
- 4.6 Reappointment of the CEO**
- 4.6.1 At least 6 months prior to the expiry of the current CEO's Contract of Employment, the Committee will provide a recommendation to Council on:
- whether the CEO should be reappointed under a new Contract of Employment, and
 - if the recommendation is to reappoint the CEO, the proposed provisions of the further Contract of Employment.
- 4.6.2 Any reappointment of the current CEO will be made by resolution of Council.
- 4.7 Contract of Employment**
- 4.7.1 The Contract of Employment is to be read in conjunction with this policy (but the terms of the policy are not incorporated into the Contract of Employment).
- 4.7.2 The Contract of Employment will, at a minimum, outline the following:
- the employment term, which must not exceed 5 years in accordance with section 44(2) of the Act,
 - the responsibilities and duties of the position, including compliance with the Act and the Code of Conduct,
 - the conflict of interest management requirements,
 - the Remuneration Package and other entitlements,
 - any legislative and contractual obligations, including those during and continuing after appointment,
 - the CEO's leave entitlements,
 - dispute resolution procedures,
 - processes for managing unsatisfactory performance,
 - processes for early termination, including notice of termination provisions with notice of termination by Council being restricted to a maximum of six (6) months, and
 - any other matters required to be contained in the Contract of Employment by the Regulations.
- 4.7.3 The Contract of Employment may only be varied by a resolution of Council and accepted by the CEO, recorded in a deed of variation.

4.6 SCS-007 CEO Employment and Remuneration Policy



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4.8 Performance Monitoring

- 4.8.1 Council is responsible for adopting an annual Performance Plan for the CEO, which will include Key Performance Indicators (KPIs).
- 4.8.2 The Performance Plan should be developed collaboratively between the CEO and the Committee and provided to Council for endorsement
- 4.8.3 Following the CEO's appointment, the Committee's role is to:
- meet with the CEO on a quarterly basis to receive an update on the Performance Plan,
 - seek (if required) external advice on facilitation and criteria for the Performance Plan and review,
 - in consultation with the CEO, identify and agree on the KPIs to be included in the Performance Plan that the CEO should work towards achieving over a 12-month period,
 - present the CEO's self-assessment to Council,
 - prepare a Performance Plan in consultation with the CEO for Council's consideration,
 - ensure all Councillors are invited to provide comments of appraisal of the CEO's performance to the Committee,
 - attend to the collection and collation of Councillor feedback in relation to the CEO's performance as measured against the Performance Plan, and
 - provide feedback to the CEO about their performance.
- 4.8.4 Following the initial 3 months of the CEO's term, a meeting with Councillors and the CEO should be coordinated so that:
- the CEO can prepare and present an overview of their findings during the early months, and highlight any projections or forecasts of relevance to Council during their tenure,
 - Councillors can provide feedback to the CEO on their perspective of the CEO's performance during the initial period, and
 - Council and the CEO can agree to projects and priorities for inclusion in the CEO's Performance Plan and KPIs.
- 4.8.5 Nothing in this policy prevents the Committee and/or Council from monitoring the CEO's performance on an ongoing basis.

4.9 Annual Review

- 4.9.1 In preparation for Council's review, the Committee is required to submit an annual review report to Council which includes recommendations on the following:
- the CEO's achievement of the Performance Plan (including the KPIs),
 - any proposed variation to the Remuneration Package as set out in Remuneration below,
 - any KPIs or other criteria that ought to be varied under the Performance Plan,
 - any personal and/or professional development plan for the CEO for the next 12-month period, and
 - any other necessary matters.

4.10 Annual CEO Review process

- 4.10.1 The Committee will confirm the CEO Review process, timing and requirements prior to commencing the review. The Independent Chair will facilitate the Committee's review of the CEO's performance against the Performance Plan.
- 4.10.2 The Committee will each be provided with a suite of documents to conduct their assessment of the CEO. The CEO will be required to provide a report against the CEO's Performance Plan and KPIs.
- 4.10.3 The Committee (other than the Independent Chair) will review the documents and provide scoring and commentary feedback which will be collated. A report of the collated responses will be distributed to the Committee and to the CEO.
- 4.10.4 A CEO review meeting will be held with the Committee and the CEO to review the collated report and to confirm the following:
- the final scoring

4.6 SCS-007 CEO Employment and Remuneration Policy



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- b) the proposed CEO remuneration
- c) the proposed performance indicators for the following year

4.10.5 An Annual Review Report will then be prepared. The Committee will submit the Annual Review Report to Council after meeting with the CEO to discuss the Committee's recommendations.

4.10.6 Council shall, after receipt of the Annual Review Report, review the recommendations in the Annual Review Report and advise the CEO of the outcomes of the review process.

4.11 Remuneration

4.11.1 CEO Remuneration should:

- reflect the performance of the individual against agreed objectives,
- align to the long-term interests of Council and the community,
- be externally competitive and internally equitable,
- consider the sensitivity or impact on other stakeholders and the relativity to Enterprise Agreement increases, and
- comply with relevant legislation.

4.11.2 The Committee will recommend to Council remuneration that:

- is commensurate with the experience of the incumbent and reflects performance against objectives as determined during the annual performance appraisal,
- seeks parity to comparable sized Councils at median salary or above and be reflective of different disciplines and their associated qualification requirements,
- does not position remuneration within the lowest or highest quartiles unless exceptional circumstances warrant such a decision, and
- includes details of any additional benefits (e.g. reimbursement of relocation expenses).


4.11.3 Council will benchmark proposed remuneration against relevant and reliable industry benchmarking reports for similar sized Councils and Executive market movement e.g. VPS.

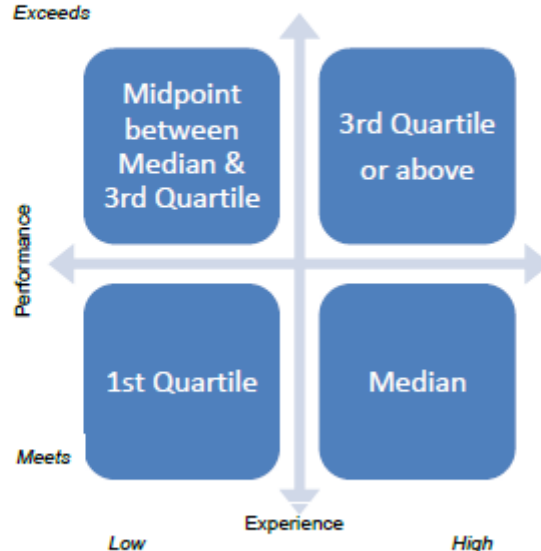
Council recognises that from time to time the remuneration amounts indicated in benchmarking reports may fluctuate depending on recruitment activities and packages re-negotiated during the period covered by the remuneration survey.

If applying these principles indicates a substantial remuneration increase is appropriate, it is a reasonable expectation that this adjustment may be phased over more than one year.

Council intends to remunerate the CEO in the range between the median and into the 3rd quartile depending on relevant experience and performance over the preceding year.

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Examples:
CEO is exceeding expectations demonstrated through performance of all objectives to a high level has experience in the role over time, and has developed and grown in the role in the past year by expanding their knowledge and understanding, and taking on new responsibilities. As such, remuneration is sought within the upper 3rd quartile of relevant remuneration benchmarks.

CEO is exceeding expectations demonstrated through performance of all objectives to a high level and has limited experience in the role. Although they may be experiencing high levels of personal growth and development they are not yet ready to take on new assignments or projects, or to expand their responsibilities. As such, remuneration is sought within the lower 3rd quartile of relevant remuneration benchmarks.

CEO is meeting expectations and is the early stages of growth and development in the role. Their focus is on delivering objectives and their experience is limited. As such remuneration is sought at the average remuneration level.

4.11.4 Any increase to the Remuneration Package is inclusive of, and may be set off against, any wage increase awarded to the CEO under any employment contract or industrial instrument. The CEO is not a party to Council's Enterprise Agreement.

In the interests of helping our community and environment to thrive, consideration must also be given to Council's capacity to pay the proposed remuneration. The current financial year budget and position should be taken into account prior to approving any recommended remuneration increase.


4.11.5 In accordance with the CEO employment contract and any relevant industrial instruments, CEO remuneration is reviewed at least once per year by Council on the advice of the CEO Employment Matters Committee. This process is referred to as the remuneration review. Any changes to the CEO remuneration are effective from 1 July.

4.11.6 The remuneration review should be completed annually within one month following the Performance Review, having regard to:

- the CEO's performance measured against the Performance Criteria for that year,
- any pay increase to which the CEO is entitled under any applicable Industrial Instrument,

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4.6 SCS-007 CEO Employment and Remuneration Policy



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- the extent of any increase over the preceding 12 months in the Consumer Price Index (All Groups, Melbourne) as issued by the Australian Statistician, and
- determinations regarding remuneration for executives employed in public service bodies (Victoria),
- the acquisition and satisfactory utilisation of new or enhanced skills by the CEO if beneficial to or required by the Council, and
- market relativity for comparable roles in relevant industries.

4.12 Acting CEO
Council must appoint an Acting CEO when there is a vacancy in the office of the CEO or the CEO is unable to perform the duties of the office of Chief Executive Officer.

The appointment of the Acting CEO must be made by a resolution of Council unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council pursuant to section 11(3) of the Act.

The Committee may advise Council on the selection and appointment of an Acting CEO.

5 Interaction with Act and other regulation

The policy applies subject to any inconsistent obligations in the Act or the Regulations.

6 Confidentiality

Council is required to not disclose any personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

7 Review of policy

This policy will be reviewed within 12 months of its adoption by Council and every two years thereafter.


The Committee will recommend any suggested changes to Council following review by the Audit and Risk Committee.

8 Responsibilities


Council	<p>Endorse changes to the CEO's employment and remuneration.</p> <p>Approves and authorises the use of this policy.</p> <p>The Mayor will communicate the outcomes of the CEO's remuneration review and other employment matters with the CEO.</p>
CEO Employment Matters Committee	<p>The Committee will recommend changes to employment and remuneration practices and methodologies relating to the CEO.</p> <p>The Committee will make recommendations regarding CEO employment and remuneration matters to the Council.</p>

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4.6 SCS-007 CEO Employment and Remuneration Policy

 <i>We exist to help our community and environment to thrive</i> COUNCIL POLICY	
	<p>The Committee may seek external input to CEO employment and remuneration matters in accordance with this policy and the Local Government Act 2020.</p>
CEO	<p>The CEO has a responsibility to:</p> <ul style="list-style-type: none"> • work collaboratively with the Committee in determining the Performance Plan on an annual basis; • actively participate in the performance appraisal process as required by the Committee; • make use of constructive feedback from Councillors and Committee members in relation to performance appraisals; • undertake professional development on an as needed basis, or as part of the Performance Plan; and • promptly draw the Committee's attention to any situation where any variation of the Performance Plan may be required in light of the current circumstances.
Manager People & Culture	<p>Responsibility for the development and management of this policy rests with the Manager People & Culture.</p> <p>The Manager People & Culture will provide relevant and up to date data to enable employment and remuneration recommendations to be made according to the principles of this policy.</p> <p>The Manager People & Culture ensures that the CEO Employment Matters Committee, Councillors and CEO are aware of the process and timelines for the Remuneration Review.</p> <p>The Manager People & Culture will prepare recommendations for consideration by Council on behalf of the CEO Employment Matters Committee.</p> <p>Following endorsement by Council the Manager People & Culture will instruct the payroll department to implement the recommendations and will provide letters of confirmation for the Mayor to provide to the CEO.</p>

4.6 SCS-007 CEO Employment and Remuneration Policy



We exist to help our community and environment to thrive

COUNCIL POLICY

9 Local Government Act 2020 Principles

Principles	Applicable to policy	If yes, provide details
<p>Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)</p>	Yes	<p>Having a compliant and robust CEO recruitment process will ensure that an appropriate candidate is appointed to the role. This high level of leadership is integral to insuring that maximum effect can be given to each of the overarching Governance Principles, including sustainability, financial viability, and ensuring the best outcomes for the municipal community.</p>
<p>Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020)</p>	No	
<p>Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)</p>	Yes	<p>All Council policies are published on Council's website as soon as practicable following adoption. Public transparency is promoted through the publication of this policy as it will provide the municipal community with strong insight into the process of CEO recruitment/employment and remuneration.</p>
<p>Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)</p>	Yes	<p>Performance plans and objectives are aligned to delivery of Council's plan.</p>
<p>Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)</p>	Yes	<p>In accordance with clause 4.11.5 of this policy, budget capability must be considered prior to any remuneration increases. This helps mitigate financial risk and demonstrates good financial management.</p>
<p>Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)</p>	Yes	<p>This policy ensures that appropriate processes are in place to appoint a suitably qualified and high calibre candidate to the CEO role. A CEO appointed in accordance with this policy will play an integral role in ensuring that the organisation plans and delivers services which are compliant with the service performance principles outlined in the Act.</p>

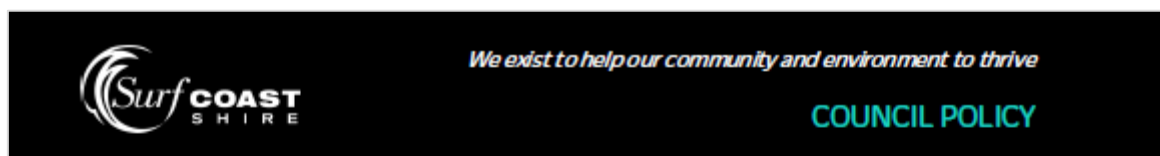
10 Definitions

Term	Definition
Act	Local Government Act 2020
ATO	Australian Taxation Office

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4.6 SCS-007 CEO Employment and Remuneration Policy



Term	Definition
CEO	Chief Executive Officer of Council
Committee	CEO Employment Matters Committee established under this Policy
Consultant	Consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles
Contract of Employment	Contract of employment between Council and the CEO, including any schedules
Council	Surf Coast Shire Council
Council meeting	Has the same meaning as in the Act
Councillors	Individuals holding the office of a member of Surf Coast Shire Council
Independent Chair	Independent Chair appointed by Council from time to time to provide independent advice in accordance with section 45(2)(a) of the Act
KPIs	Key Performance Indicators or performance criteria, however described
Mayor	Mayor of Council
Performance Plan	Annual performance plan setting out KPIs for the CEO
Policy	This CEO Employment and Remuneration Policy adopted in accordance with section 45 of the Act
Public Sector Wages Determination	Any Determination that is currently in effect under section 21 of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 in relation to remuneration bands for executives employed in public service bodies
Recruitment Policy	Recruitment policy adopted by the CEO under section 48(2) of the Act
Regulations	Regulations made under Division 7 of Part 2 of the Act
Remuneration Package	Total gross remuneration package paid to the CEO pursuant to the Contract of Employment
Resolution	Resolution of Council made at a properly constituted Council meeting


11 Related Procedures

HR01 – Recruitment Policy
SCS 019 Procurement Policy and Procedure

12 References

Local Government Act 2020
CEO Employment Contract
Charter of Human Rights and Responsibilities Act 2006 (Vic)
Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019

4.6 SCS-007 CEO Employment and Remuneration Policy

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

13 Document History

Version	Document History	Approved by – Date
1	Created	CEO Employment Matters Committee – 10 November 2021

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5. ENVIRONMENT & DEVELOPMENT

5.1 Environment & Development Activity Report - August-October 2021

Author's Title: Executive Assistant

General Manager: Ransce Salan

Department: Environment & Development

File No: F18/1519-3

Division: Environment & Development

Trim No: IC21/1890

Appendix:

Nil

Officer Conflict of Interest:

Status:

In accordance with Local Government Act 2020 –
Section 130:

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 Environment & Development activity report for August to October 2021.

Summary

The activity report provides an overview of the Environment & Development Division's key activities undertaken in August to October 2021.

Recommendation

That Council receives the Environment & Development Activity Report for August to October 2021, and notes the following items:

1. The number of planning applications completed within 60 statutory days was 87.5% for October.
2. The Planning Compliance team completed 36 investigations during the August to October period.
3. Council is currently awaiting receipt of the final draft Surf Coast Statement of Planning Policy (SPP) for the Distinctive Areas and Landscapes (DAL) project. The DAL area has been redeclared to provide DELWP more time to complete the SPP.
4. Together with the Environment Protection Authority Victoria (EPA), Council have launched a *'Don't Skip on Our Environment'* awareness campaign, calling on construction companies to improve waste control and disposal at residential building sites.
5. Council received 1550 applications and issued 1348 permits for property owners wishing to travel from restricted areas to undertake permitted fire preparedness activities at their properties.
6. Council is a founding member of the Barwon South West Climate Alliance (BSWCA) which has now been officially established.
7. Restoration of the tributary of Thompson Creek that flows through the Freshwater Creek Riding Club continued with the planting of almost 1000 understory plants beneath the remnant River Red Gums.
8. In August, Council received a \$60,000 grant to employ COVIDSafe Business Support Officers to provide additional support to businesses to understand and respond to COVID-19 restrictions.
9. All Surf Coast businesses holding Fresh Air Dining permits for temporary extended outdoor dining can continue with a permit extension approved to June 2022.
10. Despite COVID lockdowns, the Torquay Visitor Information Centre (VIC) received 2,793 'walk in' visitors from August to October and responded to 453 telephone enquiries. The Lorne VIC customer service team interacted with 3,925 visitors face to face and responded to 402 telephone enquiries.
11. The *Explore Surf Coast* website went live in August and provides a direct platform to increase our engagement with visitors, supports our capacity for digital visitor servicing strategies and provides a landing page for our digital campaigns.
12. The Ranger Services team completed 694 CRMs with 99.6% of these completed in the target time frame whilst the Building Compliance team completed 337 CRMs with 100% completed within the target timeframe.
13. Community engagement was completed to help update the Domestic Animal Management Plan (DAMP). The *Pawsome Pets Pawsome People* project sought feedback via an online campaign on

5.1 Environment & Development Activity Report - August-October 2021

key actions the community want to see to help better manage the interaction between people and pets in public spaces.

Council Resolution

MOVED Cr Paul Barker, Seconded Cr Kate Gazzard

That Council receives the Environment & Development Activity Report for August to October 2021, and notes the following items:

1. The number of planning applications completed within 60 statutory days was 87.5% for October.
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CARRIED 8:0

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Cr Allen	Nil	Nil
Cr Barker		
Cr Bodsworth		
Cr Gazzard		
Cr Pattison		
Cr Schonfelder		
Mayor Stapleton		
Cr Wellington		

CARRIED 8:0

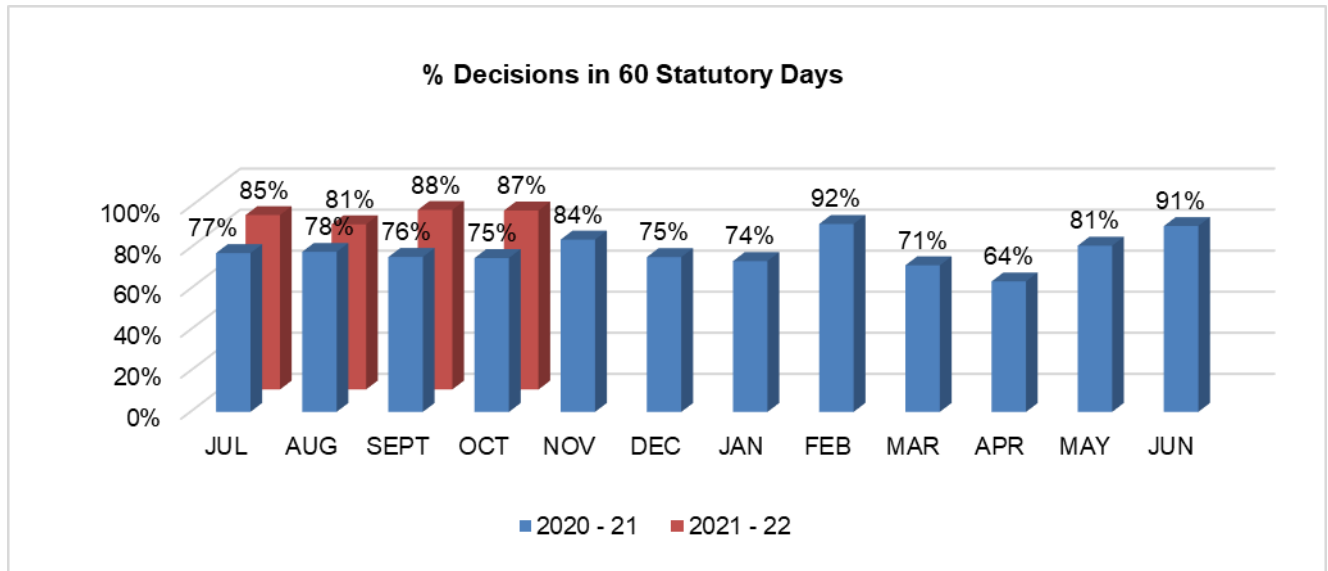
5.1 Environment & Development Activity Report - August-October 2021

PLANNING & DEVELOPMENT

Statutory Planning

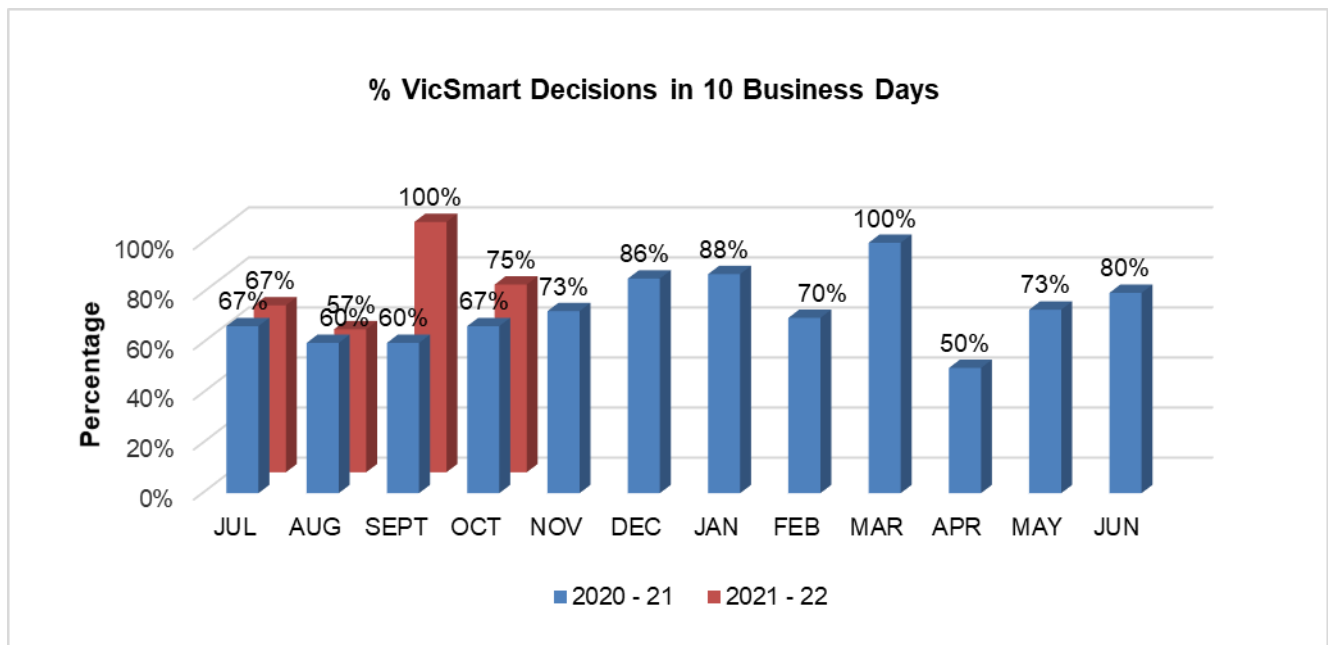
Measure: 60 Statutory Days

The result for October 2021 is 87.5% of applications determined within 60 statutory days.



Measure: VicSmart (95% completed within 10 business days from the date of lodgement)

75% of VicSmart applications were determined within 10 business days.



Measure: ePlanning Portal Applications Received

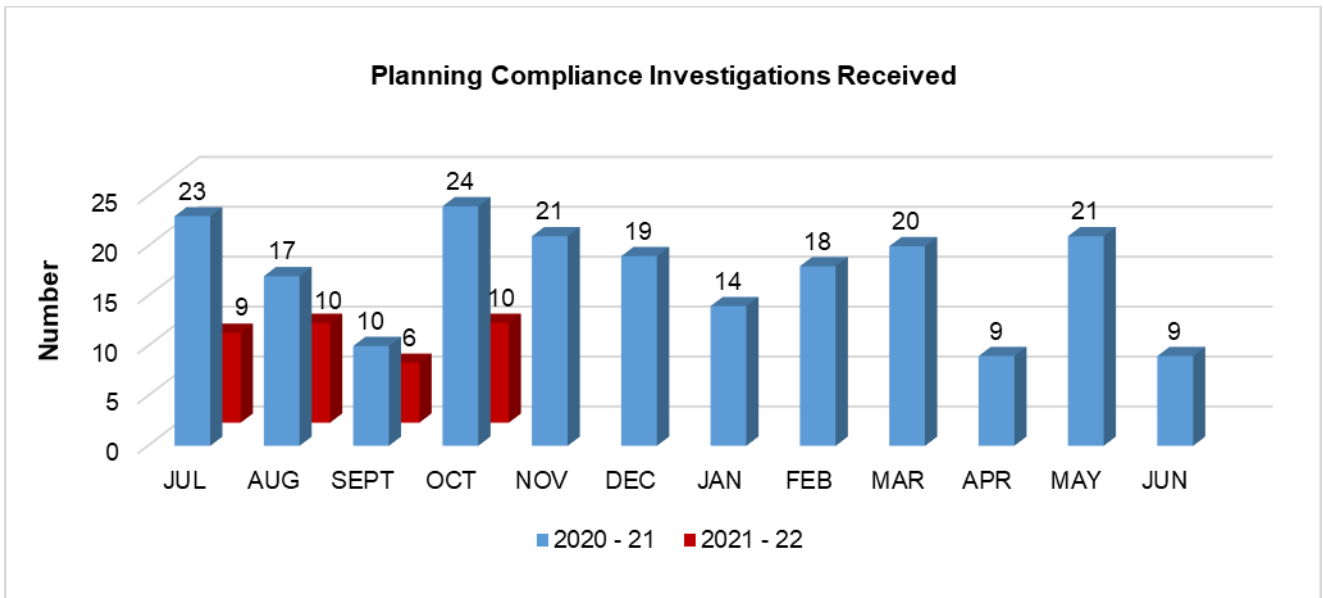
The percentages of applications lodged via the ePlanning portal for:

- August 2021 - 60.58%
- September 2021 - 55.04%
- October 2021 - 41.24%

5.1 Environment & Development Activity Report - August-October 2021

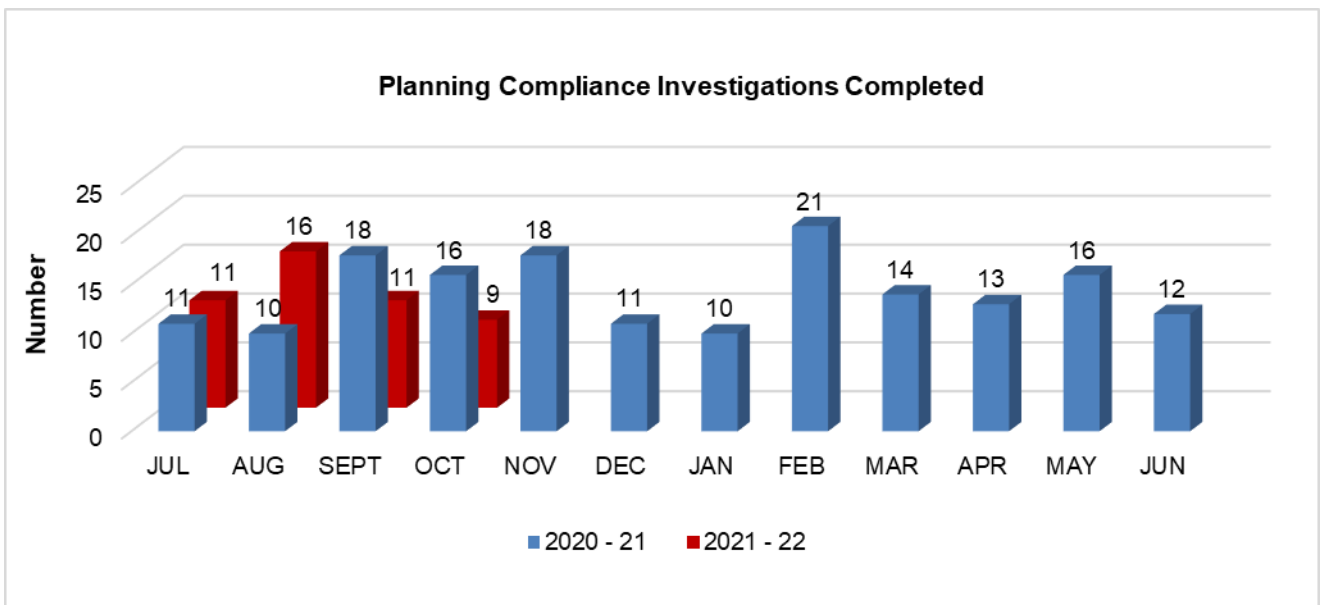
Planning Compliance

The number of new compliance investigations received are: 10 in August, 6 in September and 10 in October 2021.

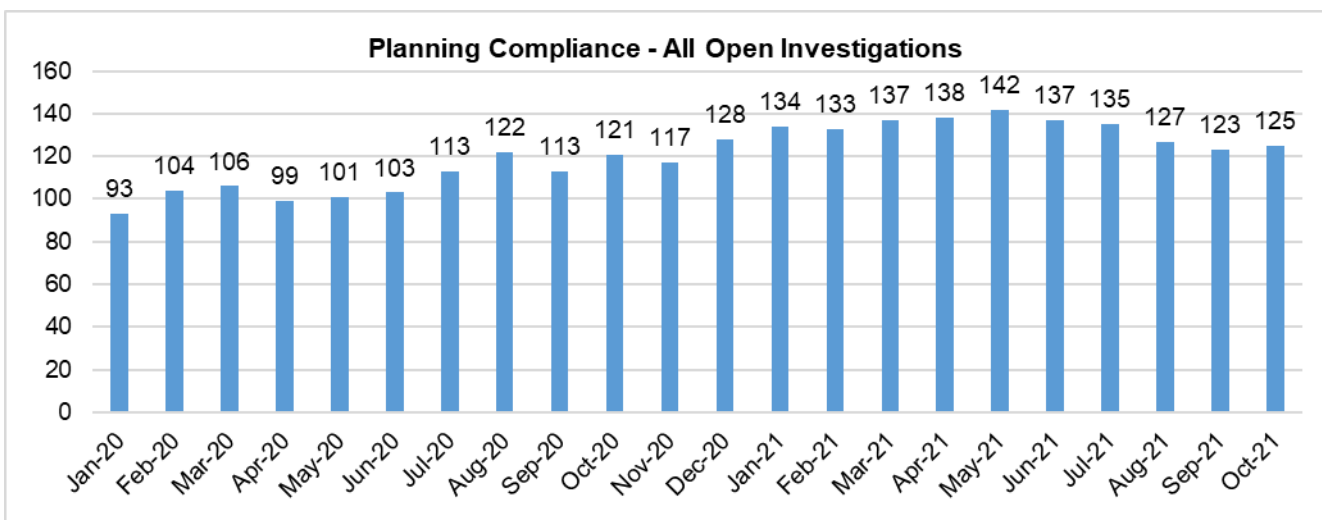
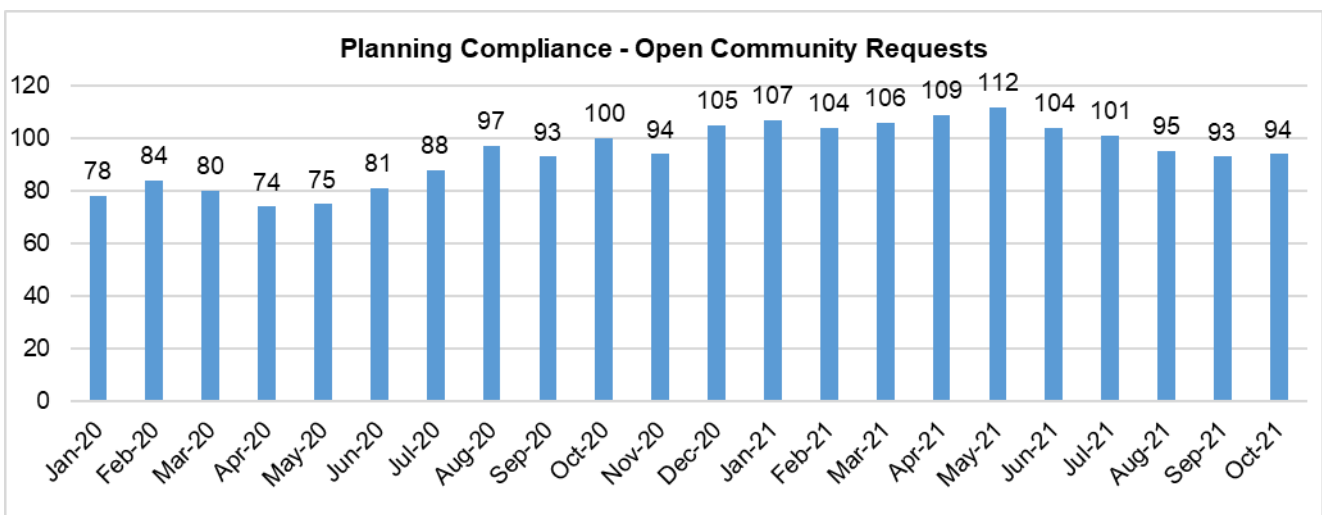
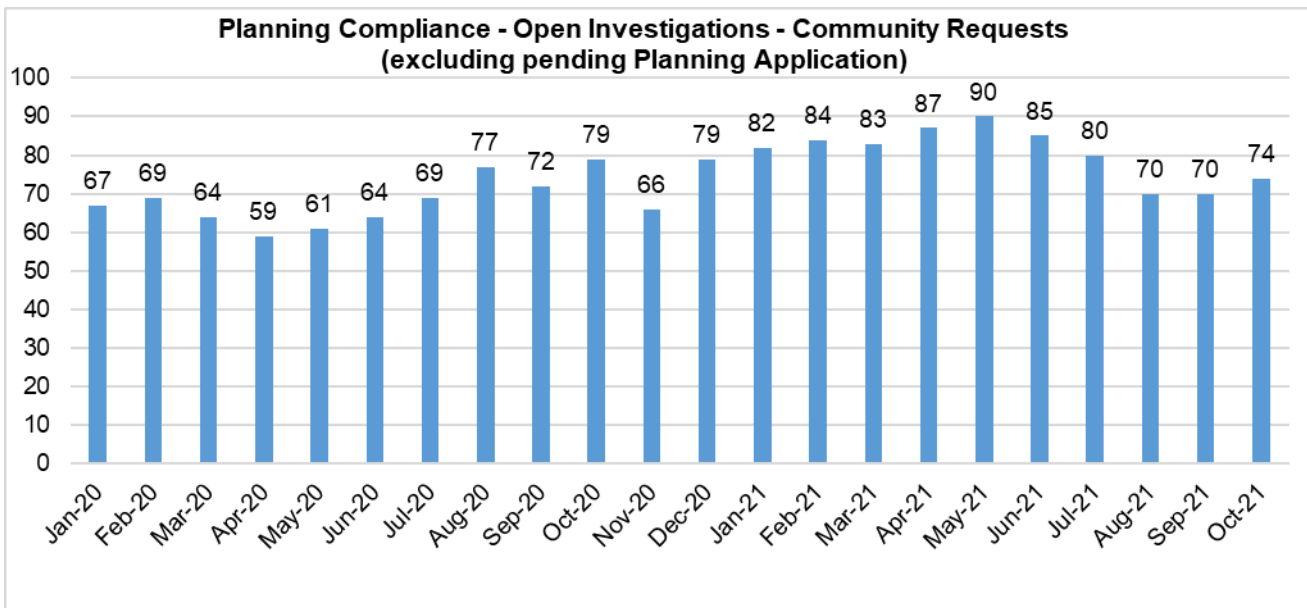


Measure: Compliance Open Investigations

The Planning Compliance team completed the following investigations: 16 in August, 11 in September and 9 in October 2021.



5.1 Environment & Development Activity Report - August-October 2021



Victorian Civil and Administrative Appeals Tribunal (VCAT) Decisions

20/0001 - 138 Strathmore Drive, Jan Juc Vic 3228 – Varied - 6 August 2021

5.1 Environment & Development Activity Report - August-October 2021

Key Issues: Site access, waste collection to the subdivision.

Outcome: Matters resolved at Compulsory Conference with consent from all parties, including splay to access and variations to improve waste collection. Permit issued with variation to proposed permit conditions.

16/0243 – 117a –Great Ocean Road, Anglesea Vic 3230 – Varied - 1 September 2021

Key Issues: Increase in number of medical practitioners from two to four and corresponding car parking reduction from six spaces to 10 spaces.

Outcome: Matters resolved at Compulsory Conference with consent from all parties. An amended car parking plan was tabled, which was reviewed and supported by Councils Infrastructure unit. Amended Permit issued with variation to proposed permit conditions.

14/0187 - (formerly known as 15 Elkington Road, Bellbrae), 1200 Great Ocean Road, Bellbrae Vic 3228 – Varied - 8 September 2021

Key Issues: Amendment from café to restaurant and addition of liquor licence.

Outcome: The Tribunal ordered that the decision to amend the permit be varied, where all original amendments be upheld, and that an additional condition be added to limit the number of patrons at 300.

PG21/0008 – Great Ocean Road Chocolaterie/Ice Creamery - 1200 Great Ocean Road, Bellbrae Vic 3228 - Affirmed - 8 September 2021

Key Issues: Ending a Section 173 agreement which prohibited the service of alcohol in conjunction with the hearing to amend the permit as above.

Outcome: The Tribunal was satisfied that the agreement no longer served a purpose given that the use of alcohol can be considered on its merits in relation to the relevant provisions of the Planning Scheme.

07/0572B-2 - 41 The Esplanade, Torquay Vic 3228 - Withdrawn/Struck Out - 10 September 2021

Key Issues: Validity of existing Planning Permit

Outcome: Application withdrawn prior to hearing.

20/0012 - 64 Parker Street, Anglesea Vic 3230- Varied - 5 October 2021

Key Issues: Natural ground level, neighbourhood character.

Outcome: Council decision affirmed, varied through inclusion of additional permit conditions.

19/0409 - 115 Bimbadeen Drive, Fairhaven Vic 3231 - Set Aside - 29 October 2021

Key issues: Legal issues comprising application of the table of uses in the Public Conservation and Resource Zone, characterisation of a road, consistency with the Crown Land Reserves Act, consistency with a Section 173 legal Agreement and requirement for works on waterway approval from CCMA as part of the planning application. Planning merits issues of whether the proposal would be consistent with the two primary zones affecting the bridge location; and whether the proposal would have any unacceptable environmental impact on water quality and aquatic habitat.

Outcome: The Tribunal found that the proposal was lawful in relation to all the issues raised, that the planning merits of the proposal were acceptable and that there would be no unacceptable environmental impact. The following additional permissions are required and have been noted on the planning permit: 1. Land Manager Consent for the proposal must be obtained from Surf Coast Shire Council over Council managed Crown Land and Council Reserve. 2. A works on waterways permit must be obtained from Corangamite Catchment Management Authority under the Water Act 1989. 3. Approval or exemption must be obtained from the Federal Government under the Environmental Protection and Biodiversity Conservation Act 1999.

Current Strategic Planning Projects

- Distinctive Areas and Landscapes Program (DAL): Council is currently awaiting receipt of the final draft Surf Coast Statement of Planning Policy (SPP). The DAL area has been redeclared to provide DELWP more time to complete the SPP.
- Moriac Structure Plan: Officers have prepared a draft Background Report to inform the first rounds of community engagement. The report presents a significant amount of information about Moriac and introduces a number of key issues and opportunities to prompt conversations with the community. The report is currently in the process of being independently reviewed. Once the review and editing process is complete the Background Report will be presented to Councillors prior to its public release.

5.1 Environment & Development Activity Report - August-October 2021

- Torquay-Jan Juc Retail and Employment Land Strategy (TJJ RELS): The RELS project was adopted with minor changes at Council's Ordinary meeting on 26 October 2021. A Planning Scheme Amendment to implement the recommendations of the Strategy into the Surf Coast Planning Scheme will be prepared and exhibited in 2022.

Planning Scheme Amendments

- C124: 600-640 Cape Otway Road, Moriac. This amendment is a rezoning and subdivision proposal to facilitate a low density residential development creating 29 lots. C124 was approved by the Minister for Planning and gazetted on the 22 October 2021. Council has subsequently issued a planning permit for subdivision. Details of the approval will be published in the Surf Coast Times.
- C126: 125-135 Strathmore Drive proposed rezoning from Low Density Residential Zone to General Residential Zone is on hold pending DAL project outcomes.
- C127: 2995 Princes Highway, Winchelsea. Section 96A application to rezone Farming Zoned land to Low Density Residential Zone and a planning permit application for a 74 lot staged subdivision. The amendment was approved by the Minister for Planning on the 5 September 2021 and gazetted on the 15 October 2021. Details of the approval will be published in the Winchelsea Star.
- C133: Rural Hinterland Futures Amendment implements the planning recommendations of the Rural Hinterland Futures Strategy 2019. The amendment was placed on exhibition in October 2021.
- C134: Winchelsea Commercial Area Guidelines Implementation – This amendment is currently on exhibition. At the conclusion of the exhibition period officers will be reviewing submissions to determine next steps in the assessment process.
- C138: 25 Cressy Road, Winchelsea – Proposes the rezoning of Farming Zone land in Winchelsea to create 22 lots zoned for the purposes of industrial use and development (INZ1). Council requires further information to be submitted by the proponent before a decision can be made about how best to progress the rezoning request.
- C139: The Torquay-Jan Juc DCP review is currently on exhibition. The exhibition period concludes on the 15 November 2021.
- GC 183 - Amendment to both the Surf Coast Planning Scheme and Golden Plains Planning Scheme to implement the recommendations in the Stage 2C Heritage Study. The amendment will be exhibited between 11 November and 13 December 2021.
- C140 – This amendment is an 'anomalies' or correctional amendment to the Surf Coast Planning Scheme. This includes correction of minor mapping and wording errors. A report seeking Council's support to progress the amendment towards exhibition was presented at the November 2021 Ordinary Council Meeting.

Development Plans

- Briody Drive West Development Plan (amended): applies to land bounded by Grossmans Road, Messmate Road and Illawong Drive in multiple ownership. The development plan was approved by Council in 2017 and an application to amend the plan has been received is under consideration. The amendment would make significant changes, which include the addition of a retirement village. The implications of the changes are complex and discussions with the applicant are ongoing. Officers are currently considering the level of upgrade required for Briody Drive, and the funding implications in respect of the DCP and Development Plan.

Other (Strategic Planning)

- The Strategic Planning Team is continuing to participate in a range of social and affordable housing related forums related to the State Government's announced 'Big Build' initiatives and the G21 Social Housing Strategy.

5.1 Environment & Development Activity Report - August-October 2021

ENVIRONMENT & COMMUNITY SAFETY

Environmental Health

Environmental Health – 2021 Quarter 3 Summary

To help protect the health and wellbeing of our community, Council's environmental health services from January to October 2021 conducted:

- 428 food safety inspections of food businesses;
- 31 food premises complaint investigations;
- 22 health & hygiene inspections of registered beauty and personal care businesses;
- 57 inspections of registered accommodation premises;
- 5 gastrointestinal outbreak investigations in childcare;
- 38 noise complaint investigations;
- 31 pollution, odour and pest complaint investigations;
- 91 wastewater (septic tank) inspections;
- 81 septic permits issued and 68 approvals to use septic tank systems issued;
- 75 tobacco audits of eating establishments and tobacco retailers;
- 1,595 vaccinations delivered to infants and adolescents; and
- 47 public immunisation sessions and 5 school sessions held.

'Don't Skip On Our Environment' Awareness Campaign

Together with the Environment Protection Authority Victoria (EPA) we have launched a 'Don't Skip on Our Environment' awareness campaign, calling on construction companies to improve waste control and disposal at residential building sites. Styrofoam, overloaded waste skips and stormwater contamination are among concerns at sites across the Shire.



Council and EPA are:

- reminding operators of their responsibilities
- encouraging community to report concerns
- posting 'Don't Skip on the Environment' signs at key locations
- increasing monitoring of sites and issuing of penalties when warranted.

Photo: Installation of the 'Don't Skip on the Environment' signage near a building site

Community Emergency Management

Emergency Relief Centre Preparations

Preparations for emergency preparedness for the 2021/22 summer season has commenced with Emergency Relief Centre training scheduled throughout October and November 2021. Again this year, our training and planning has focused on delivering these services to our community in a COVIDSafe way. We host this training program in conjunction with Colac Otway and Corangamite Shire Councils. This combined approach provides an opportunity for emergency relief staff from all our council's to form valuable relationships and networks. Colac Otway Shire Council will host this year's cross council emergency exercise which was held online on 24 November 2021.

Fire Travel Permit Update

From 11 October 2021, property owners living in Melbourne or other restricted areas of Victoria were able to travel to their properties to undertake permitted fire preparedness activities once they have received a permit from Council. Properties within the Bushfire Management Overlay and those rural properties with significant bushfire risk were assessed and when qualified, issued an exemption to travel by council officers. This allowed permits holders to attend their property for 72 hours to undertake the bushfire works. This coincided with property owners receiving the summer bushfire preparedness letter and three green waste vouchers to assist with completing the preparations. Council received 1550 applications and issued 1348 permits.

5.1 Environment & Development Activity Report - August-October 2021

Painkalac Creek Estuary Artificial Opening

Emergency Management Team members coordinated the opening of the Painkalac Estuary prior to a weather event in late September 2021. Due to the consistent weather events moving across the region, the mouth has remained open preventing further requirements to monitor and take action to ensure flood risk is reduced. As the risk continues and community interests are high, the MEMPC (Municipal Emergency Management Planning Committee) has established a Painkalac Estuary Flood Mitigation Working Group who are due to convene late November 2021 with community members including Aireys Inlet's Liz Wood.

Fire Prevention Notice Inspections

The wet spring has boosted vegetation growth across the shire which will increase fire risk once cured. The Community Fire Safety and Environment Office commenced Fire Prevention Notice inspections at the end of October 2021. Fire Prevention Notices can be issued under the CFA Act and can incur an infringement of up to \$1600 if non-compliant. Officer's work on an education based model to build understanding of fire risk and therefore see a high rate of compliance in this program.

Environment Sustainability

Barwon South West Climate Alliance Established

Council is a founding member of the Barwon South West Climate Alliance (BSWCA) which has now been officially established. Similar to other existing Climate/Greenhouse Alliances, BSWCA brings councils and other organisations together to work on projects, share knowledge, and advocate for action on climate change, to build resilience in our local communities and region.

Climate Emergency Corporate Response Plan Implementation First Quarter Wins

Delivery of the 2021 – 2023 Action Plan has commenced and good progress toward our six goals has been made. 9% of actions have been completed, 76% of actions are on track to be delivered within the two year time frame of the Action Plan and 15% are subject to funding or delayed. A key highlight from our first quarter is Council's transition to 100 per cent renewable electricity for all Surf Coast Shire Council facilities and street lights from 1 July 2021, via the Victorian Energy Collaboration (VECO). VECO is expected to save Surf Coast Shire Council about 35 per cent on electricity bills, based on current costs, with estimated savings of more than \$200,000 a year and \$2.5 million over the life of the contract. By procuring 100 per cent renewable electricity Council expects to reduce its greenhouse gas emissions by approximately 15.5 per cent.

Climate Change and Coastal Erosion Webinar

It was great to participate with ABC journalists, community members, academics and other agencies in the four part webinar series organised by the Great Ocean Road Communities Network (GORCN) to tackle the difficult task of rising sea levels and coastal erosion.

Recordings of all four sessions are now on the new GORCN YouTube channel:

<https://www.youtube.com/channel/UCUpI7dmHF04flSPGLGHAM8Q>

Good morning

Thank you all for your part in making the Great ocean Road Communities Network's webinar series such a success. We really appreciated your willingness to participate and the time you gave us to prepare and attend. We had over 720 registrations!

The discussion during the final session was interesting and very informative and got into some of the really important issues that face the coast and its communities. The range of the almost 70 questions from the audience demonstrated the level of engagement and interest. Just a pity there wasn't time for all to be answered but Zoe Daniel did extremely well to get through as many as she did.

There has been some terrific feedback and I'm sure the recordings will get a lot of views once they are all up.

The series would not have been possible without your cooperation and input – or that of the presenters and moderators of the first three sessions. We also need to give a huge thanks to the Surf Coast Shire for its generous support and for providing the technical support throughout.

Our many thanks again.

Charlotte Allen, Suzanne Cavanagh, Peter Christoff, Chris Ryan, Mary Lush

great
ocean
road
communities
network

5.1 Environment & Development Activity Report - August-October 2021

Environment

Freshwater Creek Riding Club Creek Restoration

Restoration of the tributary of Thompson Creek that flows through the Freshwater Creek Riding Club continued with the planting of almost 1000 understory plants beneath the remnant River Red Gums. Originally school groups were to assist with the planting but COVID restrictions prevented the excursions from proceeding. Contractors planted and guarded the native grasses, sedges and shrubs in areas where weeds such as gorse had previously been removed and rabbit warrens closed and fumigated. The works will improve the habitat quality of this wildlife corridor and improve the appearance of the area.



Post Lockdown Planting Days

With lockdowns ending in late September, Council was able to proceed with a number of planting days/working bees in partnership with various community groups and local businesses. Planting and weeding work was undertaken at Spring Creek Torquay and Jan Juc Creek to improve the quality of stormwater runoff, enhance wildlife habitat and replace weed species. Partner organisations included Torquay Landcare, Rip Curl, Quiksilver and RACV.



Weed Control in Strategic Fuel Breaks on Council-Managed Land

Early in 2021, Strategic Fuel Breaks were created in a number of Council-managed reserves including Stony Creek, Moggs Creek, Great Ocean Road, Bristlebird, Fairyland, Anglesea Lookout and Kuarka Dorla Nature Reserves. Weed contractors have undertaken initial follow up weed control in all of these reserves, and will continue to complete weed work as required to ensure the indigenous flora is maintained and enhanced.

Artificial Estuary Mouth Openings- Anglesea River and Thompson Creek, Breamlea

Artificial estuary mouth openings were undertaken in response to recent and forecast high rainfall – Anglesea River on 13 October and 27 August 2021 and Thompson Creek on 28 October 2021.

While Council has a permit to artificially open Anglesea River and Painkalac Creek to avoid localised flooding, neither Council nor any other agency holds a permit to artificially open Thompson Creek. Instead,

5.1 Environment & Development Activity Report - August-October 2021

where required, agencies work collaboratively to open the estuary mouth. In late October, consistent winter and spring rainfall, combined with a natural sand berm blocking water flows at the estuary mouth caused localised flooding. Water levels had risen to the point where flooding impacts on surrounding properties and roads were imminent, so a decision was made to open the estuary mouth.

Council managed the estuary opening at Breamlea in collaboration with the City of Greater Geelong and the Great Ocean Road Coast and Parks Authority, with the support of Parks Victoria. Corangamite Catchment Management Authority provided approval for the opening based on a scientific risk assessment which considers the relative economic, social and environmental impacts. Two Wadawurrung Traditional Owners attended to observe the opening and also walked with Council staff and the excavator to the estuary mouth from Bancoora beach.



Photos: Artificially opening of Thompson Creek, Breamlea

Rural Roadsides Cape Tulip and African Weed Orchid Control

Each winter/early spring sees the emergence of bulbous weeds on rural roadsides in the Shire, including the African Weed Orchid and the highly poisonous Cape Tulip.

African Weed Orchid is a relatively new weed to our municipality and produces vast numbers of microscopic seed. This year's wet conditions have produced a 'bumper crop'. Bulbous weeds are easily spread along roadsides and onto neighbouring properties with the movement of water along drainage channels, on vehicles and farm machinery and through wind-blown seed.

Council's contractors have been surveying municipal roadsides and controlling these weeds during their brief period of emergence. Bulbous weeds are extremely challenging to control and require multiple years of treatment for control measures to be effective.



Photo: Cape Tulip



Photo: African Weed Orchid

5.1 Environment & Development Activity Report - August-October 2021

ECONOMIC DEVELOPMENT & TOURISM

Economic Development

Links to Surf Coast Shire Council Plan:
Strategy 5: Robust and Diverse Economy

Links to Surf Coast Shire Economic Development Strategy:
Business Goal 2. A thriving and connected business community.

COVIDSafe Business Support Officers



In August, Council received a \$60,000 grant to employ two COVIDSafe Business Support Officers to provide additional support to businesses to understand and respond to Covid-19 restrictions as they changed. Two part-time officers have been appointed.

From August to 11 November, the COVID Support officers have directly assisted 158 business owners through face to face visits and phone calls. Indirect communication via the Surf Coast Business Collective Facebook page, COVID Safe newsletters, and email allowed them to reach 63,401 people to communicate COVID related updates including available business grants, changes to restrictions, authorised worker permits, vaccine requirements, and more as required.

Following are examples of some of the efforts:

- COVIDSafe Business Visits to every Surf Coast town to review the business' COVID response and to discuss COVIDSafe Plans and make suggestions on improvements. The visits concentrated on higher volume areas such as shopping precincts and main streets. However this service is available to any business in the Surf Coast.
- Commencement of a COVIDSafe Business newsletter to communicate changes in Covid-19 restrictions and provide clarity where needed on FAQs received from businesses. These updates were specifically designed to provide Surf Coast businesses with the information they need to know with a summary and links to the latest information on the Coronavirus website.
- Creation and distribution of COVIDSafe Signage and Sticker packs to support businesses with their COVID compliance and clear communication to their customers.



New Economic Development Strategy Adopted



Surf Coast Shire Council's new Economic Development Strategy recognises that prosperity equates to quality of life, not just material wealth.

Council adopted the Surf Coast Shire Economic Development Strategy 2021-2031 at its October Council meeting.

The strategy was informed by significant industry and community consultation including the establishment of an industry-based Skills Reference Group and one-on-one interviews with 95 business operators.

The Strategy identifies opportunities for Surf Coast Shire such as developing our values-led economy with a conscience, a focus on quality tourism and infrastructure outcomes and being recognised as a destination of choice for creative and innovative industries.

This is a fantastic story our economy tells about the Surf Coast and our emerging industries inspired by surfing, lifestyle and the environment. The strategy has a 10-year timeline with a review scheduled after five years.

COVID Business Support

A State Government Outdoor Eating grant was used to reduce alfresco dining permit fees this year to support hospitality businesses. The \$444 subsidy is equivalent to each business getting three square metres of outdoor dining for free and is applied automatically to their permit invoice. The fees, normally due in

5.1 Environment & Development Activity Report - August-October 2021

November, have an extended payment deadline until 31 March 2022. This provides businesses a chance to trade over summer and generate much needed income.

Payment of registrations for food, health, beauty and accommodation businesses and A-Frame permits have also been deferred until 31 March 2022 in partnership with the health and ranger services teams.

All Surf Coast businesses holding Fresh Air Dining permits for temporary extended outdoor dining can continue with a permit extension approved to June 2022. Current permits were due to expire in November this year. New permits are being issued with the extension.

The Victorian Government response to the National Roadmap out of COVID-19 prompted hundreds of calls for clarity and requests for assistance. Where possible, businesses were directed to the relevant information on the website or the Coronavirus hotline. The mandatory vaccination requirements for workers alone resulted in more than 40 calls over three days.

Internet Advocacy Win

Torquay is now eligible for faster, cheaper internet for businesses as an NBN Business Fibre Zone. Torquay businesses can now receive premium business-grade fibre on demand, with no charge for the design and construction of fibre to the premises when they order a premium business nbn™ Enterprise Ethernet service for 3 years.

The Business Fibre Zone means Torquay businesses can now access much cheaper metro pricing and higher capacity upload and download speeds. This was made possible thanks to a meeting with NBN Co to share information about the Economic Development Strategy and extent of home based businesses in Torquay.

Visitor Information Services

Links to Surf Coast Shire Council Plan:

Strategy 13: Support Tourism and Events That Encourage People To Stay Longer And Appreciate And Care For This Place

Links to Surf Coast Shire Economic Development Strategy:

People Goal 1. Slow and purposeful tourism

Despite rolling COVID -19 lockdowns and travel restrictions for our Greater Melbourne and interstate visitors, Visitor Information services have continued to see demand for face to face services supported by digital programming. The Torquay VIC received 2,793 'walk in' visitors from August to October inclusive and responded to 453 telephone enquiries. The Lorne VIC customer service team interacted with 3,925 visitors face to face and responded to 402 telephone enquiries. The services were closed for 26 days during this operating period due to lockdown.

Visitors were very keen to receive information on the many walks and waterfall options available on the Surf Coast. Visitors also showed a preference for close by attractions within the town they were staying, rather than drives along the Great Ocean Road.

Digital Visitor Information: Explore Surf Coast- Special Projects

Outdoor Dining Social Media Campaign

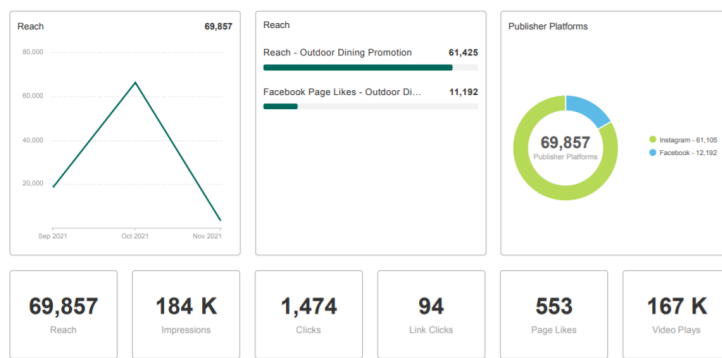
Developed as a COVID-19 recovery strategy, this short video series was designed to activate interest in outdoor dining facilities across the Surf Coast Shire and build upon the promotions undertaken via the *Inspired By Surf Coast* activities. The discreet campaign was released across the *Explore Surf Coast* Facebook and Instagram social media channels and ran for a duration of 5 weeks throughout August - September 2021.

The campaign was a great success, with outcomes listed below:

- Total reach: 69,857 social media users within our target audiences of regional Victoria, Metropolitan Melbourne and the Surf Coast Shire.
- 167,000 videos 'views' across both platforms
- An increase of 553 Facebook followers.
- 94 link clicks occurred to local businesses and to the *Explore Surf Coast* social media pages.

5.1 Environment & Development Activity Report - August-October 2021

- *Explore Surf Coast* now has the capacity to engage and re-target a further 20,700 social media users for future campaigns.



Explore Surf Coast Website Development

The *Explore Surf Coast* website went live in August and provides a direct platform to increase our engagement with visitors, supports our capacity for digital visitor servicing strategies and provides a landing page for our digital campaigns.

Completed in partnership with Great Ocean Road Regional Tourism the Explore Surf Coast landing page will form the backbone of future digital marketing campaigns and greatly enhances our reach for visitor information.

The Explore Surf Coast website can be found at: <https://exploresurfcoast.com.au/>

The broader Great Ocean Road website can be found at: <https://visitgreatoceanroad.org.au/>

Events

Links to Surf Coast Shire Council Plan:

Strategy 13: Support Tourism and Events That Encourage People To Stay Longer And Appreciate And Care For This Place

Links to Surf Coast Shire Economic Development Strategy:

Place Goal 1. Events that create a sense of place, community connection and thriving businesses

As part of supporting our event organisers during COVID, the Events team hosted two Spotlight on COVIDSafe event PLAN & SITE Plan workshops on Thursday 14 October at the Anglesea Community House. Major event organiser Chris Burton delivered the workshops in collaboration with the Events Team and received very positive feedback.

With spaces limited due to restrictions, the workshops reach capacity within one hour of release. The demand indicates the value in supporting our community events in this capacity.

Amongst the attendees were representatives from our smaller events right through to our major events. Some attendees had vast event co-ordination experience while others were new to event organising, having recently taken on roles in volunteer committees.

After receiving both written and verbal feedback, below is a summary of our thoughts post the workshops – the highlights from our perspective:

- The Community Event Support Program grant has put us in the position to be able to respond to the needs of event organisers and provide the support they require.
- The event organisers expressed appreciation for the direct contact with the Surf Coast Events Team in this type of forum. Questions were generated, answered or followed up later.
- The value of the *Surf Coast Events* website has been further highlighted as a place to store the most up-to-date COVID information and direction.
- The enormous benefit of the tools and resources available on the website has also been confirmed and we are excited to continue to evolve this further.

5.1 Environment & Development Activity Report - August-October 2021










- There is a desire from event organisers to get together and share challenges, ideas, learnings and experience in an informal setting – especially during these uncertain times.
- Having the opportunity to network and collaborate increases confidence. It helps to hear others express the same concerns and challenges.
- We saw connections made between similar events, where offers of assistance was given and resources shared.
- Similarly, more experienced events generously offered advice and support to smaller, less experienced events.
- There was a general ‘trouble shooting’ energy in the room. Events worked through issues together.

The Surf Coast Events COVIDSafe workshops are helping to make connections, build capabilities, increase confidence and contribute to the delivery of safe and well executed events on the Surf Coast.

The workshops are the 3rd offering in a suite of workshops that form part of the Surf Coast Community Events Recovery Support Program. The program was funded through the Regional Recovery Fund, an initiative of Regional Development Victoria.

BUSINESS IMPROVEMENT, RANGER SERVICES AND BUILDING COMPLIANCE




Departmental critical functions – performance overview

	Business Improvement	Ranger Services	Building Compliance	
Financial				Easing of COVID restrictions will provide the opportunity for the Ranger team to meet its infringement revenue budget
CRMs				1018 of the 1021 CRMs completed in between Aug and Oct were completed on time.
OHS				No issues reported

Key:



Business Improvement

Deliverable	Overview	Status
Develop 2021/22 Business Improvement Program		Complete
Deliver 2021/22 Program		Underway
Deliver identified savings		Underway

The 2021-22 Business Improvement Program was endorsed by Council and work has commenced on this program.

5.1 Environment & Development Activity Report - August-October 2021

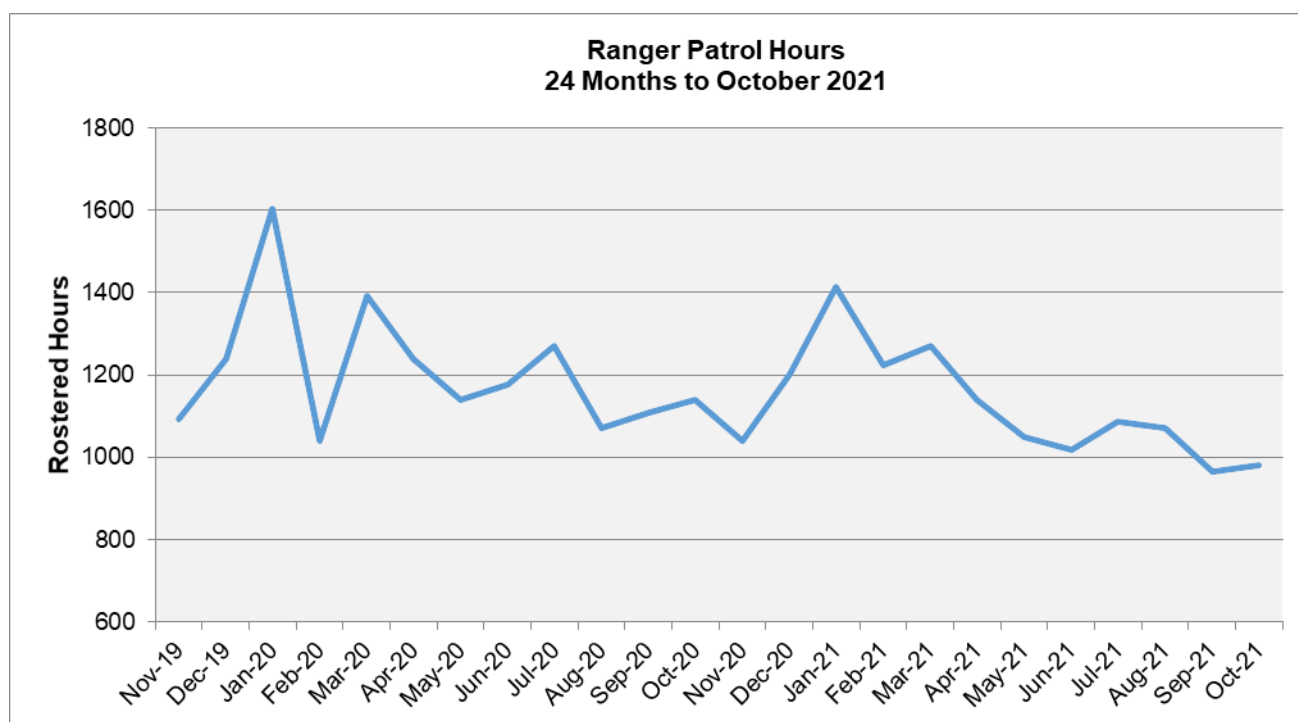
Council's Business Improvement Officer retired in July and recruitment to replace him was not successful. Initially specialist consultants will be engaged to deliver key service reviews in lieu of this staff member.

A consultant has been engaged and work has commenced on the first stage of a review into Council's Early Years Services. The predominantly desktop review will thoroughly analyse Council's service offering and compare this to a range of benchmark partners (Local Government and private/not for profit provider). The review will deliver recommendations to consider the best service delivery options in the medium term (3+ years) to ensure we can continue to deliver great outcomes for 0-8 year olds on the Surf Coast.

Ranger Services

The following chart indicates the high volume of Ranger Services resources deployed to deliver services. The chart shows a two year period – this highlights the flexibility in the roster to account for the summer peak.

The roster increased to two rangers working on weekends from the start of November. This will now continue until mid-December where it will eventually escalate to a minimum of five rangers working on weekends between Boxing Day and Australia Day.



In the period from 1 August until 31 October, the Ranger Services team completed 694 CRMs, 99.6% of these were completed in the target time frame. At the end of October, there were eight outstanding CRMs, none of which were overdue.

A list of the top five CRM requests actioned (by volume) in the period August - October is shown below. Parking complaints have escalated through October as COVID restrictions have eased. There was also a noticeable increase in the report of illegal parking of boats, caravans and trailers as this topic was well publicised during consultation for the Local Law review.

Category	Number Completed	% Completed on Time
Parking	114	100
Litter	88	98.9
Admin enquires	74	100
Animal registrations	57	100
Animal complaints	50	98

5.1 Environment & Development Activity Report - August-October 2021

Community engagement was completed to help update the Domestic Animal Management Plan (DAMP). The *Pawsome Pets Pawsome People* project sought feedback via an online campaign on key actions the community want to see to help better manage the interaction between people and pets in public spaces. A draft DAMP was prepared based on this feedback and was adopted in October. The draft DAMP is now on public exhibition until early December. A final version of the DAMP will be presented to Council in January for adoption.

Building Compliance

The team continues to work through all of the recently received pool/spa registrations and follow up correspondence. Officers are following up with each customer individually regarding their next steps, in accordance with the new regulations. During the reporting period the State Government provide pool owners with a six month extension to submit their pool/spa barrier certificates of compliance. This reflects the impact of COVID.

Key Service Statistics

CRMs

The Building Compliance team completed 337 CRMs between August and October, 100% of which were completed within the target time frame. At the end of October, there were no open CRMs. The response rate to such a high volume of requests demonstrates another excellent customer service outcome for the team. This is a key focus for the team.

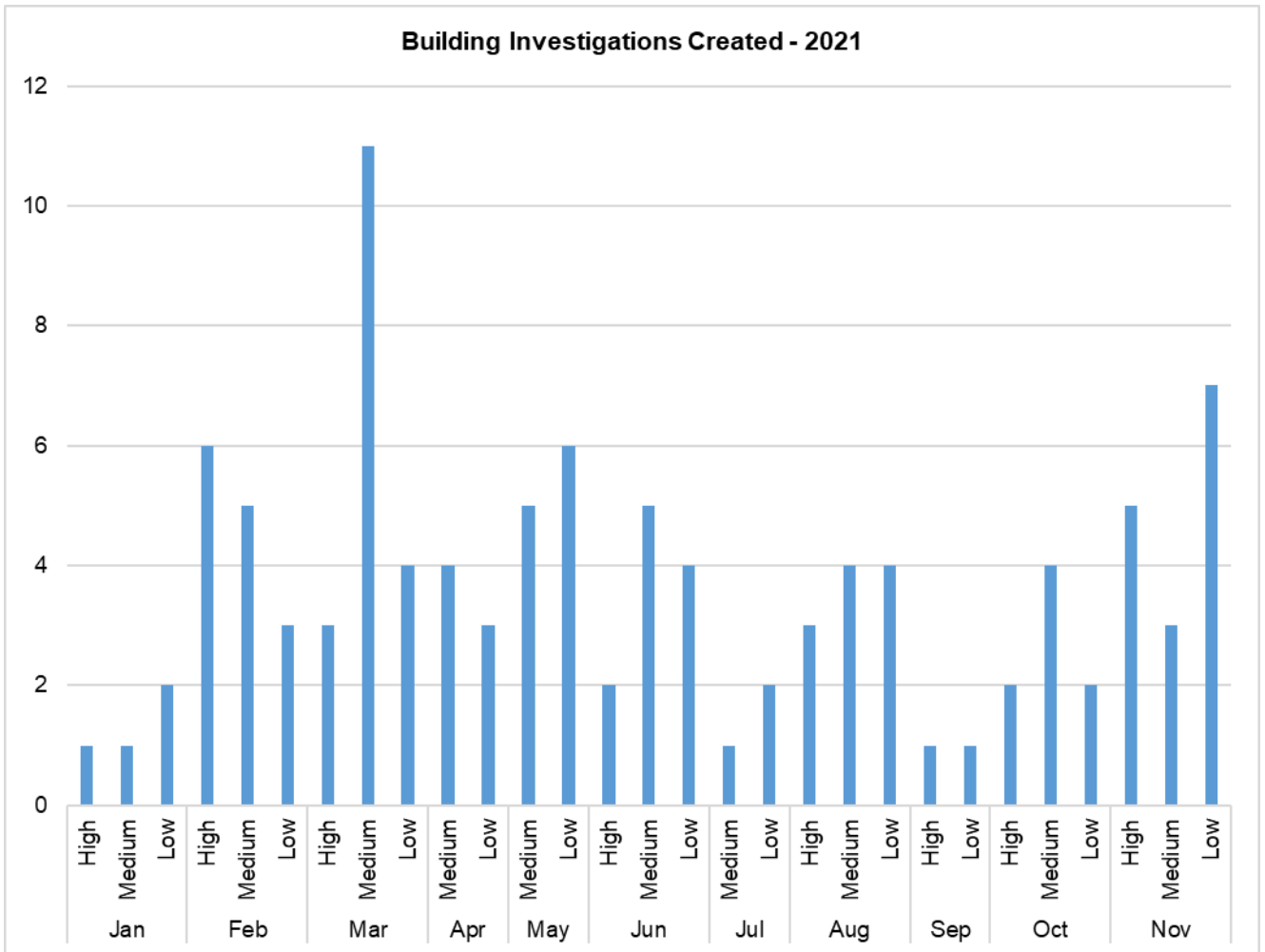
Building Investigations

Council's Building Compliance team will open and complete new building investigations every month. These are generally as a result of a report of concern from a member of the public. These investigations can be simple and others result in a consultative rectification process with property owners that could last for months.

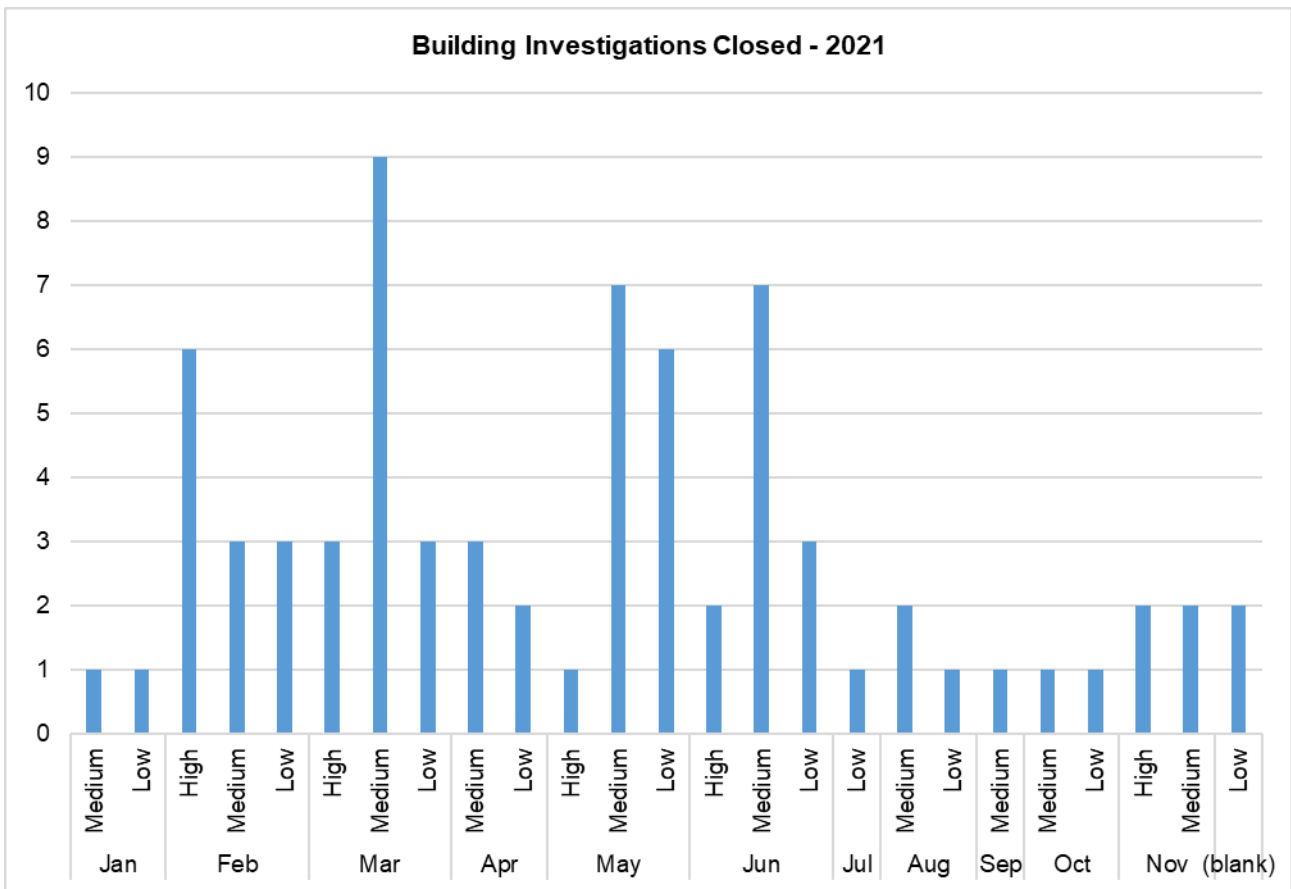
The investigations are lodged into our system as high, medium or low priority and this is based primarily on risk to persons. Investigations could result in no further action or could result in the Building Surveyors issuing Building Notices or Orders to comply property owners to complete specified actions in accordance with the Building Act.

The charts below show the numbers of Building Investigations opened and closed in 2021. The data for November is as at 22 November. These charts are new to this report and are provided to better represent the high technical work load of the building inspectors and surveyors.

5.1 Environment & Development Activity Report - August-October 2021

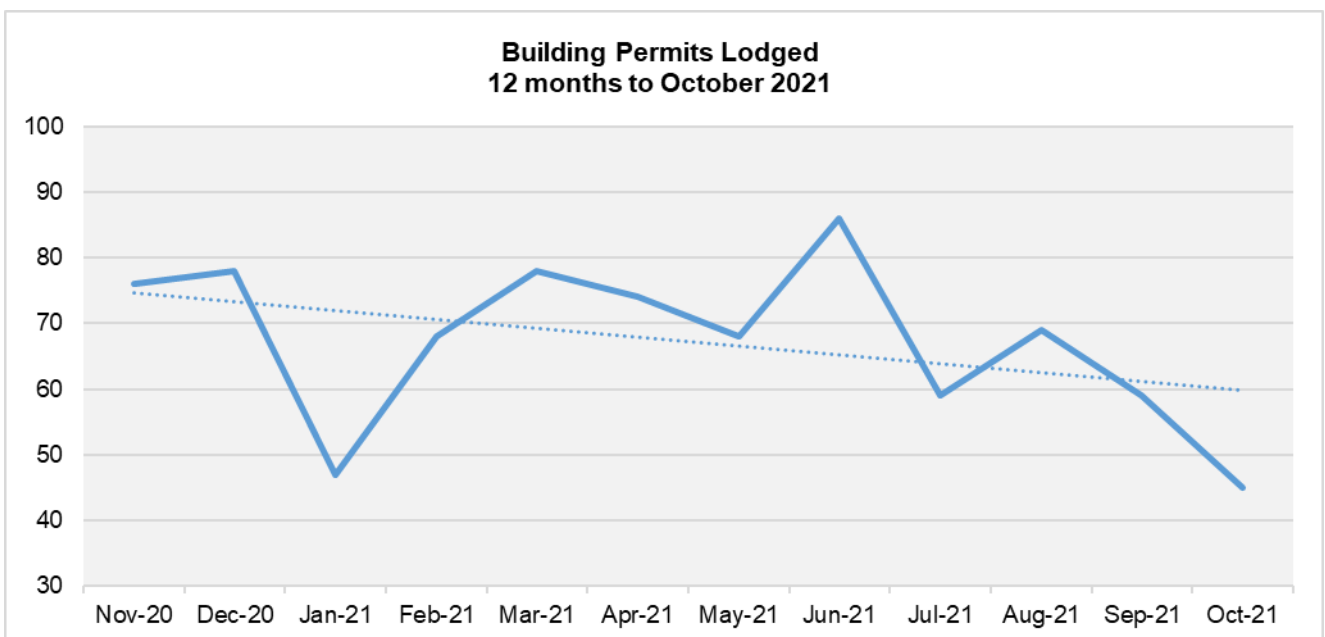


5.1 Environment & Development Activity Report - August-October 2021

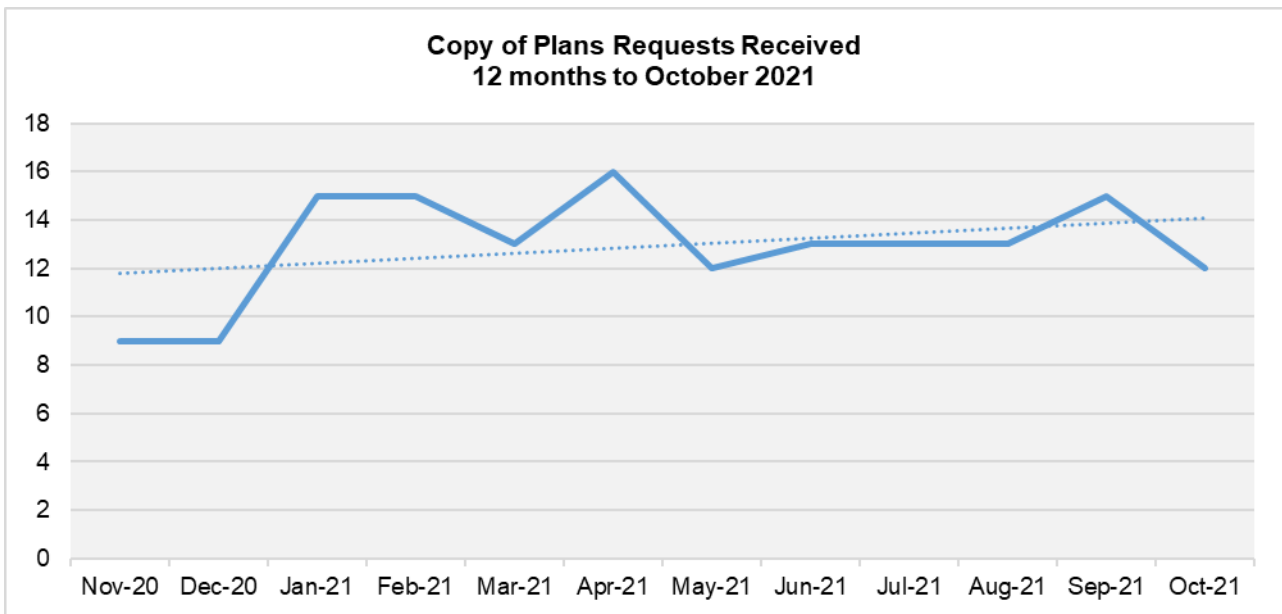
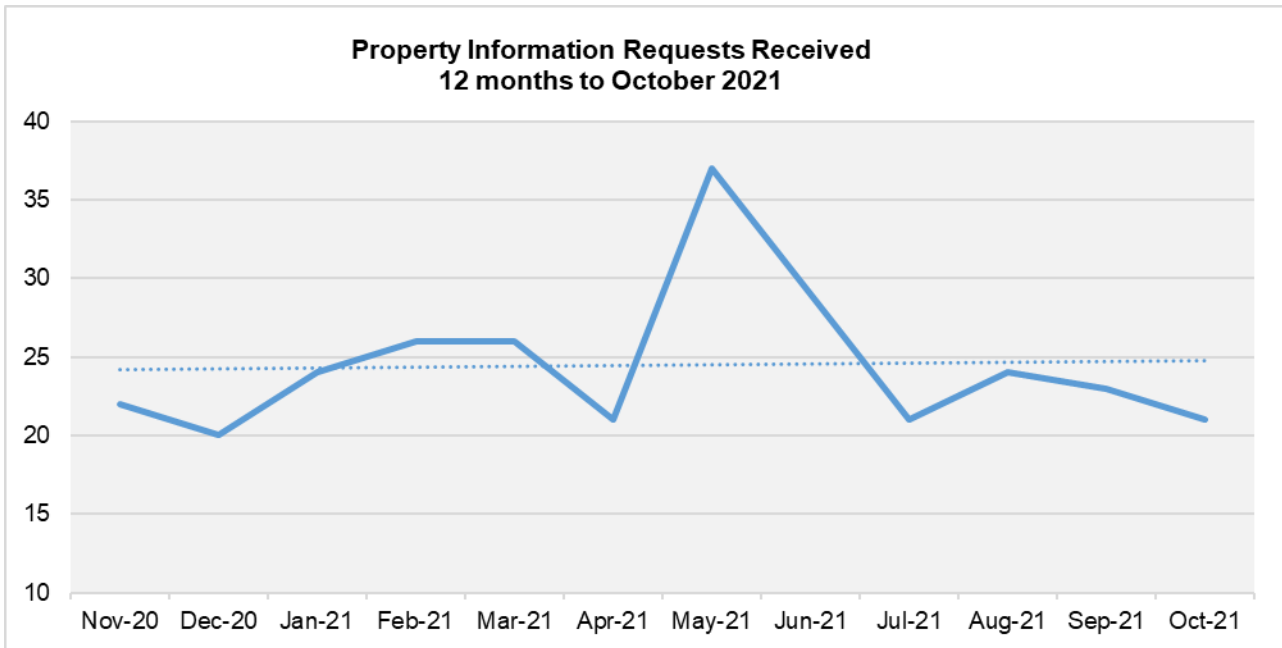


Other Key Workload Indicators

Other key workload indicators for the Building Compliance team are shown below. These service delivery tasks are generated by the high level of building activity in the Shire. This is a significant workload for officers to manage, particularly the high number of Building Permits that are lodged.



5.1 Environment & Development Activity Report - August-October 2021



6. GOVERNANCE & INFRASTRUCTURE

6.1 Surf Coast Shire Council Annual Report 2020-21

Author's Title: Governance Statutory Compliance and Reporting Officer **General Manager:** John Bertoldi

Department: Governance & Risk

File No: F17/969-4

Division: Governance & Infrastructure

Trim No: IC21/1876

Appendix:

1. Surf Coast Shire Council Annual Report 2020-21 (D21/216470)

Officer Conflict of Interest:

In accordance with Local Government Act 2020 – Section 130:

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 the Surf Coast Shire Council Annual Report 2020-21.

Summary

The annual report is designed to meet Council's obligations under the transitional provisions in the *Local Government Act 2020* and section 131 of the *Local Government Act 1989*. It describes the breadth of Council's services and operations, financial performance, governance and management processes, and the responsibilities fulfilled by councillors, Executive Management Team and employees.

This report is the fourth and final progress report against the Council Plan 2017–21 and also describes the organisation's performance over the 2020–21 financial year against the strategic activities and initiatives as outlined in the 2020-21 Budget.

Section 133 of the 1989 Act requires Council to submit a copy of the annual report to the Minister for Local Government within three months of the end of each financial year. Due to the impact of COVID-19, an extension was provided until the 30 November 2021. A copy of the report was forwarded to the Minister on 16 November 2021 and was made available for viewing by the public following this.

Recommendation

That Council receives and notes the Surf Coast Shire Council Annual Report 2020-21 as attached at Appendix 1.

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Paul Barker

That Council receives and notes the Surf Coast Shire Council Annual Report 2020-21 as attached at Appendix 1.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

6.1 Surf Coast Shire Council Annual Report 2020-21

Report

Officer Direct or Indirect Interest

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

Background

Each year Council prepares an annual report that details Council's achievements and results from the previous financial year, as required by Section 131 of the *Local Government Act 1989*.

The annual report includes Council's annual performance statement and financial report. These were both approved by Council at its 21 September 2021 meeting, certified by the CEO, the Principal Accounting Officer and two councillors, and then audited by VAGO. The signed Independent Auditor's Reports are included in the annual report. VAGO have also audited the complete annual report with no issues being raised.

Council also received updates on its performance against the year four actions from the Council Plan 2017-21 in February 2021 and August 2021. These results are incorporated into the annual report, including the performance reporting against the 10 strategic indicators included in the Council Plan.

Discussion

The annual report provides transparency and accountability to the community about Council's performance in delivering the Budget and the Council Plan.

It includes the following statutory reports:

- a report of operations of the Council;
- an audited performance statement;
- audited financial statements;
- a copy of the auditor's report on the performance statement, prepared under section 132 of the *Local Government Act 1989*;
- a copy of the auditor's report on the financial statements under Part 3 of the *Audit Act 1994*;
- other matters required by the regulations, such as a description of the municipal district and an explanation of any material variations contained in the performance statement.

Many of the performance indicators contained in the 2020-21 annual report will be reported through the state government's [Know Your Council](#) website. This provides an opportunity for people to conveniently view the data, including that of previous years and other similar Councils. All notable variances or trends to previous years are supported by a comment to give the reader an improved understanding of drivers or issues impacting the indicators.

Council Plan

Theme 7 Accountable and Viable Council
Strategy Nil

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	Yes
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes

6.1 Surf Coast Shire Council Annual Report 2020-21

Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	No
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	No
Communication	Yes
Human Rights Charter	No

Governance Principles - Local Government Act 2020 (LGA 2020)

The Annual Report demonstrates to the community the way in which priority is being given to achieving the best outcomes for the municipal community, including future generations. By reporting on the key matters prescribed in the legislation and regulations, this also ensures that transparency is maintained and the community is aware of Council's performance on key matters.

Policy/Relevant Law

Whilst the section of the *Local Government Act 2020* and associated regulations that addresses the annual report came into operation on 24 October 2020, the transitional provisions also included in the Act effectively mean that the requirements under the *Local Government Act 1989* and the associated regulations remain for the 2020-21 reporting period. Therefore the 2020-21 annual report has been prepared in accordance with sections 131-134 of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Community Engagement

In accordance with Council's Community Engagement Policy SCS-017, the engagement level is **Inform** as shown below:

Engagement Level	Promise to the Community	Role of Community	Example of Activities
Provide news and information to the community to help them understand.	Council will keep you informed.	Receive information.	Provide information via the annual report which is available online and at Council offices.

Public Transparency

Council is committed to transparent reporting and accountability to the community. The annual report is the primary means of advising the Surf Coast Shire community about Council's operations and performance during the financial year.

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

Our aim is to provide residents, ratepayers, state and federal governments, and other key stakeholders with an open, accurate account of our performance during 2020-21.

Communication

Pursuant to Section 134 of the Act, public notices have been issued online and in the local newspaper advising of the Council meeting at which the 2020-21 annual report will be considered and where the general public can view the annual report.

6.1 Surf Coast Shire Council Annual Report 2020-21

Options

Option 1 – Council resolves to receive and note the Surf Coast Shire Council Annual Report 2020-21

This option is recommended by officers as the document has been prepared with significant input and review and receiving and noting the annual report will ensure compliance with statutory obligations.

Option 2 – Council does not resolve to receive and note the Surf Coast Shire Council Annual Report 2020-21

This option is not recommended by officers as Council will not be complying with its statutory obligations.

Conclusion

The Surf Coast Shire Annual report has been prepared in accordance with the relevant legislation and regulations. The Report, having been reviewed by VAGO and provided to the Minister, is now presented to Council.

6.1 Surf Coast Shire Council Annual Report 2020-21

APPENDIX 1 SURF COAST SHIRE COUNCIL ANNUAL REPORT 2020-21

SURF COAST SHIRE COUNCIL

Annual Report 2020-2021

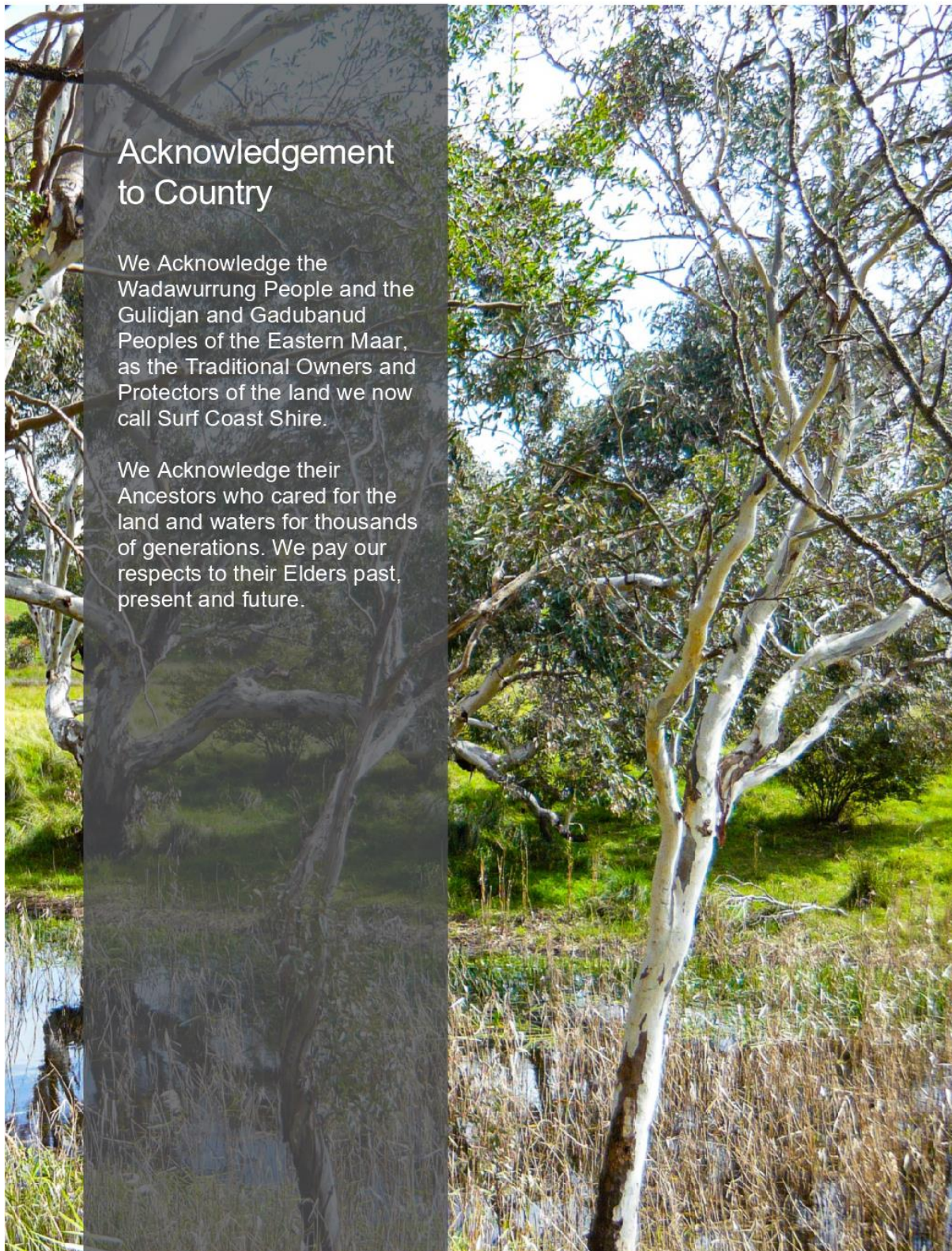


www.surfcoast.vic.gov.au



6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021



Acknowledgement to Country

We Acknowledge the Wadawurrung People and the Gulidjan and Gadubanud Peoples of the Eastern Maar, as the Traditional Owners and Protectors of the land we now call Surf Coast Shire.

We Acknowledge their Ancestors who cared for the land and waters for thousands of generations. We pay our respects to their Elders past, present and future.

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

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Website: www.surfcoast.vic.gov.au

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Torquay Vic 3228

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Introduction

About this Annual Report

The Surf Coast Shire Council Annual Report 2020-21 tells a full story of the work, achievements and performance of the past financial year.

We complete our Annual Report to fulfil our commitment to transparent reporting and accountability to the community.

The report describes the breadth of our services and operations, our financial performance, our governance and management processes, and the responsibilities fulfilled by our councillors, Executive Management Team and employees.

Our aim is to provide our residents, ratepayers, state and federal governments, and other key stakeholders with an open, accurate account of our performance during 2020-21.

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

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021



Mayor's message

I am proud to present Surf Coast Shire Council's 2020-21 Annual Report on behalf of existing and previous councillors.

It bears testimony to a year of remarkable achievement by our organisation. Despite all of the challenges presented by the pandemic, Council business, projects and services have continued for our community.

I pay tribute to all staff for having navigated this uncharted territory.

The 2020-21 year was a time of significant change, and in October I was honoured to become part of our newly-elected Council, as one of seven first-time councillors.

I would like to acknowledge the work and achievements of our previous Council and councillors, and particularly our preceding mayor Rose Hodge.

Our new Council set to work on a number of strategic documents, including development of our four-year Council Plan.

To help inform the plan we embarked on a community engagement process titled People Place Future, which invited people to take the lead sharing thoughts on what matters most to them.

A community survey drew 1200 responses, while 35 people made up a community panel volunteering a total 938 hours to explore topics in detail. All of this input helped to identify and shape the plan's vision and themes. I thank all community members who contributed and look forward to working together over the four-year life of the plan.

Council works and projects during the year have been far reaching, but highlights included completion and opening of Torquay's Wurdi Baierr Stadium, completion of Cressy Road Stage Two works, significant progress on Winchelsea's Barwon River Walking Loop, Anglesea Hall sound and

lighting upgrade, completion of a new netball pavilion at Lorne's Stribling Reserve and significant progress on redevelopment of the reserve's main pavilion.

Shire-wide projects included aged care reforms, shaping our Economic Development Strategy using findings from our Prosperous Places project, and Council's largest-ever waste reforms, involving rollout of a fourth bin for glass only, and introduction of the food organics collection.

Council continued striding forward with its Climate Emergency response, securing 100 per cent renewable electricity for all Council facilities and street lights by signing on in May to the Victorian Energy Collaboration, and in June endorsing a Climate Emergency Response Plan.

Securing 100 per cent renewable electricity realised one of Council's corporate targets.

In May, Council adopted a Statement of Commitment to Reconciliation, a pledge to walk together and work together with traditional custodians of the land while growing understanding of Aboriginal and Torres Strait Islander culture.

The adoption symbolically launched Council's commitment to reconciliation through development of a Reconciliation Action Plan. I look forward to being part of that journey.

In April I was honoured to announce the appointment of Robyn Seymour as Council's new Chief Executive Officer, replacing Keith Baillie. I congratulate Robyn on the role and look forward to us working together for our community into the future.

I also wish to congratulate and thank Anne Howard for having so capably stepped up as Acting CEO after Keith's departure.

Anne's significant achievements included successfully inducting our new Council, and new

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

councillors, despite all of the challenges presented by the pandemic and remote meetings.

As we embrace the new year and new challenges, I thank all staff for their continued devotion to our wonderful community, and I thank the community for all that they do to help to make Surf Coast Shire such a wonderful place to live, work and play.



Mayor
Libby Stapleton

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021



Chief Executive Officer's message

It is a privilege to be introducing Council's 2020-21 Annual Report, my first as CEO.

Given that I started with Council in July 2021 this summary relies on the insights of General Managers and officers, but my strong impression is that it was a year of remarkable achievement in the face of significant challenges.

The year was tough on our community and businesses within our community. Council was committed to doing what it could to assist and support through such challenging times.

I am deeply impressed by the breadth of important work carried out by Council and the immense dedication of staff to serving our community, and in helping our community and environment to thrive.

Council maintained a healthy financial position despite the impact of the pandemic, recording a surplus of \$13m, with cash and investments of \$82.60m up from \$66.76m the previous year.

Much of the cash held by Council is allocated to specific purposes such as capital projects, rehabilitation and aftercare of Council's landfill site, and delivering projects under developer contribution plans.

The net cost attributed to the pandemic for 2020-21 is \$2.06m.

This net cost included planned costs with the COVID-19 Recovery Package and unexpected net losses. The net losses were largely offset by savings across the organisation and on a positive note Council received \$632,000 of government grants to support businesses and stimulate the economy.

Council's COVID-19 Recovery Package for 2020-21 was worth \$1.32m with waivers and issuing of grants. Council still has \$469,000 grants to be issued in the 2021-22 year.

The pandemic impacted Council's business with closures of Council buildings, visitor information centres and the Australian National Surfing Museum contributing to a loss of revenue.

Despite the pandemic, Council delivered 97 per cent of targeted project spend at a value of \$26.1m.

Standing by our community remained a priority. Our COVID-19 Community Support Grants Program continued, with allocations ranging from \$790 to \$55,000 going to 72 recipients across various categories.

COVID-19 had significant negative impact on our business community. Council provided support through a range of initiatives, including waiver of some fees and permits, streamlining approvals, a focus on helping hospitality venues set up for outdoor dining, marketing, buy local initiatives and issue of support packs to help operators communicate COVID-19 safety requirements to customers. Council's \$1m COVID-19 Recovery Assistance Program provided support for about 80 community and business projects to date.

Surf Coast Shire typically hosts more than 200 events each year. During 2020-21 some were able to transition to COVIDSafe formats but cancellation of many carried a significant economic and social impact.

Council moved forward with major projects, with the opening of the \$13.50m Wurdi Baierr Stadium in March among highlights. The stadium was completed on time and on budget, a credit to the project team.

In April Council committed to its biggest ever project, construction of the \$39.25m Surf Coast Aquatic and Health Centre in Torquay.

With Australian and Victorian governments having committed a total of \$33.50m, Council resolved to increase its funding contribution by \$500,000 to a

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total of \$5.75m, to enable the project to go ahead at full scope.

We look forward with excitement to seeing the project evolve for the benefit of our community.

Council's largest ever waste reforms, launched in February 2021, returned impressive environmental gains.

Rollout of a fourth bin for glass only, and introduction of food organics collection involved 18,359 urban and 1827 rural properties.

Between 1 February and 30 June, 74 per cent of waste and recyclables were diverted from landfill, about 20 per cent up on the same period last year. Community satisfaction with the changes was high at 3.9 out of five and our ground-breaking new waste app was a hit, downloaded more than 6,740 times.

Council spent \$2.03 million on the reforms and received \$150,000 in external funding.

We maintained our strong focus on customer service while adapting to the changing workplace conditions, with our Customer Service Team largely working from home.

During 2020-21 we recorded 43,944 customer requests, an increase of 14,725 on the previous year, as well as 53,002 calls through our call centre.

I would like to acknowledge the achievements of our new Council and congratulate our councillors on their election, and thank community members who contributed to our People Place Future engagement with the high purpose of helping to shape our Council Plan, community vision and other long-term strategic plans.

Finally, thanks to our dedicated staff for continued improvement and achievement during a year of particular challenges, and special thanks and congratulations to Anne Howard for outstanding leadership during almost one year as Acting CEO.



Robyn Seymour
Chief Executive Officer

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Snapshot of Council

The Surf Coast Shire is located in south-western Victoria, 1.5 hours from Melbourne, 20 minutes south of Geelong, and the official start of the iconic Great Ocean Road.

The Surf Coast Shire is blessed with unique environments from the coast to the hinterland - towns and villages with their own culture and lifestyles, world-class surfing destinations, and businesses servicing local, national, and international markets. The Surf Coast Shire also has a history of innovation and entrepreneurship and a strong visitor economy.

The charm and values of a coastal lifestyle make it, more than ever, a place where people want to live, work, visit and experience an exceptional quality of life.

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

Torquay and Jan Juc continue to attract a large number of young families to the shire given the coastal lifestyle and ease of commuting to Geelong and Melbourne. Improved technology and internet capabilities have also contributed to the growing number of small businesses and entrepreneurs attracted to the townships.

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

Lorne, in the southwest of the shire, is another iconic destination. Bordered by Loutitt Bay, the Great Ocean Road, and the Great Otway National Park, this town is a scenic and recreational wonderland. Smaller coastal towns of Anglesea and Aireys Inlet offer magnificent seaside and bushland experiences, while the hinterland villages of Deans Marsh and Moriac maintain strong links to the land, which consists of productive agriculture, rural land, and tourist businesses. Rural landscapes in the hinterland are highly valued by the community and are an important element in its economic future.

Population

Location and lifestyle continue to contribute to the Surf Coast Shire being one of the fastest growing municipalities in Victoria.

From 2016 to 2021 (present), the total population of the Surf Coast Shire increased by 3,785 people to 34,230. More than 70 per cent of this growth was in Torquay. The hinterland accounted for 21 per cent of all growth, while the coastal area outside Torquay represented the least growth (nine per cent) and has an increasing dependence on a strong visitor economy.

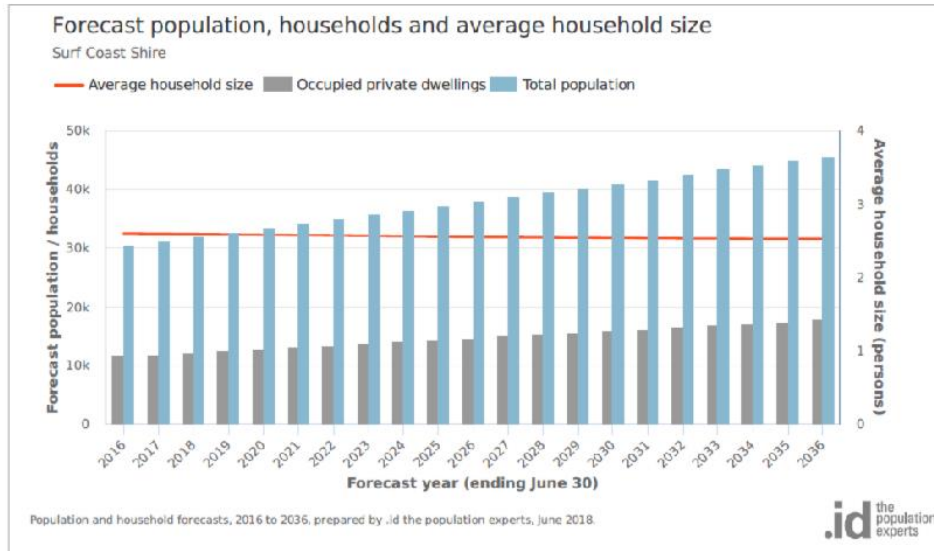
Between 2016 and 2036, the population for Surf Coast Shire is forecast to increase by 15,272 people (50.16 per cent growth), at an average annual change of 2.05 per cent.

Based on the current approved and available land supply, it is expected that in future 76 per cent of all growth in the Surf Coast will be in Torquay (8,701). The hinterland is forecast to grow at a much faster rate (20 per cent) than the coast (four per cent). These areas will see population increases of 2,297 and 488 people respectively.

The Surf Coast Shire population for 2021 is 34,230, and is forecast to grow to 45,717 by 2036. (Source: Forecast.id.com.au).

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Census and forecasts population data is available on the [Surf Coast Shire Council website](#) and includes community profile data for all Surf Coast Shire townships.

Economy

The Surf Coast Shire has a small business economy enjoying the many advantages that come from living near a large regional city – Geelong; and accessibility to Melbourne. Ninety per cent of businesses in the Surf Coast Shire are micro to small businesses that employ four people or less. Originally the region was associated with the surf industry and now continues with new industries emerging and the next generation of entrepreneurs moving in. This includes an increasing number of people involved in creative industries, such as photography, music, art and fashion, and creative services such as graphic design, architecture, and product design.

Long-term growth patterns over the last 20 years have seen the emergence of three distinct local economies that differ in scale, population size, industry mix, growth trends, and outlook.

These sub-economies are Torquay, Coast, and Hinterland. Each sub-economy comprises of the following key sectors:

Torquay:

- Construction (14%)
- Tourism (13%)
- Retail (12%)

Coast:

- Tourism (22%)
- Construction (14%)
- Retail (13%)
- Healthcare (8.5%)

Hinterland:

- Agriculture (39%)
- Construction (19%)
- Public administration and safety (9%)
- Education (8%)

Before the coronavirus pandemic, the Surf Coast Shire economy powered by sectors including surfing, tourism, construction, and small business, supported over 14,400 businesses which drive an economy estimated to be worth over \$2.77 billion annually. A rise in home-based, innovative and creative businesses has led to the Surf Coast Shire being recognised nationally as the fifth-largest creative industry and eighth-largest innovation hotspot.

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The total employment estimate for the Surf Coast Shire in early 2020 was 9,293 jobs. The fastest-growing business sectors have been in health, financial and professional services and construction.

Over five years, the Gross Regional Product of the Surf Coast Shire grew from \$979 million to \$1.39 billion, with an average annual growth rate of 4.67 per cent. This is higher than the average growth for the G21 region (2.58 per cent), Victoria (3.32 per cent) and was equivalent to Melbourne metro (4.59 per cent).

Visitation and part-time populations

The Surf Coast Shire's beaches, natural attractions, major events, and outdoor activities make it a renowned tourism region in Victoria.

Typically the Surf Coast Shire attracts millions of visitors ranging from domestic day trippers and overnight visitors to international travellers. During 2019, the Surf Coast Shire attracted just over 3 million visitors, generating over \$543 million in tourism expenditure. It is estimated that over \$67.2 million in wages and salaries is attributed to tourism in the shire each year.

Since the advent of COVID-19, tourism visitation and expenditure has been significantly affected. The true cost of this won't be fully understood until the economy and the COVID-19 pandemic stabilises.

In addition to the growing permanent population, part-time and visitor populations are significant in the shire. Typically 47 per cent of properties in the Surf Coast Shire are owned by people residing outside the shire, with 26 per cent of holiday homeowners intending to move permanently to the shire in the future. During peak visitation periods, the population of some parts of the Surf Coast Shire, such as Lorne, is estimated to nearly triple.

Events held within the Surf Coast Shire have also suffered as a result of the pandemic. During 2019, the shire was home to over 200 events, festivals, and markets attracting over 240,000 attendees and seen by a global audience of over 40 million. During 2020-21 numerous events scheduled to be held within the shire were cancelled, postponed, held elsewhere, or held virtually. This includes major events such as the Rip Curl Pro, Cadel Evans Road Race, and Race Torquay, Pier to Pub, Surf Coast Century, and Amy's Gran Fondo.












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Councillors

At the 22 October 2016 Council elections, the Surf Coast Shire community elected nine councillors to represent the shire for a four year term. The term for these councillors ceased on 22 September 2020, and on 24 October 2020 the current Council was elected.

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

Anglesea Ward	
	Cr Libby Stapleton (Mayor) Elected 2020 Mayor: 2020-21
	Cr Mike Bodsworth Elected 2020
	Cr Tony Revell* Elected: 2019 *Term ended 2020
	Cr Margot Smith* Elected: 2012, 2016 Mayor: 2014-15 *Term ended 2020
Torquay Ward	
	Cr Liz Pattison (Deputy Mayor) Elected 2020
	Cr Paul Barker Elected 2020
	Cr Kate Gazzard Elected 2020
	Cr Rose Hodge Elected: 2004, 2008, 2012, 2016, 2020 Mayor: 2006-07, 2013-14, 2015-16, 2018-19, 2019-20
	Cr David Bell* Elected: 2012, 2016 Mayor: 2017-18 *Term ended 2020
	Cr Martin Duke* Elected: 2016 *Term ended 2020
	Cr Brian McKiterick* Elected: 2008, 2012, 2016 Mayor: 2011-12, 2016-17 *Term ended 2020

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Lorne Ward	
	Cr Gary Allen Elected: 2020
	Cr Clive Goldsworthy* Elected: 2012, 2016 *Term ended 2020
Winchelsea Ward	
	Cr Heather Wellington Elected: 2012, 2016, 2020
	Cr Adrian Schonfelder Elected: 2020
	Cr James McIntyre* Elected: 2019 *Term ended 2020

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The year in review

Highlights, challenges and the year ahead

See the Our Performance section in this report for more performance-related information.

Theme: Community wellbeing

Create an inclusive community where everyone can participate and contribute

Highlights:

- Supported the community through COVID-19, particularly approving and monitoring return-to-play plans for each sporting club and community group.
- Delivered the Torquay Jan Juc Shuttle Bus Service as a pop-up project from Christmas until late January.
- Completed key female-friendly facility upgrade projects at Mt Moriac Reserve, including the Equestrian Pavilion Upgrade, football and netball lighting upgrades and Oval 2 Drainage Upgrade.
- Completed the Deans Marsh Festival Stand as a pilot project that was led, delivered and fully funded by the local community.
- Completed various key projects, including Anglesea Hall Sound and Lighting Upgrade, Winchelsea Cricket Club Practice Net Redevelopment, Bob Pettitt Performance Stage, Nautical Rise Edible Garden and Great Ocean Views Reserve Activation.
- The Stribling Reserve Netball Pavilion was officially opened, and construction commenced on Stribling Reserve Main Pavilion (to be completed December 2021).
- Secured funding to commence the Anglesea Netball Pavilion Upgrade.
- Secured all required funding to progress the Surf Coast Aquatic and Health Centre.
- Worked with community groups to develop eight community initiatives as part of the Community Projects Development Program.
- Implemented the COVID-19 Recovery Program with over \$900k allocated as at May 2021.
- Worked with the community in implementing the Community Activation and Social Inclusion Initiative.
- Facilitated the establishment of town-based community action groups to assist the community with community-led initiatives and programs.
- Adopted Council's Age Friendly 2020-2024 Strategy.
- Publicly committed to Reconciliation and developing stronger relationships with Aboriginal and Torres Strait Islander people.
- Regional assessment services continued to support older residents requiring support in accessing services.
- Worked with Multi Arts Centre Incorporated to establish a lease for a community-led arts facility in the former Surf Coast Sport and Recreation Centre in Torquay.
- Secured funding to complete the fit out for the Multi Arts Centre and commenced that project.
- Completed the Winchelsea Memorial Cairn Project.
- Completed the Location and Scope Feasibility Study for the Cultural Facility and Library in Torquay. Commenced the concept development and business case work.
- Transitioned to an online arts program 'PORTAL' with the cancellation of the 2020 Arts Trail due to COVID-19.

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- Improved access to the Winchelsea Health Club via a new 24/7 operating model.
 - The Municipal Emergency Resource Program (MERP) was extended for a further four years to continue to build community resilience in emergencies.
 - The annual fire fuel reduction program commenced in selected high risk streets of Lorne and Anglesea.
 - The Strategic Fuel Break Network Extension was approved by the Secretary of DELWP after two years of planning. This provides vegetation removal exemptions and the framework for minimising environmental and cultural impacts.
 - Led the running of the Victorian Government's Safer Together Program and the development of a multi-agency project control group. Five scenario workshops were undertaken with more than thirty representatives of local and district responders.
 - Prioritisation of response to the Ross River virus outbreak affecting the community through the implementation of the Mosquito Management Plan, including ongoing larvae treatments, surveillance and monitoring.
 - Completed the Moriac Stormwater and Septic Study with key findings shared with the Moriac community.
 - Enhanced childhood immunisation services to provide free childhood flu vaccinations.
- Committees which includes governance-related induction training with all members.
 - Working with the local community in removing user-built bike jumps from Council-owned and managed land and directing resources towards improving our existing bike park network.
 - Enabling all early years services, including maternal child health services, to remain open and fully operational under COVID-19 guidelines.
 - The transition of aged and disability direct service delivery to new service providers which was completed in September 2020.
 - Cancellation, postponement or modification of Council events in response to COVID-19 restrictions.
 - The deep impact of COVID-19 on the wellbeing of Surf Coast Shire communities, with particular impacts felt by artists and those people working in events and creative industries.
 - Balancing community-use facilities within a COVID-19 setting.
 - Bushfire planning.
 - Pandemic response and recovery.
 - The impact of the La Nina weather system faced last spring on delivering open space maintenance services.

Challenges:

- Developing a more coordinated and centralised effort around the planning, investment and delivery of community spaces, places and services (Social Infrastructure and Open Space Plan).
- COVID-19 related impacts on the health and wellbeing of all Surf Coast Shire residents and community groups.
- Supporting community groups and clubs in their recovery post COVID-19.
- Working with GORCAPA to minimise the impact on the community of any future land transitions from Council managed Crown land along the Great Ocean Road.
- Transitioning s86 Committees of Management to Community Asset

The year ahead:

- Adopt the Social Infrastructure and Open Space Plan.
- Progress the Surf Coast Aquatic and Health Centre project.
- Complete key projects including Stribling Reserve Pavilions Upgrade, Grant Pavilion Stage 1, Barwon River Reserve Adventure Play Space and Gathering Space (Winchelsea), Torquay Way Finding Strategy, Mt Moriac Netball and Tennis Pavilion Upgrade and Torquay Scouts Storage Extension.
- Progress the Anglesea Netball Pavilion upgrade.
- Complete the next stage of planning for the Cultural Facility and Library in Torquay and secure funding to deliver it.
- Support the local arts community in the fit out of the Multi Arts Centre, Torquay.

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Theme: Environmental leadership

Preserve and enhance the natural environment

Highlights

- Surf Coast Shire Council is one of 46 Victorian councils participating in the Victorian Energy Collaboration (VECO), to purchase renewable energy. From July 1 2021, Council will be using 100 per cent renewable electricity to power our facilities and streetlights. Benefits to Council and our community include:
 - Enables us to meet our corporate environmental sustainability target of 100 per cent renewable energy.
 - Reduces our corporate greenhouse gas emissions by around 15 per cent annually.
 - Is expected to save approximately 35 per cent on Council's electricity bills, based on current costs.
 - Demonstrates environmental leadership and action on the climate emergency by encouraging growth in the Victorian renewable energy sector.
- The Climate Emergency Corporate Response Plan 2021-2031 commits Council to taking the urgent action required to make our contribution to sustain a safe climate, where existing and future communities and ecosystems will thrive. It includes an action plan for financial years 2021-23, outlining 67 actions to address climate change mitigation, adaptation and mobilisation across our organisation. The plan was submitted as Council's pledge to Victoria's *Climate Change Act 2017*.
- Part one of Council's Climate Emergency response consisted of [Council's Short Term Climate Emergency Corporate Action Plan](#), identifying initiatives across the organisation that could be implemented quickly and within existing resources. The short-term plan was delivered from February 2020 to February 2021, with a total of 40 actions (75 per cent of the actions identified were completed).
- Surf Coast ReimagineED was an online sustainable living series delivered by Council from November 2020 to March 2021. Ten free events covered topics including thrifty gardening, food preserving, community climate action, and climate action through gardening.
- A community climate change survey and community emissions profile were completed to inform Council and community action on climate change.
- The launch of Council's Community Climate Mobiliser Program attracted twenty expressions of interest from people living all around the shire. The program ran from April-June 2021, with participants taking part in workshops to plan broader community conversations about climate change and local actions. From the program, a new community group has emerged – Zero Emissions Surf Coast – which is working with Anglesea and Aireys Inlet communities to plan a zero emissions future.
- Solar systems have now been installed at 29 Council sites, totalling over 570kW of capacity, along with a total of 50kWhr of battery storage at three of the sites.
- Council's kerbside waste reform was implemented in February 2021, with our service now including a food organics and garden organics (FOGO) collection, and separate bin for glass. A 39 per cent reduction in waste sent to landfill has been recorded in this time.
- Pest, plant and animal control works continued despite the pandemic on Council-owned and controlled land.
- More native plants were added to the banks of the Barwon River in Winchelsea, continuing the restoration works that have been taking place for more than 10 years.

Challenges:

- The Intergovernmental Panel on Climate Change (IPCC) report, released in August 2021, paints a confronting picture of what we can expect to experience if global emissions are not reduced with urgency at a large scale.

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- As a result of climate change, Surf Coast Shire will experience temperature increases, a greater number of severe weather events such as bushfires and heatwaves, changes to our coastline and oceans, reduced rainfalls, impacts on native ecosystems and biodiversity, and consequences for human health and wellbeing.
 - The COVID-19 pandemic continues to impact ways we can engage with colleagues and community to take action on climate change.
 - Both mitigating and adapting to climate change requires significant amounts of additional funding.
- and continuing to shift away from fossil fuels (gas, diesel, petrol and electricity sources).
 - Supporting the advancement of local Registered Aboriginal Parties' Country plans, with particular consideration for climate change and enabling use of traditional land management practices.
 - Continuing to support community responses to the climate emergency.
 - Developing an Environmentally Sustainable Design Policy for Council facilities.
 - Developing an Electric Vehicle Charging Infrastructure Policy.
 - Continuing to adapt our organisation to a changing climate through updating Council's Climate Change Adaptation Plan, Strategic Bushfire Management Plan and Heatwave Plan.

The year ahead:

- Implementation of Council's Climate Emergency Corporate Response Plan 2021-2031, including:
 - Becoming a carbon neutral accredited organisation through the federal government supported Climate Active Program.
 - Increasing our generation, storage and use of renewable electricity,
- Participate with other councils, water authorities and catchment management authorities in the Barwon South West Climate Alliance to respond to climate change at a regional level.

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Theme: Balancing growth

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

Highlights:

- Continued to develop a revised Torquay-Jan Juc Development Contribution Plan.
- Council prepared a submission to the Distinctive Areas and Landscapes Draft Statement of Planning Policy and officers participated in the Advisory Committee Hearing over seven weeks in March/April 2021. The Statement of Planning Policy will determine protected settlement boundaries for Torquay/Jan Juc, as well as heights and density of urban development.
- Statutory Planning was the best-performing service for determination of applications benchmarked against the Peri-Urban Group of Councils and Rural Councils.
- Two rezonings were approved at Moriac and Winchelsea for 115 low density lots in accordance with the strategic plans for township growth.
- Completion and opening of the \$13.5 million Wurdi Baierr Stadium in Torquay.
- Secured funding for the Surf Coast Aquatic and Health Centre in Torquay and committed to deliver the project.
- Considering coastal towns in the context of the DELWP Strategic Framework Plan for the Great Ocean Road and new Great Ocean Road Coast and Parks Authority.
- The impact of an increasing population on the communities' amenities.

The year ahead:

- Adoption of the revised Torquay-Jan Juc Development Contribution Plan and proceeding this through a planning scheme amendment.
- Continue structure planning for Lorne and Moriac.
- Complete the Retail and Employment Land Strategy for Torquay and implement this strategy through a planning scheme amendment.
- Implementation of the Distinctive Areas and Landscapes directions for Torquay/Jan Juc.
- Complete a planning scheme amendment to implement the Rural Hinterland Futures Strategy to give direction on tourism uses in rural areas.
- Commence a planning scheme amendment to implement the Heritage Study Stage 2C to protect our important historical properties.
- Commence a shire-wide Settlement Strategy following the conclusion of the Distinctive Areas and Landscapes Project.
- Commence master planning for the Messmate Road Growth Area following conclusion of the Distinctive Areas and Landscapes Project.
- Commence scoping for a planning scheme review following conclusion of the Distinctive Areas and Landscapes Project.
- Participate in the Great Ocean Road Strategic Framework Plan.

Challenges:

- Need for certainty regarding long anticipated Distinctive Areas and Landscapes.
- Reactivating projects postponed by the coronavirus pandemic such as the planning scheme amendment to implement the Winchelsea town centre urban design guidelines.

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Theme: Vibrant economy

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

Highlights:

- Inspired By Surf Coast (www.inspiredbysurfcoast.com.au) is a buy-local campaign that was launched in late 2020. The purpose of Inspired By Surf Coast is to promote and celebrate the talent, innovation and collaborative spirit of the Surf Coast - transforming talk into action; inspiring people to discover and engage with our range of businesses, supporting the local economy so that we continue to prosper during and beyond COVID-19. It now supports over 500 Surf Coast Shire businesses with marketing efforts.
- A series of Farm Focus Skills videos were delivered online in July 2020. Farm Focus Skills was to be the new name for workshops and extension projects to be delivered as a Council initiative by Surf Coast Agribusiness Network in partnership with Corangamite Catchment Management Authority.
- The Business Concierge Service (a process which helps streamline business permit applications that involve multiple departments) continued to be in demand. At the commencement of the service it was estimated that approximately 10 applications would run through the service each year. In fact, more than 100 businesses were assisted by the program during 2020-21.
- The Bells Beach Rip Curl Pro was secured for an additional three years (2022–24).
- A 1:1 specialist advice program commenced during the pandemic and assisted 55 businesses by connecting them with local business experts for advice on marketing, accounting, legal and business planning.
- The Fresh Air Dining Program was developed in response to the state government's 'Outdoor Eating and Entertainment Package'. This has included the administration of a \$250,000 grant with the following outcomes achieved:
 - Significant reduction in litter and waste in public areas due to additional bin collections over the summer and Easter periods.
 - Forty-five businesses supported the undertaking of extended outdoor dining.
 - A significant marketing effort promoting local food businesses using Inspired By Surf Coast. The Fresh Air Dining program had a total social media reach of 171,841.
 - Installation of six new big belly bins in high use areas near cafes at a cost of \$10,000 each.

Events

COVID-19 related business support

- The Surf Coast Business Collective Newsletter has been a source of regular Council activity and state government support for businesses. Over 6,500 businesses have subscribed and 1,200 businesses follow the Surf Coast Business Collective accounts on social media.
- The 2020-21 Event Grants Program saw 21 event grant applications assessed by a panel of officers across the community, boutique creative, special focus and tourism event categories. Council approved funding based on the recommendations at the May 2021 Council meeting.
- Filming for *Surviving Summer* on the Surf Coast concluded in late April 2021. The 10-part miniseries commenced filming in February, primarily in locations from Jan Juc to Lorne. Over 50 cast and crew based themselves in the Surf Coast Shire (mainly Anglesea) providing a great boost to local hospitality businesses, accommodation providers and many more. Filming also provided the opportunity for many local children to be involved as extras.

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- Secured a \$35,000 grant from the Victorian Government's Regional Recovery Fund. The grant will be used to support the recovery of community events within the Surf Coast Shire through two key activities; 1) marketing support and community awareness generation, and 2) assistance with COVIDSafe event management planning.
- Launched the new digital suite of event information including a major event website (www.surfcoastevents.com.au) and Facebook page in late 2020. Events now have a strong marketing platform – including a new brand, website, e-newsletter, Facebook and Instagram accounts - which is dedicated to promoting events and maximising their benefits for our community.
- More than 20 events were held in the November–June period following the cancellations of the majority of events in 2020 due to COVID-19. In addition, local surf clubs made the transition to virtual versions of their major fundraising events.

Visitor Information Centres and the Australian National Surfing Museum

- Launched the 'Explore Surf Coast' [Facebook](#) and [Instagram](#) pages to connect with potential visitors online before they travel to and once they arrive in the region.
- The Australian National Surfing Museum (ANSM), based in Torquay, is one of only 18 organisations selected to participate in the Australian Museums and Galleries Association's Regional Digitisation Project, which is about preserving and providing access to precious and irreplaceable museum and gallery pieces. As a result, our ANSM team will be digitising up to 120 objects of significance which reflect Australia's surfing history.
- Invested \$75,000 with Great Ocean Road Regional Tourism (GORRT) specifically for digital marketing to enhance the promotion of the Surf Coast Shire in what will be an

incredibly competitive market. This included the development of the Wake Up to Surf Coast Campaign, promoting our attractions, experiences and businesses. Other campaigns being delivered in conjunction with GORRT include the Great Ocean Road Sleepover and 52 Great Weekends campaigns.

Challenges:

- Recovery phase of COVID-19 and continued support of heavily impacted businesses.
- Ensuring visitation returns at the right time with expenditure maximised.
- Business stability as key federal and state assistance programs end.
- Supporting mass participation events with COVID-19 requirements and balancing host community sentiment with the need to encourage visitation.
- Fast tracked transition to digital media for visitor information.
- Recognition of the significance of the Australian National Surfing Museum.

The year ahead:

- Continued COVID-19 support for the business community.
- Continued delivery of the COVID-19 Recovery Support Grants.
- Completion of the 10-year Economic Development Strategy.
- Launch of the new Surf Coast Events brand and website.
- Resumption of face-to-face services at our visitor information centres and Australian National Surfing Museum.
- Re-establishment of our significant events calendar.
- Inspired By Surf Coast Campaign to support local businesses.
- Collaborative marketing campaigns with Great Ocean Road Regional Tourism.

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Theme: High performing Council

Deliver valued services to the community

Highlights:

- Implemented 'Live Chat' customer channel to improve the online customer experience.
- Substantial uplift in Council communication content related to COVID-19 including:
 - 341 articles published in print media related to COVID-19 and Surf Coast Shire.
 - 102 additional print advertisements on COVID-19 related information.
 - 500 outdoor signs created and installed communicating COVID-19 information.
 - 69 social media posts related to COVID-19 information with an audience reach of 201,063.
- Council elections and induction of new councillors.
- Implementation of *Local Government Act 2020*.
- Registered and completed 43,193 customer requests (+14,000 or 48 per cent) in Council's primary customer request management system. Ninety-four per cent of requests were completed within the allocated time frame.
- Ninety per cent of Council's forms are now digital forms available on the website.
- The organisation received 635 planning applications from 1 July 2020–30 June 2021 with 75.8 per cent of applications determined within 60 days, making Council's Statutory Planning team the highest performing team in the Peri-Urban Group of Rural Councils for the timeliness of decision-making.
- Planning Compliance saw an increase in the number of new investigations received by 40 per cent compared to the previous year. The team received 205 new investigations with 170 completed.
- The Business Improvement Program exceeded its annual target across the savings program.
- Continued focus on the ongoing renewal of Council's extensive asset base.
- Recommendations from a review of Council's passenger vehicle fleet will result in the reduction of operating costs and carbon impact of these vehicles.
- As part of the legislation change relating to swimming pool and spa safety, Council's Building Compliance Team managed the registration and compliance process of 1,590 pools and spas.
- Delivered a strong result for the delivery of capital and operational projects despite the challenges of COVID-19 – record spend of \$26,103,304 and 97.36 per cent of published Spend Target (the amount of the allocated project budget Council expected to spend in the financial year) following adjustments for savings, cancelled and deferred projects.
- Focus on COVIDSafe workplace plans and enabling the wellbeing and performance of staff during a time of instability and uncertainty.
- Recruitment of Robyn Seymour to the position of CEO.
- Accreditation to the global standard for workplace health and safety systems ISO 45001.

Challenges:

- Adapting workplaces and practices to cope with shifting COVID-19 restrictions and the 'new normal'.
- Maintaining the customer request completion rates on time with a large increase in the number of requests.
- Delivering call centre services from home when staff initially transitioned to work from home.

The year ahead:

- Deliver a number of new initiatives from the Digital Transformation Program.

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Financial overview

Summary

Surf Coast Shire Council's financial position continued to be healthy in 2020-21 despite impacts of the COVID-19 pandemic. This is evidenced by:

- Cash and investments of \$82.6m (up from \$66.8m last year)
- \$99.8m in revenue (up from \$96.6m last year)
- \$19.0m in borrowings (\$21.2m last year)
- Income statement surplus of \$13.0m (\$1.0m in 2019-20)
- Accumulated unallocated cash reserve balance of \$3.5m.

Detailed information relating to Council's financial performance is included in the Annual Financial Report and Performance Statement, which are both included at the end of this report.

How Council's financial framework works

The Council Plan 2017-21 outlines Council's strategy and commitment to achieve its vision of "an engaged, innovative, and sustainable community". Whilst our strategies and plans are aimed at achieving this vision, Council must also meet the principles of sound financial management, as outlined in the *Local Government Act 2020*. To ensure we can deliver on our vision, Council uses revenue raised via rates and other means for the provision of community services, supplying the community with new assets and maintaining existing assets to an acceptable standard.

Council delivers a number of services to the community every year, including:

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

Council also delivers a significant number of projects every year, including the delivery of new community assets, the renewal of existing assets, the coordination of environmental and community initiatives, and various community events.

Financial sustainability and challenges

For 2020-21, Council declared a rate increase of two per cent to comply with the state government's Fair Go Rates legislation. A cap on rates represents a significant financial constraint to local government. Council prepares a 10-year financial plan to ensure financial challenges and responsibilities are recognised. Our current challenges include:

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- Responding to the coronavirus pandemic and the economic and wellbeing impacts to businesses and residents of the shire.
- Heavy reliance on rate revenue in a rate-capped environment and government grants as our main sources of income, and limited access to other revenue sources.
- Significant upheaval in the waste industry.
- Increasing costs related to maintaining assets.
- The costs of providing new assets in growth areas.
- Increased costs in delivering services for a population that is growing.
- Competing community priorities.
- The implementation of the *Local Government Act 2020*.
- Cost shifting. This occurs where local governments provide a service to the community on behalf of the state or federal government and over time the funds received by local governments do not increase in line with real cost increases.

Council continues to invest in initiatives to mitigate these challenges, including our Business Improvement Program, Business Case Initiatives, the establishment of the Program Management Office, and the Digital Transformation Program.

Operating performance

Council's operations delivered a net surplus of \$13.0m, \$1.0m lower than budget. Explanation of material variances can be found in Note 1.1 in the Notes to the Finance Report included at the end of this report.

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

Table 1: Key results for 2020-21

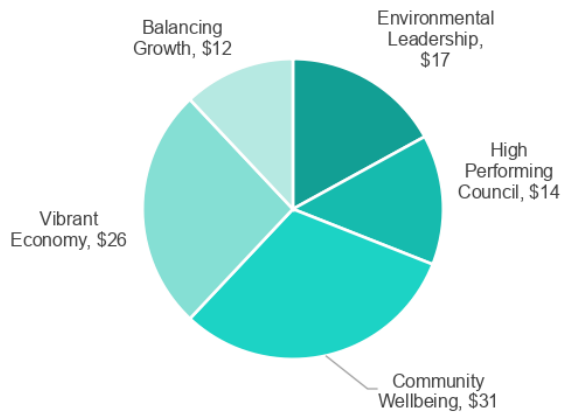
	Budget \$'000	Actual \$'000	Variance \$'000	% Variance
Revenue	99,802	99,763	(39)	-
Expenditure	85,846	86,797	(951)	(1%)
Net Surplus	13,956	12,966	(990)	(7%)
Cash and Investments	47,368	82,602	35,234	74%
Borrowings	18,927	19,021	(94)	(0.5%)
Net Assets	861,734	882,212	20,478	2%
Rates and Charges revenue	56,590	56,812	222	0.4%
Capital Expenditure	28,059	21,532	(6,527)	(23%)
Accumulated unallocated Cash	3,317	3,493	176	5%

Council remains heavily dependent on rates as its major revenue source, with ratepayers contributing 57% of Council's total income in 2020-21.

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Figure 1: How we spent \$100 of rates revenue in 2020-21



Capital expenditure summary

Capitalised expenditure on significant projects in 2020-21 include:

- Surf Coast Multi-Purpose Stadium - \$6.7 million
- Stribling Reserve Pavilions Redevelopment - \$2.6 million
- Horseshoe Bend Road Culvert Upgrade and Shoulder Widening - \$1.0 million
- Cape Otway Road Widening Stage 5 - \$0.9 million
- Digital Transformation Projects - \$0.8 million
- Widening Coombes Road and Intersection Upgrade - \$0.6 million
- Forest Road (Larcombes to Grays Roads) Upgrade - \$0.4 million
- Birregurra-Deans Marsh Road Pathways - \$0.4 million
- Mt Moriac Reserve Equestrian Pavilion and Netball Lighting Upgrade - \$0.3 million
- Solar Compacting Bins - \$0.3 million
- Winchelsea Pathways Project - \$0.2 million.

Table 2: Capital spend by expenditure type 2020-21

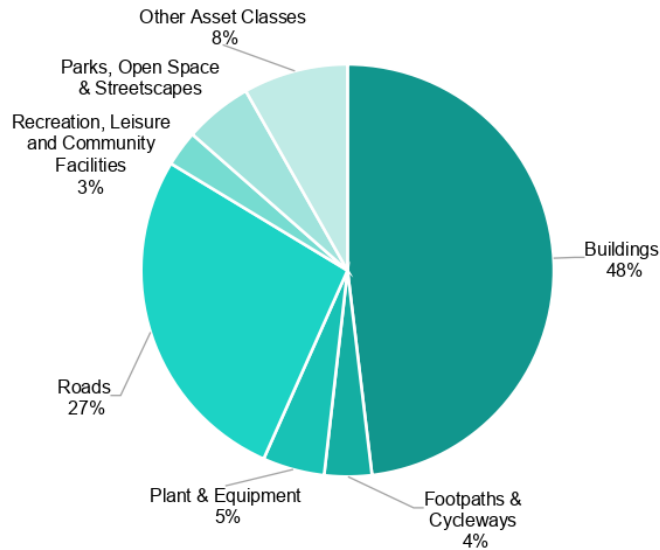
Capital Spend Type	Budget (\$'000)	Actual (\$'000)
New assets	8,490	9,233
Renewal of existing assets*	12,654	6,894
Expansion of existing assets	68	203
Upgrade of existing assets	6,847	5,202
Total	28,059	21,532

*the majority of the under-spend in renewal relates to projects not completed and \$1.9m relates to over-estimate of carry forward budget from the 2019-20 budget.

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Figure 2: Capital spend by expenditure type 2020-21



Projects to be completed

Significant ongoing capital projects as at 30 June 2021 that will continue into 2021-22 are listed in Table 3. For all ongoing projects, unspent expenditure or income yet to be received are carried forward to the 2021-22 financial year.

Table 3: Significant ongoing projects with expenditure budgets carried forward into 2021-22

Project (Expenditure Budget Carried Forward)
• Stribling Reserve Pavilions Redevelopment - \$4.0m
• Surf Coast Highway / Coombes Road Intersection - \$2.6m
• Grant Pavilion Extension - \$1.9m
• Lorne Transfer Station Upgrade - \$1.8m
• Grays Road Upgrade Paraparap - \$1.1m
• Mt Duneed Road (Geelong Rail Bridge) - \$0.9m
• Modewarre Netball and Tennis Pavilion - \$0.8m
• Point Roadknight Drainage Outfall - \$0.7m
• Fischer Street (Darlan Road to Highlander Street) Reconstruction - \$0.6m
• Cape Otway Road Widening Stage 5 - \$0.6m
• Anglesea Transfer Station e-Waste Facility - \$0.6m
• Barwon River Adventure Play Space - \$0.5m
• Anglesea Netball Pavilion Redevelopment - \$0.5m
• Connecting Torquay Town Centre - Fischer Street Parking - \$0.5m.

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Working capital

Working capital ratio (current assets/current liabilities) is an indicator of an organisation's ability to meet its financial commitments over the coming 12 months. Working capital ratio at the end of the financial year was 234 per cent, which is lower than the budgeted position of 338 per cent. This movement is driven by the increase in current liabilities due to a transfer from non-current liabilities to current liabilities in relation to landfill works to be undertaken during 2021-22 that will be funded from the provision.

Borrowings

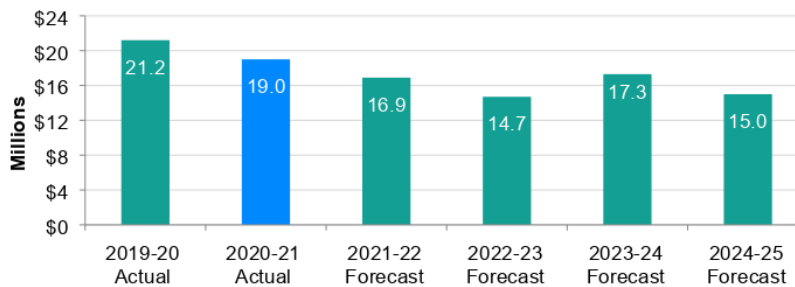
No new borrowings occurred in 2020-21. Council continues to maintain a responsible debt level relative to its rate revenue base. Council's debt strategy is outlined in the 2021-22 Annual Budget. Council continues to maintain a manageable level of debt with borrowing levels well within the local government prudential guidelines.

No new borrowings have been budgeted in the 2021-22 financial year. In 2023-24 Council plans to take out \$4.8 million of new borrowings to help fund the Surf Coast Aquatic and Health Centre. Council will consider its cash position before entering into any new debt arrangements.

Table 4: Debt ratios

2020-21 Loans and Borrowings Performance Indicator	Budget	Actual
Interest bearing loans and borrowings / rate revenue	33.45%	33.48%
Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4.50%	4.50%

Figure 3: Debt level 2019-20 to 2024-25



Cash Position

Council's cash and investment balance of \$82.6m is presented in Table 5. \$49.9m is restricted for either statutory or contractual reasons, \$29.2m is allocated for special purposes by Council and \$3.5m is available as unallocated cash.

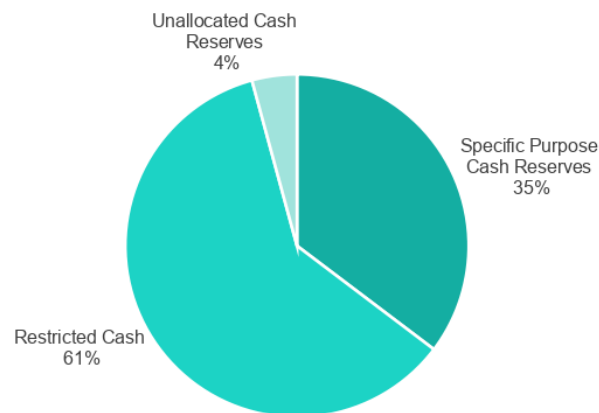
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Table 5: Cash position compared to budget

	Budget (\$'000)	Actual (\$'000)
Cash flows from operating activities	24,805	39,903
Cash flows from investing activities	(27,561)	(32,753)
Cash flows from financing activities	(3,218)	(3,114)
Net increase (decrease) in cash and cash equivalents	(5,973)	4,036
Cash and investments at end of year	47,368	82,602

Figure 4: Cash position as at 30 June 2021



The cash and investments increase compared to budget is mainly driven by the budgeted opening balance being lower than actual \$13 million, additional grant funding of \$17.2 million and underspend of capital works \$6.5 million.

Our specific purposes and restricted reserves cater for items such as:

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

What's in store for next year?

The 2021-22 Budget outlines Council's priorities for the next financial year, and is guided by Council's purpose to help the Council's community and environment to thrive.

Council will deliver \$28.3 million of capital works in 2021-22. Of the 2021-22 capital works spend, \$13.75 million relates to existing projects being carried forward from 2020-21, and \$14.6 million relates to new capital works spending.

We have also allocated a further \$2 million for new non-capital projects in 2021-22. This includes continuing our investment in Council's Business Improvement Program, along with the new environmental initiative for Council's Carbon Neutrality Program which will see Council become a certified carbon neutral organisation through the federal government's Climate Active Program in 2021-22.

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Description of operations

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

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

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

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

More information about Council services can be found in the Our Performance section later in the report.

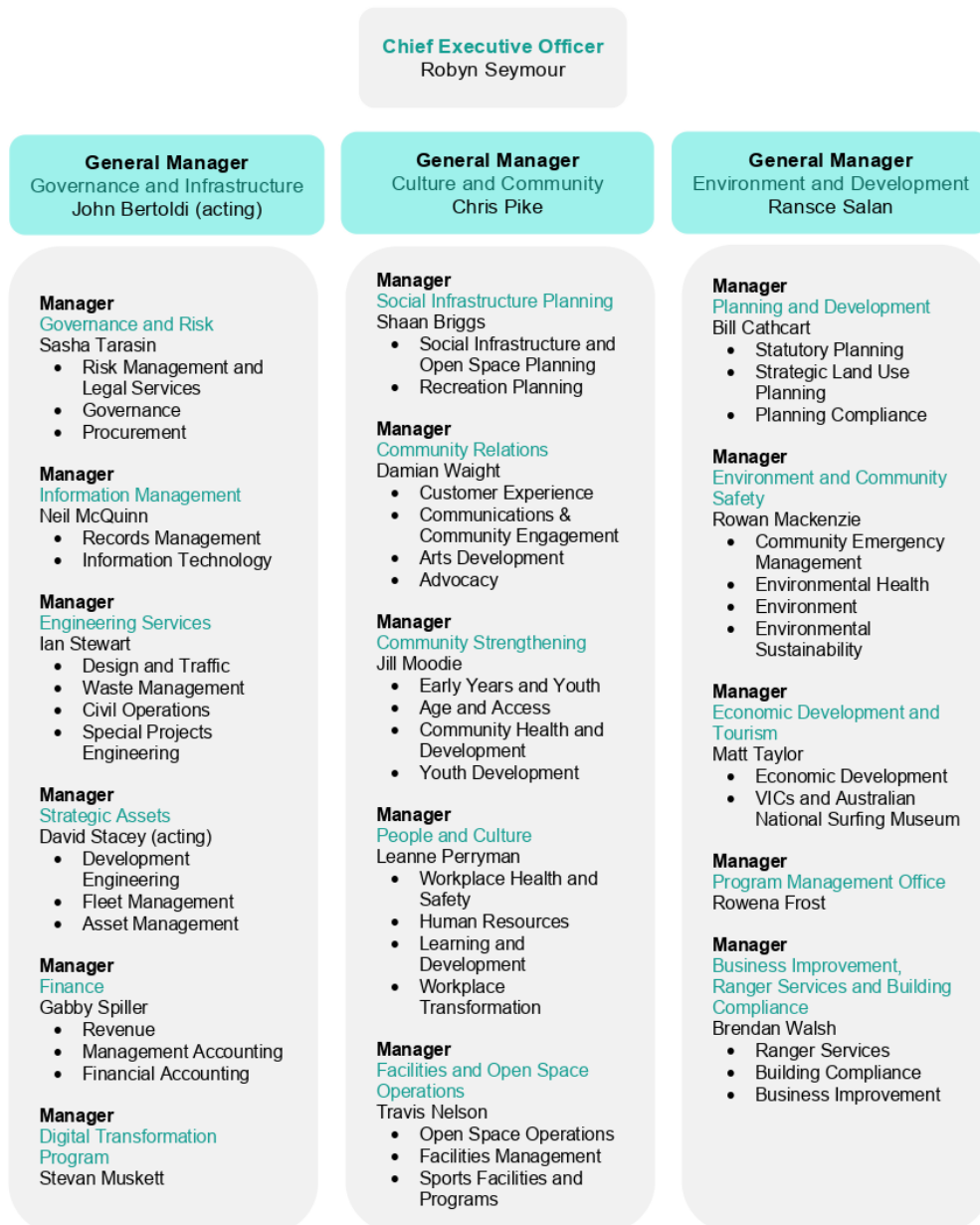
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Our organisation

Organisational structure

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



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Executive Management Team

Council is the governing body that appoints a Chief Executive Officer. The CEO is responsible for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. In July 2020, Keith Baillie resigned as CEO and Anne Howard was appointed to the position of Acting CEO from 1 August 2020 until a new CEO was appointed. As Anne held the position of CEO during the majority of the 2020-21 year, her details are included below, alongside the current CEO, Robyn Seymour, who was appointed on 20 April 2021 and commenced on 12 July 2021.

The CEO and three general managers form the Executive Management Team (EMT) and lead the organisation. Details of the previous acting CEO, the current CEO and the senior officers reporting directly to the CEO are set out below.

Robyn Seymour

Chief Executive Officer (commenced 12 July 2021)

Bachelor of Social Science, Master of Business Administration (MBA)

Robyn joined Surf Coast Shire Council as Chief Executive Officer in July 2021, moving into local government from a distinguished career in road safety strategy and delivery. Robyn was previously Deputy Secretary, Network Planning, with Victoria's Department of Transport, leading a team of more than 400 people. Her role included strong focus on determining future transport needs and delivery of Victorian Government strategies, including the Road Safety Strategy which aims to halve Victorian road deaths and progressively reduce serious injuries by 2030. She was previously Chief Executive and Deputy Chief Executive of VicRoads after having started her career in the sector as a counsellor, working for eight years with individuals and families impacted by road trauma. Robyn said a strong wish to return to working more closely with the community had been one of her main motivations in seeking the Surf Coast Shire Council role.

Anne Howard

Acting Chief Executive Officer (1 August 2020 – 12 July 2021)

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

Anne joined Council in March 2016 and commenced as Acting CEO on 1 August 2020. Her substantive role was General Manager Governance and Infrastructure. Anne's diverse responsibilities since joining local government in 2001 include economic development and tourism, corporate and community planning, strategic planning, asset management and the program management office. Prior to this, Anne's private industry experience includes environmental consulting, project management and delivery of environmental health infrastructure in remote Aboriginal communities.

John Bertoldi

Acting General Manager Governance and Infrastructure

Bachelor of Engineering (Civil)

John commenced the acting General Manager role in August 2020. His substantive role is as Council's Strategic Asset Manager and he previously held the position of Manager Contracts and Capital Works. John previously held engineering roles at Golden Plains Shire Council and Queanbeyan City Council in New South Wales.

Chris Pike

General Manager Culture and Community

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

Chris was appointed in October 2013. His diverse career spans community and private sector roles in the United Kingdom and state and local government roles in Australia. Chris previously worked with the Victorian Department of Treasury and Finance and the City of Port Phillip in various management roles across community services, economic

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development, corporate planning and ministerial liaison functions.

Ransce Salan

General Manager Environment and Development

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

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

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Council staff

Workplace culture

At Surf Coast Shire Council our purpose is to help our community and environment to thrive. We aspire to be a place where people can do their best and be proud of their achievements. Our People and Culture strategic goals include:

- Implement programs and strategies to lift individual and organisational performance.
- Develop the capability of leaders at all levels.
- Build individual and organisational resilience.
- Enhance employee wellbeing and build a thriving organisation.

Throughout 2020-21, we continued to focus on supporting people to do their best despite the challenges presented through changing restrictions and directions about how and where work could be performed.

COVID-19 response

We continued to adapt our work to the challenges presented by the COVID-19 pandemic whilst progressing our People and Culture Strategy.

Throughout the year the majority of our office-based employees worked from home. Zoom meetings became the norm and we evolved many business processes relating to service delivery, as well as incorporating improvements that have become apparent through new ways of working.

A large proportion of our workforce remained in the field. We have supported these employees with health and safety aspects including PPE and COVID-Safe procedures, and in relation to changing service requirements and wellbeing.

In recognising the mental health impacts of multiple lockdowns on both our workforce and the

community we serve, we implemented a program founded in the science of positive psychology. This is enabling employees to take responsibility of their wellbeing through contemporary use of technology, data analytics, workshops, resources and leadership development and practices.

Using a systematic methodology, employees were led through a cycle of three phases to explore, transform and evolve their wellbeing and performance at work and in life:

- Exploring wellbeing and performance through individual profiles and organisational diagnostic information.
- Transforming wellbeing and performance through a series of learning and development experiences based on positive psychology and wellbeing science.
- Evolving to sustain a high-performance culture with wellbeing at its core.

Data indicates that improvements in engagement and performance and stronger feelings of connection improves physical and mental wellbeing and work life balance. Leaders incorporate wellbeing into their leadership practice, and employees comment on an improved ability to work through life's challenges. Community-facing programs are evolving to include wellbeing components. Ongoing commitment from Council and the executive team is ensuring this successful program continues to embed a continuous improvement culture with wellbeing front and centre.

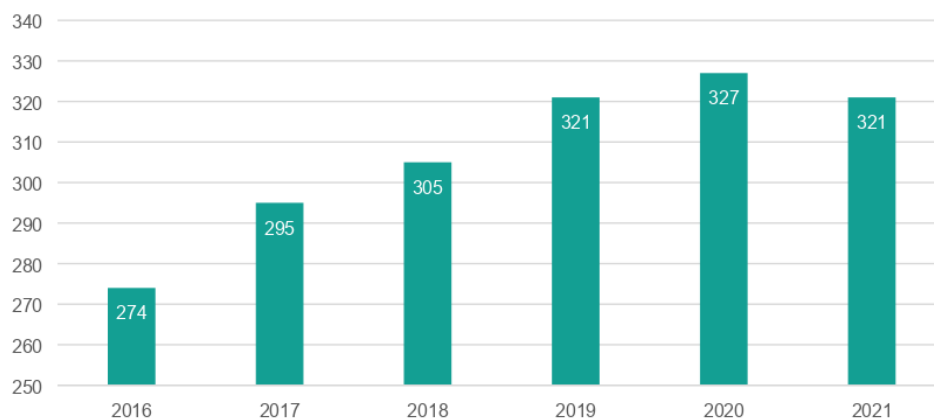
Our workforce

The total number of full-time equivalent (FTE) employees decreased by 1.87 per cent during 2020-21, with Figure 5 showing FTE trend numbers over the past six years. The decrease in these figures reflects Council's aged care services transitioning to other providers in October 2020.

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Figure 5: Total number of FTE employees 2016-2021*



*Excludes casual employees

Table 6: FTE numbers by employment type and gender 2016-2021

Structure	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Permanent full time male	119.00	123.00	134.00	132.00	136.00	136.00
Permanent full time female	65.00	65.00	65.00	77.00	67.00	75.00
Permanent part time male	13.31*	13.71*	17.21*	18.32*	17.07*	14.18*
Permanent part time female	77.00*	93.24*	88.32*	94.00*	107.05*	96.16*
Total	274.31	294.95	304.53	321.32	327.12	321.34
Casual - male	15**	14**	9**	9**	10.00**	11**
Casual - female	85**	57**	56**	55**	60.00**	53**

*Part-time hours equated to FTE.

**Headcount – not counted towards FTE.

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

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Figure 6: Percentage of employees by employment type 2020-21

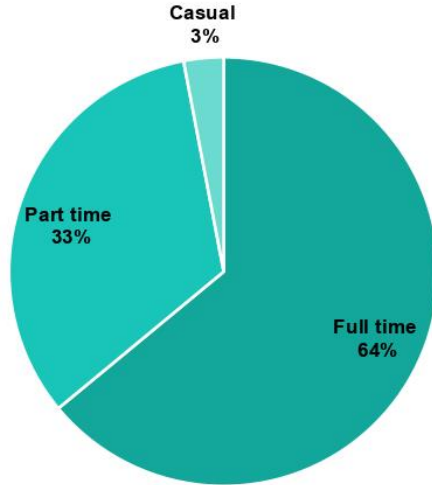
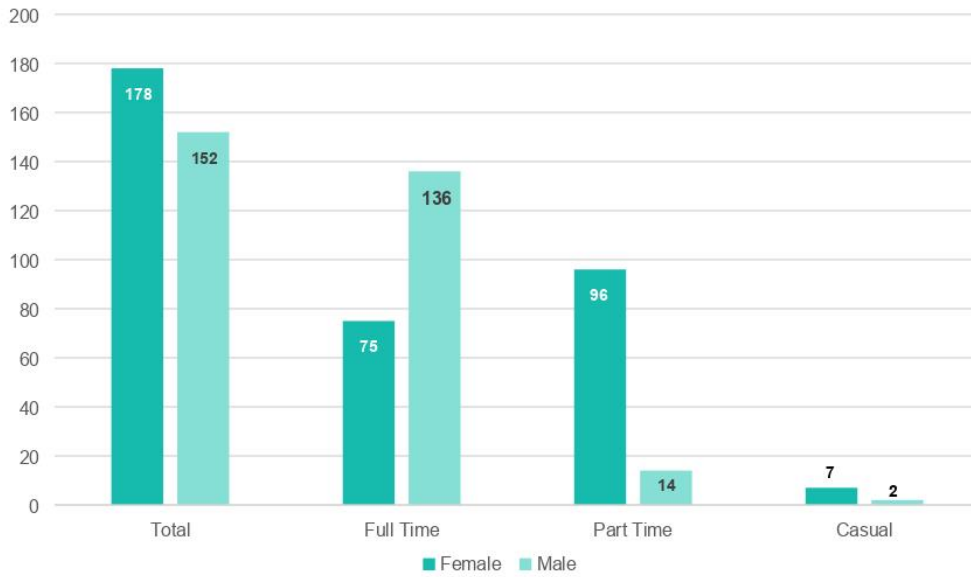


Figure 7: Headcount number of employees by employment type and gender 2020-21



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Table 7: Divisional breakdown of FTE employees by employment type and gender 2020-21

Gender	Office of the CEO	Governance and Infrastructure	Community and Culture	Environment and Development	Total
Permanent full-time male	2	56	42	36	136
Permanent full-time female	3	16	24	32	75
Permanent part-time male	0	5.17	3.06	5.95	14.18
Permanent part-time female	1.26	20.87	51.17	22.86	96.16
Casual male	0	0.85	0.58	0.33	1.76
Casual female	0	0.60	5.30	0.63	6.52
Total Including casual employees	6.26	99.49	126.11	97.76	329.62

Figure 8: FTE employees by division and gender 2020-21

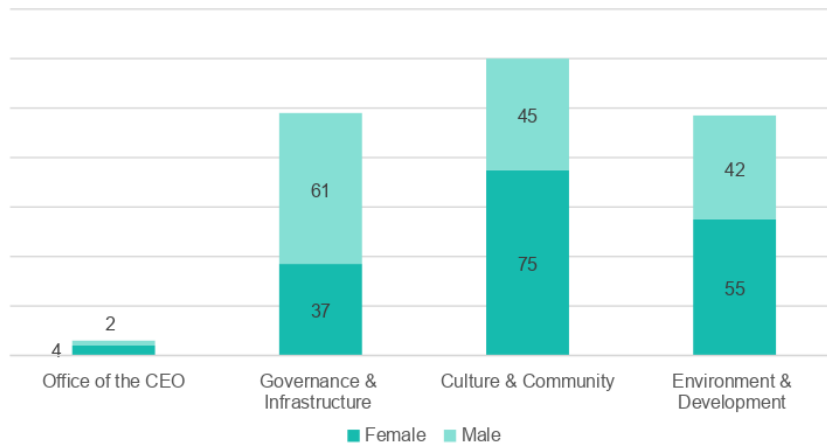


Table 8: Employment bands of FTE by employment type and gender 2020-21

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Permanent full time - female	0.0	0.0	0.0	17.0	14.0	18.0	15.0	4.0	7.0	75.0
Permanent full time - male	1.0	1.0	34.0	8.0	23.0	24.0	25.0	6.0	14.0	136.0
Permanent part time - female	2.86	0.0	4.21	22.66	10.62	24.14	7.07	0.5	24.1	96.16
Permanent part time - male	0.69	0.0	2.47	1.42	1.85	5.52	0.63	0.84	0.74	14.18
Casual - female	1.54	0.32	1.26	2.63	0.04	0.05	0.0	0.0	0.69	6.52
Casual - male	0.11	0.01	0.05	0.15	0.59	0.78	0.07	0.0	0.0	1.76
Total	6.21	1.34	42.0	51.86	50.09	72.49	47.78	11.34	46.53	329.62

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Workplace diversity

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

Our internally focussed Workplace Diversity Commitment builds on the commitment made to our community through Council's Accessible and Inclusive Surf Coast Shire Strategic Plan (2014-2024) to build healthy, well-connected communities where everyone can participate. The Workplace Diversity Commitment has four focus areas – valuing uniqueness, gender equity, young people and people with disability.

Our commitment to workplace diversity has been extended through the development of Council's Gender Equality Action Plan (GEAP). The GEAP will commence in March 2021 and has seen Council undertake a workplace gender audit before looking to develop strategies for achieving workplace gender equality.

The GEAP also identifies that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience due to other characteristics, such as:

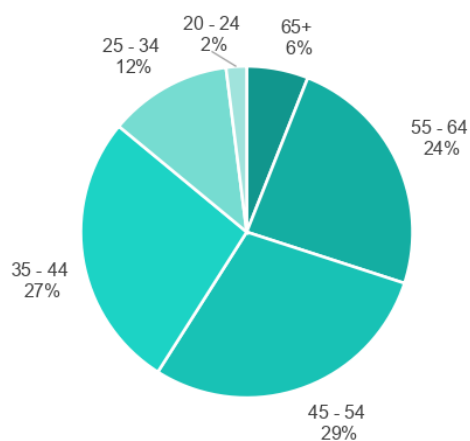
- race
- Aboriginality
- religion
- ethnicity
- disability
- age
- sexual orientation
- gender identity

Our plan will promote gender equality in policies, programs and services that impact our people and our interactions with the public.

Young people

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

Figure 9: Employees by age group 2020-21



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Council hosted a number of university and high school students with a variety of different types of placements as indicated in Table 9.

University students assisted officers with projects being completed in the Environment and Sustainability, Early Years (Kindergartens) and Maternal and Child Health teams.

Four students undertook structured work experience programs with Council. These programs rotate students through multiple work areas of Council's operations, ensuring that students broaden their knowledge of the services Council delivers whilst gaining practical knowledge to help direct their future careers.

Council also more than doubled the amount of university students that undertook placement with us from the previous year with 14 students working with us.

Table 9: Work placements hosted in 2020-21

Type of placement	Number of students hosted
Internship (university)	14
Work experience (high school)	4
VCAL	2
Apprenticeship/Traineeship	4

Recruitment trends

We appointed people to 67 job vacancies in 2020-21.

We received 1,300 applications for vacancies, which is an increase in the number of applications on the previous year. On average, 20 applications were received per role.

An overview of recruitment trends for the past ten years is included in Table 10.

Table 10: Recruitment trends 2020-21

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Recruitment processes	55	70	65	64	70	91	81	99	62	67
Applications received	906	1,360	1,633	1,201	1,083	1,654	1,245	2,149	1,119	1,301

Child Safe Organisation

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

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

Council maintains a leadership position on this legislation by:

- requiring all employees to gain a Working With Children Check (WWCC);
- requiring all employees and volunteers to complete either an online or face-to-face training module on the Child Safe Standards and the Reportable Conduct Scheme;
- requiring all contractors and volunteers with direct contact with children to gain a Working With Children Check (WWCC).

Employee achievements recognised

Recognising and celebrating our employees' achievements is vital to our workplace culture. In 2020-21, 44 of our people reached significant service milestones. A snapshot of the areas across all divisions where milestones were reached is shown in Table 11.

Table 11: Employee Recognition of Service Awards 2020-21

	Length of Service (years)						
	5	10	15	20	25	30	40
Culture and Community	12	3	1	1		1	
Environment and Development	3	2	1	1	1		
Governance and Infrastructure	2	5	2	3	3		2
Office of the CEO					1		

Learning and development

A narrower program of learning and development was delivered in 2020–21 in recognition of the capacity of people to learn and develop new skills amidst the ever-changing world resulting from COVID-19 and the limitations of online delivery of programs. The 2020-21 program had an overarching focus on employee wellbeing and coping strategies, as well as productivity and leadership in a hybrid working environment.

Online delivery became the norm and we successfully adapted our new employee inductions, as well as a broad range of individual, job specific and corporate or group training programs.

With significant legislative changes in the past year, all staff were required to complete new and refresher training across a broad variety of topics. More than 3000 units of compliance training were delivered to staff using our online learning management system, Litmos. In 2020-21, Litmos licences were increased to enable field-based staff to also complete this training online.

Further study supported

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

During 2020-21, our professional development program supported a small number of employees who made applications for higher education studies. This included financial assistance towards study costs and, in some cases, granting study leave to attend lectures and exams.

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Workplace health and safety

Council's leadership group continues to review safety management system performance bi-annually to ensure adequacy of hazard management and to identify what resources are required for further improvement.

In accordance with the Wellbeing, Health and Safety Strategy 2019–21, key objectives aligned to the strategic principles of promotion, prevention and support are established. These focus areas are established by the Leadership Team through analysis of staff reporting and industry data to ensure a coordinated effort to achieve Council's vision and targets.

OHSAS 45001

Council successfully upgraded its certification to ISO 45001 in 2021, demonstrating continuous improvement and evolution of the safety management system.

Demonstrating commitment to continual improvement and providing a safe work environment, Council elected to undertake assessment against the global safety management system standard. During the 2021 audit, Council upgraded its accreditation with the new international safety management system standard ISO 45001.

The audit team conducted a process-based audit focusing on significant aspects/risks/objectives required by the standards. In recognition that Surf Coast Shire Council has maintained and continuously improved its safety management system since initial certification on 12 May 2015, the auditor recommended certification in the global safety standard.

The auditor was highly complementary of the efforts that have been made by Council over the past 12 months and highlighted some of the proactive measures that have been integrated into Council's safety management system including, devolved ownership of safety at an individual and business unit level, leadership commitment and understanding of safety related matters and the development of clear safety goals and objectives.

Addressing recommendations arising from the accreditation audit remains a key objective for 2021-22.

COVID-19 response

Continued guidance and regulation from the Victorian Government has resulted in ongoing changes to the way that Council delivers services to our community. Departments have been able to pivot quickly to changing restriction levels whilst maintaining continued focus on customer experience.

Council has continued to review and maintain its COVID-19 risk framework and risk assessment in line with the Victorian Government's restrictions and the Chief Health Officer's workplace directions.

Individual team and workplace COVIDSafe workplace plans have been developed to identify the specific controls required that are relevant to the scope of works being completed. COVIDSafe plans are reviewed following any amendments to the Victorian restrictions or a new set of Chief Health Officer's workplace directions being issued.

To support teams, the COVIDSafe guidance material continues to be released, detailing the organisation's requirements and how our activities align with the Victorian Government's restrictions and the Chief Health Officer's workplace directions. Additional COVIDSafe workplace plans have been developed as required and continue to be revised.

- 24 COVIDSafe workplace plans have been developed and maintained.
- No personal protective equipment (PPE) / COVID-19 equipment supply issues.
- All facets of the organisation have been able to continue service delivery in a COVIDSafe manner.
- COVIDSafe face-to-face delivery has been achieved when permissible.

Wellbeing

Our Performance and Wellbeing Program was developed to enable people to take responsibility for their wellbeing, with the overarching focus to effectively minimise potential stress, promote high-performance and strengthen overall wellbeing.

The program is based on a contemporary, science-based approach to understanding and impacting

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wellbeing and performance and focuses on improving individual and organisational wellbeing and performance. Employees were provided with tools and resources and all staff were invited to participate in the program, which included:

- individual access to an online wellbeing profiler;
- help for individuals to improve wellbeing and performance;
- establishing organisational insights using data and diagnostics;
- leadership capability development for supporting wellbeing and performance
- targeted employee workshops based on insights from the organisational diagnostic;
- development of team wellbeing commitments;
- innovation at an organisational level;
- ongoing checks for individuals and organisational wellbeing.

Group level analytics were established and analysed to identify organisational focus areas for improving performance and wellbeing.

Training was provided for managers and coordinators.

Occupational violence and aggression

Occupational violence and aggression (OVA) continues to be a significant issue across the local government sector and managing and preventing this issue remains a major focus for the organisation. Dealing with COVID-19 anger in local government training was provided to 82 customer-facing staff.

Vehicle safety

Council has initiated an additional audit plan to review and audit Council's construction activities. This tool evaluates both Council's and contractor's safety performance when conducting construction activities.

The audit has a specific focus on plant and vehicle safety and confirms compliance with plant and vehicle safety requirements including:

- Appropriate licences of operators
- Plant risk assessments
- Plant pre-starts are completed
- Safe plant and equipment use.

Manual handling

Council's manual handling program resumed in 2020–21 and was further expanded to include the Ranger Services Team. The program consists of manual handling activity reviews and individual manual handling assessments with tailored action plans to reduce workers' manual handling injury risk.

A 25 per cent reduction in manual handling injuries was recorded in 2020-21. Additionally, no manual handling injuries resulted in more than 10 days of lost time, compared to two in the previous financial year.

The manual handling program will continue in the 2021–22 financial year, with additional high intensity manual handling teams included in the program.

Our safety culture and performance

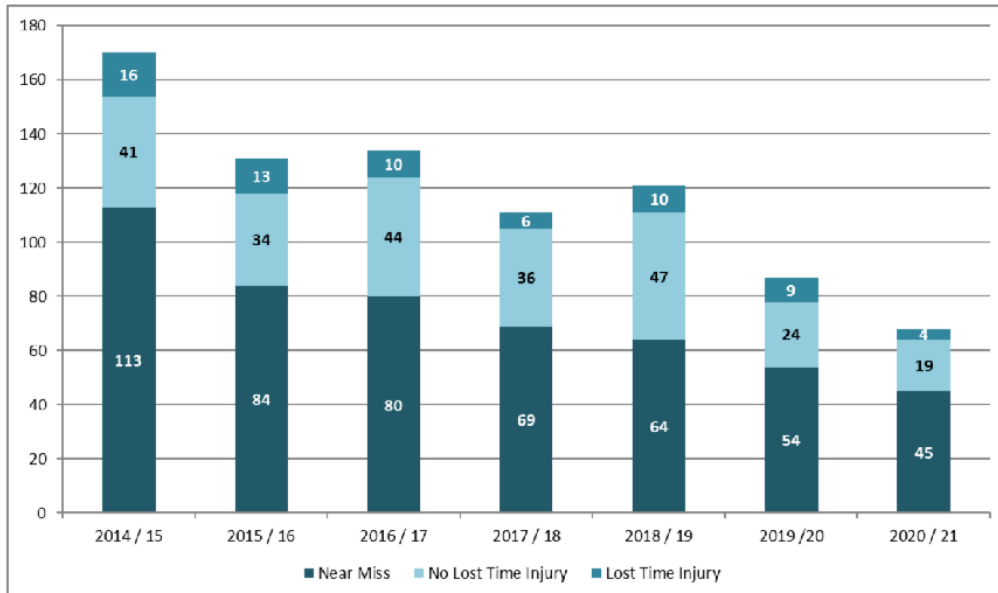
Council's leadership group affirmed its dedication to the promotion of safe and healthy work practices, prevention of injuries, and support for employees through continued safety management system accreditation. Four lost time injuries were reported for the year, with three workers returning to full hours within the financial year. This result demonstrates the implementation of effective injury management strategies and will have an ongoing impact on premium for the next three workers' compensation insurance cycles.

Injury and incident data continues to indicate positive trends, with total reports continuing to decrease over the past decade. Significant investment in training for staff to identify, assess and control risk in conjunction with plant and equipment upgrades have resulted in more robust safety processes being implemented across all facets of the organisation.

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Figure 10: Near misses and time lost to injury 2014-21



Our volunteers

Volunteers are critically important to our organisation and our community. Council continues its commitment to offering meaningful volunteer opportunities and supporting an environment where volunteers can thrive. During 2020-21, 223 people registered to volunteer their time and skills to help Council deliver important services to community members and visitors. As at 30 June 2021, volunteers were continuing to stay safe at home, in line with COVID-19 restrictions.

In October 2020, Council's Aged Service delivery transitioned to other not-for-profit services. Until that time, our volunteers had been unable to volunteer due to COVID-19 restrictions.

Number of people who registered as volunteers in 2020-21:

- Visitor information centres – 70
- Delivered meals – 18
- Café Support Program – 4
- Community Asset Committees – 59
- Kindergartens – 2020 kindergarten year – 30
- Kindergartens – 2021 kindergarten year – 42

In 2021, kindergartens were only able to welcome volunteers for a few weeks in term two. Community asset committees met online and continued to open and shut facilities for community use in line with each new set of restrictions. The remaining registered volunteers were unable to volunteer any hours in line with COVID-19 restrictions.

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Table 12: Economic value of volunteer services 2020-21

Volunteer service	Total volunteer hours	Estimated economic value*
Visitor Information Centres	0	\$0
Delivered Meals	0	\$0
Café Support Program	0	\$0
Community Asset Committees	9,021	\$314,743
Kindergartens	30	\$1,046
Total	9,036	\$315,789

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

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Our performance

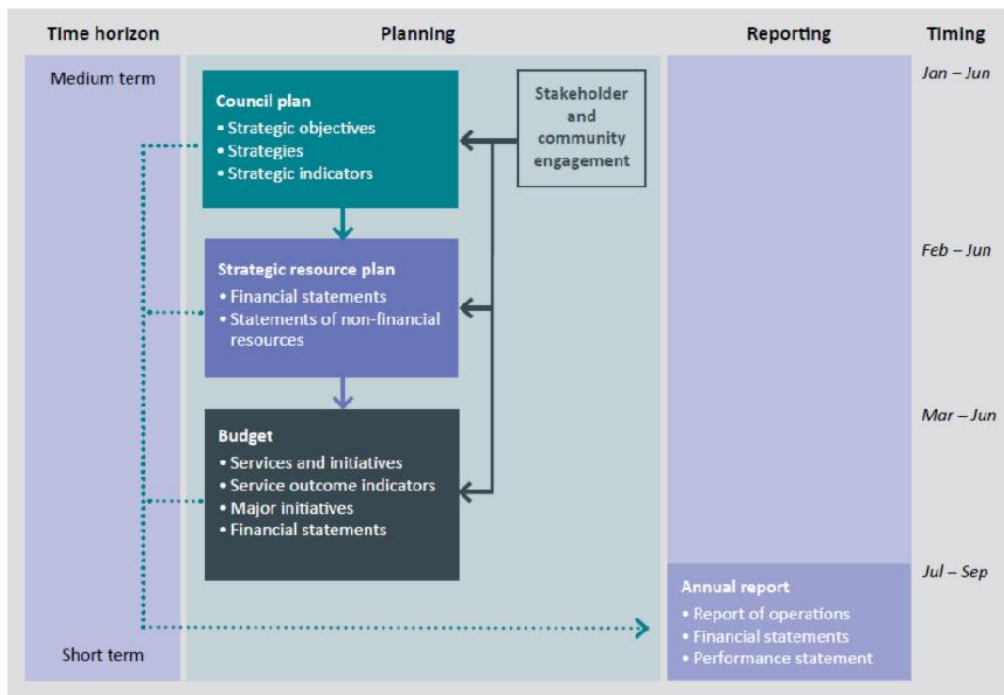
Planning and accountability framework

The 2020-21 Annual Report forms part of the planning and accountability framework which is found in part six of the *Local Government Act 1989*. The Act requires councils to prepare the following planning and reporting documents:

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

This year's annual report will be the last that is prepared under the *Local Government Act 1989*. As of next year, the annual report will form part of the integrated strategic planning and reporting framework arising from the *Local Government Act 2020*.

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



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Council Plan

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

Theme		Council's Commitment	Strategic Objectives
1. Community wellbeing		We will create an inclusive community where everyone can participate and contribute	<ul style="list-style-type: none"> Support people to participate in and contribute to community life Support people to be healthy and active Improve community safety Provide support for people in need.
2. Environmental wellbeing		We will preserve and enhance the natural environment	<ul style="list-style-type: none"> Drive the use of renewable energy Improve the re-use of resources Support local food production Retain and enhance rural land for appropriate and sustainable uses.
3. Balancing growth		We will provide for growth whilst ensuring the intrinsic values and character of the shire are retained	<ul style="list-style-type: none"> Ensure infrastructure is in place to support existing communities and provide for growth Strengthen township boundaries and support unique township character Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire.
4. Vibrant economy		We will support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors	<ul style="list-style-type: none"> Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community Facilitate high quality events throughout the year Strengthen the vitality of town centres Support key industry sectors such as surfing, tourism, home based, construction and rural businesses.
5. High performing Council		We will deliver valued services to the community	<ul style="list-style-type: none"> Ensure Council is financially sustainable and has the capability to deliver strategic objectives Ensure that Council decision making is balanced and transparent and the community is involved and informed Provide quality customer service that is convenient, efficient, timely and responsive Ensure the community has access to the services they need.

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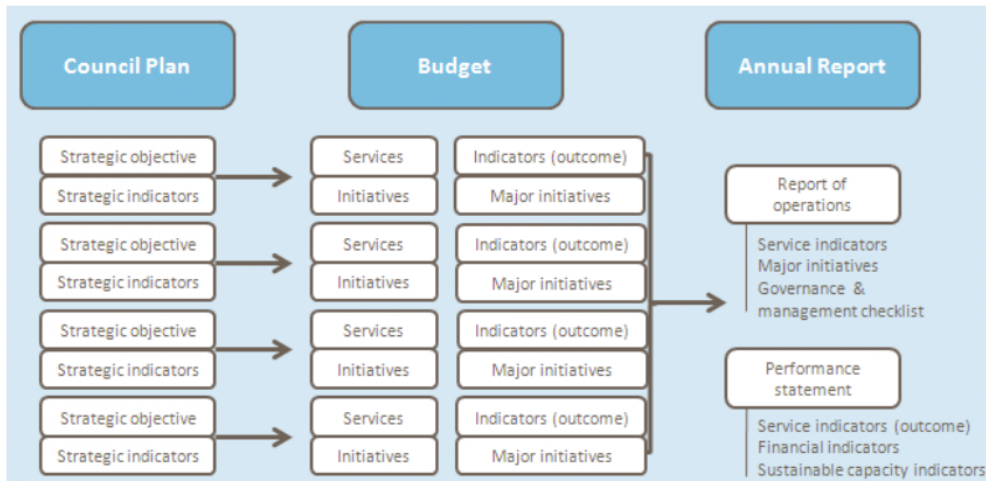
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Performance

Council's performance for the 2020-21 year has been reported against each theme to demonstrate how Council performed in delivering on the fourth year of the Council Plan 2017-21. Performance has been measured as follows:

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

The relationship between the accountability requirements in the Council Plan, the Budget and the Annual Report is shown below:



Source: Department of Environment, Land, Water and Planning (DELWP).

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Strategic indicators

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

End of year performance – 30 June 2021

Strategic Indicator	Timing	Actual 30 June 2017	Actual 30 June 2018	Actual 30 June 2019	Actual 30 June 2020	Target 30 June 2021	Actual 30 June 2021	Comment
1. Improvements in overall quality of life and reported on the following cohorts:- People under 25 People over 65 People with disabilities	Annual	To be developed	To be developed	Describing the Surf Coast Shire Liveable = 96% agree Attractive = 88% agree Safe = 87% agree Has potential = 84% agree Exciting = 55% agree	Describing the Surf Coast Shire Liveable = 96% agree Attractive = 88% agree Safe = 87% agree Has potential = 84% agree Exciting = 55% agree	Nil	N/A	Council is no longer pursuing a single measure of quality of life. Instead, Data from over 1200 people was collected in January and February 2021 via the People Place Future Community Engagement Program, which resulted in feedback about multiple aspects of living in the shire. This has enabled a drill down to understand what most influences people's enjoyment of the shire and how these aspects are performing. This data has informed the development of the Council Plan. Outside of this, data has been collected which informs plans relating to the cohorts named in this indicator – Municipal Early Years Plan, Age Friendly Community Strategy and Access and Inclusion Plan.

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Strategic Indicator	Timing	Actual 30 June 2017	Actual 30 June 2018	Actual 30 June 2019	Actual 30 June 2020	Target 30 June 2021	Actual 30 June 2021	Comment
2. 25% of energy is from renewable sources by 2020	Annual	6%	12%	12%	14.6% (to the end of May 2020)	Nil	N/R (Reporting ended in 2020)	This action is complete and was delivered to the best of our ability, within the scope of influence Council has for increasing the uptake of renewable energy in our municipality. Our efforts were focused on the Renewable Energy Task Force, Powered by Positive Program, and Solar/energy Efficiency of Council Buildings Program. (The ambitious 25% by 2020 state target was adopted locally, and Council can only do so much to encourage uptake of renewable energy in private homes, businesses, industry, etc. vs State Government that can invest in large scale renewable energy projects).
3. An increase in housing in Winchelsea and Moriac.	Annual	<u>Lots per year</u> Moriac = 1 Winchelsea = 5	<u>Lots per year</u> Moriac = 1 Winchelsea = 28	<u>Lots per year</u> Moriac = 0 Winchelsea = 45	<u>Lots per year</u> Moriac = 54 Winchelsea = 52	Nil	<u>Lots per year</u> Moriac = 0 Winchelsea = 22	Two planning scheme amendments to rezone land at Moriac (29 lots) and Winchelsea (74 lots) prepared and exhibited. Development plan for 135 Austin Street assessed and exhibited to facilitate subdivision of the land. Ten new lots SOC Winchelsea.
		<u>Housing starts</u> Moriac = 1 Winchelsea = 14	<u>Housing starts</u> Moriac = 5 Winchelsea = 31	<u>Housing starts</u> Moriac = 3 Winchelsea = 59	<u>Housing starts</u> Moriac = 47 Winchelsea = 37		<u>Housing starts</u> Moriac = 44 Winchelsea = 93	

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Strategic Indicator	Timing	Actual 30 June 2017	Actual 30 June 2018	Actual 30 June 2019	Actual 30 June 2020	Target 30 June 2021	Actual 30 June 2021	Comment
4. Maintain satisfaction in planning for population growth in Torquay / Jan Juc (Community Satisfaction Survey)	Annual	Population Growth 2017 = 51	49	48	Surf Coast 49 Torquay 43	Nil	Surf Coast 51 Torquay 48	Scores have increased in community satisfaction survey.
5. Increased access to public transport including trains, public buses and community buses.	Annual	To be developed	To be developed	To be developed	To be developed	Develop baseline	N/A	Council is involved in the G21 Transport Pillar to include new public transport needs. Increases in service will improve following the completion of the upgrade to Waurn Ponds Rail Station. Council will continue to advocate through the G21 Transport Pillar.
6. Rolling median unemployment rate for the shire does not exceed 3.5%	Twice yearly	Sept. 2017 2.5%	2.43%	2.27%	1.9%	=/<3.5%	2.9%	The Small Area Labour Markets (SALM) data compiled by the Australian Government National Skills Commission shows that unemployment at December 2020 was 2.9 per cent. Fortunately, the earlier estimates of COVID-19 driving unemployment to 10-14 per cent did not eventuate.
7. Meet the financial benefits targets in the long-term financial plan	Annual	\$453,000	\$550,000	\$642,710	\$600,164	\$500,000	\$371,590	Program complete. Target for Business Improvement Program achieved.

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Strategic Indicator	Timing	Actual 30 June 2017	Actual 30 June 2018	Actual 30 June 2019	Actual 30 June 2020	Target 30 June 2021	Actual 30 June 2021	Comment
8. Increase in the number of digital transactions with Council including: a. Self-service transactions (number of on-line forms available)	Twice yearly	To be developed	38	N/A	116	Nil	146	Customers are now able to self-service for infringements, kinder bookings and to make online payments. The recent addition of LiveChat allows customers to interface digitally with Council representatives without needing to call, email or attend the civic offices. Development of the online Customer Request Management (CRM) functionality, via the community portal application has begun and will go live during the next financial year. Work will commence in August 2021 on the final customer interface, which will integrate with our new payments facilities, online forms, CRM functionality and 3rd party self-service applications to provide a comprehensive solution to customer self-service requirements.
	b. Completion of forms		1,111	N/A	2469	Nil	30,464 (since going live)	Between the 1 July 2020 and 16 June 2021, we received 26,325 application forms with the total amount transacted being \$446,178. This is an increase on last year of 8321 applications and \$48,272 with a few weeks to go before end of financial year. Work continues to add more applications that will make it easier for customers to transact digitally with Council.

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Strategic Indicator	Timing	Actual 30 June 2017	Actual 30 June 2018	Actual 30 June 2019	Actual 30 June 2020	Target 30 June 2021	Actual 30 June 2021	Comment
9. Increased performance rating for customer service in the Annual Community Satisfaction in Local Government Survey.	Annual	Overall performance 2017 = 61	69	77	76	Nil	73	State-wide average in 2021 was 70 and 68 for comparison, large rural councils.
10. Eighty per cent of planning permit applications are determined within 60 statutory days by the end of the term of the plan.	Twice yearly	Planning Permit Activity Reporting System (PPARS) result 71.02%	80%	84%	81%	80%	75.12%	Working remotely, being unable to conduct consultation meetings and height pole meetings, recruitment of four vacancies and acting manager role has presented challenges to achieving the target of 80 per cent. In addition, there were 33 VCAT appeals compared to 10 and 16 for the two previous financial years. A trial of the two coordinator model to commence in 2021-22 financial year will also allow for improvements in daily operation/leadership and performance.

Legend

N/A = No result available

N/R = Not reported

Work in progress	Met or exceeded	Not met
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Community wellbeing

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

- Support people to participate in and contribute to community life.
- Support people to be healthy and active.
- Improve community safety.
- Provide support for people in need.

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 Budget.

Major Initiative	Progress
Alcohol and Other Drug Action Plan 2018-21	Promoted and encouraged positive alcohol and other drug culture in settings such as sporting clubs, community organisations and public beaches. Developed proposed amendments to Council's Community Amenity Local Law to restrict smoking at Council's outdoor facilities. Increased access to alcohol and other drug services in the community including at Council's Youth Hub. Increased knowledge and capacity via 'Just Think' program delivered at Surf Coast and Lorne Secondary Colleges. Developed new partnerships to further Council's work in this space, including with Barwon Child Family & Youth, Great Ocean Road Coast Committee (now Great Ocean Road Authority), Parks Victoria, Surf Lifesaving Victoria, Surfing Victoria and Surf Rider Foundation. Reducing harmful alcohol and other drug use is proposed as a continuing health and wellbeing priority in the draft Health and Wellbeing Plan.
Stribling Reserve Pavilions Redevelopment	Due to low usage throughout the COVID-19 pandemic, the netball pavilion and main pavilion were able to progress ahead of schedule with the netball pavilion officially opened on 1 April 2021. The main pavilion construction is on track to be completed by December 2021. The replacement netball and main pavilions will bring far-reaching benefits to the community. This project has evolved through a great community partnership with a community-led governance model that includes representatives from Stribling Reserve Committee of Management (Project Owner), Lorne Football and Netball Club, Lorne P-12 College and Council.

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Service performance

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables. The net costs are funded through Council's general revenue including rate revenue.

Description of Services Provided	Classification	2020-21 Budget \$'000	2020-21 Actual \$'000
Communications, Community Engagement and Advocacy			
This service is responsible for coordinating Council communications, including liaising with media, formulating media releases, preparing publications and delivering digital communication. The unit also provides support to the mayor and councillors in regard to media matters. Council's community engagement and advocacy activity is led and supported by the unit.	Recurrent Operations		
	Expenditure	1,068	1,224
	Overheads	238	238
	Revenue	-	(3)
		1,306	1,459
The 2020-21 recurrent operations expenditure was impacted by once-off costs in response to the pandemic (i.e. supporting infrastructure to enable remote customer service, increased community communication and advertising).	Operating Projects		
	Expenditure	-	82
	Revenue	-	(90)
		-	(8)
	Capital	-	154
The operating project for 2020-21 relates to the unbudgeted Working for Victoria Fund grant program. This Victorian Government program was designed to connect workers with new opportunities that will help our community and contribute to Victoria's ability to respond to the pandemic.			
Community Emergency Management			
This service assists community and Council to plan for, respond to, and recover from all potential emergencies and their consequences. This includes coordinating arrangements for the utilisation and implementation of Council resources in response to emergencies and arrangements for the provision of assistance to the community during recovery from emergencies. The unit prepares and maintains fire and other emergency management plans integrated with other local, regional and state plans. The unit also delivers fire prevention programs under the <i>Country Fire Authority Act</i> and community resilience outreach programs with high-risk communities.	Recurrent Operations		
	Expenditure	624	558
	Overheads	150	150
	Revenue	(5)	(12)
		769	696
The decrease in the 2020-21 recurrent operations expenditure from the adopted budget is due to a temporary period of reduced hours for a recurrent employee. Also the Municipal Emergency Resource Operating Project additional grant funding contributed to fire fuel reduction works that would have been funded via recurrent operations.	Operating Projects		
	Expenditure	240	293
	Revenue	(240)	(293)
		-	-
	Capital	-	-
Community Health and Development			
This program area aims to support communities to be resilient and empowered through creating inclusive communities where everyone can participate and contribute. They are responsible for implementing many Council Plan strategies under the pillar of community wellbeing, addressing issues such as: preventing violence against women, gender equity, community safety, community development, healthy eating and physical activity, communities of place and interest, volunteering and alcohol, tobacco and other drugs. The unit also focuses on community capacity building via community development activities and grants.	Recurrent Operations		
	Expenditure	568	481
	Overheads	107	107
	Revenue	(8)	(1)
		667	587
	Operating Projects		
	Expenditure	18	120
	Revenue	-	(68)
		18	52
	Capital	-	-

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The 2020-21 recurrent operations expenditure decreased from the adopted budget due to the pandemic impacting the September small grant round, along with vacancies and other employee leave. The operating project spend reflects carry forward budget from 2019-20 for the Community Activation and Social Isolation for Mental Health Project, along with new grant funding received during 2020-21.

Early Years and Youth

This service aims to support families, children and young people to achieve their full potential. This is achieved through the provision of family oriented support services including kindergartens, toy libraries, **maternal and child health**, youth development programs, family day care and occasional care programs. The unit also supports playgroups, visiting specialists and the provision of access to facilities and services. Revenue in this area is generated mainly from government grants received and user service fees.

The 2020-21 recurrent operations reflect the additional state government pandemic funding for cleaning, learning from home, free four-year-old and partly funded three-year-old kinder. In addition, favourable three-year-old kinder enrolment numbers resulted, which has been reflected in the increased revenue and expenditure. The operating project spend reflects new grant funding received during 2020-21 for Early Years and Youth Program.

Recurrent Operations		
Expenditure	4,041	4,080
Overheads	1,074	1,074
Revenue	(3,020)	(3,322)
	2,095	1,832
Operating Projects		
Expenditure	48	184
Revenue	(48)	(209)
	-	(25)
Capital	-	15

Facilities and Open Space Operations

This service maintains a wide range of Council facilities and associated infrastructure (e.g. indoor sports facilities, recreation, early years' facilities, public toilets, community halls). It is responsible for managing and programming several sports and multi-purpose community facilities, including **aquatic** facilities and health and fitness club facilities which provide a source of income through user fees. The unit also maintains and develops Council's parks and open space assets (e.g. recreation reserves, playgrounds, skate parks, trees and nature reserves).

During 2020-21, community facility hire at Council-managed facilities were waived in response to supporting the community during the pandemic, and sports program facility hire revenue and community bus hire was impacted by closures required under the pandemic restrictions.

The operating project for 2020-21 relates to the unbudgeted Working for Victoria Fund Grant Program. This Victorian Government program was designed to connect workers with new opportunities that will help our community and contribute to Victoria's ability to respond to the pandemic.

During 2020-21, the capital project for the Wurdi Baierr Stadium was completed in January 2021, and the capital spend reflects the carried forward project budget from 2019-20.

Recurrent Operations		
Expenditure	7,701	7,312
Overheads	(142)	(142)
Revenue	(492)	(255)
	7,067	6,915
Operating Projects		
Expenditure	20	343
Revenue	-	(281)
	20	62
Capital	2,151	7,499

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Library and Arts Development		
This service provides a varied program of arts and cultural activities. Council develops policies and strategies to facilitate art practice often in partnership with community members. The function is also responsible for the provision of library services and manages a service agreement with the Geelong Regional Library Corporation. Library services are provided at the Torquay branch and across the municipality with a mobile service. Contribution to library services is the most significant expenditure item in these operations.	Recurrent Operations	
	Expenditure	913 926
	Overheads	35 35
	Revenue	(4) (1)
		944 960
	Operating Projects	
	Expenditure	121 48
	Revenue	(4) (4)
		117 44
	Capital	200 94
The 2020-21 recurrent operations reflect the adaptation of the Arts PORTAL program being delivered online in response to the pandemic's constraints.		
The reduced operating project expenditure was a result of the Multidisciplinary Arts Collective Council funding being leveraged as part of a successful grant application and will continue into 2021-22.		
Aged and Access		
Over the past three years, Council has supported the transition of positive ageing in-home aged care service delivery to alternative providers. This transition to new service providers was finalised during 2020-21 and this transition's once-off costs are reflected in the recurrent and operating project costs. The Aged and Access Team will continue to provide local in-home assessment services and support, along with aged friendly strategic initiatives. Revenue in this area is generated through government grants.	Recurrent Operations	
	Expenditure	935 1,030
	Overheads	141 141
	Revenue	(475) (492)
		601 679
	Operating Projects	
	Expenditure	- 619
	Revenue	- -
		- 619
	Capital	- -
Social Infrastructure Planning		
This service plans for the development of Council's current and future social infrastructure needs, ensuring a coordinated approach to prioritising investment decisions in a fair and equitable manner in community places, spaces and services. It is responsible for assessing community-led project proposals and delivering numerous social infrastructure projects.	Recurrent Operations	
	Expenditure	1,010 1,011
	Overheads	250 250
	Revenue	(58) (31)
		1,202 1,230
	Operating Projects	
	Expenditure	- 148
	Revenue	- (27)
		- 121
	Capital	2,164 3,816
The 2020-21 recurrent operations revenue reflects Council's decision to waive community group fees for leases and licences during 2020-21 in response to the pandemic. The 2020-21 operating project program reflects the ongoing projects from 2019-20 carried forward and community project proposal investigations incorporated via Council into the program during 2020-21.		
The capital spend reflects the carried forward project budgets from 2019-20, such as the ongoing Stribling Reserve Pavilions Redevelopment project.		

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Service performance indicators (report of operations)

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

Service Performance Indicators		Results				Comments
		2018	2019	2020	2021	
Service / indicator / measure						
LB1	<p>Libraries</p> <p>Utilisation</p> <p><i>Physical library collection usage</i></p> <p>[Number of physical library collection item loans / Number of physical library collection items]</p> <p>Resource standard</p>	8.60	8.64	6.26	6.01	<p>The definition for this indicator changed in 2019-20 and is therefore not an accurate comparison against previous years. The indicator includes physical collection items only and previously included eCollections.</p> <p>Physical collection was impacted by multiple branch closures due to the COVID-19 pandemic. To enable loans of physical collection items, a Click & Collect service was offered from Mon 21 Sep 2020. A Click & Deliver service was offered to all patrons within local LGAs from Wed 12 Aug 2020.</p> <p><i>Note: From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.</i></p>
	<p>LB2</p> <p><i>Recently purchased library collection</i></p> <p>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</p>	76.89%	79.12%	78.94%	84.31%	<p>Purchasing of new collection items continued throughout the COVID-19 pandemic, meaning there was no marked effect due to COVID-19 on this indicator.</p>

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Service Performance Indicators		Results				Comments
LB3	<p>Service cost</p> <p><i>Cost of library service</i></p> <p><i>[Direct cost of the library service / Number of visits]</i></p>	\$5.84	\$6.33	Retired in 2020	Retired in 2020	This measure was replaced by LB5 from 1 July 2019.
LB4	<p>Participation</p> <p><i>Active library borrowers in municipality</i></p> <p><i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i></p>	18.77%	18.78%	18.19%	16.49%	<p>The definition for this indicator was changed in 2019-20 and is therefore not an accurate comparison against previous years. Indicator now represents active library borrowers as an average of the past three financial years.</p> <p>The indicator measures activity as loans of library collection items. It does not capture other library activities such as children and youth programs, digital literacy programs and literary events, the use of public internet computers, using facilities such as meeting rooms or study areas, or using services such as Wi-Fi, or in library use of collections.</p> <p>Borrowing was impacted by multiple branch closures due to the COVID-19 pandemic. To enable loans of physical collection items, a Click & Collect service offered from Mon 21 Sep 2020. A Click & Deliver service offered to all patrons within local LGAs from Wed 12 Aug 2020.</p> <p>Loans of digital collection items remained available throughout the closure periods.</p>

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Service Performance Indicators		Results				Comments
LB5	<p>Service cost</p> <p><i>Cost of library service per population</i></p> <p>[Direct cost of the library service / Population]</p>	New in 2020	New in 2020	\$20.74	\$20.74	<p>The definition for this indicator was changed in 2019-20 and now represents operational cost per capita, not cost per visit.</p> <p><i>Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.</i></p>
MC1	<p>Maternal and Child Health (MCH)</p> <p>Satisfaction</p> <p><i>Participation in first MCH home visit</i></p> <p>[Number of first MCH home visits / Number of birth notifications received] x100</p>	96.8%	96.1%	Retired in 2020	Retired in 2020	This measure was replaced by MC6 from 1 July 2019.
MC2	<p>Service standard</p> <p><i>Infant enrolments in the MCH service</i></p> <p>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</p>	102.41%	99.44%	100.86%	99.33%	No comment provided as there is no material variation.

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Service Performance Indicators		Results				Comments
MC3	<p>Service cost</p> <p><i>Cost of the MCH service</i></p> <p>[Cost of the MCH service / Hours worked by MCH nurses]</p>	\$85.54	\$77.56	\$76.36	\$73.43	No comment provided as there is no material variation.
MC4	<p>Participation</p> <p><i>Participation in the MCH service</i></p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	77.40%	77.70%	76.74%	77.86%	No comment provided as there is no material variation.
MC5	<p>Participation</p> <p><i>Participation in the MCH service by Aboriginal children</i></p> <p>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</p>	94.12%	90.91%	85.71%	85.19%	There is a low number of Aboriginal children participating in the MCH service and some of these children are not due for an appointment in this reporting period due to their age. Data is more susceptible to skewing due to low numbers.
MC6	<p>Satisfaction</p> <p><i>Participation in 4-week Key Age and Stage visit</i></p> <p>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</p>	New in 2020	New in 2020	93.71%	95.99%	No comment provided as there is no material variation.

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Environmental leadership

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

- Drive the use of renewable energy.
- Improve the re-use of resources and support local food production.
- Retain and enhance rural land for appropriate and sustainable uses.

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 Budget.

Major Initiatives	Progress
Environmental Leadership	Many actions were delivered under Council's environmental leadership initiative, including: the delivery of Council's Short Term Corporate Climate Emergency Response Plan; the development of Council's Climate Emergency Response Plan 2021-2031, with a two year action plan to address climate change mitigation, adaptation and mobilisation across our organisation; joining the Victorian Energy Collaboration (VECO) to purchase 100 per cent renewable electricity for Council's facilities and street lights; supporting community climate action through the Climate Mobilisers Program and ReimaginED sustainable living workshop series.

Service performance

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables.

Description of Services Provided	Classification	2020-21 Budget \$'000	2020-21 Actual \$'000
Environment			
This service ensures that Council complies with Victorian and Commonwealth Government legislative requirements regarding the environment, including: native vegetation; listed species and ecological communities; pest plants and animals; and statutory planning referrals. A wide range of Council Plan strategies related to pest plant and animal management, sustainability, environmental leadership and climate change are also delivered. The unit provides expertise in the management of Council's many nature reserves (including the world famous Bells Beach Surfing Recreation Reserve), rural roadsides and also some waterways. The unit provides specialist environmental and sustainability advice internally to Council and externally to community groups, local businesses, agencies and members of the public.	Recurrent Operations		
	Expenditure	1,044	985
	Overheads	259	259
	Revenue	-	-
		1,303	1,244
	Operating Projects		
	Expenditure	377	495
	Revenue	(6)	(162)
		371	333
	Capital		
	233	368	

Movement in the operating projects during 2020-21 reflects new grant funding on various environmental initiatives.

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Description of Services Provided	Classification	2020-21 Budget \$'000	2020-21 Actual \$'000
Waste Management			
The Waste Management function involves management of Council's landfill and transfer stations, waste collection including kerbside rubbish collection and street cleaning and maintenance of street litter bins. The Waste Management Unit has a strong focus on community education and waste services planning. Revenue in this area is generated mainly from garbage collection fees and the municipal waste charge. In February 2021, Council expanded its waste kerbside collection service to include the FOGO (Food Organics & Garden Organics) and glass bins. These new bins will help to divert waste from landfill.	Recurrent Operations		
	Expenditure	8,910	8,052
	Overheads	307	307
	Revenue	(11,882)	(11,011)
		(2,665)	(2,652)
	Operating Projects		
	Expenditure	84	1,582
	Revenue	-	(121)
		84	1,461
	Capital	2,854	369
Recurrent operations expenditure movement from the adopted Budget reflects the deferral of the increase in the EPA landfill levy and tendered contractor costs for waste collection and disposal. Lower than budgeted revenue at Anglesea Landfill Station was experienced due to reduced volumes of waste disposal as a result of the pandemics impacts on businesses and tourism.			
Operating project expenditure reflected the carry forward project expenditure for the new kerbside bins service across the shire.			
Capital program spend during 2020-21 reflects the ongoing waste capital program; including the Lorne Transfer Station Upgrade.			

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Service performance indicators (report of operations)

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

Service Performance Indicators		Results				Comments
Service / indicator / measure		2018	2019	2020	2021	
	Waste Collection					
	Satisfaction					
WC1	<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	107.46	144.62	169.94	212.33	Council introduced a shire-wide four bin system on 1 Feb 2021. Many requests were related to the change in service and having extra bins has also led to more requests.
	Service standard					
WC2	<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	6.30	10.84	10.81	7.56	Council introduced a key performance indicator relating to missed bins for the collection contractor, along with monthly monitoring. This has improved performance.
	Service cost					
WC3	<i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$83.54	\$85.57	\$88.29	\$90.77	No comment provided as there is no material variation.
	Service cost					
WC4	<i>Cost of kerbside recyclables collection service</i>	\$31.49	\$45.26	\$58.69	\$78.41	The large increase in recycling expenses continued from the previous financial year with recycling facility changes over this time, and an increase in recyclable expenditure of \$140k.

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Service Performance Indicators		Results				Comments
WC5	[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]					<p>During the 2020-21 financial year there has also been the additional cost of separating glass recyclables of \$308k within Surf Coast Shire for the first time with the introduction of the new purple bins.</p> <p>The new four-bin system diverts food from landfill improving diversion rates. It also includes organics collections for rural properties that didn't previously have access to this service.</p>
	<p>Waste diversion</p> <p><i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	55.06%	52.97%	48.99%	64.25%	

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Balancing growth

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

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

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 Budget.

Major Initiative	Progress
Growth Area Planning and Consultation	This was to occur as part of the planning for the Messmate Road Growth Area, which has been delayed by the Distinctive Areas and Landscapes Project by the state government, but will recommence after completion of the Statement of Planning Policy.

Service performance

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables.

Description of Services Provided	Classification	2020-21 Budget \$'000	2020-21 Actual \$'000
Asset Management			
This service is responsible for integrated and prioritised capital works planning. This includes the development and implementation of asset management plans for the expansion of Council's asset portfolio. The service plans for the needs of a growing population, as well as planning the renewal management of Council's existing infrastructure. In addition, the function manages and maintains Council's fleet of vehicles and plant, as well as subdivision design approval and works inspections.	Recurrent Operations		
	Expenditure	1,205	508
	Overheads	(237)	(237)
	Revenue	<u>(807)</u>	<u>(452)</u>
		161	(181)
	Operating Projects		
	Expenditure	-	21
	Revenue	<u>-</u>	<u>-</u>
		-	21
	Capital	2,169	935
Recurrent operations had favourable fleet recovery, and the pandemic working from home restrictions reduced passenger fuel expenditure, repairs and maintenance. Recurrent revenue was impacted due to the timing of developer (i.e. subdivision) works.			
Operational projects include the carry forward project from 2019-20 for the Torquay Jan Juc Development Contributions Plan Review.			

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Capital program spend was down due to the pandemic's impact on fleet and plant supply chains with extended lead times on new items. As a result, the purchase and disposal of some fleet and plant items budgeted for 2020-21 will now take place during 2021-22.

Engineering Services

This service is responsible for the design of capital and renewal infrastructure projects relating to road and drainage assets, along with providing specialist engineering advice internally to Council and externally to community groups, local businesses, agencies and members of the public. This unit is also involved in development and implementation of road safety strategies and traffic and drainage policies. The service oversees traffic management, street lighting upgrades and public transport infrastructure improvements throughout the shire. Revenue in this area is generated mainly from government grants and user service fees.

Recurrent Operations

Expenditure	1,356	1,303
Overheads	278	278
Revenue	(91)	(82)
	1,543	1,499

Operating Projects

Expenditure	-	85
Revenue	-	-
	-	85

Capital

	440	455
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Operational projects include the carry forward projects from 2019-20 for road safety and pathway strategy reviews.

Capital program spend reflects Water Sensitive Urban Design and the Road Safety Program, which had reduced expensed capital works during 2020-21.

Planning and Development

This service is responsible for strategic and **statutory planning** and planning compliance. It is responsible for monitoring Council's planning scheme, developing land use policy and preparing and processing amendments to the planning scheme. It includes processing all planning applications, providing advice and assessing development proposals which require a planning permit, and representing Council at the Victorian Civil and Administrative Tribunal (VCAT) where necessary. Planning compliance services actively encourage compliance with the planning scheme and planning permits, including being responsible for planning enforcement action through the Magistrates Court or VCAT enforcement orders when necessary. Revenue in this area is generated mainly from user service fees, some government grants and fines.

Recurrent Operations

Expenditure	3,792	3,858
Overheads	896	896
Revenue	(837)	(840)
	3,851	3,914

Operating Projects

Expenditure	154	61
Revenue	-	(4)
	154	57

Capital

	-	-
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The recurrent operations expenditure was impacted by Distinctive Area Landscapes legal representation.

Operating project expenditure was favourable due to projects being completed under budget and other ongoing projects that will continue into 2020-21; such as the Moriac Structure Plan and the Torquay Retail and Commercial Strategy.

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Service performance indicators (report of operations)

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

Service Performance Indicators		Results				Comments
Service / indicator / measure		2018	2019	2020	2021	
	Animal Management					
	Timeliness					
AM 1	<p><i>Time taken to action animal management requests</i></p> <p>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</p>	1.00	1.00	0.00	1.35	Council has reviewed the method for calculating this indicator and this has resulted in the high variance from last year.
	Service standard					
AM 2	<p><i>Animals reclaimed</i></p> <p>[Number of animals reclaimed / Number of animals collected] x100</p>	90.85%	77.02%	57.48%	74.58%	Council has reviewed the method for calculating this indicator to ensure that feral animals are excluded from figures. The large increase in reclaimed animals is impacted by skewed results from 2019-20, in which a large number of feral animals was included in the reporting of the indicator.
	Service cost					
AM 3	<p><i>Cost of animal management service</i></p> <p>[Direct cost of the animal management service / Number of registered animals]</p>	\$42.93	\$78.00	Retired in 2020	Retired in 2020	This measure was replaced by AM6 from 1 July 2019.

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Service Performance Indicators		Results				Comments
Service / indicator / measure		2018	2019	2020	2021	
	Health and safety					
AM 4	Animal management prosecutions [Number of successful animal management prosecutions]	0	0	Retired in 2020	Retired in 2020	This measure was replaced by AM7 from 1 July 2019.
AM 5	Animals rehomed [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	0.00%	0.00%	Council does not rehome animals. All unclaimed animals are referred to the Geelong Animal Welfare Society. <i>Note: New measure for 2019-2020 financial year.</i>
	Service cost					
AM 6	Cost of animal management service per population [Direct cost of the animal management service / Population]	New in 2020	New in 2020	\$12.17	\$14.35	The increase from 2019-2020 is due to an additional \$56k in wages which included casual staff and allowances, as well as an increase in contractors in relation to pound and state government fees. <i>Note: This measure is replacing previous 'AM3 Cost of animal management service' which was based on cost per number of registered animals, refer above.</i>
	Health and safety					
AM 7	Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	0.00%	0.00%	There were no animal management prosecutions during 2020-2021. <i>Note: This measure is replacing previous 'AM4 Animal management prosecutions' which was a measure of number, not proportion.</i>

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Service Performance Indicators		Results				Comments
Service / indicator / measure		2018	2019	2020	2021	
	Statutory Planning					
	Timeliness					
SP 1	Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	48.00	63.00	76.00	77.00	No comment provided as there is no material variation.
	Service standard					
SP 2	Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	78.73%	83.93%	80.88%	86.92%	No comment provided as there is no material variation.
	Service cost					
SP 3	Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$1,480.98	\$2,909.65	\$2,716.98	\$2,978.88	Total planning applications received during 20-2021 continued to increase up to 656 from 573 in 2019-20, and 532 in 2018-19. This increase drove an increase in wages, up by \$255k, and an \$82k increase to legal fees.
	Decision making					

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Service Performance Indicators		Results				Comments
Service / indicator / measure		2018	2019	2020	2021	
SP 4	<p>Council planning decisions upheld at VCAT</p> <p>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</p>	50.00%	46.15%	80.00%	68.75%	<p>The variance to the number of Council planning decisions upheld at VCAT between the 2019-20 and 2020-21 years is attributed to both the increase in overall planning matters heard at VCAT (from 10 matters in 2019-20 to 33 matters in 2020-21); and the number of those matters where Council's decision was "set aside". It is important to note that the majority of decisions set aside were actually resolved prior to the VCAT hearing or through VCAT compulsory conference, resulting in an outcome acceptable to all parties.</p>

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Vibrant economy

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

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

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 Budget.

Major Initiative	Progress
Economic Development Strategy (Prosperous Places)	The final document was adopted at the 26 October 2021 Council meeting and can be viewed at https://www.surfcoast.vic.gov.au/Community/Businesses/Economic-Development-Strategy-2021-2031

Service performance

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables.

Description of Services Provided	Classification	2020-21 Budget \$'000	2020-21 Actual \$'000
Civil Works			
This service is responsible for the construction, maintenance and day-to-day operation of Council's sealed and unsealed road network, ensuring that it can support day-to-day activities including businesses moving customers, supplies and products across the shire. The Civil Works Team also maintains drains and footpaths and other civil infrastructure. In undertaking these responsibilities, the unit is also required to source and manage contracting services to assist with the completion of works, regularly review the standard and cost of materials, and to keep up to date with improved work practices.	Recurrent Operations		
	Expenditure	4,546	4,843
	Overheads	861	861
	Revenue	(32)	(18)
		5,375	5,686
	Operating Projects		
	Expenditure	-	-
	Revenue	-	-
		-	-
The 2020-21 recurrent operations expenditure was impacted by higher demand for road patching maintenance, consumed inventory, and additional grading following storm events. Recurrent revenue reflects reduced private works undertaken.	Capital	9,106	6,908
The capital program spend was reduced due to the deferral of the budgeted Surf Coast Hwy Coombes Rd Intersection Construction.			

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Building Compliance and Local Laws

These diverse services support the economy through overseeing issue and compliance with building development controls and enforcement, permits for footpath trading, local law enforcement and Victorian Government agencies enforcement activities. This service provides staff at school crossings to ensure that all pedestrians are able to cross the road safely. It also provides **animal management** services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an after-hours service and an emergency service. Revenue in this area is generated mainly from the issuance of infringement notices and animal registrations.

During 2020-21, recurrent parking infringements revenue has been impacted by the pandemic with less visitors, events and tourism activity.

A new operating project grant was received during 2020-21 for the Women Building Surveyor Program which will continue into 2021-22.

Capital spend included the Parking Overstay Detection System Project which was carried forward from 2019-20.

Recurrent Operations

Expenditure	2,129	2,138
Overheads	632	632
Revenue	<u>(1,829)</u>	<u>(1,517)</u>
	932	1,252

Operating Projects

Expenditure	-	-
Revenue	<u>-</u>	<u>(75)</u>
	-	(75)

Capital	-	110
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Economic Development and Tourism

The economic development and tourism service has a focus of working with business, residents and visitors to create a more prosperous Surf Coast Shire. Our businesses are an important part of our community and this service includes helping existing businesses to thrive, supporting new businesses to establish, providing economic data, grants administration, and strengthening business networks. Tourism development functions include four visitor centres, the Australian National Surfing Museum and Great Ocean Road Heritage Centre service. Through these facilities, visitors are connected to stories and to authentic local experiences to enrich their journey. Product development, marketing and funding Great Ocean Road Regional Tourism are also priorities. The service also facilitates a range of small to internationally recognised events via our event liaison team and provides an event grants funding program. When our community is connected to positive event experiences, our sense of place is strengthened, our values are understood, businesses are supported and the Surf Coast Shire thrives.

Revenue in this area is generated mainly from museum and visitor information centre sales, which has been impacted during the pandemic with the temporary facility closures. The pandemic also limited events and associated supporting expenditure.

The 2020-21 operating projects included a \$1.0 million COVID-19 support allocation which was almost fully distributed during 2020-21 with some delivery of projects to continue in 2021-22. The operating projects also include the unbudgeted Working for Victoria Fund Grant Program. This Victorian Government program was designed to connect workers with new opportunities that will help our community and contribute to Victoria's ability to respond to the pandemic.

Recurrent Operations

Expenditure	2,600	2,139
Overheads	485	485
Revenue	<u>(559)</u>	<u>(238)</u>
	2,526	2,386

Operating Projects

Expenditure	1,033	776
Revenue	<u>-</u>	<u>(311)</u>
	1,033	465

Capital	-	-
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Environmental Health			
<p>This service provides public and environmental health protection services to the community and ensures Council complies with its legislative duties. Services include: food safety – registration and monitoring compliance of food, accommodation, caravan parks and health (hairdressers, tattooist, beauty etc.) businesses; inspection and issuing permits for onsite wastewater management systems (septic tanks); investigations of public health complaints such as nuisances, food safety, pest control, noise, emissions, odour, pollution, asbestos and water quality; customer services/expert advice on public and environmental health matters (including the COVID-19 pandemic); public health emergency response, and childhood and school immunisation services. Revenue is generated mainly from business registration fees.</p> <p>The 2020-21 operating revenue saw favourable septic tank application fees and an unbudgeted grant for mosquito treatment and equipment.</p>	Recurrent Operations		
	Expenditure	677	635
	Overheads	182	182
	Revenue	(71)	(104)
		788	713
	Operating Projects		
	Expenditure	-	-
	Revenue	-	-
		-	-
	Capital		
		-	-
Gherang Gravel Pits			
<p>Revenue in this service area relates to gravel pit royalties. Expenditure relating to this service relates to Crown royalty and leasing costs, maintenance, management and associated fees. The net revenue generated supports the delivery of Council's operational services and projects.</p> <p>A favourable net recurrent operations reflects favourable extraction tonnages during 2020-21.</p>	Recurrent Operations		
	Expenditure	245	261
	Overheads	9	9
	Revenue	(836)	(866)
		(582)	(596)
	Operating Projects		
	Expenditure	-	-
	Revenue	-	-
		-	-
	Capital		
		-	-

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Service performance indicators (report of operations)

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

Service Performance Indicators		Results				Comments
Service / indicator / measure		2018	2019	2020	2021	
	Aquatic Facilities					
	Service standard					
AF2	<p><i>Health inspections of aquatic facilities</i></p> <p>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</p>	1.00	1.00	0.00	1.00	Variation is a result of being unable to conduct inspections in the 2019-20 year due to the pandemic.
	Service cost					
AF4	<p><i>Cost of indoor aquatic facilities</i></p> <p>[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]</p>	\$0.00	\$0.00	Retired in 2020	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.
AF5	<p><i>Cost of outdoor aquatic facilities</i></p> <p>[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]</p>	\$6.89	\$6.17	Retired in 2020	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.

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Service Performance Indicators		Results				Comments
AF6	<p>Utilisation</p> <p><i>Utilisation of aquatic facilities</i></p> <p>[Number of visits to aquatic facilities / Municipal population]</p>	0.26	0.30	0.19	0.14	<p>Decrease in attendance over the season is weather related (higher number of cold and wet days due to the La Nina weather pattern) and due to a two week shut down at the start of the season for repairs.</p>
	<p>Service cost</p> <p><i>Cost of aquatic facilities</i></p> <p>[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]</p>	New in 2020	New in 2020	\$8.93	\$11.55	
FS1	<p>Food Safety</p> <p>Timeliness</p> <p><i>Time taken to action food complaints</i></p> <p>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</p>	1.63	2.02	1.18	1.04	<p>All complaints were responded to within 24 hours except for one complaint which was within 48 hours. The public health response to food safety complaints remains a high priority for Council.</p>

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Service Performance Indicators		Results				Comments
FS2	<p>Service standard</p> <p><i>Food safety assessments</i></p> <p>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100</p>	98.62%	99.34%	86.08%	65.42%	<p>The decrease is due to the impacts of COVID-19 on business closures, prioritising COVID-19 education visits and support to business with 206 COVID-19 advisory inspections undertaken. Also impacted by Council's response to the Ross River Virus outbreak with increased mosquito control activity.</p>
	<p>Service cost</p> <p><i>Cost of food safety service</i></p> <p>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]</p>	\$440.41	\$500.97	\$561.79	\$457.85	
FS4	<p>Health and safety</p> <p><i>Critical and major non-compliance outcome notifications</i></p> <p>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up /</p>	98.84%	95.00%	100.00%	100.00%	<p>No comment provided as there is no material variation.</p>

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Service Performance Indicators		Results				Comments
	Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100					
	Roads					
	Satisfaction of use					
R1	<p><i>Sealed local road requests</i></p> <p>[Number of sealed local road requests / Kilometres of sealed local roads] x100</p>	40.03	35.31	45.65	47.93	No comment provided as there is no material variation.
	Condition					
R2	<p><i>Sealed local roads maintained to condition standards</i></p> <p>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</p>	100.00%	99.85%	99.83%	97.02%	No comment provided as there is no material variation.
	Service cost					
R3	<p><i>Cost of sealed local road reconstruction</i></p> <p>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</p>	\$69.39	\$48.08	\$90.90	\$80.22	These costs can vary due to location and number of projects. The 2019-20 year included a large job (Fischer Street Reconstruction), which was \$183.30 per square metre.

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Service Performance Indicators		Results				Comments
R4	<p>Service Cost</p> <p><i>Cost of sealed local road resealing</i></p> <p>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</p>	\$6.95	\$7.19	\$24.83	\$9.04	In 2020-21 the resealing program was predominately spray seal surface resealing, the prior year was asphalt resealing which is considerably more expensive.
R5	<p>Satisfaction</p> <p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	59.00	60.00	58.00	63.00	No comment provided as there is no material variation.

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High performing Council

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

- Ensuring Council is financially sustainable and has the capability to deliver strategic objectives.
- Ensuring that Council decision-making is balanced and transparent and the community is involved and informed.
- Providing quality customer service that is convenient, efficient, timely and responsive.
- Ensuring the community has access to the services it needs.

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 Budget.

Major Initiative	Progress
Council Plan (including Health and Wellbeing Plan) 2021-25	Council commenced its People Place Future initiative to develop its key strategic plans in late 2020 with the newly elected Council. In January 2021, Council committed to a three stage consultation program to inform the new plans. Over 1400 people provided their ideas and views in early 2021. In March, a 35-person panel of community members from across the shire convened to deliberate on a community vision and to make recommendations to Council for its plans. At the close of the financial year, Council had begun its work drafting a Council Plan (including Health and Wellbeing Plan, a Finance Plan and an Asset Plan). Following a final round of community consultation, the Council Plan (including Health and Wellbeing Plan) 2021-25 was adopted at the September 2021 Council meeting.

Service performance

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables.

Description of Services Provided	Classification	2020-21 Budget \$'000	2020-21 Actual \$'000
Business Improvement			
This service leads Council's efforts to identify and implement business improvement opportunities in order to deliver financial, service and other benefits. In particular, realising financial gains is important to ensure Council can deliver and maintain the services and new infrastructure required by our growing community.	Recurrent Operations	166	170
	Expenditure	66	66
	Overheads	-	-
	Revenue	<u>232</u>	<u>236</u>
Operating projects during 2020-21 included the Business Improvement Officer position.	Operating Projects	123	123
	Expenditure	-	-
	Revenue	<u>123</u>	<u>123</u>
	Capital	-	-

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Corporate Planning			
This service coordinates the development of organisational policy, strategy and systems, and provides support in the areas of corporate planning, performance measurement and reporting. As a Council support service, \$0.48 million is distributed as a corporate overhead to the primary services within Council.	Recurrent Operations	483	641
	Expenditure	(483)	(483)
	Overheads	(1)	(16)
	Revenue	(1)	142
The 2020-21 recurrent operations expenditure reflects an internal restructure, which included once-off employee costs. Recurrent revenue is a result of election infringements.	Operating Projects	177	179
	Expenditure	-	-
	Revenue	177	179
Operating projects during 2020-21 included the Council Plan (Incl. Health and Wellbeing Plan) 2021-25, which continue into 2021-22.	Capital	-	-
Customer Experience			
This service includes the customer experience function that focuses on supporting and enhancing customer service across the organisation. This service is responsible for coordinating Council's front of house customer services activities, including attending to customer phone and face-to-face enquiries.	Recurrent Operations	836	829
	Expenditure	211	211
	Overheads	-	-
	Revenue	1,047	1,040
The 2020-21 recurrent operations included reduced casual expenditure whilst pandemic restrictions were in place.	Operating Projects	-	-
	Expenditure	-	-
	Revenue	-	-
	Capital	-	-
Councillors, Council Support and Executive Services			
This area provides support for the nine elected representatives of Council, as well as the four members of the Executive Management Team and includes costs of \$1.33 million that relate to Council administration and meeting support, a portion of governance , legal support, risk management and other corporate overheads.	Recurrent Operations	2,353	2,282
	Expenditure	1,334	1,334
	Overheads	(1)	-
	Revenue	3,686	3,616
The 2020-21 recurrent operations reflect reduced expenditure as a result of the pandemic, limiting councillor in-person activities and also no councillor allowance expenditure during the election caretaker period.	Operating Projects	-	-
	Expenditure	-	-
	Revenue	-	-
	Capital	-	-
Digital Transformation			
The digital transformation service is tasked with implementing Council's Digital Transformation Strategy. This strategy aims to implement new technology to improve the customer experience, build capability in the business, and achieve financial outcomes. Council has made a specific capital allocation to the implementation of the strategy but recognises that some of the back-office support functions provide corporate services to this digital transformation function. The recurrent operations reflect \$0.2 million of distributed corporate overheads.	Recurrent Operations	-	-
	Expenditure	198	198
	Overheads	-	-
	Revenue	198	198
Capital expenditure during 2020-21 reflects the capitalised spend funded from prior year budget allocations.	Operating Projects	-	-
	Expenditure	-	-
	Revenue	-	-
	Capital	-	658

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Financial Management

This service provides financial services to both internal and external customers of the organisation. The unit is responsible for ensuring that Council complies with its statutory obligations in regard to financial planning and reporting as well as provision of accounting services and management of Council funds. Duties include managing creditors, payroll and financial reporting. The Financial Management Unit plays an integral part in Council's long term financial planning processes, the formulation of Council's annual budget, and the regular reporting of Council's financial performance. This function also includes management of raising and collection of Council's primary revenue source, rates and charges. Revenue in this area is generated mainly from debt collection recoupments. As a Council support service, \$1.5 million is distributed as a corporate overhead to primary services within Council.

In response to the pandemic, the 2020-21 recurrent operations is unfavourable as a result of reduced debt collection income which is partially offset in recurrent expenditure for debt collection services.

Recurrent Operations	2,597	2,563
Expenditure	(1,454)	(1,454)
Overheads	(680)	(606)
Revenue	<u>463</u>	<u>503</u>
Operating Projects	-	-
Expenditure	-	-
Revenue	-	-
Capital	-	-

Governance

This service provides statutory and corporate support to the organisation in the development and review of organisational policies and procedures, Council meeting administration, ensuring compliance with legislative requirements, managing Freedom of Information and privacy requests, management of procurement and contracts, Council property administration, maintenance of public registers, Council election services and management of delegations and authorisations. As a Council support service, \$0.6 million is distributed as a corporate overhead to the primary services within Council. Capital spend in prior years reflects land acquisitions.

2020-21 operational projects varied to budget due to project savings for the 2020 Council elections and councillor inductions, along with timing of ongoing projects carried forward into 2021-22. Capital spend in 2020-21 related to an asset addition for land under roads.

Recurrent Operations	589	624
Expenditure	(589)	(589)
Overheads	-	-
Revenue	-	<u>35</u>
Operating Projects	426	272
Expenditure	(39)	-
Revenue	<u>387</u>	<u>272</u>
Capital	-	<u>60</u>

Information Services

This service includes two main sections, information technology (incl. geospatial information systems) and records management. The information technology area supports the organisation's requirements for computer services (incl. provision, support, maintenance, licencing and infrastructure), communications (fixed, mobile and data) and geospatial mapping facilities for Council and external uses. The Records Management Area manages document compliance (incl. creating, capturing, classifying and archival maintenance), and processing of incoming and outgoing correspondence. The Information Services Unit has the responsibility of supporting the organisation with a cost effective and efficient technology service that seeks to improve the performance of the organisation. As a Council support service, \$3.5 million is distributed as a corporate overhead to the primary services within Council.

The 2020-21 recurrent revenue includes a once-off Victorian Government grant to support rural Councils' information, communication and technology in response to the pandemic.

Recurrent Operations	3,460	3,421
Expenditure	(3,457)	(3,457)
Overheads	-	(40)
Revenue	<u>3</u>	<u>(76)</u>
Operating Projects	-	-
Expenditure	-	-
Revenue	-	-
Capital	<u>125</u>	<u>91</u>

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Capital spend during 2020-21 reflects information technology additions such as switches, servers and related infrastructure. Ongoing projects are carried forward into 2021-22.

People and Culture

This service is responsible for supporting the organisation with strategic and operational human resources management and includes learning and development and occupational health and safety. The activities of the unit include developing and implementing strategies, policies and procedures that promote high level human resources and industrial relations services. The unit also supports the organisation in attracting new staff, retaining existing staff and the ongoing development of the skills within Council's workforce. As a Council support service, \$1.4 million is distributed as a corporate overhead to the primary services within Council.

Recurrent Operations	1,455	1,381
Expenditure	(1,393)	(1,396)
Overheads	-	(1)
Revenue	<u>62</u>	<u>(16)</u>
Operating Projects	-	38
Expenditure	-	(40)
Revenue	-	<u>(2)</u>
Capital	100	-

The 2020-21 recurrent operational expenditure included reduced learning and development training for employees as a result of the pandemic.

The operating project for 2020-21 relates to the unbudgeted Working for Victoria Fund grant program. This Victorian Government program was designed to connect workers with new opportunities that will help our community and contribute to Victoria's ability to respond to the pandemic. The Capital Project for Agile Working was carried forward into 2021-22.

Program Management Office

This service provides leadership, analysis and support for Council's program of projects. This includes a standardised and integrated approach to project management across the organisation to ensure the successful delivery of Council's annual program. It has accountability for the successful management of all program management processes, systems and functions, including the project delivery framework, project delivery process and program status reporting for all capital and operational projects. The \$0.75 million net cost comprises corporate overheads, community project management and project sponsor support.

Recurrent Operations	70	4
Expenditure	747	747
Overheads	-	-
Revenue	<u>817</u>	<u>751</u>
Operating Projects	-	-
Expenditure	-	-
Revenue	-	-
Capital	-	-

The 2020-21 recurrent operations expenditure includes reduced community project management and project sponsor support.

Project Management Team

Provides project management services to Council to enable delivery of the Capital Works Program and many operational projects in accordance with defined scope, financial and quality standards. Project management costs are included in project budgets enabling resources to be scaled up and down with the changing size of the program. All direct project costs are cost recovered, which is reflected in the favourable recurrent operations expenditure recovery during 2020-21.

Recurrent Operations	(50)	(134)
Expenditure	50	50
Overheads	-	-
Revenue	-	<u>(84)</u>
Operating Projects	-	-
Expenditure	-	-
Revenue	-	-
Capital	-	-

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Risk Management and Legal Services

This service involves developing and monitoring Council's risk management system, including provision of support to the organisation in relation to managing risk, insurance policies and business continuity. As a Council support service, \$0.8 million is distributed as a corporate overhead to the primary services within Council.

Recurrent operational expenditure during 2020-21 was impacted by an increase in Council's insurance premiums.

Recurrent Operations		
Expenditure	754	768
Overheads	(753)	(753)
Revenue	(16)	(15)
	(15)	-
Operating Projects	-	-
Expenditure	-	-
Revenue	-	-
	-	-
Capital	-	-

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Service performance indicators (report of operations)

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

Service Performance Indicators		Results				Comments
Service / indicator / measure		2018	2019	2020	2021	
G1	<p>Governance</p> <p>Transparency</p> <p><i>Council decisions made at meetings closed to the public</i></p> <p>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</p>	20.07%	14.80%	14.81%	10.96%	This result is impacted by a change in processes which enables greater amounts of procedural business to be reported during the open Council meeting, instead of closed meetings. Three (32%) confidential decisions were resolved to become public following the meeting.
	<p>Consultation and engagement</p> <p><i>Satisfaction with community consultation and engagement</i></p> <p>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</p>	57.00	58.00	59.00	59.00	

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Service Performance Indicators		Results				Comments
G3	<p>Attendance</p> <p><i>Councillor attendance at council meetings</i></p> <p>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</p>	85.32%	72.92%	92.59%	95.77%	<p>Council conducted 11 ordinary meetings and 12 special Council meetings during 2020-21, with attendance slightly higher than the previous financial year.*</p> <p>A new Council was elected in October 2020 and has contributed to high attendance levels during the 2020-21 financial year.</p> <p>*The names of these meetings changed to 'Council meeting' and 'unscheduled Council meeting' in late 2020.</p>
G4	<p>Service cost</p> <p><i>Cost of elected representation</i></p> <p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	\$42,876.44	\$42,941.50	\$43,300.66	\$42,812.22	<p>No comment provided as there is no material variation.</p>
G5	<p>Satisfaction</p> <p><i>Satisfaction with council decisions</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	52.00	54.00	55.00	54.00	<p>No comment provided as there is no material variation.</p>

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Governance, management and other information

Governance

Surf Coast Shire Council is constituted under the *Local Government Act 2020* (the Act) to provide leadership for the good governance of the municipal district and the local community.

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

As a statutory body, Surf Coast Shire Council is one of 79 Victorian councils deriving its role, powers and functions primarily from the Act. The Act repeals sections of the *Local Government Act 1989* over a two-year period from its commencement in March 2020, however, the 1989 Act is not repealed and remains active unless inconsistent with, or repealed by, the new Act or other relevant legislation.

Council is committed to providing good governance in accordance with section 8 of the Act for the benefit and wellbeing of the municipal community. Good governance is achieved by adhering to the principles pursuant to section 9 of the Act which include:

- Council decisions are to be made and actions taken in accordance with the relevant law;
- Priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- The municipal community is to be engaged in strategic planning and strategic decision making;

- Innovation and continuous improvement is to be pursued;
- Collaboration with other councils, governments and statutory bodies is to be sought;
- The ongoing financial viability of the Council is to be ensured;
- Regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- The transparency of Council decisions, actions and information is to be ensured.

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

Council's formal decision-making processes are conducted through Council meetings, or under delegation in accordance with relevant legislation. This power may be delegated under sections 63-64 of the Act to delegated committees, and under section 11 of the Act to the Chief Executive Officer, through instruments of delegation. The Chief Executive Officer may delegate these powers to members of Council staff and members of community asset committees in accordance with section 47 of the Act. Although the Act does not expressly provide for delegation from Council directly to members of Council staff, these delegations are permitted under various other legislation (i.e. the *Planning and Environment Act 1987*), and Council is therefore able to delegate certain powers, duties and functions directly to Council staff.

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Attendance at meetings of Council and councillor briefing sessions

Table 13: Councillor meeting attendance 1 July 2020 to 30 June 2021

	Ordinary Council Meetings	Special Council Meetings*	Hearing of Submissions Committee Meetings**	Councillor Briefings and Assembly of Councillors
Total meetings held	11	10	2	60
Cr David Bell #1	3	1	2	25
Cr Martin Duke #1	3	1	2	25
Cr Clive Goldsworthy #1	3	1	2	22
Cr Rose Hodge #3	11	10	2	59
Cr James McIntyre #1	3	1	2	23
Cr Brian McKiterick #1	3	0	1	4
Cr Tony Revell #1	3	1	2	26
Cr Margot Smith #1	3	1	2	26
Cr Heather Wellington #3	9	7	2	3
Cr Gary Allen #2	8	9	0	34
Cr Paul Barker #2	8	9	0	34
Cr Mike Bodsworth #2	8	9	0	32
Cr Kate Gazzard #2	8	8	0	23
Cr Liz Pattison #2	8	8	0	32
Cr Libby Stapleton #2	8	9	0	34
Cr Adrian Schonfelder #2	8	9	0	34
Notes				
* This includes Special Council meetings for Hearing Submissions and Unscheduled Council Meetings				
** The Hearing of Submissions Committee dissolved with new Governance Rules on 7 Sept 2020. Submissions are now heard at Special Council Meetings.				
#1 Ceased being a councillor September 2020				
#2 Appointed as councillor November 2020				
#3 Appointed as councillor throughout whole 2020-21 financial year				

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Committees of Council

Below is a list of committees established by Council that operated throughout 2020-21:

Advisory Committees

- All Abilities Advisory Committee
- Audit and Risk Committee (mandatory in accordance with section 53 of the Act)
- Bells Beach Committee
- Chief Executive Officer Employment Matters Committee
- Municipal Emergency Management Planning Committee (disbanded and established separately to Council on 23 February 2021)
- Positive Ageing Advisory Committee.

Section 86 Committees/Community Asset Committees

Council and local communities have benefited for a number of years from the voluntary work of eight special committees formed under section 86 of the *Local Government Act 1989*. These special committees were formed for the purpose of undertaking daily operational and maintenance activities at nominated halls and recreation reserves.

With the commencement of the *Local Government Act 2020*, the eight special committees ceased to exist and in order to ensure that committees could continue their valuable activities, Council established community asset committees in accordance with the new legislation in August 2020.

Council's eight community asset committees are:

- Anderson Roadknight Reserve Community Asset Committee
- Anglesea Bike Park Community Asset Committee
- Connewarre Reserve and Hall Community Asset Committee
- Deans Marsh Community Hall and Memorial Reserve Community Asset Committee
- Eastern Reserve Community Asset Committee
- Globe Theatre Community Asset Committee
- Modewarre Hall and Reserve Community Asset Committee
- Stribling Reserve Community Asset Committee.

Delegated Committees

In accordance with section 63 of the Act, Council may establish delegated committees which must be comprised of at least two councillors and also include any other persons appointed by Council who are entitled to vote. Council has not established any delegated committees.

Council representation on committees and peak bodies

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

Councillor assignments for 2020-21 were as shown in Table 14.

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Table 14: Councillor assignments 2020-2021

Committees/organisation with legislated purpose	2020 Delegates	2021 Delegates
Audit & Risk Committee	Cr Goldsworthy Cr Duke	Cr Barker Cr Wellington
Municipal Association of Victoria (MAV)	Cr McKiterick Cr Duke (Sub)	Cr Schonfelder Cr Hodge (sub)
Committees established to provide specific advice to Council	2020 Delegates	2021 Delegates
All Abilities Advisory Committee	Cr Hodge	Cr Hodge Cr Bodsworth (sub)
Barwon South West Waste and Resource Recovery Group (LG Forum)	Cr Bell	Cr Bodsworth Cr Gazzard (sub)
Bells Beach Committee	Cr Bell Cr Duke	Cr Bodsworth Cr Barker
Chief Executive Officer Employment Matters Committee	All Councillors	All Councillors
Positive Ageing Advisory Committee	Cr Smith	Cr Allen
Corporations with local government representation	2020 Delegates	2021 Delegates
Geelong Regional Library Corporation (GRLC)	Cr Smith Cr Revell (Sub)	Cr Pattison Cr Gazzard (sub)
Great Ocean Road Regional Tourism Inc. (GORRT)	CEO	CEO
G21 Geelong Region Alliance Ltd - Board of Directors	Cr Hodge (as Mayor)	Cr Stapleton (as Mayor)
Other organisations/committees	2020 Delegates	2021 Delegates
Anglesea Community Impact Advisory (CIAC)	Cr Revell Cr Smith (Sub)	Cr Bodsworth
Hinterland Community Impact Advisory Committee (CIAC)	Cr McIntyre Cr Goldsworthy (Sub)	Cr Schonfelder
Lorne Community Impact Advisory Committee (CIAC)	Cr Goldsworthy	Cr Allen
Torquay Community Impact Advisory Committee (CIAC)	Cr Duke Cr Bell (Sub)	Cr Hodge Cr Barker
Australian Local Government Association (ALGA)	Cr Hodge (as Mayor)	Cr Stapleton (as Mayor)
Rural and Peri-Urban Advisory Committee (COGG)	Cr Bell Cr McIntyre (Sub)	Cr Barker

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G21 Pillars	2020 Delegates	2021 Delegates
G21 Arts and Culture Pillar	Cr Smith	Cr Stapleton Cr Schonfelder (sub)
G21 Economic Development Pillar	Coordinator Business & Tourism	Cr Schonfelder Cr Pattison (sub)
G21 Education and Training Pillar	Manager Community Strengthening	Cr Allen
G21 Environment Pillar	Cr Bell Cr Duke (Sub)	Cr Gazzard
G21 Health and Wellbeing Pillar	Cr Revell Manager Community Strengthening	General Manager Culture and Community
G21 Planning and Services Pillar	Cr Bell	Cr Pattison
G21 Sport and Recreation Pillar	Cr McIntyre Cr Hodge (Sub)	Cr Bodsworth Cr Hodge (sub)
G21 Transport Pillar	Cr Duke	Cr Hodge Cr Barker (sub)

Code of conduct

The Act requires councils to develop and approve a Councillor Code of Conduct within four months after each general election. On 16 February 2021, Council adopted the current Councillor Code of Conduct which is designed to:

- assist councillors in maintaining the highest standards of conduct and behaviour;
- provide councillors with a means for dealing with problems that they may encounter;
- assist councillors to discharge the responsibilities of their public office appropriately;
- assist councillors to maintain good working relationships between councillors, and between councillors and management.

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

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

Conflict of interest

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

A conflict of interest can arise when a personal or private interest (or those of relatives, friends and certain other acquaintances) might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

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

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While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflicts of interest.

Councillor allowances

Section 39 of the *Local Government Act 2020* governs councillor allowances (including allowances for the mayor and deputy mayor). The allowances are to be in accordance with a Determination of the Victorian Independent Remuneration Tribunal. As the tribunal has not yet made a declaration, section 39(6) of the *Local Government Act 2020* states that section 74 of the *Local Government Act 1989* will continue to apply to councillor allowances until a declaration is made by the tribunal.

In accordance with section 74 of the *Local Government Act 1989*, councillors are entitled to receive an allowance while performing their duty as a councillor. The mayor is also entitled to receive a higher allowance.

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

Councils are required to review allowance levels by 30 June in the year following a general election and the allowance level determined remains in effect for the full term of the Council. At its meeting on 25 May 2021, Council resolved to retain allowances at the current level, being the highest level in category two.

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

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

Councillor expenses

In accordance with section 40 of the Act, Council is required to reimburse councillors and delegated committee members for expenses incurred while performing their formal duties. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for councillors and delegated committee members. The policy provides guidance for the reimbursements of expenses and the provision of resources, facilities and other support to the mayor and councillors to enable them to discharge their duties.

Council presents quarterly reporting of councillor expenses at Council meetings and this is published on Council's website.

The details of the allowances and expenses including reimbursement of expenses for each councillor paid by the Council for the 2020-21 year are set out in Table 15.

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Table 15: Councillor allowances and expenses (including reimbursement of expenses)

Surf Coast Shire Council Councillor Payment Summary Between 1 July 2020 to 30 June 2021											
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 Adrian Schonfelder	18,456	-	-	-	155	6,699	-	290	273	-	25,873
Cr Brian McKiterick	9,567	-	-	-	-	92	-	94	82	-	9,834
Cr Clive Goldsworthy	9,218	-	-	624	-	550	-	94	82	-	10,568
Cr David Bell	9,218	-	-	-	-	-	-	94	82	-	9,394
Cr Gary Allen*	14,890	-	-	2,883	-	-	-	290	273	-	18,336
Cr Heather Wellington	23,582	-	-	-	-	-	-	384	354	-	24,321
Cr James McIntyre	9,218	-	-	76	-	-	-	94	82	-	9,470
Cr Kate Gazzard	18,346	-	-	-	455	-	-	290	273	-	19,363
Cr Libby Stapleton**	55,739	2,010	-	-	2,382	-	5,653	290	273	-	66,347
Cr Liz Pattison	18,235	-	2,446	-	3,042	-	-	290	273	-	24,286
Cr Margot Smith	9,218	-	-	-	-	-	-	94	82	-	9,394
Cr Martin Duke	9,218	-	-	-	-	-	-	94	82	-	9,394
Cr Mike Bodsworth	18,235	-	-	868	-	-	-	290	273	-	19,667
Cr Paul Barker^	17,192	-	-	-	-	6,699	-	290	273	-	24,454
Cr Rose Hodge*	46,989	-	-	-	710	-	2,110	384	354	(130)	50,418
Cr Tony Revell	9,218	-	-	-	-	-	-	94	82	-	9,394
Total	296,538	2,010	2,446	4,452	6,744	14,040	7,763	3,460	3,190	(130)	340,513

Notes:

* Cr Rose Hodge (Mayor period: 08/11/2018 - 22/09/2020).

** Cr Libby Stapleton (Mayor period: 18/11/2020 - present).

Caretaker period commenced 22/09/2020. Election day was 24/10/2020.

^ Under the Local Government Act 2020, a Mayor, Deputy Mayor or Councillor may elect to receive a specified part of their allowance to which they are entitled.

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.

Management

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

Audit and Risk Committee

In accordance with the *Local Government Act 2020*, at its August 2020 meeting, Council formally dissolved the Audit and Risk Committee established under the 1989 Act and a new committee was established under the 2020 Act.

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

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

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

Key areas discussed by the committee over the course of this year include legislative compliance and controls, risk management, external and internal audits and financial management including performance reporting.

Internal audit

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

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

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The SIAP for 2020-21 was completed with the following reviews being conducted:

- Payroll (including data analytics)
- Contract Management
- Financial Sustainability and Budgeting
- Place of Public Entertainment
- Local Laws Enforcement
- Cybersecurity
- Follow up audit for the previous financial year.

External audit

Council is externally audited by the Victorian Auditor-General's Office. For the 2020-21 year, the annual external audit of Council's financial statements and performance statement was conducted by the Victorian Auditor-General's representative. The external auditors provide written and verbal updates to the Audit and Risk Committee relating to the annual audit plan, audit reports and other matters of note. The external audit management letter and responses are also provided to the Audit and Risk Committee.

Risk management

Council has adopted a Risk Management Framework and Policy in line AS ISO 31000:2018 guidelines. The Risk Management Framework and Policy address items such as:

- risk management culture and branding
- communication and training
- best practice in risk management
- responsibilities of and to internal and external stakeholders
- risk registers and risk management software
- the Council planning cycle, budget cycle and annual audit cycle

The management of risk is an integral part of the organisation's strategic management and planning. Our approach to risk is supported by a robust framework, risk register and associated processes based on the international standard for risk management, AS ISO 31000:2018.

Key achievements during 2019-20 included:

- A comprehensive review of Council's strategic and emerging risks was completed in 2019, with a follow up review scheduled for later in 2020.
- A business continuity exercise comprising how Council's Pandemic Plan would be enacted was undertaken with Council's Leadership Group in March 2020 to check that arrangements outlined will support the continued provision of essential services and operational activities if an interruption event occurs.

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Governance and management checklist

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

Governance and Management Items	Assessment	
1. Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 15/09/2020	<input checked="" type="checkbox"/>
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 1/12/2020	<input checked="" type="checkbox"/>
3. Strategic Resource Plan (plan under Section 126 of the <i>Local Government Act 1989</i> outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with Section 126 of the Act Date of adoption: 24/06/2020 #1	<input checked="" type="checkbox"/>
4. Annual budget (Plan under Section 126 of the <i>Local Government Act 1989</i> setting out the services to be provided and initiatives to be undertaken over the next 12 months, and the funding and other resources required)	Adopted in accordance with Section 126 of the Act Date of adoption: 24/06/2021 #2	<input checked="" type="checkbox"/>
5. Asset management plans (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Dates of operation of current plans: Pathways - 18/03/2020 Parks & Open Space - 20/07/2020 Road Infrastructure - 20/07/2020 Buildings - 20/07/2020 Waste - 22/10/2012 Drainage - May 2021 Fleet - May 2021 #3	<input checked="" type="checkbox"/>
6. Rating strategy (Strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 24/06/2021	<input checked="" type="checkbox"/>
7. Risk policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 23/10/2018	<input checked="" type="checkbox"/>
8. Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 26/02/2019	<input checked="" type="checkbox"/>

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Governance and Management Items	Assessment	
9. Municipal emergency management plan (Plan under Section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with Section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 24/01/2017	<input checked="" type="checkbox"/>
10. Procurement policy (policy under Section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with Section 186A of the <i>Local Government Act 1989</i> Date of approval: 26/05/2020 #4	<input checked="" type="checkbox"/>
11. Business continuity plan (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 5/03/2020	<input checked="" type="checkbox"/>
12. Disaster recovery plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 1/10/2018	<input checked="" type="checkbox"/>
13. Risk management framework (Framework outlining Council's approach to managing risks to Council's operations)	Framework Date of operation of current framework: 23/10/2018	<input checked="" type="checkbox"/>
14. Audit and Risk Committee (Advisory committee of Council under Section 139 of the <i>Local Government Act 1989</i> whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to Council's operations and for compliance with applicable legal, ethical and regulatory requirements)	Established in accordance with Section 139 of the Act Date of establishment: 25/08/2020 #5	<input checked="" type="checkbox"/>
15. Internal audit (Independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1/04/2018	<input checked="" type="checkbox"/>
16. Performance reporting framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the <i>Local Government Act 1989</i>)	Framework Date of operation of current framework: 1/07/2014	<input checked="" type="checkbox"/>
17. Council Plan reporting (Report reviewing the performance of the Council against the Council Plan, including the results in relation	Report Date of report: 23/02/2021	<input checked="" type="checkbox"/>

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Governance and Management Items	Assessment	
to the strategic indicators, for the first six months of the financial year)		
18. Financial reporting (Quarterly statements to Council under Section 138 of the <i>Local Government Act 1989</i> comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with Section 138(1) of the Act Statement presentation dates: 15/09/2020 24/11/2020 19/01/2021 27/04/2021	<input checked="" type="checkbox"/>
19. Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring, and risk minimisation strategies)	Reports Report dates: 8/09/2020 16/03/2021 18/05/2021	<input checked="" type="checkbox"/>
20. Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the <i>Local Government Act 1989</i>)	Reports Report dates: 25/08/2020 25/02/2021	<input checked="" type="checkbox"/>
21. Annual report (Annual report to the community, under Sections 131, 132 and 133 of the <i>Local Government Act 1989</i> , containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with Section 134 of the Act Date of consideration: 8/12/2020	<input checked="" type="checkbox"/>
22. Councillor Code of Conduct (Code under Section 76C of the <i>Local Government Act 1989</i> setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Reviewed in accordance with Section 76C of the Act Date reviewed: 16/02/2021 #6	<input checked="" type="checkbox"/>
23. Delegations (A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with Section 98(6) of the Act Date of review: 27/07/2021 #7	<input checked="" type="checkbox"/>
24. Meeting procedures (A local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with Section 91(1) of the Act Date local law made: 7/09/2020 #8	<input checked="" type="checkbox"/>

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Governance and Management Items	Assessment
I certify that this information presents fairly the status of Council's governance and management arrangements.	
 Robyn Seymour Chief Executive Officer Dated: 21 September 2021	 Cr Libby Stapleton Mayor Dated: 22 September 2021

Transitional provisions

As the requirements under the Local Government (Planning and Reporting Regulations) 2014 remain for the 2020-21 reporting period, the Governance and Management Checklist contains references to the Local Government Act 1989 that are no longer valid. Commentary has been provided below to explain each of these instances.

Ref	Commentary
#1	New Financial Plan to be adopted under section 91 of the 2020 Act by 31 October 2021.
#2	The annual budget was adopted on 4 June 2021 under section 94 of the 2020 Act. Prior budgets were adopted under section 126 of the 1989 Act.
#3	New Asset Plan to be adopted by 30 June 2022 under Section 92 of the 2020 Act. Council is intending to adopt the Asset Plan at a similar time as the Council and Finance Plans prior to the end of 2021.
#4	Updated policy to be adopted by 31 December 2021 under the 2020 Act. Council is currently reviewing the policy.
#5	The current Audit and Risk Committee was established 25 August 2020 under section 53 of the 2020 Local Government Act. Prior establishment was in accordance with section 139 of the 1989 Act.
#6	The current Councillor Code of Conduct was adopted 16 February 2021 in accordance with section 139 of the 2020 Act. Prior Councillor Codes of Conduct were reviewed and adopted in accordance with section 76C the 1989 Act.
#7	The most recent review of delegations was completed on 27 July 2021 in accordance with section 11(7) of the 2020 Act. Previous reviews of delegations were completed in accordance with the section 98(6) of the 1989 Act.
#8	Council's Governance Rules were adopted on 7 September 2020 under section 60 of the 2020 Act. Previously, Local Law No. 2 was adopted under section 91(1) of the 1989 Act.

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Statutory information

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

Documents available for public inspection

A requirement of the repealed *Local Government (General) Regulations 2015* was to provide a summary of documents that were required to be made available for public inspection. In order to ensure that documents remain available to the public, the *Local Government Act 2020* requires the development of a public transparency policy which must describe the ways in which Council information is to be made publically available. Council adopted its Public Transparency Policy on 7 September 2020.

Following is a summary of information that is available to the public:

Type	Description
Council Records	Agendas, minutes, live stream and video recordings of Council meetings Reporting from committees to Council <ul style="list-style-type: none"> • Delegated committees • Community asset committees Terms of reference or charters for Council committees
Local Laws	Community Amenity Local Law Common Seal and Miscellaneous Penalties Local Law Governance Rules
Policies, Strategies, Reports	Council Plan, Annual Report, Strategies, Council Policies, Budget
Organisation	Organisation chart
Councillors	Councillor payment summaries Councillor profiles
Council Elections	Election campaign donation returns Candidate information (during elections)
Donations & Grants	Grant programs
Planning	Development plans, reference and incorporated docs Development contributions Current planning applications
Property	How rates are calculated Current planning applications Development contributions
Businesses	Council's terms and conditions Awarded tenders
Council operations	Events information Waste management and recycling information Information relating to families, positive ageing, childcare and pets Tourism and local area – variety of information Parks and reserves – listing
Registers	Register of Building Occupancy Permits Register of Authorised Officers Register of Instruments of Delegations Register of Personal Interests (Register of Interests until 24 October 2020) Register of Leases

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	Register of Overseas or Interstate Travel Register of Gifts, Benefits and Hospitality (Councillors and Staff)
Process/Other Information	Application processes for approvals, permits, grants, access to Council services Community engagement processes Complaints handling processes Practice notes Online payments and applications Employment with Council Lodging a request/complaint Economic and population profiles Information relating to access (maps and guides)

More information is available at the [public access to Council information page](#) on Council's website.

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

More information is available at the [policies, plans, strategies and reports](#) page on Council's website.

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

Contracts valued at \$100,000 or more

In accordance with section 131(3)(a)(v) of the *Local Government Act 1989* the Annual Report must contain any information required by the regulations.

Regulation 14 of the *Local Government (Planning and Reporting) Regulations 2014*, lists the following requirements:

- (ca) a list of contracts entered into by Council valued at \$100,000 (or such higher amount fixed in accordance with section 186(1) of the Act) or more of a kind specified in section 186(5)(a) and (c) of the Act;
- (cb) a list of contracts entered into by Council valued at \$100,000 (or such higher amount fixed in accordance with section 186(1) of the Act) or more if the Council did not engage in a competitive process before entering into the contact and it is not of a kind specified in section 18 (5) or (5A) of the Act.

Contracts - Local Government Act Section 186

Contracts entered into with a value of \$150,000 or more for goods or services of \$200,000 or more for works without engaging in a competitive process:

Contractor	Type of Contract	Comment/Reason
Civica Pty Ltd	Integrated IT system	Legacy system, updates and maintenance therefore 'sole source' arrangement.

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Best Value Principles

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

Our regular business planning and performance processes encompass best value principles and continuous improvement. Council's efforts in business improvement and service efficiency are led by both the Business Improvement and Digital Transformation departments, which during 2020-21 have consolidated and built on our best value approach.

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

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

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

Although continuous improvement is a collective organisational responsibility, the Business Improvement Department along with the Digital Transformation Program have led Council's efforts in this area.

The Digital Transformation Program is a multi-year funded program aimed at implementing technology solutions and improving work processes to achieve the following goals:

- Improve our customer experiences and meet their expectations
- Build our capability and provide staff with the tools they need to do their best
- Ensure financial viability into the future.

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

With a strong focus on financial gains, including reducing costs and increasing non-rate revenue, the Business Improvement Program is underpinned by the principles shown in Table 16.

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

Table 16: Business Improvement Program guiding principles

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

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Carers recognition

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

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

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

During July 2020 – June 2021, we provided a range of services and supports to strengthen the capacity of carers to maintain a care role and caring relationships. Examples include:

- An assessment process that requires the active input of both the client and their carer, and recognises carers as individuals with their own wishes, needs and circumstances.
- Care planning that considers the availability and capacity of the carer within their caring role when planning and prioritising a range of services to support people to remain living at home.
- Service provision that supports care relationships by allowing carers to take a break from their usual caring responsibilities, thus enabling them to participate in community, social and other activities.
- Ongoing monitoring and review of individual situations and care relationships facilitates referrals to the other carer specific programs outside of our funded services.
- Café style support, which is a model of service delivery that offers social support to a person and their carer at the same time, in the same place, in a community setting such as a café or a community venue.
- Ongoing alliance with service providers in the Surf Coast region to advocate for the needs of carers and appropriate service programs to accommodate needs of clients and/or their carers.
- Worked with Barwon Health Carer Gateway to form two new carer support groups: one for carers of adults who meet monthly in Torquay, and a parent support group for carers of children with disability.

Relevant carer information and advice is provided on an ad hoc basis during communication with individuals, or more formally through newsletters, pamphlets and presentations at events and activities.

Child Safe Standards

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

As a Category 1 organisation, Council continued to work on this key issue. The key focus during 2020-21 has been to:

- Review and revise the Child Safe Organisation Management Policy to align with the National Principles for Child Safe Organisations.
- Review the Child Safe Reporting Process and revised Child Safe Standards Fact Sheet.
- Roll out training (either online or face to face) for all staff and some volunteers.
- Update procedures and documents where external organisations or individuals provide a service on behalf of Council, or in a Council facility, or receive a Council grant to ensure third parties are aware of Council's commitment to child safety.
- Ensure that recruitment processes embed child safety at the forefront of recruiting officers' minds.
- Present regular updates on child safety to Council's Leadership Group and business units.

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Disability Act 2006

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

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

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

Surf Coast Shire Council is committed to access and inclusion for all people, and to building healthy, well-connected communities where everyone can participate. These outcomes are reflected in our Council Plan 2017-21 and throughout our Accessible and Inclusive Surf Coast Shire: Strategic Plan 2014-24.

In addition to progressing actions from our ongoing Access and Inclusion Action Plan (2017-2021), the past year marked a number of achievements including:

- Applied universal design principles in planning and delivering projects such as the Stribling Reserve Pavilions Redevelopment Project (Lorne), the Wurdai Stadium (Torquay), and the Wurdale Hall Accessible Unisex Toilet and Ramp (Winchelsea).
- Completed an accessibility audit of 20 high priority Council buildings, to be used to inform the annual allocation of \$100,000 Disability Discrimination Act Compliance Project.
- Formed the Surf Coast Disability Network, which involves around 40 local organisations including disability support services, community services, and schools. Meetings are held bi-monthly with the aim of helping organisations work together to improve access and inclusion for people with disability in the Surf Coast Shire.
- Continued to work with the All Abilities Advisory Committee (AAAC) to provide advice on Council projects and policy. Reviewed the AAAC model including recruiting five new members to the committee, all with lived experience of disability; and updating the terms of reference to reflect current best practice.
- Launched the Surf Coast Access and Inclusion Newsletter, sent out every four-eight weeks to keep community members informed about what is happening at Council and in the community in relation to people with disability and carers.
- Delivered community events and communications campaign to celebrate International Day of People with a Disability in December 2020, including co-hosting a special edition of the online entertainment show Connections TV with genU Surf Coast Connections and an online art exhibition featuring Torquay-based All Aboard disABILITY Support Services.
- Held community engagement focus groups with people with disability, carers, and support workers from across the shire to inform the development of our new Access and Inclusion Action Plan 2021-24.

Domestic Animals Act 1994

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

In 2020-21, Council continued to maintain a high standard of animal management according to legislative requirements and worked to deliver the objectives of the 2017-21 plan by:

- ensuring Animal Management Officers were appropriately trained in all aspects of responsible animal management;
- encouraging responsible dog and cat ownership and registration of domestic animals;
- reducing public and environmental nuisance caused by dogs and cats resulting in a reduction in animal management requests;

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- promoting the effective management of dogs and cats through community engagement activities and the identification of dangerous or menacing dogs and restricted breeds;
- minimising the risk of attacks by dogs on people and animals through increased reporting.

Council adopted the current Domestic Animal Management Plan 2017–21 in April 2017 following an extensive community engagement process. The creation of the 2022-26 DAMP is currently in progress and will be presented for adoption in 2021.

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

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

- Dog behaviour
- Threats to wildlife and stock
- Dog litter
- Responsible pet ownership
- Enforcement
- Population growth of permanent domestic animals in the shire
- Holiday home owners travelling with pets
- Proximity of Geelong's Armstrong Creek growth area.

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

- promote responsible pet ownership;
- respond to its obligations under the *Domestic Animal Act 1994*;
- protect the community and environment.

Equal Opportunity Act 2010

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

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

A Gender Equality Action Plan is being developed in 2021-22 in accordance with the *Gender Equality Act 2020*. This plan will further strengthen Council's stance on promoting gender equality in the workplace.

Information about the program's outcomes during 2020-21 is addressed in this section under 'Workplace Diversity' in the Council Staff section of this report.

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Food Act ministerial directions

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

Freedom of Information

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

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

The objectives of the Act are to:

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

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

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

The application fee is \$29.60 (\$30.10 from 1 July 2021). Access charges may also apply once documents have been processed and a decision is made (e.g. photocopying).

More information, including an application form, is available on the Freedom of Information page on [Council's website](#).

There were 17 Freedom of Information applications received in 2020-21.

Privacy and Data Protection Act 2014

Under the *Privacy and Data Protection Act 2014*, Council is required to comply with the privacy principles relating to the collection, management and use of an individual's personal information. We achieve this through the implementation of our privacy policy and related procedures, coordinated by the Privacy Officer. Information about the privacy policy is published on the website and is also available upon request.

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Public Interest Disclosures Act 2012

The *Public Interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

Procedures on how to make a disclosure are publicly available on Council's website at:
<https://www.surfcoast.vic.gov.au/About-us/Council/Policies-plans-strategies-and-reports/Public-Interest-Disclosures>

Road Management Act ministerial direction

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any ministerial direction in its Annual Report. No such ministerial directions were received by Council during the financial year.

Infrastructure and development contributions

In accordance with sections 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's Annual Report. The following information about development contributions is disclosed.

Table 17 – Total DCP levies received in 2020-21 financial year

DCP name and year approved	Levies received in 2019-20 financial year (\$)
Torquay/Jan Juc DCP, approved 2011	881,573
Briody Drive West Upgrade DCP, approved 2012	-
Total	881,573

Table 18 – DCP land, works, services or facilities accepted as works-in-kind in 2020-21 financial year

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Total				\$0

Table 19 – Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP name and year approved	Total levies received (\$)	Total levies expended (\$)	Total works-in-kind accepted (\$) (levies and works-in-kind) (\$)	Total DCP contributions received (\$)
Nil - No DCPs approved after 1 June 2016				
Total	\$0	\$0	\$0	\$0

Table 20 – Land, works, services or facilities delivered in 2020-21 financial year from DCP levies collected

Project description	Project ID	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
DCP Name: Torquay/Jan Juc DCP, Year Approved: 2011							
Surf Coast Multi-Purpose Indoor Stadium (CY03)	CY03	-	-	1,506,867	5,300,000	6,806,867	98%
Upgrade Grass Tree Park (OR05)	OR05	-	-	8,465	-	8,465	98%
Upgrade Deep Creek Linear Reserve (OR06)	OR06	-	-	1,444	-	1,444	76%
Upgrade Bells Beach Recreation Reserve (OR10)	OR10	-	-	19,474	-	19,474	90%
Surf Coast Highway/Coombes Road Intersection Upgrade (RD03)	RD03	-	-	10,178	-	10,178	2%
Surf Coast Highway/Zeally Bay Road Intersection Upgrade (RD05)	RD05	-	-	51,864	-	51,864	2%
Fisher St South Intersection Upgrade (RD07)	RD07	-	-	40,359	104,475	40,359	13%
South Beach Road Upgrade (RD09)	RD09	-	-	140,326	-	140,326	98%
Widen Coombes Road (RD11)	RD11	-	-	670,064	-	670,064	30%
Total		-	-	2,449,041	5,404,475	7,749,041	

Performance Statement



6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Performance Statement

For the year ended 30 June 2021

Description of municipality

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

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

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

Surf Coast Shire has been recognised as one of Victoria's fastest growing municipalities for more than a decade. The combination of lifestyle and proximity to Melbourne has seen the permanent population grow from 20,872 in 2001 to an estimated 34,771 in 2020.

Sustainable Capacity Indicators

For the year ended 30 June 2021

<i>Indicator / measure</i>	Results				Material Variations
	2018	2019	2020	2021	
Population					No material variation.
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,253.61	\$2,525.44	\$2,612.92	\$2,496.25	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$17,768.52	\$18,017.77	\$17,229.50	\$17,260.82	
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	29.66	30.04	30.94	32.12	
Own-source revenue					No material variation.
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,920.44	\$1,980.93	\$1,982.51	\$1,878.23	
Recurrent grants					There was a small decrease to recurrent grants, while the population increased within Surf Coast Shire by 1315 residents or 4%.
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$321.48	\$245.76	\$288.26	\$244.05	
Disadvantage					No material variation.
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	10.00	10.00	10.00	10.00	
Workforce turnover					The increase in the 2020-21 ratio is due to higher terminations in 2021 (42 in 2020 versus 60 in 2021) with the transitioning of the positive ageing service (in-home aged care) to alternative providers.
<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.13%	11.87%	10.2%	14.5%	

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6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

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

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

"population" means the resident population estimated by council

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

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

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

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

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Service Performance Indicators

For the year ended 30 June 2021

Service / indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Aquatic facilities					
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	0.26	0.30	0.19	0.14	Decrease in attendance over the season is weather related (higher number of cold and wet days due to the La Nina weather pattern) and due to two week shut down at the start of the season for repairs.
Animal management					
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	New in 2020	New in 2020	0%	0%	There were no animal management prosecutions during 2020-21.
Food safety					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non- compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	98.84%	95.00%	100.00%	100%	No material variation.
Governance					
Satisfaction					
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	52.00	54.00	55.00	54.00	No material variation.

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Service / indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Libraries					
Participation					
<i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	18.77%	18.78%	18.19%	16.49%	<p>The definition for this indicator was changed in 2019-20 and is therefore not an accurate comparison against previous years. The indicator now represents Active Library Borrowers as an average of the past three financial years.</p> <p>The indicator measures activity as loans of library collection items. It does not capture other library activity such as children and youth programs, digital literacy programs and literary events, the use of public internet computers, using facilities such as meeting rooms or study areas, or using services such as Wi-Fi, or in library use of collections.</p> <p>Borrowing was impacted by multiple branch closures due to the Covid-19 pandemic. To enable loans of physical collection items, a Click & Collect service was offered from Mon 21 Sep 2020. Click & Deliver service was offered to all patrons within local LGAs from Wed 12 Aug 2020.</p> <p>Loans of digital collection items remained available throughout the closure periods.</p>
Maternal and child health					
Participation					
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77.40%	77.70%	76.74%	77.86%	No material variation.
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	94.12%	90.91%	85.71%	85.19%	<p>There is a low number of Aboriginal children participating in the MCH service and some of these children are not due for an appointment in this reporting period due to their age.</p> <p>Data is more susceptible to skewing due to low numbers.</p>

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Service / indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
Roads					No material variation.
Satisfaction					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	59.00	60.00	58.00	63.00	
Statutory Planning					
Decision making					
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	50.00%	46.15%	80.00%	68.75%	The variance to the number of Council planning decisions upheld at VCAT between the 2019-20 and 2020-21 years is attributed to both the increase in overall planning matters heard at VCAT (from 10 matters in 2019-20 to 33 matters in 2020-21), and the number of those matters where Council's decision was "set aside". It is important to note that the majority of decisions set aside were actually resolved prior to the VCAT hearing or through VCAT compulsory conference, resulting in an outcome acceptable to all parties.
Waste Collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	55.06%	52.97%	48.99%	64.25%	The new four-bin system diverts food from landfill which improves diversion rates. It also includes organics collections for rural properties that didn't previously have access to this service.

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Definitions

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

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

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

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

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

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

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

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

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

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

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

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

"population" means the resident population estimated by council

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

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Financial Performance Indicators

For the year ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Efficiency									No material variation.
Expenditure level									
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,243.52	\$3,644.70	\$3,790.73	\$3,707.69	\$3,929.73	\$3,839.29	\$3,882.32	\$4,147.81	
Revenue level									No material variations.
<i>Average rate per property assessment</i> [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$2,032.57	\$2,072.19	\$2,116.17	\$2,162.30	\$2,214.17	\$2,277.82	
Liquidity									
Working capital									
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	357.70%	418.26%	291.67%	231.04%	208.41%	206.68%	179.81%	180.24%	The reduction from the prior year is primarily driven by an increase in current provisions. This is due to a transfer from non-current liabilities to current liabilities in relation to landfill works to be undertaken in 2021-22.
Unrestricted cash									
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	-136.88%	-171.15%	-75.23%	-55.39%	-51.21%	-36.09%	-45.43%	-44.60%	The main driver in this variance is due to current liabilities increasing by \$12m with the increase in unearned income with a number of large project grants received late in 2020-21, (mainly grant funds for Surf Coast Aquatic and Health Centre).
Obligations									
Loans and borrowings									
<i>Loans and borrowings compared to rates</i> [Interest and principle repayments on Interest bearing	34.78%	31.14%	38.56%	33.48%	28.62%	24.08%	27.25%	22.63%	Generally the ratio is decreasing in line with the rates increasing and borrowings decreasing except for an increase in 2023-24 with Council budgeting to take out a loan as part of

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
loans and borrowings / Rate revenue] x100									the funding strategy for the Torquay Aquatic and Health Facility.
Loans and borrowings <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.44%	3.95%	31.55%	4.50%	4.28%	4.07%	3.87%	4.04%	The large decrease in this ratio is due to Council refinancing its current portfolio in the 2019-20 financial year. The ratio declines in 2021-22 to 2023-24 then increases in 2024-25 due to a loan budgeted to be taken out 30.6.24 increasing repayments in the 2024-25 year.
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	45.18%	42.99%	46.74%	43.29%	33.94%	29.36%	31.63%	26.44%	This ratio is generally declining with the repayment of borrowings and waste provision funds being used, except for in 2023-24 when new borrowings are budgeted to be taken out as part of the funding strategy for the Surf Coast Aquatic and Health Centre.
Asset renewal and upgrade <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	67.02%	75.81%	108.61%	77.62%	68.00%	65.84%	The 2021-22 year spike is driven by higher than usual upgrade works with Surf Coast Hwy/Coombes Road Intersection and Stribling Reserve Pavilions Redevelopment works being carried forward.
Operating position Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	1.36%	-9.88%	-8.98%	-9.50%	-15.71%	-10.72%	-10.35%	-11.18%	The spike in the 2021-22 ratio is due to asset write-off being approximately \$2.5m higher in that year in line with our budgeted capital program.

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Stability									No material variation.
Rates concentration									
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	69.35%	70.54%	68.44%	71.67%	73.15%	73.24%	73.97%	71.73%	
Rates effort									Property values increased at a higher rate than rates revenue.
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.34%	0.29%	0.28%	0.25%	0.26%	0.26%	0.27%	0.27%	
Retired measures									
Service / indicator / measure									
Animal Management									
Health and safety									
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	0	0	Retired in 2020						
Efficiency									
Revenue level									
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$2,181.09	\$2,056.67	Retired in 2020						
Obligations									
Asset renewal									
<i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x 100	37.25%	43.44%	Retired in 2020						

6.1 Surf Coast Shire Council Annual Report 2020-21

SURF COAST SHIRE COUNCIL Annual Report 2020-2021

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

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

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

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

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

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

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

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

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

"population" means the resident population estimated by council

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

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

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

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

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

Other Information

For the year ended 30 June 2021

1. Basis of preparation

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

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

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

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 23 June 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

6.1 Surf Coast Shire Council Annual Report 2020-21

Certification of the Performance Statement

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



Gabrielle Spiller CPA
Principal Accounting Officer
Dated: 29 September 2021

In our opinion, the accompanying performance statement of the Surf Coast Shire Council for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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

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

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



(Cr Libby Stapleton)
Mayor
Dated: 29 September 2021



(Cr Paul Barker)
Councillor
Dated: 29 September 2021



Robyn Seymour
Chief Executive Officer
Dated: 29 September 2021

6.1 Surf Coast Shire Council Annual Report 2020-21



Independent Auditor's Report

To the Councillors of Surf Coast Shire Council

Opinion	<p>I have audited the accompanying performance statement of Surf Coast Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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6.1 Surf Coast Shire Council Annual Report 2020-21

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

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

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

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

MELBOURNE
1 October 2021



Sanchu Chummar
as delegate for the Auditor-General of Victoria

6.1 Surf Coast Shire Council Annual Report 2020-21

Financial Statements



6.1 Surf Coast Shire Council Annual Report 2020-21

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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the *Australian Accounting Standards* and other mandatory professional reporting requirements.



Gabriello Spiller CPA
Principal Accounting Officer
Date : 21 September 2021
Torquay

In my opinion the accompanying financial statements present fairly the financial transactions of the Surf Coast Shire for the year ended 30 June 2021 and the financial position of the Council as at that date.

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

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Cr Libby Stapleton
Mayor
Date : 21 September 2021
Torquay



Cr Paul Barker
Councillor
Date : 21 September 2021
Torquay



Chief Executive Officer
Date : 21 September 2021
Torquay

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Surf Coast Shire
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Independent Auditor's Report

To the Councillors of Surf Coast Shire Council

Opinion	<p>I have audited the financial report of Surf Coast Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2021• comprehensive income statement for the year then ended• statement of changes in equity for the year then ended• statement of cash flows for the year then ended• statement of capital works for the year then ended• notes to the financial statements, including significant accounting policies• certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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6.1 Surf Coast Shire Council Annual Report 2020-21

Surf Coast Shire 2020/2021 Financial Report

**Auditor's
responsibilities
for the audit of
the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

MELBOURNE
1 October 2021



Sanchu Chummar
as delegate for the Auditor-General of Victoria

6.1 Surf Coast Shire Council Annual Report 2020-21

Surf Coast Shire
2020/2021 Financial Report

Comprehensive Income Statement For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	56,812	54,922
Statutory fees and fines	3.2	1,758	2,333
User fees	3.3	5,234	6,754
Grants - operating	3.4	9,731	9,065
Grants - capital	3.4	12,176	5,129
Contributions - monetary	3.5	3,420	3,874
Contributions - non monetary	3.5	9,128	12,786
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	193	349
Other income	3.7	1,311	1,356
Total income		99,763	96,568
Expenses			
Employee costs	4.1	(34,732)	(33,375)
Materials and services	4.2	(25,707)	(24,886)
Depreciation	4.3	(15,956)	(16,031)
Amortisation - intangible assets	4.4	(3,329)	(4,154)
Amortisation - right of use assets	4.5	(516)	(583)
Bad and doubtful debts	4.6	(96)	(127)
Borrowing costs	4.7	(406)	(3,528)
Share of net loss (or profits) of associates	6.3	(247)	107
Finance costs - leases	4.8	(25)	(65)
Other expenses	4.9	(5,783)	(3,977)
Total expenses		(86,797)	(86,619)
Surplus/(deficit) for the year		12,966	9,949
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1	26,260	(12,350)
Total comprehensive result		39,226	(2,401)

The above comprehensive income statement should be read in conjunction with the accompanying notes.

6.1 Surf Coast Shire Council Annual Report 2020-21

Surf Coast Shire
2020/2021 Financial Report

Balance Sheet As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	15,802	11,766
Trade and other receivables	5.1	5,851	7,088
Other financial assets	5.1	66,800	55,000
Non-current assets classified as held for sale	6.1	-	290
Other assets	5.2	1,205	1,109
Total current assets		89,658	75,253
Non-current assets			
Trade and other receivables	5.1	14	50
Investments in associates	6.3	291	538
Property, infrastructure, plant and equipment	6.2	829,363	789,241
Right-of-use assets	5.8	441	878
Intangible assets	5.2	29,524	33,831
Total non-current assets		859,633	824,538
Total assets		949,291	899,791
Liabilities			
Current liabilities			
Trade and other payables	5.3	5,281	5,839
Trust funds and deposits	5.3	8,476	9,499
Provisions	5.5	10,346	7,150
Interest-bearing liabilities	5.4	2,150	2,149
Lease liabilities	5.8	230	444
Unearned income	5.3	12,323	720
Total current liabilities		38,806	25,801
Non-current liabilities			
Provisions	5.5	11,192	11,537
Interest-bearing liabilities	5.4	16,871	19,021
Lease liabilities	5.8	210	446
Total non-current liabilities		28,273	31,004
Total liabilities		67,079	56,805
Net assets		882,212	842,986
Equity			
Accumulated surplus		477,951	470,465
Reserves	9.1	404,261	372,521
Total Equity		882,212	842,986

The above balance sheet should be read in conjunction with the accompanying notes.

6.1 Surf Coast Shire Council Annual Report 2020-21

*Surf Coast Shire
2020/2021 Financial Report*

Statement of Changes in Equity For the Year Ended 30 June 2021

	Note	Asset			
		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserves \$'000	Other Reserves \$'000
2021					
Balance at beginning of the financial year		842,986	470,465	316,686	55,835
Surplus/(deficit) for the year		12,966	12,966	-	-
Net asset revaluation increment/(decrement)	6.2	26,260	-	26,260	-
Transfers to other reserves	9.1	-	(49,880)	-	49,880
Transfers from other reserves	9.1	-	44,400	-	(44,400)
Balance at end of the financial year		882,212	477,951	342,946	61,315
2020					
Balance at beginning of the financial year		841,053	460,836	329,036	51,181
Adjustment to opening accumulated surplus : Recognition of previously unrecognised assets		4,334	4,334	-	-
		845,387	465,170	329,036	51,181
Surplus/(deficit) for the year		9,949	9,949	-	-
Net asset revaluation increment/(decrement)	6.2	(12,350)	-	(12,350)	-
Transfers to other reserves	9.1	-	(49,285)	-	49,285
Transfers from other reserves	9.1	-	44,631	-	(44,631)
Balance at end of the financial year		842,986	470,465	316,686	55,835

The above statement of changes in equity should be read in conjunction with the accompanying notes.

6.1 Surf Coast Shire Council Annual Report 2020-21

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Statement of Cash Flows For the Year Ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		57,060	53,843
Statutory fees and fines		1,708	2,264
User fees		5,570	7,061
Grants - operating		11,466	9,520
Grants - capital		23,415	5,475
Contributions - monetary		3,420	3,874
Interest received		571	1,288
Trust funds and deposits taken		3,681	10,371
Net GST refund		3,914	3,177
Employee costs		(34,169)	(32,155)
Materials and services		(31,721)	(27,739)
Short-term, low value and variable lease payments		(308)	(196)
Trust funds and deposits repaid		(4,704)	(4,699)
Net cash provided by/(used in) operating activities	9.2	39,903	32,084
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(21,532)	(21,222)
Proceeds from sale of property, infrastructure, plant and equipment		574	654
Payments for investments		(76,800)	(87,960)
Proceeds from sale of investments		65,005	81,650
Net cash provided by/(used in) investing activities		(32,753)	(26,878)
Cash flows from financing activities			
Finance costs		(407)	(3,534)
Proceeds from borrowings		-	18,674
Interest paid - lease liability		(26)	(59)
Repayment of borrowings		(2,149)	(13,788)
Repayment of lease liabilities		(532)	(570)
Net cash provided by/(used in) financing activities		(3,114)	723
Net increase (decrease) in cash and cash equivalents		4,036	5,929
Cash and cash equivalents at the beginning of the financial year		11,766	5,837
Cash and cash equivalents at the end of the financial year	5.1(a)	15,802	11,766
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

The above statement of cash flow should be read in conjunction with the accompanying notes.

6.1 Surf Coast Shire Council Annual Report 2020-21

*Surf Coast Shire
2020/2021 Financial Report*

Statement of Capital Works For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Property			
Land		60	8
Buildings		10,358	7,419
Total property		10,418	7,427
Plant and equipment			
Plant, machinery and equipment		1,044	1,046
Computers and telecommunications		895	1,035
Total plant and equipment		1,939	2,081
Infrastructure			
Roads		5,816	7,062
Bridges		252	-
Footpaths and cycleways		798	995
Drainage and sewerage		297	1,043
Recreational, leisure and community facilities		603	1,956
Waste management		-	70
Parks, open space and streetscapes		1,148	482
Off street car parks		261	103
Total infrastructure		9,175	11,711
Total capital works expenditure		21,532	21,219
Represented by:			
New asset expenditure		9,233	9,906
Asset renewal expenditure		6,894	6,144
Asset expansion expenditure		203	569
Asset upgrade expenditure		5,202	4,600
Total capital works expenditure		21,532	21,219

The above statement of capital works should be read in conjunction with the accompanying notes.

6.1 Surf Coast Shire Council Annual Report 2020-21

Surf Coast Shire
2020/2021 Financial Report

Notes to the Financial Report For the Year Ended 30 June 2021

OVERVIEW

Introduction

The Surf Coast Shire was established by an Order of the Governor in Council on 09 March 1994 and is a body corporate. The Council's main office is located at 1 Merrijig Drive, Torquay.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1050 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Impact of Covid-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020/21 year, Council has noted the following significant impacts on its financial operations:

Additional revenue

Kindergarten net benefits from COVID grant funding \$221k
Rural Council ICT Technology Support Package grant \$100k
Business Concierge and Hospitality support grant \$60k
Local Roads and Community Infrastructure Program \$472k

Reduced revenue

Parking infringements \$331k
Building hire and fitness program revenue \$292k
Net closure of VIC and ANSM \$164k

Revenue foregone

Waived fees health and food registrations; A Frames & Footpath Trading permits \$332k
Rates waiver for commercial properties \$263k
Waived penalty interest of rates and sundry debts \$195k
COVID-19 Recovery Waived community group facility hire and peppercorn leases and licences \$40k;

Reduced Costs

Cancelled Events \$200k

Additional Costs

Pandemic leave, allowances and COVID communications \$367k
COVID-19 Recovery - various groups/activities \$309k
COVID-19 Recovery - Trader Groups Allocation \$100k
COVID-19 Recovery - Quick Response Grants \$83k

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6.1 Surf Coast Shire Council Annual Report 2020-21

Surf Coast Shire
2020/2021 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2021

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	56,590	56,812	222	0%	1
Statutory fees and fines	2,366	1,758	(608)	-26%	2
User fees	7,476	5,234	(2,242)	-30%	3
Grants - operating	7,705	9,731	2,026	26%	4
Grants - capital	9,377	12,178	2,799	30%	5
Contributions - monetary	3,989	3,420	(569)	-14%	6
Contributions - non monetary	11,668	9,128	(2,540)	-22%	7
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	193	193	-	8
Other income	632	1,311	679	107%	9
Total income	99,802	99,763	(39)	0%	
Expenses					
Employee costs	32,654	34,732	(2,078)	-6%	10
Materials and services	29,385	25,707	3,678	13%	11
Bad and doubtful debts	150	96	54	36%	12
Depreciation	16,252	15,956	296	2%	13
Amortisation - Intangible assets	3,579	3,329	250	7%	14
Amortisation - Right of use assets	536	516	20	4%	
Borrowing costs	408	406	2	1%	
Share of net loss of associates and joint ventures	-	247	(247)	-	15
Finance costs - Leases	41	25	16	40%	16
Other expenses	2,840	5,783	(2,943)	-104%	17
Total expenses	85,846	86,797	(951)	-1%	
Surplus(deficit) for the year	13,956	12,966	(990)	-7%	

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6.1 Surf Coast Shire Council Annual Report 2020-21

Surf Coast Shire

2020/2021 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2021

(f) Explanation of material variations

Variance	Item	Explanation
1	Rates and charges	Favourable to budget due to supplementary rates.
2	Statutory fees and fines	Unfavourable to budget: subdivision supervision fees \$294k due to slow down in development and infringements \$337k due to slow down in tourism.
3	User fees	Unfavourable to budget: waste disposal & recycling revenue \$1,042k related to price increase of 20% and reduced quantity of tipping by business customers; kindergarten fees due to government funding of programs \$467k; closures of visitor information centres and Australian National Surfing Museum impact on sale and admission revenue \$346k; facility closures (building hire revenue) and reduced fitness program numbers \$294k.
4	Grants - operating	Favourable to budget: kindergarten funding four year old kinder, cleaning, learning from home \$875k; solar compacting bins \$103k; operating projects not budgeted for \$1,360k including Working for Victoria Funding \$442k, Local Council Outdoor Eating and Entertainment Package \$147k, Shire Wide Food Organics and Green Organics \$121k and Local Operational Response Plans \$90k. Partially offset by unfavourable to budget: Victorian Grants Commission \$428k.
5	Grants - capital	Favourable to budget: grants not budgeted for \$6,243k including Grant Pavilion Extension \$1,810k, Surf Coast Multi Purpose Indoor Stadium \$1,300k, Cape Otway Road Widening Stage 5 \$787k, Anglesea Netball Pavilion \$450k and Blackspot Funding \$295k. Partially offset by unfavourable to budget grants not yet received Stribling Reserve Pavilions Redevelopment \$2,854k and Local Roads and Community Infrastructure Program \$588k.
6	Contributions - monetary	Unfavourable to budget: developer contributions \$1,532k due to slowing in development and family day care contributions \$64k due to lower numbers. Partially offset by favourable to budget open space contributions \$815k and unbudgeted contributions to projects \$231k.
7	Contributions - non monetary	Unfavourable to budget: granted assets \$2,142k due to slowing of development and budgeted volunteer services \$390k but actual recorded in other revenue.
8	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Favourable to budget: sale of Hesse House gain \$90k and sale of grader and tractor \$83k.
9	Other income	Favourable to budget: found assets \$700k majority being for parks assets found during condition audits and volunteer services \$101k (budgeted for under contributions non-monetary). Partially offset by unfavourable to budget: interest on investments \$123k due to low interest rates.
10	Employee Costs	Unfavourable to budget: Expensed capital works \$591k and Working For Victoria \$402k not budgeted for; Towards Environmental Leadership classified as materials in budget \$241k; Positive Ageing one off expense budgeted for in 2019/20 \$581k; pandemic costs leave and communications \$367k; once off staff costs \$198k. Partially offset by favourable to budget: vacancies \$505k.
11	Materials and services	Favourable to budget: expensed capex \$2,163k predominately Surf Coast Highway/Coombes Road Intersection, concept design Cultural Facility and condition audit; landfill levy deferral of increase \$889k; utility charges due to reduction in facility usage (COVID-19), solar installation benefits, and gas rate charge reduction \$293k; cancelled events \$200k; and reduced stock purchases due to closure of visitor information centres, Australian National Surfing Museum \$158k and passenger fleet fuel and maintenance \$145k.
12	Bad and doubtful debts	Favourable to budget: related to lower infringement revenue \$54k.
13	Depreciation	Favourable to budget: Lower than expected Capital Works completed (\$6,929k underspend) and lower than expected non-monetary Developer Contributions (\$2,540k) lead to a lower than expected asset base
14	Amortisation - Intangible Assets	Favourable to budget: Lower than expected usage of the Anglesea Landfill (10,000 m3 less)
15	Share of net loss of associates and joint ventures	Favourable to budget:
16	Finance Costs Leases	Favourable to budget: fleet leases expired now on month by month agreements \$16k.
17	Other expenses	Unfavourable to budget: non-cash landfill rehabilitation expense \$2,485k mainly related to a review of aftercare costs; and asset write offs exceeding budget \$416k.

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6.1 Surf Coast Shire Council Annual Report 2020-21

Surf Coast Shire
2020/2021 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2021

Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Property					
Land	-	60	(60)	-	
Buildings	6,393	10,358	(3,965)	-62%	1
Total Property	6,393	10,418	(4,025)	-63%	
Plant and Equipment					
Plant, machinery and equipment	1,984	1,044	940	47%	2
Fixtures, fittings and furniture	275	-	275	100%	3
Computers and telecommunications	1,852	895	957	52%	4
Total Plant and Equipment	4,111	1,939	2,172	53%	
Infrastructure					
Roads	8,257	5,816	2,441	30%	5
Bridges	780	252	528	68%	6
Footpaths and cycleways	1,188	798	401	33%	7
Drainage and sewerage	271	297	(26)	-10%	8
Recreational, leisure and community facilities	4,587	603	3,984	87%	9
Waste management	538	-	538	100%	10
Parks, open space and streetscapes	1,678	1,148	530	32%	11
Off street car parks	235	261	(26)	-11%	12
Total Infrastructure	17,555	9,175	8,380	48%	
Total Capital Works Expenditure	28,059	21,532	6,527	23%	
Represented by:					
New asset expenditure	8,490	9,233	(743)	-9%	
Asset renewal expenditure	12,654	6,894	5,760	46%	
Asset expansion expenditure	68	203	(135)	-199%	
Asset upgrade expenditure	6,847	5,202	1,645	24%	
Total Capital Works Expenditure	28,059	21,532	6,527	23%	

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(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings	Higher than budgeted expenditure due to unbudgeted 2019/20 carry forwards related to Surf Coast Multi Purpose Stadium \$2,184k and Lorne Stribling Reserve Pavilion Upgrade budgeted under Rec & Leisure but costed to buildings \$2,517k, offset by lower than budgeted spend due to over estimation of carry forward budget on Mt Moriac Equestrian Centre \$242k and underspend on the Building Renewal Program \$206k, DDA Program \$133k and Grant Pavilion \$200k.
2	Plant & Machinery	Plant, Machinery and Equipment replacements delayed due to COVID \$940k.
3	Fixtures, fittings and furniture	Expenditure delayed due to COVID, Agile Working Project on hold \$275k.
4	Computers and telecommunications	Lower than budgeted expenditure due to unfinished Digital Transformation projects carried forward to 2021-22.
5	Roads	Lower than budgeted expenditure on Roads due to overestimate of the 2019/20 carry forward budget on Surf Coast Hwy/ Coombes Road intersection \$420k and Horseshoe Bend Road Widening and Culvert Replacement \$96k; uncompleted projects Fischer St/Darian Road to Highlander St \$199k and Point Road/knight Drainage Outfall \$638k, as well as project savings on Fischer St Beach Rd to Darian Rd \$500k and Parking Overstay Detector \$100k being budgeted under Roads, but costed to Computer assets.
6	Bridges	Gnanwarre Road Culvert \$164k capitalised on Road assets as not a major culvert and project saving \$391k.
7	Footpaths and cycleways	Lower than budgeted expenditure on Footpaths due to not commencing Torquay North Open Space Pathway Contribution \$539k and Camp Road Pathway Project \$51k; offset by underestimate of the 2019/20 carry forward on footpaths at Wurdil Baiern Stadium \$142k.
8	Drainage and sewerage	Higher than budgeted expenditure on Drainage due to spend on Jan Juc Creek Master Plan \$25k that was budgeted under Parks & Open Space but costed to Drainage.
9	Recreational, leisure and community facilities	Lower than budgeted spend on Recreation projects including projects not commenced Cogoorah Park Playground \$102k, Modewarre Netball and Tennis Pavilion \$319k, Local Roads and Community Infrastructure Projects \$350k and Lorne Stribling Reserve Terraces \$238k; uncompleted projects Great Ocean Views Playground \$60k, Bellbrae Playground \$145k and Barwon River Adventure Play Space \$280k; 2019/20 carry forward overestimated for Mt Moriac Reserve AFL Lighting \$145k and expenditure budgeted in Recreation but costed to other asset classes Stribling Reserve Pavilions \$2,328k and Winchelsea Memorial Cairns \$60k.
10	Waste management	Waste management projects delayed \$538k.
11	Parks, open space and streetscapes	Lower than budgeted expenditure on Parks assets due to not commencing Torquay Central and North Contribution \$507k, Moriac Greenfields Trail \$117k and Local Roads and Community Infrastructure projects \$350k; offset by expenditure on projects budgeted for in different asset classes including Deans Marsh Pathway \$116k, Winchelsea Memorial Cairns \$154k and Winchelsea Pathways \$131k.
12	Off street car parks	Higher than budgeted expenditure due to unbudgeted 2019/20 carry forwards including Zeally Bay Rd Car Park \$145k, Merrijig Drive Parking Bays \$29k and Lorne Transfer Station Car Park \$16k, offset by underspending on McMillan St Car Park \$186k and savings on the Winchelsea Men's Shed Car Park \$17k.

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Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following programs:

2 (a) Chief Executive Office

The role of the CEO is to take responsibility for leading and managing the organisation to ensure implementation of the goals and strategies endorsed by Council. In doing so, the CEO creates a climate for good democratic governance and promotion of the principles of fairness, equality, openness, accountability and transparency within the organisation to assist Councillors to govern effectively, as required under the *Local Government Act 2020*.

Culture and Community

The Culture and Community Division provides human resources, organisation development, workplace health and safety, communications, community engagement, arts development, rural access, customer service, social infrastructure planning, small grants, aged and family services, early years, youth development, community health and development, facility maintenance, parks and open spaces, sports programs, facility management and internal events coordination.

Environment and Development

The Environment and Development Division provides statutory and strategic land use planning, economic development, environment, public health, emergency management, local laws and other regulatory services, business improvement and program management.

Governance and Infrastructure

The Governance and Infrastructure Division provides services including risk management and legal services, freedom of information, procurement and contracts, corporate planning, records management, information technology, design and traffic services, civil works, waste management, development engineering, fleet, finance and digital transformation.

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2 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Chief Executive Office	-	2,338	(2,338)	-	-
Culture and Community	8,881	21,629	(12,748)	7,662	129,939
Environment and Development	4,571	16,057	(11,486)	943	602
Governance and Infrastructure	86,311	46,773	39,538	13,302	818,750
	99,763	86,797	12,966	21,907	949,291

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Chief Executive Office	1	2,433	(2,432)	-	-
Culture and Community	6,350	21,768	(15,418)	4,281	108,505
Environment and Development	4,007	15,659	(11,652)	467	579
Governance and Infrastructure	86,210	46,759	39,451	9,446	790,707
	96,568	86,619	9,949	14,194	899,791

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Note 3 Funding for the delivery of our services	2021	2020
3.1 Rates and charges	\$'000	\$'000

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the total market value of the land and buildings and other improvements.

The valuation base used to calculate general rates for 2020/21 was \$20,571 million (2019/20 \$19,197 million).

General rates	40,298	41,453
Municipal charge	4,883	4,692
Waste management charge	6,302	7,881
Special rates and charges	-	24
Supplementary rates and rate adjustments	389	778
Interest on rates and charges	-	144
Total rates and charges	56,812	54,922

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will first apply in the rating year commencing 1 July 2020.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	492	792
Building Services	326	327
Town planning fees	690	608
Land information certificates	53	38
Subdivision fees	106	410
Other statutory fees and fines	30	86
Total statutory fees and fines	1,758	2,333

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Aged and health services	30	402
Leisure centre and recreation	336	681
Child care/children's programs	387	631
Building Services	36	24
Regulation and other permits	496	482
Waste management services	2,709	3,156
Royalties	968	906
Gravel pits	165	200
Lease rentals	72	44
Other fees and charges	338	460
Total user fees	5,234	6,754

User fees by timing of revenue recognition

User fees recognised over time	507	840
User fees recognised at a point in time	4,727	5,914
Total user fees	5,234	6,754

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

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<i>Surf Coast Shire</i>		Notes to the Financial Report	
<i>2020/2021 Financial Report</i>		For the Year Ended 30 June 2021	
3.4 Funding from other levels of government		2021	2020
Grants were received in respect of the following:		\$'000	\$'000
Summary of grants			
Commonwealth funded grants		12,359	8,012
State funded grants		9,548	6,182
Total grants received		21,907	14,194
(a) Operating grants			
Recurrent - Commonwealth Government			
Financial Assistance Grants		4,587	4,778
Community safety		-	245
Home and community care		279	1,151
Other		123	62
Recurrent - State Government			
Home and community care		173	280
School crossing supervisors		60	62
Maternal and child health		389	341
Community safety		79	-
Kindergartens		1,539	1,491
Environmental planning		26	26
Youth Services		142	102
Other		48	55
Total recurrent operating grants		7,435	8,533
Non-recurrent - Commonwealth Government			
Recreation		10	-
Arts and Culture		9	-
Non-recurrent - State Government			
Waste Management		224	125
Environmental planning		315	20
Buildings		7	7
Community safety		13	-
Recreation		5	3
Kindergartens		779	252
Maternal and child health		-	13
Other		934	52
Total non-recurrent operating grants		2,296	472
Total operating grants		9,731	9,065
(b) Capital grants			
Recurrent - Commonwealth Government			
Roads to recovery		1,051	1,051
Total recurrent capital grants		1,051	1,051
Non-recurrent - Commonwealth Government			
Recreation		72	80
Arts and Culture		110	78
Buildings		5,576	-
Roads		542	567
Non-recurrent - State Government			
Buildings		2,188	10
Roads		1,366	2,682
Recreation		1,012	550
Arts and Culture		26	-
Waste Management		-	107
Other		255	4
Total non-recurrent capital grants		11,125	4,078
Total capital grants		12,176	5,129
Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.			
(c) Unspent grants received on condition that they be spent in a specific manner			
Operating			
Balance at start of year		225	247
Received during the financial year and remained unspent at balance date		1,046	221
Received in prior years and spent during the financial year		(1,991)	(243)
Balance at year end		1,091	225
Capital			
Balance at start of year		1,592	2,506
Received during the financial year and remained unspent at balance date		15,062	1,355
Received in prior years and spent during the financial year		(11,993)	(2,283)
Balance at year end		15,256	1,592

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<i>Surf Coast Shire 2020/2021 Financial Report</i>	Notes to the Financial Report For the Year Ended 30 June 2021	
	2021 \$'000	2020 \$'000
3.5 Contributions		
Monetary	3,430	3,874
Non-monetary	9,128	12,786
Total contributions	12,548	16,660
<i>Contributions of non-monetary assets were received in relation to the following asset classes:</i>		
Land	1,803	1,219
Roads	2,850	6,266
Other infrastructure	4,472	5,302
Total non-monetary contributions	9,128	12,786
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	570	864
Written down value of assets disposed	(377)	(308)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	193	349
The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		
3.7 Other income		
Interest	509	1,107
Volunteer Services	701	749
Found Asset	701	-
Total other income	1,911	1,356
Interest is recognised as it is earned. Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.		
Note 4 The cost of delivering services		
4.1 Employee costs		
Wages and salaries	30,703	29,307
WorkCover	381	516
Superannuation	2,934	2,736
Finance benefits tax	149	162
Volunteer Services	701	749
Other	465	355
Total employee costs	34,732	33,375
(a) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Mision Super)	39	37
Employer contributions payable at reporting date	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Mision Super)	1,596	1,577
Employer contributions - other funds	1,254	1,144
Employer contributions payable at reporting date	-	-
Refer to Note 9.6 for further information relating to Council's superannuation obligations.		
4.2 Materials and services		
Contract payments - Buildings	1,432	1,522
Contract payments - Open Space	688	818
Contract payments - Roads	388	339
Contract payments - Strategic Asset Management	53	581
Contract payments - Waste	4,284	3,888
Contract payments - Other	173	299
General maintenance	664	317
Utilities	1,130	1,178
Office administration	747	938
Information technology	1,293	940
Insurance	780	883
Consultants	1,877	1,516
Fuel	504	624
Grants, contributions and operations	1,517	1,477
Materials	1,089	1,215
Sub-contractors	6,156	5,430
Holidays	1,111	1,574
Other	1,372	1,344
Total materials and services	25,707	24,886

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	2021 \$'000	2020 \$'000
4.3 Depreciation		
Property	3,444	3,373
Plant and equipment	1,712	1,623
Infrastructure	10,830	11,135
Total depreciation	15,986	16,131
<i>Refer to note 5.2, 5.6 and 5.7 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.</i>		
4.4 Amortisation - Intangible assets		
Landfill licences	3,329	4,154
Total amortisation - Intangible assets	3,329	4,154
4.5 Amortisation - Right of use assets		
Fleet	244	277
Property	80	79
IT equipment	-	6
Waste	132	221
Total amortisation - right of use assets	516	583
<i>Refer to note 5.8 for a more detailed breakdown of amortisation charges and accounting policy.</i>		
4.6 Bad and doubtful debts		
Infringement debitors	89	126
Rates debtors	6	1
Other debtors	1	1
Total bad and doubtful debts	96	127
Movement in provisions for doubtful debts		
Balance at the beginning of the year	135	120
Provisions recognised/(used) during the year	11	16
Balance at end of year	146	136
<i>Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment.</i>		
4.7 Borrowing costs		
Interest - Borrowings	406	3,628
Total borrowing costs	406	3,628
<i>Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.</i>		
4.8 Finance Costs - Leases		
Interest - Lease liabilities	25	65
Total finance costs	25	65
4.9 Other expenses		
Auditors remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	51	28
Auditors remuneration - Internal	123	119
Councillors allowances	236	312
Operating lease and rentals	307	338
Assets written-off / impaired	2,430	3,817
Future landfill rehabilitation adjustment	2,486	(637)
Total other expenses	5,783	3,977
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	6	4
Cash at bank	15,797	11,752
Total cash and cash equivalents	15,802	11,756
(b) Other financial assets		
Term deposits - current	36,800	55,000
Total other financial assets	36,800	55,000
Total financial assets	52,602	66,756
<i>Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 3 months or less, net of outstanding bank overdrafts. Other financial assets are valued at fair value at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.</i>		
<i>Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:</i>		
Restricted cash - Trust funds and deposits (Note 5.3)	8,476	9,499
Total unrestricted financial assets	44,126	57,257
Intended allocations		
<i>Although not externally restricted the following amounts have been allocated for specific future purposes by Council:</i>		
- Council Allocated reserves as per Note 5.1(i) excluding Accumulated Unallocated Cash	57,822	53,400
Total funds subject to intended allocations	57,822	53,400

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	2021 \$'000	2020 \$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	3,944	4,055
Special rate assessment	38	22
Infringement debtors	705	844
Provision for doubtful debts - infringements	(146)	(135)
<i>Non statutory receivables</i>		
Net GST receivable	508	701
Other debtors	802	1,801
Total current trade and other receivables	5,851	7,088
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	14	50
Total non-current trade and other receivables	14	50
Total trade and other receivables	5,865	7,138

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(i) Ageing of receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	558	1,518
Past due by up to 30 days	77	83
Past due between 31 and 180 days	167	200
Total trade and other receivables	802	1,801

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5.2 Non-financial assets	2021	2020
(a) Other assets		
Prepayments	548	309
Inventories	314	311
Accrued income	343	459
Total other assets	1,265	1,109
(b) Intangible assets		
Landfill air space	29,524	29,831
Total intangible assets	29,524	29,831
Landfill		
Gross carrying amount		
	\$'000	
Balance at 1 July 2020	88,758	
Revaluation	12,880	
Balance at 30 June 2021	101,638	
Accumulated amortisation and impairment		
Balance at 1 July 2020	52,967	
Amortisation expense	3,529	
Revaluation	13,868	
Balance at 30 June 2021	70,364	
Net book value at 30 June 2020	35,791	
Net book value at 30 June 2021	31,274	

Intangible assets with finite lives are amortised as an expense on a systematic basis over the assets useful life. Amortisation is calculated on a units of use basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

5.3 Payables	2021	2020
(a) Trade and other payables		
	\$'000	\$'000
Trade payables	2,859	3,883
Accrued expenses	2,522	1,353
Total trade and other payables	5,381	5,236
(b) Trust funds and deposits		
Refundable deposits	9,458	9,491
Other refundable deposits	18	8
Total trust funds and deposits	9,476	9,499
(c) Unearned income		
Grants received in advance - capital	11,046	153
Grants received in advance - operating	600	27
Rates received in advance	677	510
Total unearned income	12,323	720

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

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8.4 Interest-bearing liabilities	2021 \$'000	2020 \$'000
Current		
Borrowings - secured *	2,150	2,140
Borrowings - unsecured	-	9
	<u>2,150</u>	<u>2,149</u>
Non-current		
Borrowings - secured *	16,871	19,021
	<u>16,871</u>	<u>19,021</u>
Total	<u>19,021</u>	<u>21,170</u>

* Borrowings are secured by Council's general rates.

(a) The maturity profile for Council's borrowings is:

	2021 \$'000	2020 \$'000
Not later than one year	2,150	2,140
Later than one year and not later than five years	8,708	8,694
Later than five years	8,163	10,267
	<u>19,021</u>	<u>21,170</u>

Borrowings are initially measured at fair value, being the cost of the interest-bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in profit or loss over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest-bearing liabilities. The Council determines the classification of its interest-bearing liabilities at initial recognition.

5.5 Provisions

	Employee \$ '000	Landfill restoration \$ '000	Total \$ '000
2021			
Balance at beginning of the financial year	7,882	10,796	18,687
Additions/provisions(reduction in provisions)	3,251	3,242	6,603
Amounts used	(2,814)	(64)	(2,848)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(139)	(855)	(994)
Balance at the end of the financial year	<u>8,290</u>	<u>13,249</u>	<u>21,539</u>
2020			
Balance at beginning of the financial year	6,947	11,443	18,390
Additions/provisions(reduction in provisions)	3,035	(1,041)	1,994
Amounts used	(2,211)	(10)	(2,221)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	121	-403	-282
Balance at the end of the financial year	<u>7,892</u>	<u>10,796</u>	<u>18,687</u>

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	2021 \$'000	2020 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	2,269	2,173
Long service leave	676	440
	2,945	2,613
Current provisions expected to be wholly settled after 12 months		
Annual leave	694	665
Long service leave	3,694	3,622
	4,388	4,287
Total current employee provisions	7,333	7,100
Non-current		
Long service leave	757	792
Total non-current employee provisions	757	792
Aggregate carrying amount of employee provisions:		
Current	7,333	7,100
Non-current	757	792
Total aggregate carrying amount of employee provisions	8,290	7,892

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:

- discount rate	1.490%	1.303%
- inflation rate	2.250%	1.953%

(b) Landfill restoration

	2021 \$'000	2020 \$'000
Current	2,813	50
Non-current	10,435	10,745
	13,248	10,795

Council is obligated to restore the Angelsea Landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of fill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstatement site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:

- discount rate	1.156%	0.967%
- inflation rate	2.046%	1.261%

5.6 Financing arrangements

	2021 \$'000	2020 \$'000
The Council has the following financing arrangements in place as at the end of the financial year:		
Bank overdraft	2,300	2,300
Credit card facilities	100	100
Other facilities	19,021	21,170
Total facilities	21,421	23,570
Used facilities	(9,033)	(21,186)
Unused facilities	2,388	2,384

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5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2021					
Operating					
Waste management	8,876	1,194	-	-	6,040
Consultancies	146	-	-	-	46
Other	1,155	1,937	97	-	2,259
Total	9,177	2,121	97	-	7,448
Capital					
Construction	2,828	-	-	-	2,828
Consultancies	103	-	-	-	103
Waste management	7	-	-	-	7
Other	1,328	-	-	-	1,328
Total	4,366	-	-	-	4,366
2020					
Operating					
Waste management	4,263	2,308	934	-	7,433
Consultancies	111	3	-	-	114
Other	553	147	135	4	1,239
Total	5,367	2,458	969	4	8,798
Capital					
Construction	12,078	-	-	-	12,078
Consultancies	19	-	-	-	19
Other	890	-	-	-	890
Total	12,987	-	-	-	12,987

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6.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-Use Assets	Fleet \$'000	Property \$'000	IT equipment \$'001	Waste \$'000	Total \$'000
Balance at 1 July 2019	430	457	22	268	1,176
Additions	265	-	-	-	265
Deposals	-	-	-	-	-
Amortisation charge	(277)	(156)	(5)	(144)	(582)
Balance at 30 June 2020	418	301	17	112	878
Balance at 1 July 2020	438	311	17	112	878
Additions	-	95	-	-	95
Deposals	-	-	(17)	-	(17)
Amortisation charge	(244)	(166)	-	(121)	(531)
Balance at 30 June 2021	194	247	-	-	441

Lease Liabilities	2021 \$'000	2020 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	250	444
One to five years	179	857
More than five years	37	59
Total undiscounted lease liabilities at 30 June	466	1,360

Lease liabilities included in the Balance Sheet at 30 June:	2021	2020
Current	250	444
Non-current	216	449
Total lease liabilities	466	1,360

Short-term and low-value leases

Council has elected not to recognise right of use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000, including IT equipment). Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:	2021 \$'000	2020 \$'000
Short-term leases	18	-
Leases of low-value assets	268	52
Total	308	52
Variable lease payments (not included in measurement of lease liabilities)	-	-

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:	2021	2020
Within one year	246	52
Later than one year but not later than five years	246	-
Total lease commitments	492	52

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Note 6 Assets we manage	2021 S'000	2020 S'000
6.1 Non-current assets classified as held for sale		
Fair value of assets classified as held for sale	-	290
Total non-current assets classified as held for sale	-	290

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the assets sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

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6.2 Property, infrastructure, plant and equipment
Summary of property, infrastructure, plant and equipment

	At Fair Value 1 July 2020 \$'000	Additions \$'000	Contributions \$'000	Found \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At Fair Value 30 June 2021 \$'000
Property	203,625	8,149	1,806	6	14,851	(3,444)	-	(494)	6,804	311,213
Plant and equipment	6,678	1,307	-	-	-	(1,712)	87	(1)	201	6,287
Infrastructure	489,054	7,539	7,322	695	12,377	(10,800)	(4)	(1,569)	2,542	507,406
Work in progress	11,083	4,387	-	-	-	-	-	(306)	(9,647)	5,457
	789,241	21,532	9,128	701	27,238	(15,956)	(4)	(2,430)	-	829,363

Summary of Work in Progress	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	6,873	2,268	(48)	(5,067)	2,426
Plant and equipment	1,043	832	(316)	(201)	1,158
Infrastructure	3,167	1,487	(2)	(2,779)	1,873
Total	11,083	4,387	(366)	(9,647)	5,457

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(a) Property

	Land - specialised	Land - non specialised	Land Under Roads	Total Land	Buildings - specialised	Buildings - non specialised	Total Buildings	Work in progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	154,290	4,680	63,941	212,811	99,406	13,278	112,683	8,873	332,367
Accumulated depreciation at 1 July 2020	-	-	-	-	(86,802)	(5,187)	(41,969)	-	(41,969)
	154,290	4,680	63,941	212,811	82,603	8,111	70,714	8,873	290,398
Recognition of previously unrecognised assets	-	-	-	-	6	-	6	-	6
Accumulated depreciation on previously unrecognised assets	-	-	-	-	-	-	-	-	-
	154,290	4,680	63,941	212,811	82,609	8,111	70,720	8,873	290,404
Movements in fair value									
Additions	-	-	60	60	7,875	214	8,089	2,298	10,417
Contributions	1,360	-	466	1,806	-	-	-	-	1,806
Revaluation	12,006	414	2,441	14,861	-	-	-	-	14,861
Disposal	-	-	-	-	-	-	-	-	-
Write-off	(46)	-	(304)	(350)	(474)	(18)	(492)	(49)	(890)
Transfers	(1)	-	-	(1)	6,928	2	6,930	(3,657)	262
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	13,309	414	2,653	13,723	14,329	198	14,527	(4,447)	26,456
Movements in accumulated depreciation									
Depreciation	-	-	-	-	(3,054)	(300)	(3,444)	-	(3,444)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Accumulated depreciation of write offs	-	-	-	-	335	13	348	-	348
Revaluation	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	(125)	-	(125)	-	(125)
	-	-	-	-	(2,844)	(377)	(3,221)	-	(3,221)
At fair value 30 June 2021	167,599	4,994	56,594	229,187	113,740	13,476	127,216	2,425	358,829
Accumulated depreciation at 30 June 2021	-	-	-	-	(33,646)	(5,544)	(45,190)	-	(45,190)
	167,599	4,994	56,594	229,187	74,094	7,932	82,026	2,425	313,639

Note opening balance of Land specialised and Land non specialised restated to correct classification of land parcel.

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(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	9,470	1,475	3,309	1,043	14,797
Accumulated depreciation at 1 July 2020	(4,221)	(1,063)	(2,385)	-	(8,175)
	4,249	412	924	1,043	6,622
Movements in fair value					
Additions	1,044	-	263	632	1,939
Disposal	(495)	-	-	-	(495)
Write-off	(1)	-	(15)	(316)	(432)
Transfers	-	-	211	(211)	-
	548	-	349	115	1,012
Movements in accumulated depreciation					
Depreciation	(1,112)	(146)	(452)	-	(1,712)
Accumulated depreciation of disposals	408	-	-	-	408
Accumulated depreciation of write offs	-	-	115	-	115
	(704)	(146)	(337)	-	(1,189)
At fair value 30 June 2021	9,018	1,475	4,158	1,158	15,809
Accumulated depreciation at 30 June 2021	(4,925)	(1,217)	(3,222)	-	(9,364)
	4,093	258	936	1,158	6,445

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(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage and sewerage	Recreational, leisure and community	Parks open spaces and streetscapes	Off street car parks	Waste Management	Work in progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	435,715	5,276	34,431	105,871	27,421	17,863	11,145	7,836	3,167	648,795
Accumulated depreciation at 1 July 2020	(89,815)	(2,547)	(8,629)	(32,390)	(11,246)	(5,753)	(1,209)	(3,906)	-	(156,574)
	345,900	2,729	25,803	73,481	16,175	11,110	9,936	3,950	3,167	492,221
Recognition of previously unrecognised assets	-	-	-	97	28	570	-	-	-	695
Accumulated depreciation on previously unrecognised assets	-	-	-	-	-	-	-	-	-	-
	345,900	2,729	25,803	73,578	16,203	11,680	9,936	3,950	3,167	492,916
Movements in fair value										
Acquisitions	4,904	252	798	230	465	806	214	-	1,487	9,176
Contributions	2,850	-	789	3,301	3	355	24	-	-	7,322
Revaluation	-	-	3	-	11,705	(3)	-	-	-	11,705
Disposal	-	-	-	(1)	(1)	(2)	-	-	-	(4)
Write-off	(2,734)	-	(80)	(45)	(313)	(650)	-	-	(2)	(3,824)
Transfers	1,892	188	125	103	(1,416)	1,471	153	-	(2,775)	(261)
	6,912	440	1,636	3,668	10,464	1,977	391	-	(1,294)	24,114
Movements in accumulated depreciation										
Depreciation	(5,801)	(74)	(688)	(1,345)	(1,354)	(825)	(165)	(646)	-	(10,800)
Revaluation	-	-	2,225	-	(1,424)	(130)	-	-	-	672
Accumulated depreciation of write offs	1,531	-	30	7	226	359	-	-	-	2,253
Transfers	1	-	-	-	(61)	(35)	(7)	-	-	(124)
	(4,169)	(74)	1,668	(1,338)	(1,601)	(1,333)	(167)	(646)	-	(7,751)
At fair value 30 June 2021	442,827	5,716	36,127	109,606	37,923	20,410	11,635	7,836	1,873	673,604
Accumulated depreciation at 30 June 2021	(83,984)	(2,821)	(6,960)	(33,722)	(12,937)	(8,085)	(1,375)	(4,532)	-	(154,326)
	348,843	3,095	29,167	75,884	24,986	12,324	10,160	3,204	1,873	509,278

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

		Depreciation Period	Threshold Limit
			\$'000
(a) Property			
Heritage Buildings		100 - 150 years	5
Buildings - Complex	Structure	100 years	5
	Roof	50 years	5
	Fit Out	25 years	5
	Services	20 years	5
Buildings - Simple		40 years	5
(b) Plant and Equipment			
Plant, machinery and equipment		2 - 15 years	1
Fixtures, fittings and furniture		3 - 10 years	1
Computers and telecommunications		3 - 10 years	1
(c) Infrastructure			
Formation		NA	5
Sealed Road Pavements	High Traffic	90 years	5
	Low Traffic	100 years	5
	Concrete	40 years	5
Unsealed Road Pavements	High Traffic	16 years	5
	Low Traffic	20 - 25 years	5
Seals	Spray Seal	15 - 18 years	5
	Asphalt	25 - 30 years	5
Road Shoulders	Unsealed Pavement	50 years	5
Road Kerb and Channel		70 years	5
Traffic Control Devices		25 - 80 years	5
Bridges and Major Culverts	Major Culverts	25 - 80 years	5
	Timber Bridges	40 years	5
	Other Bridges	80 - 140 years	5
Footpaths and Cycleways	Concrete	65 years	5
	Asphalt	30 years	5
	Brick	50 years	5
	Gravel	20 years	5
Drainage and Sewerage	Drainage	80 - 150 years	5
	Sewerage	80 years	5
	Septic Tanks	30 years	5
	Wetlands and WSUD	10 - 80 years	5
Recreation, leisure and community facilities		10 - 50 years	5
Parks, Open Spaces and streetscapes		10 - 50 years	5
Off Street car parks	Sealed Pavement	100 years	5
	Unsealed Pavement	20 years	5
	Seals	15 - 30 years	5
Waste Management		Units of Use	5
Leased Assets		2 - 45 years	5

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Land under roads

Council recognises land under roads it controls at fair value.

Depreciation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land were undertaken by a qualified independent valuer, Opteon as at 30 June 2021. The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement. Valuation of Building assets has been determined in accordance with a valuation undertaken by independent valuers, Opteon and Preston Rowe Paterson and componentised costs by Rawlinson's as at 31 March 2019.

Market conditions are changing and there is significant market uncertainty due to Covid-19 notwithstanding real estate markets are less volatile than financial markets. It is too early to fully quantify the extent of the impact on the economy and real estate market. These valuations are current at the date of valuation.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Land	-	4,994	-	30/08/2021
Specialised land	-	-	167,599	30/08/2021
Land Under Roads	-	-	56,594	30/08/2021
Buildings	-	7,932	74,094	31/03/2019
Total	-	12,926	298,287	

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Valuation of infrastructure

Valuation of Road and Bridge assets has been determined in accordance with a valuation undertaken by independent valuer, Pavement Management Services, Pitt and Sherry and the Strategic Asset Manager, Mr John Bertoldi B E (Civil) as at 1 July 2019. Valuation of Footpath assets has been determined in accordance with a valuation undertaken by Infrastructure Management Group as at 31 December 2020. Valuation of Recreation and Parks and Open Space has been determined in accordance with a valuation undertaken by the Strategic Asset Manager, Mr John Bertoldi B E (Civil) as at 31 December 2020. Valuation of Drainage has been determined in accordance with a valuation undertaken by the Strategic Asset Manager, Mr John Bertoldi B E (Civil) as at 1 July 2019.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads	-	-	348,643	1/07/2019
Bridges	-	-	3,095	1/07/2019
Footpaths and cycleways	-	-	29,167	31/12/2020
Drainage and sewerage	-	-	75,827	1/07/2019
Recreational, leisure and community facilities	-	-	24,988	31/12/2020
Parks, open space and streetscapes	-	-	12,324	31/12/2020
Off street car parks	-	-	10,180	1/07/2019
Waste management	-	-	3,294	30/06/2019
Total	-	-	507,406	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 0% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.37 and \$1,833.33 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$107 to \$9,577 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 20 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 10 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2021 \$'000	2020 \$'000
Reconciliation of specialised land		
Parks and reserves	141,427	110,788
Public use	22,839	38,075
Waste	647	417
Car Parks	2,686	5,010
Total specialised land	167,599	154,290

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<i>Surf Coast Shire 2020/2021 Financial Report</i>	Notes to the Financial Report For the Year Ended 30 June 2021	
6.3 Investments in associates	2021	2020
	\$'000	\$'000
(a) Investments in associates		
Investments in associates accounted for by the equity method are:		
- Geelong Regional Library Corporation	291	538
Geelong Regional Library Corporation		
<i>Background</i>		
The Geelong Regional Library Corporation (GRLC) was formed under the provisions of sections 136 and 137 of the Local Government Act, 1989 on 4 March 1997 to provide library services within the local government areas of Borough of Queenscliff, City of Greater Geelong, Golden Plains Shire and Surf Coast Shire. Council holds 2.79% (2020 4.01%) of equity in the corporation. Council has one director on the Board of seven. Council has the ability to influence rather than control its operations.		
Fair value of Council's investment in Geelong Regional Library Corporation	291	538
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus/(deficit) at start of year	538	431
Council's share of reported surplus/(deficit) for year	(247)	107
Council's share of accumulated surplus/(deficit) at end of year	291	538
Movement in carrying value of specific investment		
Carrying value of investment at start of year	538	431
Share of surplus/(deficit) for year	(247)	107
Carrying value of investment at end of year	291	538

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full. The following special committees are not included in this financial report as their aggregate income is immaterial and they prepare their own financial reports separately:

- Deans Marsh Public Hall and Memorial Park Committee of Management
- Stirling Reserve Committee of Management
- Anderson Road/Knight Reserve Committee of Management
- Eastern Reserve Committee of Management
- Medwara Memorial Hall and Reserve Committee of Management
- Cornwara Reserve Committee of Management
- Globe Theatre Committee of Management
- Anglesea Race Park

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Note 7 People and relationships	2021	2020
7.1 Council and key management remuneration	No.	No.
(a) Related parties		
<i>Parent entity</i>		
Surf Coast Shire is the parent entity.		
<i>Subsidiaries and Associates</i>		
Interests in associates are detailed in Note 6.3.		
(b) Key management personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors	Councillor Rose Hodge - (01/07/2020 to 30/08/2021) Mayor (01/07/2020 to 22/09/2020)	
	Councillor Clive Goldworthy (01/07/2020 to 22/09/2020)	
	Councillor David Bell (01/07/2020 to 22/09/2020)	
	Councillor Martin Duke (01/07/2020 to 22/09/2020)	
	Councillor Brian McKernick (01/07/2020 to 22/09/2020)	
	Councillor James McIntyre (01/07/2020 to 22/09/2020)	
	Councillor Tony Revelle (01/07/2020 to 22/09/2020)	
	Councillor Margot Smith (01/07/2020 to 22/09/2020)	
	Councillor Heather Wellington (01/07/2020 to 30/08/2021)	
	Councillor Libby Stapleton - Mayor (10/11/2020 to current)	
	Councillor Liz Pattison (12/10/2020 to current)	
	Councillor Gary Allen (10/11/2020 to current)	
	Councillor Paul Barker (12/11/2020 to current)	
	Councillor Mike Bedsworth (12/11/2020 to current)	
	Councillor Kate Gazzard (11/11/2020 to current)	
	Councillor Adrian Schonfeldier (10/11/2020 to current)	
Key management personnel	Chief Executive Officer - Keith Baillie (01/07/2020 to 31/07/2020), Anne Howard (01/08/2020 to current)	
	General Manager Governance & Infrastructure - Anne Howard (01/07/2020 to 31/07/2020), John Bertokli (01/08/2020 to current)	
	General Manager Culture & Community - Chris Pike	
	General Manager Environment & Development - Ransce Salan	
Total number of Councillors	16	9
Total of Chief Executive Officer and other key management personnel	5	4
Total number of key management personnel	<u>21</u>	<u>13</u>
(c) Remuneration of key management personnel		
	2021	2020
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,210	1,251
Post-employment benefits	86	89
Long-term benefits	22	22
Total	<u>1,317</u>	<u>1,362</u>
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
	2021	2020
	\$'000	\$'000
\$10,000 - \$19,999	13	-
\$20,000 - \$29,999	2	8
\$50,000 - \$59,999	2	-
\$80,000 - \$99,999	-	1
\$210,000 - \$219,999	1	-
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	-	2
\$250,000 - \$259,999	1	-
\$280,000 - \$289,999	1	-
\$320,000 - \$329,999	-	1
	<u>21</u>	<u>13</u>

6.1 Surf Coast Shire Council Annual Report 2020-21

<i>Surf Coast Shire 2020/2021 Financial Report</i>	Notes to the Financial Report For the Year Ended 30 June 2021	
	2021	2020
	\$'000	\$'000
(d) Senior officer remuneration		
A senior officer is an officer of Council, other than key management personnel, who:		
a) has management responsibilities and reports directly to the Chief Executive; or		
b) whose total annual remuneration exceeds \$151,000		
The number of Senior Officers are shown below in their relevant income bands:		
	2021	2020
Income Range:	No.	No.
\$151,000 - \$159,999	6	11
\$160,000 - \$169,999	5	2
	<u>11</u>	<u>13</u>
Total Remuneration for the reporting year for Senior Officers included above, amounted to	1,752	2,037
	2021	2020
	\$'000	\$'000
7.2 Related party disclosure		
(a) Transactions with related parties		
During the period Council entered into the following arms length transactions with related parties:		
Contributions are paid by the Surf Coast Shire Council to the Geelong Regional Library Corporation. Please refer to details in Note 6.3		
	793	763
Employee expenses includes a staff member who is a related party of a member of Key Management Personnel. The employee does not report to KMP and was paid in accordance with the Surf Coast Shire Enterprise Agreement at the standard rate for the job they performed.		
	95	87
Purchase of goods and services under normal trading terms		
	-	3
Payment of community grants under normal trading terms		
	-	4
Fees for the use of Council facilities & fleet under normal trading terms		
	14	10
Community group contribution to Capital Works		
	-	33
All of the above transactions were at arms length and in the normal course of Council business		
(b) Outstanding balances with related parties		
There are no balances outstanding at the end of the reporting period in relation to transactions with related parties		
(c) Loans to/from related parties		
There are no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.		
(d) Commitments to/from related parties		
There are no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party.		

6.1 Surf Coast Shire Council Annual Report 2020-21

Surf Coast Shire
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Notes to the Financial Report
For the Year Ended 30 June 2021

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Operating lease receivables

Future unaccounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2021 \$'000	2020 \$'000
Not later than one year	94	79
Later than one year and not later than five years	313	254
Later than five years	383	311
	<u>790</u>	<u>644</u>

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme; matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ended 30 June 2022 are \$32,962.63.

Landfill

Council operates a landfill at Anglessea. Council will have to carry out site rehabilitation works in the future. At balance date, Council provided a Bank Guarantee to State of Victoria - Environment Protection Authority. The guarantee provides financial assurance up to \$545,000 for remedial action as defined in section 3.1 EPA Publication 777 Determination of financial assurance for Landfills, September 2001.

MAV Liability Mutual Insurance Scheme

Council is a participant of the MAV Liability Mutual Insurance (LM) Scheme. The LM scheme provides public liability and professional indemnity insurance cover. The LM scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(c) Guarantees to other entities

Council has provided contract performance guarantees. The details and extent of Council exposure at the reporting date are as follows:

	2021 \$'000	2020 \$'000
Contract Performance		
Department of Minerals and Energy	20	20
Department of Energy and Resources	50	50
	<u>70</u>	<u>70</u>

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

6.1 Surf Coast Shire Council Annual Report 2020-21

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Notes to the Financial Report
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8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes to the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that assures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure the risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deal with;
 - Council may require collateral where appropriate; and
 - Council only invest surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.
- Receivables consist of a large number of customers, spread across the retailer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the realisable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(f).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

6.1 Surf Coast Shire Council Annual Report 2020-21

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(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements, it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled with normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 6.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are "reasonably possible" over the next 12 months:

- A parallel shift of +0.25% and -0.10% in market interest rates (AUD) from year end rates of 0.10%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy. Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair Value Measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (and adjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or part to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset accurately approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 3 years. The valuation is performed either by experienced Council officers or independent experts.

When the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

6.1 Surf Coast Shire Council Annual Report 2020-21

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Notes to the Financial Report
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8.5 Events occurring after balance date

The Covid-19 pandemic has continued to develop over 2021 with the new delta variant. After balance date Victoria has experienced a significant number of cases and the State Government's measures to contain the virus has included lock downs which significantly impact the way we do business. The lockdowns occurring after the reporting period are classified as non-adjusting events.

Council has complied with, and will continue to comply with, State Government guidance for lock down closing facilities to the public as required, including recreational facilities and libraries. Families have been issued for self-isolated workers and where possible staff are working from home. As required kindergarten, family day care and occasional care centres have been closed except for authorized workers or for vulnerable children. Some events have been cancelled, others postponed. Where possible services such as Visitor Information Centres and Health Club programs have gone on-line.

Due to the significant uncertainty surrounding Covid-19 and the Government's response to this, it is not possible to measure the full impact on Council's operations, financial position and cash flows at this time.

Council will monitor and report on the non-financial and financial impacts of COVID-19 on its operations and will apply for any government support funding it is eligible for.

Note 9 Other matters

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
9.1 Reserves			
(a) Asset revaluation reserves			
2021			
Property			
Land	108,321	12,420	120,741
Land under roads	-	2,441	2,441
Buildings	26,449	-	26,449
	137,770	14,861	162,631
Infrastructure			
Furniture and equipment	32	-	32
Roads	114,885	-	114,885
Bridges	1,893	-	1,893
Footpaths and cycleways	9,988	2,229	12,217
Drainage and sewerage	26,762	-	26,762
Recreational, leisure and community facilities	7,871	10,281	18,152
Parks, open space and streetscapes	2,371	(133)	2,238
Off-street car parks	1,712	-	1,712
Intangibles			
Waste Air Space	10,602	(978)	9,624
	178,916	11,299	190,315
Total asset revaluation reserves	316,686	26,260	342,946
2020			
Property			
Land	108,321	-	108,321
Buildings	26,449	-	26,449
	137,770	-	137,770
Infrastructure			
Furniture and equipment	32	-	32
Roads	134,970	(20,285)	114,685
Bridges	2,067	(774)	1,293
Footpaths and cycleways	9,988	-	9,988
Drainage and sewerage	26,762	-	26,762
Recreational, leisure and community facilities	7,871	-	7,871
Parks, open space and streetscapes	2,371	-	2,371
Off-street car parks	2,360	(648)	1,712
Intangibles			
Waste Air Space	1,245	9,357	10,602
	191,266	(12,350)	178,916
Total asset revaluation reserves	329,036	(12,350)	316,686

The asset revaluation reserve is used to record the fair value movement of Council's assets over time.

6.1 Surf Coast Shire Council Annual Report 2020-21

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Notes to the Financial Report For the Year Ended 30 June 2021

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2021				
Open space	2,496	1,015	(618)	2,993
Main drainage	210	-	-	210
Developer contributions	530	5	(317)	328
Aireys' infel aged care units	312	12	-	324
Waste	9,470	3,319	(3,271)	9,518
Gravel pits	2,650	190	(325)	2,615
Defined benefit superannuation	1,124	60	-	1,174
Carried forward capital works	18,281	25,240	(18,281)	25,240
Carried forward operational projects	4,151	2,439	(4,151)	2,439
Adopted strategy implementation	5,575	2,541	(3,408)	5,009
Asset renewal	2,359	3,655	(5,317)	2,701
Torquay Van Juc Developer Contributions	4,528	3,398	(4,393)	3,908
Winchelsea Infrastructure Plan	670	217	-	1,007
Annual Leave Cash Reserve	-	325	-	325
Accumulated unallocated cash	2,435	1,472	(414)	3,493
Total other reserves	55,835	49,880	(44,400)	61,315
2020				
Open space	2,332	328	(165)	2,496
Main drainage	210	-	-	210
Home care packages	179	-	(179)	-
Developer contributions	728	251	(289)	690
Aireys' infel aged care units	313	9	(10)	312
Waste	9,250	3,460	(3,240)	9,470
Gravel pits	2,518	607	(965)	2,650
Defined benefit superannuation	1,074	60	-	1,124
Carried forward capital works	22,047	18,281	(22,047)	18,281
Carried forward operational projects	1,460	4,161	(1,460)	4,151
Adopted strategy implementation	4,503	4,045	(5,776)	5,876
Asset renewal	1,252	3,633	(3,640)	2,352
Torquay Van Juc Developer Contributions	3,354	4,705	(3,161)	4,908
Winchelsea infrastructure plan	348	221	-	670
Accumulated unallocated cash	1,285	3,143	(1,799)	2,435
Total other reserves	51,181	49,285	(44,631)	55,835

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6.1 Surf Coast Shire Council Annual Report 2020-21

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**Notes to the Financial Report
For the Year Ended 30 June 2021**

(b) Other reserves (cont)

Council's allocated reserves contain funds that have been reserved by Council to be used in a particular manner or an obligation by either an Act or contractual agreement that limits the use of the funds.

Reserve	Purpose
Open Space reserve	To provide improved recreational facilities for the Surf Coast Shire, both of an active and passive nature. Council has an obligation to hold these funds under the Subdivision Act 1988.
Main drainage reserve	To hold developer contributions for main drainage works at a later point than the initial development. They are tied to works within the catchment area from which funds were derived. Council has an obligation to hold these funds under the Planning and Environment Act 1987.
Home care packages reserve	To meet Council's obligation under Commonwealth legislation to carry any unspent individual client funds into future periods.
Developer contributions reserve	To hold funds contributed by developers for specific works associated with subdivisions. Funds are contributed for infrastructure (footpaths, fencing, streetcapes etc) where it is deemed that these works should occur at a later point than the initial development. Funds collected are specifically identified for projects via s173 agreement.
Aireys Inlet units reserve	The funding source for the maintenance of social housing for disadvantaged low income earners. Four social housing units currently exist in Aireys Inlet. Council has an obligation to hold these funds under the Housing Act 1983.
Waste reserve	To ensure that the full cost of the waste function is met by the waste charges (garbage charge and fee income from landfill) and that surpluses and deficits on an annual basis can be covered without any adverse impact on the balance of Council's budget.
Gravel pits reserve	To provide funding for road improvements for Council roads.
Defined benefits reserve	To reserve funds for future Defined Benefits Superannuation funding calls arising from shorfalls in the Local Government Defined Superannuation Benefit Fund.
Carried forward capital works reserve	To act as a mechanism to carry over funding for capital works that are still in progress at year end.
Carried forward operational projects reserve	To act as a mechanism to carry over funding for new initiatives that are still in progress at year end.
Adopted strategy reserve	To provide funding for projects in line with approved strategies adopted by Council and is funded from operations or grants received.
Asset renewal reserve	To provide funding based on the Asset Renewal Funding Strategy.
Tongoymeran Developer Contributions reserve	All funds in relation to the Tongoymeran Developer Plan, including Council contributions.
Winchelsea Infrastructure plan reserve	To provide Council allocated funding based on the Winchelsea Infrastructure needs.
Annual Leave Cash Reserve	To provide a cash reserve for the amount of employee annual leave accrued during the financial year but not taken during the same period. It will be used to offset the cash impacts in future periods when such annual leave is taken.
Accumulated unallocated cash reserve	To separately identify Council's Unallocated Cash.

6.1 Surf Coast Shire Council Annual Report 2020-21

<i>Surf Coast Shire 2020/2021 Financial Report</i>	Notes to the Financial Report For the Year Ended 30 June 2021	
	2021	2020
	\$'000	\$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	12,966	9,949
Depreciation	15,956	16,031
Amortisation - intangibles	3,329	4,154
Amortisation - right of use	516	583
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(193)	(349)
Assets Written off	2,430	3,817
Found Assets	(701)	-
Finance costs	406	3,528
Finance costs - leases	25	65
Contributions - Non-monetary assets	(9,128)	(12,786)
Share of net profits/(losses) of Geelong Regional Library Corporation	247	(107)
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	1,273	(1,844)
(Increase)/decrease in prepayments	(239)	(43)
(Increase)/decrease in accrued income	146	280
(Increase)/decrease in inventories	(3)	(2)
Increase/(decrease) in trade and other payables	(556)	2,418
Increase/(decrease) in other liabilities	-	(179)
Increase/(decrease) in unearned income	11,603	720
Increase/(decrease) in provisions	2,851	297
Increase/(decrease) in trust funds and deposits	(1,023)	5,672
Net cash provided by/(used in) operating activities	39,903	32,084

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary inflation	2.5 % pa for two years and 2.75% thereafter
Price inflation (CPI)	2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI at June 2021 was 108.7%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

6.1 Surf Coast Shire Council Annual Report 2020-21

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Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2020 (Triennial)	2019 (Interim)
	\$m	\$m
A VBI surplus	100.0	151.3
A total service liability surplus	200.0	233.4
A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 Interim actuarial Investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

6.1 Surf Coast Shire Council Annual Report 2020-21

*Surf Coast Shire
2020/2021 Financial Report*

**Notes to the Financial Report
For the Year Ended 30 June 2021**

10 Change in accounting policy

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

Council has adopted AASB 1059 Service Concession Arrangements: Grantors, from 1 July 2020. This has resulted in no changes in accounting policies and adjustments to the amounts recognised in the financial statements.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from 1 July 2020. This has resulted in no changes in accounting policies and adjustments to the amounts recognised in the financial statements.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020. This has resulted in no changes in accounting policies and adjustments to the amounts recognised in the financial statements.

It is not expected that these standards will have any significant impact on council.

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6.1 Surf Coast Shire Council Annual Report 2020-21

6.2 Council Representation on Various Regional/Peak Organisations for 2022

Author's Title: Coordinator Governance
Department: Governance & Risk
Division: Governance & Infrastructure

General Manager: John Bertoldi
File No: F18/221-3
Trim No: IC21/1953

Appendix:

Nil

Officer Conflict of Interest:

In accordance with Local Government Act 2020 – Section 130:

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 appoint Council representatives to various committees and regional/peak organisations for 2022.

Summary

Council representatives are appointed to a number of committees and organisations on an annual basis. Representatives are appointed to committees and organisations with legislated purposes, those established by Council to provide specific advice, and to other committees and organisations that are established for or contribute to the benefit of the municipal community.

Representatives are responsible for reporting back to Council regarding any actions or outcomes that arise at the meetings. Substitute delegates can be nominated to represent Council when the chosen representative is unavailable.

It is noted that a small number of these roles are director positions. All director positions are specified in the table within the recommendation.

Recommendation

That Council:

1. Nominates and appoints representatives to the various committees and regional/peak organisations for 2022 as allocated below:

Committees/organisation with legislated purpose	2022 Representatives
Audit & Risk Committee	Cr Wellington Cr Pattison
Municipal Association of Victoria	Cr Schonfelder Cr Stapleton (substitute)
Committees established to provide specific advice to Council	2022 Representatives
All Abilities Advisory Committee	Cr Hodge Cr Bodsworth (substitute)
Barwon South West Waste and Resource Recovery Group (LG Forum)	Cr Bodsworth Cr Gazzard (substitute)
Bells Beach Committee	Cr Bodsworth Cr Barker
Chief Executive Officer Employment Matters Committee	All Councillors
Positive Ageing Advisory Committee	Cr Allen

6.2 Council Representation on Various Regional/Peak Organisations for 2022

Corporations with local government representation (director positions)	2022 Representatives
Geelong Regional Library Corporation	Cr Pattison Cr Gazzard (substitute)
Great Ocean Road Regional Tourism Inc. Board	Chief Executive Officer
G21 Geelong Region Alliance Ltd - Board of Directors	Cr Stapleton (as Mayor)
Other organisations/committees	2022 Representatives
Lorne Community Impact Advisory Committee	Cr Allen
Torquay Community Impact Advisory Committee	Cr Hodge Cr Barker
Australian Local Government Association	Cr Stapleton (as Mayor)
Geelong Heritage Centre Collection Advisory Committee	Cr Allen
Peri Urban Group of Rural Councils	Cr Stapleton (as Mayor) Chief Executive Officer
G21 Pillars	2022 Representatives
G21 Arts and Culture Pillar	Cr Hodge Cr Schonfelder (substitute)
G21 Economic Development Pillar	Cr Schonfelder Cr Pattison (substitute)
G21 Education and Training Pillar	Cr Allen
G21 Environment Pillar	Cr Gazzard Cr Pattison (substitute)
G21 Health and Wellbeing Pillar	Cr Bodsworth
G21 Planning and Services Pillar	Cr Pattison
G21 Sport and Recreation Pillar	Cr Bodsworth Cr Hodge (substitute)
G21 Transport Pillar	Cr Barker Cr Hodge (substitute)

- Notes that appointed representatives must ensure that their input into decision making on these committees and/or regional/peak organisations is consistent with Council's view on such matters.

Council Resolution

MOVED Cr Paul Barker, Seconded Cr Mike Bodsworth

That Council:

- Nominates and appoints representatives to the various committees and regional/peak organisations for 2022 as allocated below:

Committees/organisation with legislated purpose	2022 Representatives
Audit & Risk Committee	Cr Wellington Cr Pattison
Municipal Association of Victoria	Cr Schonfelder Cr Stapleton (substitute)

6.2 Council Representation on Various Regional/Peak Organisations for 2022

Committees established to provide specific advice to Council	2022 Representatives
All Abilities Advisory Committee	Cr Hodge Cr Bodsworth (substitute)
Barwon South West Waste and Resource Recovery Group (LG Forum)	Cr Bodsworth Cr Gazzard (substitute)
Bells Beach Committee	Cr Bodsworth Cr Barker
Chief Executive Officer Employment Matters Committee	All Councillors
Positive Ageing Advisory Committee	Cr Allen
Corporations with local government representation (director positions)	2022 Representatives
Geelong Regional Library Corporation	Cr Pattison Cr Gazzard (substitute)
Great Ocean Road Regional Tourism Inc. Board	Chief Executive Officer
G21 Geelong Region Alliance Ltd - Board of Directors	Cr Stapleton (as Mayor)
Other organisations/committees	2022 Representatives
Lorne Community Impact Advisory Committee	Cr Allen
Torquay Community Impact Advisory Committee	Cr Hodge Cr Barker
Australian Local Government Association	Cr Stapleton (as Mayor)
Geelong Heritage Centre Collection Advisory Committee	Cr Allen
Peri Urban Group of Rural Councils	Cr Stapleton (as Mayor) Chief Executive Officer
G21 Pillars	2022 Representatives
G21 Arts and Culture Pillar	Cr Hodge Cr Schonfelder (substitute)
G21 Economic Development Pillar	Cr Schonfelder Cr Pattison (substitute)
G21 Education and Training Pillar	Cr Allen
G21 Environment Pillar	Cr Gazzard Cr Pattison (substitute)
G21 Health and Wellbeing Pillar	Cr Bodsworth
G21 Planning and Services Pillar	Cr Pattison
G21 Sport and Recreation Pillar	Cr Bodsworth Cr Hodge (substitute)
G21 Transport Pillar	Cr Barker Cr Hodge (substitute)

2. Notes that appointed representatives must ensure that their input into decision making on these committees and/or regional/peak organisations is consistent with Council's view on such matters.

CARRIED 8:0

6.2 Council Representation on Various Regional/Peak Organisations for 2022

Division

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Cr Allen	Nil	Nil
Cr Barker		
Cr Bodsworth		
Cr Gazzard		
Cr Pattison		
Cr Schonfelder		
Mayor Stapleton		
Cr Wellington		

CARRIED 8:0

6.2 Council Representation on Various Regional/Peak Organisations for 2022

Report

Officer Direct or Indirect Interest

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

Background

Each year Councillors are nominated to represent Council at the meetings of various committees and organisations. For a small number of committees/organisations, it is also appropriate for the Chief Executive Officer to be appointed.

Representatives are expected to represent Council and its views, engage with different groups that represent, advocate and provide for the community and to report any findings and recommendations back to Council.

Discussion

Councillor representation on various committees and regional/peak organisations is essential to ensure that Council is able to advocate for a broad range of key matters which are of significance to the municipal community. Appointment is recommended for the upcoming calendar year, with a recommendation presented to Council annually. By reviewing appointments annually, Council is able to ensure that its involvement in the committees and organisations is still appropriate and relevant to Council's strategic goals, Council plan objectives and community advocacy priorities.

Council representation on most committees and organisations listed in the recommendation is in a delegate capacity only without director responsibilities, however Council representatives on the following organisations will take on director roles:

- Geelong Regional Library Corporation
- Great Ocean Road Regional Tourism Inc.
- G21 Regional Alliance Ltd

Below is a brief description of the various committees and organisations that appoint Council representatives.

Committees/organisation with legislated purpose	Description
Audit & Risk Committee	The Audit and Risk Committee plays a key role in assisting Council to fulfil its governance responsibilities in relation to financial reporting, internal control, compliance with legislative requirements, risk management systems, ethical accountability and the internal and external audit functions. Two Councillors must be appointed to the Audit and Risk Committee.
Municipal Association of Victoria (MAV)	The MAV promotes efficiency in municipal government functions throughout the State of Victoria and protect the interests, rights and privileges of municipal corporation. Functions include advocacy, capacity building, networking, policy development, professional development and awareness.
Committees established to provide specific advice to Council	Description
All Abilities Advisory Committee (AAAC)	The AAAC's objectives are to advise Council on opportunities to improve access and inclusion for people of all abilities that reside in and visit the Surf Coast Shire. The committee advocates for improved access and inclusion and promotes participation for people of all abilities in community activities.

6.2 Council Representation on Various Regional/Peak Organisations for 2022

Bells Beach Committee	The Bells Beach Committee provides appropriate advice and recommendations about the Bells Beach Surfing Recreation Reserve to Council.
Chief Executive Officer Employment Matters Committee	The CEO Employment Matters Committee is responsible for reviewing the performance of the CEO. A CEO review is conducted annually and the committee may be required to meet on several occasions whilst finalising a review process.
Positive Ageing Advisory Committee	The Positive Ageing Advisory Committee considers Council's future role in providing services, programs and facilities to older people, within the context of the federal government's Aged Care Reforms and changing community needs.
Barwon South West Waste and Resource Recovery Group (BSWRRG) (LG Forum)	The BSWRRG finds innovative ways to reduce and recycle waste and plans for the future waste and recycling needs of the Barwon South West region.
Corporations with local government representation (<i>Director Positions</i>)	Description
Geelong Regional Library Corporation (GRLC)	The GRLC provides library and information services to residents and visitors across the Geelong region on behalf of member councils. The network comprises of a central library, 16 community libraries, two mobile libraries and a website. It provides free, universal access to lifelong learning, reading and discovery.
Great Ocean Road Regional Tourism Inc. (GORRT)	GORRT facilitates, promotes and advocates for the sustainable development (product, infrastructure and industry), marketing and management of tourism for the region.
G21 Geelong Region Alliance Ltd - Board of Directors	G21 is the formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five municipalities – Colac Otway, Golden Plains, Greater Geelong, Queenscliff and Surf Coast. G21 supports the delivery of projects that benefit the region across municipal boundaries and is a platform for the region to speak with one voice to all levels of government.
Other Organisations/Committees	Description
Community Impact Advisory Committees (CIAC)	Individual CIACs are in place for the townships of Lorne, Anglesea, Torquay and the Hinterlands. Their purpose is to facilitate better integrated planning to enhance community safety in relation to events and during peak visitor times.
Australian Local Government Association (ALGA)	The ALGA represents local government on national bodies and ministerial councils, provides submissions to government and parliamentary inquiries, raises the profile and concerns of local government at the national level and provides forums for local government to guide the development of national local government policies.
Peri-Urban Group of Rural Councils	The Peri Urban Group of Rural Councils represent those council shires that are immediately adjacent to Metro Melbourne and Geelong. The group advocates for support and solutions to shared issues within the Victorian peri urban region at a local, state and national level.

6.2 Council Representation on Various Regional/Peak Organisations for 2022

Geelong Heritage Centre Advisory Committee	The purpose of the Geelong Heritage Centre Collection Advisory Committee is to provide Heritage Centre collection related advice and recommendations to the GRLC Board.
G21 Pillars	There are eight G21 pillar groups based on the region's key priorities including arts, heritage and culture, economic development, education and training, environment, health and wellbeing, planning and service, sport and recreation and transport.

Council Plan

Theme 7 Accountable and Viable Council

Strategy 19 Improve Council's credibility as a trusted decision maker through meaningful engagement

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	No
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	No
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	No
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	No
Communication	Yes
Human Rights Charter	No

Governance Principles - Local Government Act 2020 (LGA 2020)

Section 9(2)(f) of the *Local Government Act 2020* (the Act) requires Council to seek collaboration with other Councils, Governments and statutory bodies. Council participation in the selected committees and organisations demonstrates Council's commitment to ongoing compliance with this requirement. Such collaboration encourages outcomes that are beneficial for the municipal community in accordance with section 9(2)(b) of the Act.

Policy/Relevant Law

In accordance with section 53(3)(a) of the Act, councillors must be appointed as members of Council's Audit and Risk Committee. Additionally, Council's CEO Employment and Remuneration Policy also requires councillor representation. Council appointment of representatives to other committees and regional/peak organisations is not expressly legislated, however it is consistent with the role of the Council and councillors in representing the community and key priorities as described in the Act.

6.2 Council Representation on Various Regional/Peak Organisations for 2022

Risk Assessment

There are no identified Workplace Health and Safety implications associated with this report.

Communication

Following appointment by Council resolution, the relevant committees and organisations will be advised of the Council representative/s for 2022.

Options

Option 1 – Appoint Council representatives to the specified committees and organisations for 2022

This option is recommended as involvement with various committees and organisations provides an important opportunity for community engagement, is important in Council's role of representing the community and assists Council with some of its key responsibilities and decision making.

Option 2 – Do not appoint Council representatives to the specified committees and organisations for 2022

This option is not recommended by officers as it will fail to promote the best interests of the municipal community, and in some cases may cause direct breaches of legislation specific to the appointment of representatives on certain committees.

Conclusion

Councillors are nominated annually as delegates to various committees and organisations to represent Council and its views, to engage with different groups that represent, advocate and provide for the community, and to enable compliance with key responsibilities.

6.3 Audit and Risk Committee Charter Review

Author's Title: Coordinator Governance
Department: Governance & Risk
Division: Governance & Infrastructure

General Manager: John Bertoldi
File No: F18/145-3
Trim No: IC21/1914

Appendix:

1. Draft Reviewed Audit and Risk Committee Charter (D21/227490)
2. Draft Reviewed Audit and Risk Committee Charter with tracked changes (D21/227491)

Officer Conflict of Interest:

In accordance with Local Government Act 2020 –
Section 130:

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 reviewed Audit and Risk Committee Charter to Council for adoption.

Summary

The Audit and Risk Committee conducted a review of the Charter at their November meeting. A mark-up of the Charter is available at Appendix 2.

Some existing sections of the Charter have been updated to better facilitate the Committee in the fulfilment its role. These updates are designed to ensure that adequate processes are in place to enable the Committee to fulfil its functions as prescribed under section 54 of the *Local Government Act 2020* (the Act). Key updates relate to the role of the Committee in reviewing Council's risk management processes, as well as enabling the Committee to meet annually with internal and external auditors. Additionally, the updates (if adopted) will enable the Committee to have greater oversight of matters including accounting issues and CEO reimbursements.

The Charter is required to be reviewed annually. Although this Charter was last presented to Council in April 2021, it was noted in that report that the changes presented were only minor and a comprehensive review would happen later in 2021. The Charter as attached represents that subsequent comprehensive review.

Recommendation

That Council adopts the Audit and Risk Committee Charter as attached at Appendix 1.

Council Resolution

MOVED Cr Heather Wellington, Seconded Cr Paul Barker

That Council adopts the Audit and Risk Committee Charter as attached at Appendix 1.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

6.3 Audit and Risk Committee Charter Review

Report

Officer Direct or Indirect Interest

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

Background

Following the implementation of the Act, the previous Audit and Risk Committee was dissolved, and a new Committee was established in accordance with the requirements of the new Act. The Charter was first adopted by Council in August 2020 along with the establishment of the new Committee. Although some minor updates were presented to Council in April 2021, the Charter as presented at Appendix 1 is the first comprehensive review since its establishment.

Discussion

All changes to the document are marked-up and attached at Appendix 2. Key changes are described below:

1. The review of relevant policies has been amended to clarify that these policies must be reviewed prior to presentation to Council. This is to ensure that the Committee is able to properly review all relevant policies and endorse them for Council adoption. This will maximise the integrity of the Policy review process by guaranteeing that Committee review has taken place prior to presentation to Council.
2. The review of CEO reimbursements has been included as a formal action of the Committee to ensure alignment with the proposed CEO Employment and Remuneration Policy, and will guarantee maximum oversight of all CEO expenses.
3. The function of reviewing shell financial statements has been replaced with the function of reviewing accounting issues. This is recommended by the committee to declutter and modernise the process.
4. An annual confidential session with committee members and external auditors (without management present) has been included. This has been added to facilitate the function of the Committee as prescribed in section 54(2)(d) of the Act which requires the Committee to oversee internal and external audit functions.
5. The Chair has been included as a member of the independent member selection panel. This change was recommended following discussion by the Committee and will ensure that audit and risk expert representation will be present on the selection panel. The panel will now consist of the Councillor representatives, the Chief Executive Officer and the Committee Chair.
6. Minor grammatical and wording improvements have been included, as well as some points of clarification which are not intended to alter the interpretation or meaning of the Charter.

Council Plan

Theme 7 Accountable and Viable Council

Strategy 19 Improve Council's credibility as a trusted decision maker through meaningful engagement

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

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

6.3 Audit and Risk Committee Charter Review

Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	No

Governance Principles - Local Government Act 2020 (LGA 2020)

The Audit and Risk Committee is tasked with supporting Council in an advisory capacity, providing a structured, systematic oversight of Council's governance, risk management, internal control practices and financial reporting. Regular review of the Charter provides Council with confidence in the application of these practices.

Policy/Relevant Law

Section 54(2) of the Act requires a Charter specifying the functions and responsibilities of the Committee to be adopted and maintained. The reviewed Charter continues to comply with the requirements outlined in the Act.

Public Transparency

The Charter is available to the community on Council's website and is included as an attachment in this report.

Completion of personal interests returns promotes transparency and accountability, as a summary of each members' interests will be published Council's website.

Financial Management

Financial management within the Charter remains as previously adopted, save for the replacement of reviewing shell financial statements with reviewing accounting issues. The Charter elaborates on the following:

- Ensuring the appropriate application of Council's accounting policies, including ensuring compliance with the financial management principles set out in section 101 of the Act; and
- Financial Management (including Performance Reporting) includes:
 - Review the annual financial statements and annual performance statement, and make any recommendations to Council concerning their adoption.
 - Review Council's financial position, via the receipt of a quarterly financial report.
 - Review the appropriateness of the format and content of periodic management financial reports and performance statements to Council as required.
 - Receive details of all Councillor and delegated committee member reimbursements, per section 40(2) of the Act.
 - Review and monitor any financial risks, including current and future liabilities, any beneficial enterprises of the Council, and any litigation, claim or contingency which could have a material effect on Council's financial position or operating result.
 - Review accounting issues including asset revaluation, impairment consideration, new standards application and other technical accounting issues.
 - Report to Council on any material financial issues which the committee agrees may require action.

Risk Assessment

An effectively functioning Audit and Risk Committee reviews and monitors Council's risk management processes as well as a range of financial and compliance matters. The role of the committee assists with the mitigation of key risks across the organisation, and the regular review and adoption of the Charter ensures that the Committee is appropriately equipped to execute these key functions.

There are no identified Workplace Health and Safety implications associated with this report.

6.3 Audit and Risk Committee Charter Review

Communication

The committee has been provided with the opportunity to review and give feedback on the Charter and will be provided with an update on Council's decision after the Council meeting.

The updated charter will be published on Council's website.

Options

Option 1 – Adopt the Charter as attached at Appendix 1

This option is recommended by officers as the Charter has been developed and reviewed in consultation with the Audit and Risk Committee and comprehensively covers the responsibilities of the Committee as set out in section 54(2) of the Act.

Option 2 – Adopt the proposed Charter with changes

This option is not recommended as it would be inconsistent with the recommendations developed by the Audit and Risk Committee, and may risk non-compliance with section 54(2) of the Act.

Option 3 – Do not adopt the Charter as attached at Appendix 1

This option is not recommended by officers as the Committee have recommended improvements to the Charter that improves transparency, accountability and accuracy and will promote the mitigation of key risks across the organisation.

Conclusion

The Audit and Risk Committee Charter has been revised in accordance with recommendations developed by the Audit and Risk Committee. The updated Charter as attached in Appendix 1 is now presented to Council for adoption.

6.3 Audit and Risk Committee Charter Review

APPENDIX 1 DRAFT REVIEWED AUDIT AND RISK COMMITTEE CHARTER



Audit and Risk Committee Charter

Adopted by Council (insert date) 2021

6.3 Audit and Risk Committee Charter Review



Purpose

In accordance with section 53(1) of the Local Government Act 2020 (the Act), Council must establish an Audit and Risk Committee (the Committee). Pursuant to section 54(2) of the Act, this Charter specifies the functions and responsibilities of the Committee.

The purpose of the Committee is to provide a structured, systematic oversight of Council's governance, risk management and internal control practices. This serves to provide Council with confidence in the integrity of these practices.

Establishment

The Audit and Risk Committee has been established under Section 53 of the Local Government Act 2020.

Membership is established in accordance with this charter and section 53 of the Act through resolution of Council.

Authority

The Audit and Risk Committee acts in an advisory capacity to the Council only and reports directly to the Council.

The Committee is directly responsible to Council for discharging its responsibilities as set out in this Charter.

To empower the Committee to discharge these responsibilities, Council authorises the Committee to:

- Provide advice and make recommendations to Council on matters within the Committee's areas of responsibility;
- Review key documents and reports that must be approved by Council, including annual financial reports, annual performance statements, new or revised policies and other documents that assist in maintaining a strong internal control environment;
- Review and recommend to the Council for approval the three-year rolling strategic internal audit plan, the annual internal audit plan and any major changes to them, ensuring the proposed strategic internal audit plan appropriately considers Council's strategic risks and allocated budget for the internal audit plan;
- Review and approve proposed scopes for each review in the annual internal audit plan;
- Meet solely with the Internal Auditor at least once per year;
- Meet solely with the External Auditor at least once per year;
- Request, through the CEO, appropriate management support to enable the Committee to discharge its responsibilities effectively; and
- Request, through the CEO, the attendance of Council officers at meetings, and request the attendance of internal audit, external audit or other assurance providers, where appropriate;
- Request, through the CEO, or recommend directly to the Council, the appointment of relevant independent experts where the Committee considers that it is necessary in order to execute its responsibilities.

Pursuant to section 53(2) of the Act, the Committee does not have and therefore cannot exercise any executive powers, or management functions. The Committee does not have any delegated financial responsibility.

The scope, functions and responsibilities of the Committee are set out in this Charter. Any request made to Officers by the Committee that falls outside of the express provisions of this Charter will be assessed at the discretion of the Chief Executive Officer (CEO).

6.3 Audit and Risk Committee Charter Review



Role of the Committee

The Committee functions and responsibilities, as dictated by section 54(2) of the Act, are to:

- (a) monitor the compliance of Council policies and procedures with—
 - (i) the overarching governance principles; and*
 - (ii) the Act and the regulations, and any Ministerial directions;**
- (b) monitor Council financial and performance reporting;*
- (c) monitor and provide advice on risk management and fraud prevention systems and controls;*
- (d) oversee internal and external audit functions.*

To achieve this, the Committee will review and advise Council on specific internal systems and activities of Council through:

- Assessing Council policies to monitor compliance with the Act, including with the overarching governance principles as set out in section 9 of the Act;
- Ensuring the appropriate application of Council's accounting policies, including ensuring compliance with the financial management principles set out in section 101 of the Act;
- Assessing and ensuring reliable and complete financial and performance reporting;
- Appraising the level and effectiveness of Business Continuity Plans and Enterprise Risk Management practices, including risks and risk controls and mitigations recorded in the risk register;
- Assessing implemented internal fraud and corruption controls and the results of any control testing undertaken;
- Ensuring that internal and external auditors provide independent and objective analysis and reporting on internal corporate governance, risk management, internal control and compliance.

The Committee must adopt an annual work plan to outline how the above listed activities will be achieved.

Responsibilities

Legislative Compliance

Council Policies

- Complete an initial review of relevant established, or newly created Council policies and procedures against the Local Government Act 2020 and its regulations, including the overarching governance principles (s.9 of the Act), and any other Act or Ministerial directions to monitor compliance.
- Where a relevant Council policy/procedure has recently been reviewed by officers, assess it against the overarching governance principles, the Local Government Act 2020 and any other Act or Ministerial direction to monitor compliance prior to its presentation to Council.
- Where any change to the legislation is made, review any relevant or effected policy for legislative compliance with the Act or Ministerial direction.
- Review the CEO Employment Matters Policy and Terms of Reference for the CEO Employment Matters Advisory Committee annually and monitor compliance with the Act.

Financial Policies

- Consider recent developments in accounting principles or reporting practices that may affect the Council, and assess any subsequent adaptations made to Council policies.
- Assess Council's accounting policies against the financial management principles (s.101 of the Act).
- Intermittently review the Council's Investment Policy.

6.3 Audit and Risk Committee Charter Review



Financial Management (including Performance Reporting)

Monitor Council's financial and performance reporting:

- Review the annual financial statements and annual performance statement, and make any recommendations to Council concerning their adoption.
- Review Council's financial position via the receipt of a quarterly financial report.
- Review the appropriateness of the format and content of periodic management financial reports and performance statements to Council as required.
- Receive details of all Councillor and delegated committee member reimbursements per section 40(2) of the Act.
- Receive details of CEO reimbursements.
- Review and monitor any financial risks, including current and future liabilities, any beneficial enterprises of the Council, and any litigation, claim or contingency which could have a material effect on Council's financial position or operating result.
- Review accounting issues including asset revaluation, impairment consideration, new standards application and other technical accounting issues.
- Report to Council on any material financial issues which the committee agrees may require action.

External Audit

Oversee Council's external audit functions:

- Review the annual external audit plan.
- Review the external audit interim audit report.
- Review the results as reported in the external closing audit report, including any:
 - difficulties encountered;
 - complex and/or unusual transactions;
 - related-party transactions; and
 - judgmental areas for adjustments recommended by the external auditors, for example, those involving valuation of assets and liabilities; environmental liability and other commitments and contingencies.
- Review the appropriateness, timeliness and effectiveness of the management comments made in response to any external auditor recommendations.
- Report to Council any significant issues identified upon completion of review and discussion with management and external auditors regarding the external audit report.
- Sight representation letters signed by management, considering their completeness and the appropriateness of information provided.
- Review the external auditor's performance.
- Maintain an awareness of local government performance audits undertaken by VAGO, ensuring Council have assessed any relevant recommendations and actioned accordingly (if required).
- At least annually, meet with the external auditor in an "in-camera" session, without management present.

Risk Management (including Business Continuity)

Monitor and provide advice on risk management:

- Review Council's risk appetite statement, risk management framework and risk register, including management's assessment of Council's risks.
- Review the process/es for effective identification of strategic and operational risks, and the processes for assessment, development and implementation of treatment plans.
- Review the appropriateness and effectiveness of Council's business continuity plans.
- Review the approach to business continuity planning arrangements, including whether business continuity and disaster recovery plans have been regularly updated and tested.
- Receive reports from management, including management responses, on the findings of any examinations by regulatory or integrity agencies related to investigations relevant to Council or

6.3 Audit and Risk Committee Charter Review



operations of the Council, such as the Ombudsman, IBAC, and Victoria Government Inspectorate. Where action by management is required, monitor progress.

Internal Controls (including Fraud Controls)

Monitor and provide advice on fraud prevention systems and controls:

- Consider the effectiveness of internal controls for the security of information technology systems and applications.
- Review the effectiveness of established fraud controls in preventing or mitigating fraud, and any fraud policies.
- Review the compliance framework and assess its effectiveness in achieving legislative compliance.
- Review results and frequency of any control tests conducted relevant to cyber security, fraud and legislative compliance.
- Determine whether security, fraud and compliance systems and controls are reviewed regularly and updated where required.
- Review any significant changes to security, fraud and compliance systems and controls to assess whether those changes significantly impact Council's risk profile.
- Assess whether the control environment is consistent with the overarching governance principles.
- Review Council's gifts, benefits and hospitality register.

Internal Audit

Oversee Council's internal audit functions:

- Work with management to make recommendations to the Council on the appointment of the internal auditor.
- Review and make recommendations on the draft three year internal audit plan.
- Review the three year internal audit plan annually to ensure it remains current to the needs of the organisation.
- Review progress on the annual internal audit program.
- Review all internal audit reports, including management responses, and advise Council of and make any associated recommendations on any significant issues identified.
- Monitor action and progress taken by management on audit recommendations and the agreed management responses.
- Review the effectiveness of the internal audit function annually through the results of internal audit survey administered by the internal auditors.
- At least annually, meet with the internal auditor in an "in-camera" session, without management present.

Committee

- Complete an annual self-assessment of committee performance against the Audit and Risk Committee Charter and provide a copy of the assessment to the CEO for tabling at the next Council meeting.
- Review the Audit and Risk Committee Charter and recommend for Council adoption annually.
- Review and adopt a work plan annually.
- Complete a biannual audit and risk report to Council on the recommendations and activities of the Committee, with administrative support from Council officers.

Where the Committee makes recommendations that are proposed to be addressed by Council with more immediacy than the biannual report will allow for, the meeting minutes, or a specific report addressing the recommendation/s made by the Committee will be drafted by officers under the direction of the Committee Chair and submitted to the next practicable Council Meeting for debate and decision.

6.3 Audit and Risk Committee Charter Review



Membership

Appointment to the Committee, and to the position of Chair is to be in accordance with Chapter 2, Part 4, section 2 of the Governance Rules, and section 53(4) of the Act.

In accordance with section 53(3) of the Act, the Audit & Risk Committee will consist of:

- Two Councillors; and
- A minimum of three, but up to four suitably qualified independent members.

In accordance with section 53(4) of the Act, no member of Council staff is eligible for appointment to the Committee. The Chief Executive Officer, General Manager Governance & Infrastructure and Council's internal auditors are not members but may attend meetings in an advisory capacity.

Council's external auditors will be invited to attend meetings at least twice annually in an advisory capacity.

Independent Member Qualifications

The evaluation of potential members will be undertaken by a selection panel including the Chief Executive Officer (or their delegate), the Committee Chair and two Councillor representatives. The panel will, take into account the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills. A recommendation for appointment will then be made by the selection panel to Council.

The following key attributes are required when appointing independent members:

Individuals should have:

- senior business or financial management/reporting knowledge and experience,
- high levels of financial literacy,
- understanding of corporate risk management, and risk management practices including treatments, mitigations and controls,
- knowledge of Council's operations and the environment in which it operates,
- strong communication skills,
- high levels of personal integrity and ethics, and
- sufficient time available to devote to executing responsibilities

The Committee should collectively have:

- Expertise in financial management and risk, and
- Experience in public sector management.

Term of Office

Appointment of independent members shall be for a maximum single term of four years, with the maximum total length of appointment being no more than two terms or eight years.

Any proposal to extend or reappoint an independent member beyond the initial four year term will be done with consideration to the member's performance over their first term.

Terms of appointment for each individual independent member will be determined by Council resolution.

Councillor members are appointed by Council annually for a term of one year.

Appointment of the Chair

The Chair will be appointed by Council resolution. In accordance with section 53(4) of the Act, the Chair must be an independent member of the Committee as it cannot be a Councillor.

6.3 Audit and Risk Committee Charter Review



Role of the Chair

The role of the Committee Chair includes:

- Assisting in determining the Agenda for Committee meetings.
- Chairing meetings of the Committee in accordance with the meeting Agenda.
- Preparation of a biannual audit and risk report that is to be provided to the CEO for tabling at the next practicable Council meeting. The report must describe the activities of the Audit and Risk Committee and includes its findings and recommendations.
- Circulating the annual self-assessment, and collating and sharing the results with Committee members and with the CEO for tabling at the next practicable Council meeting.

The Chair shall have a casting vote on occasions where there is an equal tally of votes on a matter.

Quorum

At least three members of the Committee are in attendance, at least two of whom are independent members.

Meetings

Meetings are to be held in accordance with Chapter 2, Part 4, section 3 of the Governance Rules.

A minimum of four meetings are to be held each year in accordance with the approximate times listed below, with each of these meetings having a main focus:

March: Risk Management, Business Continuity Plan, and External Audit Plan.
May: Strategic Internal Audit Plan and Audit Program, External Audit Interim Audit Report.
September: Financial Statements and Performance Statement, and External Audit Report.
November: Annual Committee self-assessment, ARC Charter review, adopt Annual Work Plan and review Internal Controls.

A schedule of meetings will be developed annually and agreed to by members. All committee members are expected to attend all meetings, although in special circumstances allowances may be made for attendance via video or teleconference.

Where the Committee determines additional meetings are required, this is to be done in consultation with the CEO to ensure feasibility and resource management.

In the absence of the appointed Chair, the Committee will appoint an acting Chair from the independent members present.

Agendas will be prepared and distributed no later than four days in advance of the meeting. Meetings will be minuted and the minutes will be distributed to members. Committee meeting minutes will be distributed to Councillors once finalised and approved for circulation by the Committee Chair.

Council shall provide the Committee with secretarial and administration support.

The Mayor may attend ex-officio and participate in meetings, however the Mayor has no voting rights.

Attendance at meetings by non-member Councillors, other than the Mayor, is allowed in an observational capacity only. Non-member Councillors have no voting rights and are not to participate in meetings unless their participation is requested by the Chair.

Conflict of Interest

Committee recommendations must be transparent and accountable to the Council to maintain the integrity of the Committee. Division 2 of Part 6 of the Act applies to independent members, as if the

6.3 Audit and Risk Committee Charter Review



member were a member of a delegated Committee. An independent member has a conflict of interest if they have:

- a general conflict of interest within the meaning of section 127 of the Act
- a material conflict of interest within the meaning of section 128 of the Act.

External members should consider past employment, consultancy arrangements and related party issues in making these declarations and the Council, in consultation with the Chair, should be satisfied that there are sufficient processes in place to manage any real or perceived conflict.

If a conflict of interest exists, it must be declared and managed. Committee members are required to declare any conflict of interest in accordance with the Governance Rules.

At the beginning of each committee meeting, members are required to declare any conflict of interest that may apply to specific matters on the meeting agenda. Where a conflict is declared, the member will be excused from the meeting for the duration of the committee's consideration of the relevant agenda item(s). Details of any declared conflict of interest will be appropriately recorded in the minutes.

Personal Interests Returns

Members must comply with the same requirements as a 'specified person' as outlined in section 132 of the Act, and are therefore required to complete initial and biannual personal interests returns in accordance with sections 132-136 of the Act. A summary of the Committee's personal interests will be published on the Council's website in accordance with section 10 of the *Local Government (Governance and Integrity) Regulations 2020*.

Confidentiality

Committee members shall act in accordance with section 125 of the Act regarding confidential information. Committee members shall not directly or indirectly release or make available to any person any information relating to the work or discussions of the Audit & Risk Committee, including documentation that is or was in their possession. Any exception to this must be in accordance with section 125(2) or section 125(3) of the Act, or must be agreed to by and in accordance with any terms stipulated by Surf Coast Shire Council.

Misuse of Position

Section 123 of the Act applies to independent members as if they were a member of a delegated Committee. The independent member must not intentionally misuse their position -

- to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or
- to cause, or attempt to cause, detriment to the Council or another person.

Remuneration

External members of the Committee will be offered remuneration for carrying out their duties. The amount is to be set by Council.

Removal of a Member

If the Council proposes to remove a member of the Committee it must give written notice of its intention to do so and afford the member an opportunity to be heard by Council.

6.3 Audit and Risk Committee Charter Review



APPENDIX 1 – Local Government Act 2020 Principles

<p>Section 9 Overarching Governance Principles</p>	<ul style="list-style-type: none"> a) Council decisions are to be made and actions taken in accordance with the relevant law; b) priority is to be given to achieving the best outcomes for the municipal community, including future generations; c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted; d) the municipal community is to be engaged in strategic planning and strategic decision making; e) innovation and continuous improvement is to be pursued; f) collaboration with other Councils and Governments and statutory bodies is to be sought; g) the ongoing financial viability of the Council is to be ensured; h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making; i) the transparency of Council decisions, actions and information is to be ensured.
<p>Section 101 Financial Management Principles</p>	<ul style="list-style-type: none"> a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans; b) financial risks must be monitored and managed prudently having regard to economic circumstances; c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community; d) accounts and records that explain the financial operations and financial position of the Council must be kept. <p>For the purposes of the financial management principles, financial risk includes any risk relating to the following—</p> <ul style="list-style-type: none"> (a) the financial viability of the Council; (b) the management of current and future liabilities of the Council; (c) the beneficial enterprises of the Council.

6.3 Audit and Risk Committee Charter Review

APPENDIX 2 DRAFT REVIEWED AUDIT AND RISK COMMITTEE CHARTER WITH TRACKED CHANGES



Audit and Risk Committee Charter

Adopted by Council (insert date) 2021

6.3 Audit and Risk Committee Charter Review



Purpose

In accordance with section 53(1) of the Local Government Act 2020 (the Act), Council must establish an Audit and Risk Committee (the Committee). Pursuant to section 54(2) of the Act, this Charter specifies the functions and responsibilities of the Committee.

The purpose of the Committee is to provide a structured, systematic oversight of Council's governance, risk management and internal control practices. This serves to provide Council with confidence in the integrity of these practices.

Establishment

The Audit and Risk Committee has been established under Section 53 of the Local Government Act 2020.

Membership is established in accordance with this charter and section 53 of the Act through resolution of Council.

Authority

The Audit and Risk Committee acts in an advisory capacity to the Council only and reports directly to the Council.

The Committee is directly responsible to Council for discharging its responsibilities as set out in this Charter.

To empower the Committee to discharge these responsibilities, Council authorises the Committee to:

- Provide advice and make recommendations to Council on matters within the Committee's areas of responsibility;
- Review key documents and reports that must be approved by Council, including annual financial reports, annual performance statements, new or revised policies and other documents that assist in maintaining a strong internal control environment;
- Review and recommend to the Council for approval the three-year rolling strategic internal audit plan, the annual internal audit plan and any major changes to them, ensuring the proposed strategic internal audit plan appropriately considers Council's strategic risks and allocated budget for the internal audit plan;
- Review and approve proposed scopes for each review in the annual internal audit plan;
- Meet solely with the Internal Auditor at least ~~twice~~ once per year;
- Meet solely with the External Auditor at least once per year;
- Request, through the CEO, appropriate management support to enable the Committee to discharge its responsibilities effectively; and
- Request, through the CEO, the attendance of Council officers at meetings, and request the attendance of internal audit, external audit or other assurance providers, where appropriate;
- Request, through the CEO, or recommend directly to the Council, the appointment of relevant independent experts where the Committee considers that it is necessary in order to execute its responsibilities.

Pursuant to section 53(2) of the Act, the Committee does not have and therefore cannot exercise any executive powers, or management functions. The Committee does not have any delegated financial responsibility.

The scope, functions and responsibilities of the Committee are set out in this Charter. Any request made to Officers by the Committee that falls outside of the express provisions of this Charter will be assessed at the discretion of the Chief Executive Officer (CEO).

6.3 Audit and Risk Committee Charter Review



Role of the Committee

The Committee functions and responsibilities, as dictated by section 54(2) of the Act, are to:

- (a) *monitor the compliance of Council policies and procedures with—*
 - (i) *the overarching governance principles; and*
 - (ii) *the Act and the regulations, and any Ministerial directions;*
- (b) *monitor Council financial and performance reporting;*
- (c) *monitor and provide advice on risk management and fraud prevention systems and controls;*
- (d) *oversee internal and external audit functions.*

To achieve this, the Committee will review and advise Council on specific internal systems and activities of Council through:

- Assessing Council policies to monitor compliance with the Act, including with the overarching governance principles as set out in section 9 of the Act;
- Ensuring the appropriate application of Council's accounting policies, including ensuring compliance with the financial management principles set out in section 101 of the Act;
- Assessing and ensuring reliable and complete financial and performance reporting;
- Appraising the level and effectiveness of Business Continuity Plans and Enterprise Risk Management practices, including risks and risk controls and mitigations recorded in the risk register;
- Assessing implemented internal fraud and corruption controls and the results of any control testing undertaken;
- Ensuring that internal and external auditors provide independent and objective analysis and reporting on internal corporate governance, risk management, internal control and compliance.

The Committee must adopt an annual work plan to outline how the above listed activities will be achieved.

Responsibilities

Legislative Compliance

Council Policies

- Complete an initial review of relevant established, or newly created Council policies and procedures against the Local Government Act 2020 and its regulations, including the overarching governance principles (s.9 of the Act), and any other Act or Ministerial directions to monitor compliance.
- Where a relevant Council policy/procedure has recently been ~~reviewed by officers, amended,~~ assess it against the overarching governance principles, the Local Government Act 2020 and any other Act or Ministerial direction to monitor compliance ~~prior to its presentation to Council.~~
- Where any change to the legislation is made, review any relevant or effected policy for legislative compliance with the Act or Ministerial direction.
- Review the CEO Employment Matters Policy and Terms of Reference for the CEO Employment Matters Advisory Committee annually and monitor compliance with the Act.
- ~~Receive reports from management, including management responses, on the findings of any examinations by regulatory or integrity agencies related to investigations relevant to Council or operations of the Council, such as the Ombudsman, IBAC, and Victoria Government Inspectorate. Where action by management is required, monitor progress.~~

Financial Policies

- Consider recent developments in accounting principles or reporting practices that may affect the Council, and assess any subsequent adaptations made to Council policies.
- Assess Council's accounting policies against the financial management principles (s.101 of the Act).
- Intermittently review the Council's Investment Policy.

6.3 Audit and Risk Committee Charter Review



Financial Management (including Performance Reporting)

Monitor Council's financial and performance reporting:

- Review the annual financial statements and annual performance statement, and make any recommendations to Council concerning their adoption.
- Review Council's financial position, via the receipt of a quarterly financial report.
- Review the appropriateness of the format and content of periodic management financial reports and performance statements to Council as required.
- Receive details of all Councillor and delegated committee member reimbursements, per section 40(2) of the Act.
- Receive details of CEO reimbursements
- Review and monitor any financial risks, including current and future liabilities, any beneficial enterprises of the Council, and any litigation, claim or contingency which could have a material effect on Council's financial position or operating result.
- Review the shell financial statements.
- Review accounting issues including asset revaluation, impairment consideration, new standards application and other technical accounting issues.
- Report to Council on any material financial issues which the committee agrees may require action.

External Audit

Oversee Council's external audit functions:

- Review the annual external audit plan.
- Review the external audit interim audit report.
- Review the results as reported in the external closing audit report, including any:
 - difficulties encountered;
 - complex and/or unusual transactions;
 - related-party transactions; and
 - judgmental areas for adjustments recommended by the external auditors, for example, those involving valuation of assets and liabilities; environmental liability and other commitments and contingencies.
- Review the appropriateness, timeliness and effectiveness of the management comments made in response to any external auditor recommendations.
- Report to Council any significant issues identified upon completion of review and discussion with management and external audits regarding the external audit report.
- Sight representation letters signed by management, considering their completeness and the appropriateness of information provided.
- Review the external auditor's performance.
- Maintain an awareness of local government performance audits undertaken by VAGO, ensuring Council have assessed any relevant recommendations and actioned accordingly (if required).
- At least annually, meet with the external auditor in an "in-camera" session, without management present.

Risk Management (including Business Continuity)

Monitor and provide advice on risk management:

- Review Council's risk appetite statement, risk management framework and risk register annually, including management's assessment of Council's risks.
- Review the process/es for effective identification of strategic and operational business risks, and the processes for assessment, development and implementation of treatment plans.
- Review the appropriateness and effectiveness of Council's business continuity plans.
- Review the approach to business continuity planning arrangements, including whether business continuity and disaster recovery plans have been regularly updated and tested.
- Receive reports from management, including management responses, on the findings of any examinations by regulatory or integrity agencies related to investigations relevant to Council or

6.3 Audit and Risk Committee Charter Review



operations of the Council, such as the Ombudsman, IBAC, and Victoria Government Inspectorate. Where action by management is required, monitor progress.

Internal Controls (including Fraud Controls)

Monitor and provide advice on fraud prevention systems and controls:

- Consider the effectiveness of internal controls for the security of information technology systems and applications.
- Review the effectiveness of established fraud controls in preventing or mitigating fraud, and any fraud policies.
- Review the compliance framework and assess its effectiveness in achieving legislative compliance.
- Review results and frequency of any control tests conducted relevant to cyber security, fraud and legislative compliance.
- Determine whether security, fraud and compliance systems and controls are reviewed regularly and updated where required.
- Review any significant changes to security, fraud and compliance systems and controls to assess whether those changes significantly impact Council's risk profile.
- Assess whether the control environment is consistent with the overarching governance principles.
- Review Council's gifts, benefits and hospitality register.

Internal Audit

Oversee Council's internal audit functions:

- Work with management to make recommendations to the Council on the appointment of the internal auditor.
- Review and make recommendations on the draft three year internal audit plan.
- Review the three year internal audit plan annually to ensure it remains current to the needs of the organisation.
- Review progress on the annual internal audit program.
- Review all internal audit reports, including management responses, and advise Council of and make any associated recommendations on any significant issues identified.
- Monitor action and progress taken by management on audit recommendations and the agreed management responses.
- Review the effectiveness of the internal audit function annually through the results of internal audit survey ~~undertaken~~ administered by the internal auditors.
- At least annually, meet with the internal auditor in an "in-camera" session, without management present.

Committee

- Complete an annual self-assessment of committee performance against the Audit and Risk Committee Charter and ~~p~~Provide a copy of the assessment to the CEO for tabling at the next Council meeting.
- Review the Audit and Risk Committee Charter and recommend for Council adoption annually.
- Review and adopt a work plan annually.
- Complete a biannual audit and risk report to Council on the recommendations and activities of the Committee, with administrative support from Council officers.

Where the Committee makes recommendations that are proposed to be addressed by Council with more immediacy than the biannual report will allow for, the meeting minutes, or a specific report addressing the recommendation/s made by the Committee will be drafted by officers under the direction of the Committee Chair and submitted to the next practicable Council Meeting for debate and decision.

Membership

6.3 Audit and Risk Committee Charter Review



Appointment to the Committee, and to the position of Chair is to be in accordance with Chapter 2, Part 4, section 2 of the Governance Rules, and section 53(4) of the Act.

In accordance with section 53(3) of the Act, the Audit & Risk Committee will consist of:

- Two Councillors; and
- A minimum of three, but up to four suitably qualified independent members.

In accordance with section 53(4) of the Act, no member of Council staff is eligible for appointment to the Committee. The Chief Executive Officer, General Manager Governance & Infrastructure and Council's internal auditors are not members but may attend meetings in an advisory capacity.

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Independent Member Qualifications

The evaluation of potential members will be undertaken by a selection panel including the Chief Executive Officer (or their delegate), the Committee Chair and two Councillor representatives. The panel will and Committee Chair, taking into account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills. A recommendation for appointment will then be then made by the selection panel to Council.

The following key attributes are required when appointing independent members:

Individuals should have:

- senior business or financial management/reporting knowledge and experience
- high levels of financial literacy
- understanding of corporate risk management, and risk management practices including treatments, mitigations and controls.
- knowledge of Council's operations and the environment in which it operates
- strong communication skills
- high levels of personal integrity and ethics
- sufficient time available to devote to executing responsibilities

The Committee should collectively have:

- Expertise in financial management and risk, and
- Experience in public sector management

Term of Office

Appointment of independent members shall be for a maximum single term of four years, with the maximum total length of appointment being no more than two terms or eight years.

Any proposal to extend or reappoint an independent member beyond the initial four year term will be done with consideration to the member's performance over their first term.

Terms of appointment for each individual independent member will be determined by Council resolution.

Councillor members are appointed by Council annually for a term of one year.

Appointment of the Chair

The Chair will be appointed by Council resolution ~~in accordance with the Governance Rules~~. In accordance with section 53(4) of the Act, the Chair must be an independent member of the Committee as it cannot be a Councillor.

6.3 Audit and Risk Committee Charter Review



Role of the Chair

The role of the Committee Chair includes:

- Assisting in determining the Agenda for Committee meetings.
- Chairing meetings of the Committee in accordance with the meeting Agenda.
- Preparation of a biannual audit and risk report that is to be provided to the CEO for tabling at the next practicable Council meeting. The report must describe the activities of the Audit and Risk Committee and includes its findings and recommendations.
- Circulating the annual self-assessment, and collating and sharing the results with Committee members and with the CEO for tabling at the next practicable Council meeting.

The Chair shall have a casting vote on occasions where there is an equal tally of votes on a matter.

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At least three members of the Committee are in attendance, **at least** two of whom are independent members.

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Attendance at meetings by non-member Councillors, other than the Mayor, is allowed in an observational capacity only. Non-member Councillors have no voting rights and are not to participate in meetings unless their participation is requested by the Chair.

Conflict of Interest

Committee recommendations must be transparent and accountable to the Council to maintain the integrity of the Committee. Division 2 of Part 6 of the Act applies to independent members, as if the

6.3 Audit and Risk Committee Charter Review



member were a member of a delegated Committee. An independent member has a conflict of interest if they have:

- a general conflict of interest within the meaning of section 127 of the Act
- a material conflict of interest within the meaning of section 128 of the Act.

External members should consider past employment, consultancy arrangements and related party issues in making these declarations and the Council, in consultation with the Chair, should be satisfied that there are sufficient processes in place to manage any real or perceived conflict.

If a conflict of interest exists, it must be declared and managed. Committee members are required to declare any conflict of interest in accordance with the Governance Rules.

At the beginning of each committee meeting, members are required to declare any conflict of interest that may apply to specific matters on the meeting agenda. Where a conflict is declared, the member will be excused from the meeting for the duration of the committee's consideration of the relevant agenda item(s). Details of any declared conflict of interest will be appropriately recorded in the minutes.

Personal Interests Returns

Members must comply with the same requirements as a 'specified person' as outlined in section 132 of the Act, and are therefore required to complete initial and biannual personal interests returns in accordance with sections 132-136 of the Act. [A summary of the Committee's personal interests will be published on the Council's website in accordance with section 10 of the Local Government \(Governance and Integrity\) Regulations 2020.](#)

Confidentiality

Committee members shall act in accordance with section 125 of the Act regarding confidential information. Committee members shall not directly or indirectly release or make available to any person any information relating to the work or discussions of the Audit & Risk Committee, including documentation that is or was in their possession. Any exception to this must be in accordance with section 125(2) or section 125(3) of the Act, or must be agreed to by and in accordance with any terms stipulated by Surf Coast Shire Council.

Misuse of Position

Section 123 of the Act applies to independent members as if they were a member of a delegated Committee. The independent member must not intentionally misuse their position -

- to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or
- to cause, or attempt to cause, detriment to the Council or another person.

Remuneration

External members of the Committee will be offered remuneration for carrying out their duties. The amount is to be set by Council.

Removal of a Member

If the Council proposes to remove a member of the Committee it must give written notice of its intention to do so and afford the member an opportunity to be heard by Council.

6.3 Audit and Risk Committee Charter Review



APPENDIX 1 – Local Government Act 2020 Principles

<p>Section 9 Overarching Governance Principles</p>	<ul style="list-style-type: none"> a) Council decisions are to be made and actions taken in accordance with the relevant law; b) priority is to be given to achieving the best outcomes for the municipal community, including future generations; c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted; d) the municipal community is to be engaged in strategic planning and strategic decision making; e) innovation and continuous improvement is to be pursued; f) collaboration with other Councils and Governments and statutory bodies is to be sought; g) the ongoing financial viability of the Council is to be ensured; h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making; i) the transparency of Council decisions, actions and information is to be ensured.
<p>Section 101 Financial Management Principles</p>	<ul style="list-style-type: none"> a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans; b) financial risks must be monitored and managed prudently having regard to economic circumstances; c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community; d) accounts and records that explain the financial operations and financial position of the Council must be kept. <p>For the purposes of the financial management principles, financial risk includes any risk relating to the following—</p> <ul style="list-style-type: none"> (a) the financial viability of the Council; (b) the management of current and future liabilities of the Council; (c) the beneficial enterprises of the Council.

6.4 Audit and Risk Committee Annual Assessment

Author's Title: Coordinator Governance

General Manager: John Bertoldi

Department: Governance & Risk

File No: F18/145-3

Division: Governance & Infrastructure

Trim No: IC21/1951

Appendix:

1. Audit and Risk Committee Annual Assessment Report (D21/198541)

Officer Conflict of Interest:

In accordance with Local Government Act 2020 –
Section 130:

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 the Audit and Risk Committee Annual Assessment to Council.

Summary

In accordance with section 54(4) of the *Local Government Act 2020* (the Act), the Audit and Risk Committee (the Committee) must undertake an annual assessment of its performance against the Audit and Risk Committee Charter (the Charter), and this report must then be tabled at the next available Council meeting.

To facilitate this process, a survey was sent to Committee members prior to the November Audit and Risk Committee Meeting, and four of the six Committee members completed the survey. Overall, the survey results are positive, with the majority of responses showing that the Committee 'agrees' or 'strongly agrees' with the comments. There is a small number of 'disagrees' and zero 'strongly disagrees'. A summary of the results is attached at Appendix 1, and additional commentary is provided below in the discussion section of this report.

Recommendation

That Council receives and notes the Audit and Risk Committee Annual Assessment Report as attached at Appendix 1.

Council Resolution

MOVED Cr Paul Barker, Seconded Cr Heather Wellington

That Council receives and notes the Audit and Risk Committee Annual Assessment Report as attached at Appendix 1.

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

6.4 Audit and Risk Committee Annual Assessment

Report

Officer Direct or Indirect Interest

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

Background

As prescribed under section 54(4) of the Act, the Committee must undertake an annual assessment of its performance against the Charter. As the Committee is newly established under the new Act, this report presents the first self-assessment undertaken by the Committee.

Discussion

The survey results are attached at Appendix 1. Commentary on these results are provided below:

A. Audit and Risk Committee Charter

Committee members indicated that they either 'agreed' or 'strongly agreed' with each of the questions relating to the Charter. In general, Committee members appear satisfied that the Charter appropriately outlines the role of the Committee and supports its performance. One comment was made which outlined additional areas to be added into the Committee's 2022 Work Plan.

B. Skills and Experience

Committee members either 'agreed' or 'strongly agreed' with the majority of the responses in this section. These responses generally indicate that Committee members offer diverse skills and knowledge which enables the Committee to function efficiently.

Lower responses, 'disagree' and 'neutral', were provided for the question relating to Committee access to advice and training to improve skills and knowledge. Comments provided for this section also related to advice and training, with members outlining that whilst they are not aware of these opportunities, the need for such may not have arisen and that members should be capable of developing these skills through their own reading and professional work.

C. Understanding the Business

Responses for this section ranged between 'neutral', 'agree' and 'strongly agree'. Committee members appear to hold differing opinions about their understanding of Council's risk management framework and profile, and also the frequency of risk-related briefings. There was also a notable difference in the responses relating to the Committee's understanding of legislative compliance requirements and briefing updates regarding changes to performance reporting requirements and to the business environment. Comments provided for this section relate to risk management and possible future briefings focusing on key changes and developments.

D. Meeting Administration and Conduct

Committee members responded to the majority of these questions with 'agree' or 'strongly agree', indicating that meeting papers and meeting structure is appropriate. One 'neutral' response regarded the maintenance and timely provision of Committee minutes to Council. The comment for this section suggests that Council support is efficient and proactive.

E. Communications with Council

Committee members responded to this section almost equally between 'neutral', 'agree' and 'strongly agree'. This indicates that reporting and communication from the Committee to the Council is perceived differently between members. The comment for this section outlines that the Committee member is only aware of communications through the presentation of Committee minutes.

F. Management Commitment and Support

Committee members provided high responses to comments regarding the Committee's positive attitude towards continuous improvement and in its dealings with management. Responses were also generally high regarding management meeting the Committee's expectations relating to the presentation of briefing papers addressing compliance and regulatory obligations and Council's external reporting requirements. Reporting on Council's risk management received lower results, varying between 'disagree', 'neutral' and 'agree'. The comment for this section suggested the need for a focus on risk reporting in the next 12 months.

6.4 Audit and Risk Committee Annual Assessment

G. Internal Audit

In general, Committee members either 'agreed' or 'strongly agreed' with the comments outlined in this section. This indicates that the Committee members were appropriately involved in internal audit processes, including reviewing the audit plan and monitoring management responses. One 'neutral' response was provided regarding the Committee's opportunity to review and update the internal audit plan.

H. External Audit

Similarly to the internal audit section, Committee members generally 'agreed' or 'strongly agreed' with the comments outlined in this section. Committee members indicated that the Committee was involved in reviewing the external audit plan, recommendations and management letters and responses. One 'neutral' response was provided regarding the Committee's opportunity to provide feedback on the performance of the external audit.

I. Other Comments

Two general comments were provided by Committee members; one outlined that the Committee is fortunate to be chaired by someone with extensive local government experience and one suggested that a review of fees and/or reimbursements may be appropriate to retain diverse skill levels within the Committee.

Council Plan

Theme 7 Accountable and Viable Council

Strategy 19 Improve Council's credibility as a trusted decision maker through meaningful engagement

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	No
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	No

Governance Principles - Local Government Act 2020 (LGA 2020)

The self-assessment process ensures that the Committee has the appropriate resources and skills to enable it to perform its role as described in the Act and the Charter. By enabling the Committee to fulfil its role, this will significantly assist Council in ensuring that decisions are made and actions taken in accordance with the

6.4 Audit and Risk Committee Annual Assessment

relevant law. The Committee also plays a role in the process of ensuring the ongoing financial viability of Council, and therefore a high-functioning Committee is integral in ensuring that this objective is met.

Policy/Relevant Law

The self-assessment has been undertaken, and the report subsequently presented to Council, in accordance with section 54(4) of the Act.

Public Transparency

By presenting this report to Council, the community is also made aware through the meeting agenda of the performance of the Committee. As the Committee forms an integral facet of Council's financial, compliance and risk management processes, it is important that the municipal community has access to this report to promote confidence in the functioning of the organisation.

Financial Management

The Committee plays a key role in overseeing Council's financial management through the review of relevant statements and other documents. The self-assessment process ensures that the Committee is appropriately equipped to perform this function.

Risk Assessment

The Committee plays a key role in overseeing Council's financial, compliance and risk management processes through the receipt and review of key reports including officer reports and internal and external audit reports. This is a key statutory function of the Committee, and serves to mitigate risks associated with non-compliance or poor management. The Charter is designed to enable the Committee to undertake these key functions, and the self-assessment against the Charter is essential to ensure that the Charter is fulfilling its purpose. The self-assessment process therefore mitigates significant risks which would arise as a result of a poorly constructed Charter, or poor performance against the Charter.

There are no identified Workplace Health and Safety implications associated with this report.

Communication

The Audit and Risk Committee Chair is responsible for providing this report to the CEO for tabling at the Council meeting. The Chair has been informed that the report has been received and will be tabled at the 14 December Council meeting in accordance with the Act. Audit and Risk Committee members will be notified following this meeting, and the report be available on Council's website as an attachment to the minutes.

Options

Option 1 – That Council receives and notes the Audit and Risk Committee Annual Self-Assessment Report as attached at Appendix 1.

This option is recommended by officers as it is consistent with section 54(4) of the Act.

Option 2 – That Council does not receive and note the Audit and Risk Committee Annual Self-Assessment Report as attached at Appendix 1.

This option is not recommended by officers as it is inconsistent with section 54(4) of the Act.

Conclusion

The Audit and Risk Committee Annual Self-Assessment Report has been prepared following the annual self-assessment of the Committee against the Charter as required under the Act, and the report is now presented to Council.

6.4 Audit and Risk Committee Annual Assessment

APPENDIX 1 AUDIT AND RISK COMMITTEE ANNUAL ASSESSMENT REPORT

**Summary of Audit & Risk Committee Self-Assessment Survey
Performance for 2020-21**

<i>Rating Scale</i>	<i>1 = Strongly Disagree</i>	<i>2 = Disagree</i>	<i>3 = Neutral</i>	<i>4 = Agree</i>	<i>5 = Strongly Agree</i>	<i>N/A = Not Applicable</i>
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ID	Questions	Committee ratings					
		1	2	3	4	5	N/A
A. Audit Committee Charter							
1	The Charter clearly articulates the Committee's roles and responsibilities and provides it with the necessary authority to discharge them				1	3	
2	The Charter facilitates and supports the effective operation of the Committee				1	3	
3	During the past year, the Committee has adequately addressed all of its responsibilities as detailed in the Charter				3	1	
4	The Charter ensures the Committee is sufficiently independent from the management of Council				1	3	
Totals		0	0	0	6	10	0
<i>Comments/suggestions for improvement</i>							
<ul style="list-style-type: none"> Additional areas to be included in the work plan (related to strategy and risk) are performance reporting on 'people and culture' and 'technology/cyber'. 							
B. Skills and Experience							
5	The Committee has the desired mix of skills to allow it to effectively discharge its responsibilities				2	2	
6	The Committee has been able to analyse and critically evaluate information presented to it by management				2	2	
7	There is a clear process that Committee members can follow to access advice and /or training to improve their skills and knowledge		2	1	1		
8	The Committee's collective skills are adequate in light of its responsibilities				3	1	
9	The Committee has responded appropriately where significant risks and/or control breakdowns have been brought to its attention				2	2	
10	The Committee has shown an openness to new ideas and different views in its deliberations				3	1	
11	The Committee has been sufficiently probing and challenging in its deliberations				2	2	
Totals		0	2	1	15	10	0
<i>Comments/suggestions for improvement</i>							
<ul style="list-style-type: none"> In respect of #7, the process is not clear but the matter has probably not arisen. Whilst I am not aware of a process for training to be provided to Committee members, I think independent Committee members should have the requisite skills and a self-responsibility to continue to develop these through their reading and other professional work. Not aware of process for accessing advice and/or training opportunities. 							

6.4 Audit and Risk Committee Annual Assessment

ID	Questions	Committee ratings					
		1	2	3	4	5	N/A
C. Understanding the Business							
12	The Committee has an adequate understanding of Council's:						
	- Risk management framework and risk profile			2	2		
	- Internal control framework to mitigate significant risks			1	3		
	- Financial and statutory reporting requirements				2	2	
	- Legislative compliance requirements			1	2	1	
13	The Committee receives appropriate briefings on:						
	- Current and emerging business risks			2	2		
	- Changes in financial reporting requirements				3	1	
	- Changes in performance reporting requirements			1	2	1	
	- Integrity Body reports				2	2	
	- Changes in the business/regulatory environment			2	2		
	Totals	0	0	9	20	7	0
<i>Comments/suggestions for improvement</i>							
<ul style="list-style-type: none"> In relation to risk management, further work is required by Council. Possibly include in the work plan a paper in the pre-30 June meeting on changes to reporting and Council implications and response. Consider out of session briefing to ARC members on key developments impacting understanding of business – e.g. Council Plan, Financial Plan, etc. As a newer member I haven't seen the Risk Register or Framework document yet. 							
D. Meeting Administration and Conduct							
14	The Committee has had an appropriate number of meetings to properly discharge its responsibilities				2	2	
15	Agendas are structured to allow sufficient time to discuss all critical issues				2	2	
16	The Committee receives agendas and supporting papers in sufficient time prior to meetings				1	3	
17	Agendas and supporting papers are of sufficient clarity and quality to enable the Committee to make informed decisions				1	3	
18	Committee meetings are well run and productive				2	2	
19	Committee minutes are appropriately maintained and provided to Council on a timely basis			1	1	2	
	Totals	0	0	1	9	14	0
<i>Comments/suggestions for improvement</i>							
<ul style="list-style-type: none"> Council support has been proactive and efficient. Where required Council staff have consulted and acted on a timely basis. 							
E. Communications with Council							
20	Committee communications to Council about its deliberations and decisions are appropriate.			2	1	1	
21	Committee reports to Council on its activities are appropriate			1	2	1	
	Totals	0	0	3	3	2	0
<i>Comments/suggestions for improvement</i>							
<ul style="list-style-type: none"> Not aware of communications with or reporting to Council other than through presentation of Minutes. 							

6.4 Audit and Risk Committee Annual Assessment

ID	Questions	Committee ratings					
		1	2	3	4	5	N/A
F. Management Commitment & Support							
22	Information and briefing papers presented by management meet the Committee's expectations in respect of:						
	- Council's risk profile and mitigating actions for key risks		1	2	1		
	- Maintenance of a strong internal control environment that is effective in mitigating key risks			3	1		
	- Management of Council's compliance and regulatory obligations			1	3		
	- Council's external reporting requirements				3	1	
23	The Committee has a positive attitude to continuous improvement in its dealings with management				2	2	
	Totals	0	1	6	10	3	0
<i>Comments/suggestions for improvement</i>							
<ul style="list-style-type: none"> Risk reporting should be a focus in the next 12 months. 							
G. Internal Audit							
24	The Committee reviewed and approved the internal audit plan				2	2	
25	The Committee considered the adequacy of internal audit resources				3	1	
26	The Committee reviewed and approved any significant changes to the internal audit plan			1		3	
27	The Committee considered the performance of the internal audit function				1	3	
28	The Committee reviewed all internal audit reports and monitored management responses to recommendations				1	3	
29	The Committee reviewed the Internal Audit Charter to ensure that appropriate structures, authority, access and reporting arrangements are in place for the internal audit function				1	2	1
	Totals	0	0	1	8	14	1
<i>Comments/suggestions for improvement</i>							
<ul style="list-style-type: none"> Nil 							
H. External Audit							
30	The Committee reviewed and approved the external audit plan				1	3	
31	The Committee reviewed external audit reports and management letters and monitored management responses to findings and recommendations made by external audit				1	3	
32	The Committee provided feedback on the performance of external audit			1	1	1	1
	Totals	0	0	1	3	7	1
<i>Comments/suggestions for improvement</i>							
<ul style="list-style-type: none"> Nil 							
I. Other Comments [Please phrase your comments as opportunities for improvement]							
<ul style="list-style-type: none"> We are fortunate to have an experienced Chair with extensive local government experience. In order to retain and attract experienced quality future committee members a review of fees and/or reimbursement of expenses paid to independent members may be appropriate. 							
Grand Totals for all Responses		0	3	22	74	67	2

6.5 Audit and Risk Committee - Extension of Independent Member Terms and Appointment of Chair

Author's Title: Manager Governance and Risk

General Manager: John Bertoldi

Department: Governance & Risk

File No: F18/145-3

Division: Governance & Infrastructure

Trim No: IC21/1915

Appendix:

Nil

Officer Conflict of Interest:

Status:

In accordance with Local Government Act 2020 –
Section 130:

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 approve the extension of term for two independent Audit and Risk Committee members and to appoint the Chair of the Audit and Risk Committee (Committee) for 2022.

Summary

John Gavens and Debra Russell's term on the Audit and Risk Committee as independent members expires on 26 January 2022 having completed two terms, four years and three years respectively, on the Committee.

Council resolved at the ordinary meeting dated the 11 December 2018 that Council approves the appointments of John Gavens and Debra Russell as independent members of the Audit and Risk Committee for a three-year period from 27 January 2019 to 26 January 2022, with the option to extend a further 12 months.

Both John Gavens and Debra Russell have agreed to take up the option to extend their term and continue on the Committee for another 12 months.

This will be the final year that both John and Debra will be able to sit on the Committee.

John Gavens is the current Chair of the Committee, and his term as Chair expires on 26 January 2022. John has agreed to continue his position of Chair until the expiry of his appointment on 26 January 2023.

Recommendation

That Council:

1. Approves the extension of appointment for both John Gavens and Debra Russell as independent members of the Audit and Risk Committee for a period of 12 months expiring 26 January 2023.
2. Approves the continuation of John Gavens as Chair of the Committee until the expiry of his appointment on 26 January 2023.

Council Resolution

MOVED Cr Heather Wellington, Seconded Cr Paul Barker

That Council:

1. Approves the extension of appointment for both John Gavens and Debra Russell as independent members of the Audit and Risk Committee for a period of 12 months expiring 26 January 2023.
2. Approves the continuation of John Gavens as Chair of the Committee until the expiry of his appointment on 26 January 2023.

CARRIED 8:0

6.5 Audit and Risk Committee - Extension of Independent Member Terms and Appointment of Chair

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Cr Allen	Nil	Nil
Cr Barker		
Cr Bodsworth		
Cr Gazzard		
Cr Pattison		
Cr Schonfelder		
Mayor Stapleton		
Cr Wellington		

CARRIED 8:0

6.5 Audit and Risk Committee - Extension of Independent Member Terms and Appointment of Chair

Report

Officer Direct or Indirect Interest

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

Background

John Gavens and Debra Russell's term on the Audit and Risk Committee expires on 26 January 2022 having completed two terms, four years and three years respectively.

Council resolved at the ordinary meeting dated the 11 December 2018 that Council:

1. Approves the appointments of John Gavens and Debra Russell as independent members of the Audit and Risk Committee for a three-year period from 27 January 2019 to 26 January 2022, with the option to extend a further 12 months.

Both John Gavens and Debra Russell have agreed to take up the option to extend their term and continue on the Committee for another 12 months.

This will be the 8th and final year that both John and Debra will be able to sit on the Committee.

John Gavens is the current Chair of the Committee, his term as Chair expires on 26 January 2022. John has agreed to continue his position of Chair until the expiry of his appointment on 26 January 2023.

Discussion

John Gavens role as the Chair of the Committee will expire on 26 January 2022. In accordance with Council's Governance Rules, the Chair must be appointed by Council resolution.

It is a requirement of section 53(4) of the *Local Government Act 2020* that the Chair of an Audit and Risk Committee must not be a Councillor of Council. John Gavens is the current Chair of the Committee and has agreed to continue in this role for another 12 months.

Council Plan

Theme 7 Accountable and Viable Council
Strategy 18 Establish a sustainable financial position

Theme 7 Accountable and Viable Council
Strategy 19 Improve Council's credibility as a trusted decision maker through meaningful engagement

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	No
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	No

6.5 Audit and Risk Committee - Extension of Independent Member Terms and Appointment of Chair

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

Governance Principles - Local Government Act 2020 (LGA 2020)

The Audit and Risk Committee contributes to the good governance of Council. The Committee provides support to Council through a structured and systematic oversight of Council's governance, risk management, internal control practices and financial reporting. This provides Council with confidence in the integrity of these practices.

Policy/Relevant Law

The appointment of independent members and the Chair of the Audit and Risk Committee is consistent with the requirements of section 53 of the Local Government Act 2020.

Risk Assessment

There are no identified Workplace Health and Safety implications associated with this report.

Options

Option 1 – Approve the recommendations as drafted in this report.

This option is recommended by officers as it ensures that the independent members extension of 12 months is in place before the expiration of their appointment.

Option 2 – Do not approve the recommended extension and Chair of the Committee

This option is not recommended by officers as the Committee would not be able to continue its advisory function.

The Conclusion

By extending the appointment of the two independent members and appointing the Chair as outlined in this report, Council is preparing for the Committee to be able to provide important support to Council as per the *Local Government Act 2020* and the Committee's Charter.

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review

Author's Title: Manager Governance and Risk

General Manager: John Bertoldi

Department: Governance & Risk

File No: F17/78

Division: Governance & Infrastructure

Trim No: IC21/1958

Appendix:

1. SCS-038 Councillor Workplace Health and Safety Policy - Clean copy for adoption (D21/228942)
2. SCS-038 Councillor Workplace Health and Safety Policy with Tracked Changes (D21/226296)

Officer Conflict of Interest:

In accordance with Local Government Act 2020 –
Section 130:

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 the updated SCS-038 Councillor Workplace Health and Safety Policy to Council for adoption.

Summary

The Councillor Workplace Health and Safety Policy has been reviewed to ensure that any changes to legislation, specifically the *Occupational Health and Safety Act 2004* and the *Local Government Act 2020*, have been incorporated into the Policy.

On review, the majority of this Policy is still relevant with minimal change required.

Changes to the Policy include:

- Replace all references to *Local Government Act 1989* to the new *Local Government Act 2020*.
- Add a clause pertaining to workplace manslaughter.

Recommendation

That Council adopts SCS-038 Councillor Workplace Health and Safety policy as attached in Appendix 1.

Council Resolution

MOVED Cr Paul Barker, Seconded Cr Heather Wellington

That Council adopts SCS-038 Councillor Workplace Health and Safety policy as attached in Appendix 1, save that the fourth paragraph under the 'Scope' heading on the first page of the policy be removed.

LOST 2:6

For

Cr Barker
Cr Bodsworth

Against

Cr Allen
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Abstained

Nil

LOST 2:6

Motion

MOVED Cr Adrian Schonfelder, Seconded Cr Kate Gazzard

That the motion be put.

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review

Council Resolution

MOVED Cr Liz Pattison, Seconded Cr Adrian Schonfelder

That Council adopts SCS-038 Councillor Workplace Health and Safety policy as attached in Appendix 1.

CARRIED 6:2

For

Cr Allen
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton

Against

Cr Barker
Cr Wellington

Abstained

Nil

CARRIED 6:2

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review

Report

Officer Direct or Indirect Interest

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

Background

The Councillor Workplace Health and Safety Policy was reviewed in 2019. The review process was facilitated by Joanna Betteridge, an external consultant, who specialises in this area. The Policy is now due for review again to incorporate any further changes in legislation.

Discussion

The Policy has been reviewed to ensure that any changes to legislation, specifically the *Occupational Health and Safety Act 2004* and the *Local Government Act 2020*, have been incorporated into the Policy.

Minimal changes were required.

Changes to the Policy include:

- Replace all references to LGA 1989 to the new Act.
- Add a clause pertaining to workplace manslaughter.

Council Plan

Theme 7 Accountable and Viable Council

Strategy 19 Improve Council's credibility as a trusted decision maker through meaningful engagement

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	No
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	No
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	No
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	No
Communication	Yes
Human Rights Charter	No

Governance Principles - Local Government Act 2020 (LGA 2020)

Section 9 (2)(a) of the LGA 2020 states that Council decisions are to be made and actions taken in accordance with the relevant law. This Policy has been drafted in accordance with the *Occupational Health and Safety Act 2004* and has been updated with all relevant legislative changes.

Policy/Relevant Law

Occupational Health and Safety Act 2004 and the *Local Government Act 2020* were taken into consideration when reviewing the Policy.

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review

Communication

The new Policy will be made available to all councillors through the Councillor Portal.

Options

Option 1 – Adopt the Councillor Workplace Health and Safety Policy as attached at Appendix 1.

This option is recommended by officers as it complies with relevant legislation.

Option 2 – Do not adopt the Workplace Health and Safety Policy as attached at Appendix 1.

This option is not recommended by officers as the policy needs to be updated to address legislative changes.

Conclusion

The policy has been reviewed by the Executive Management Team and an external consultant and is now ready for adoption.

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review

APPENDIX 1 SCS-038 COUNCILLOR WORKPLACE HEALTH AND SAFETY POLICY - CLEAN COPY FOR ADOPTION



We exist to help our community and environment to thrive

COUNCIL POLICY

SCS-038 Councillor Workplace Health & Safety Policy

TRIM Reference: D19/180761 Due for Review: November 2024
Responsible Officer: Manager Governance and Risk

Purpose

Surf Coast Shire Council exists to represent the community, and its work includes providing a range of community, corporate, infrastructure, planning and environmental services to the Surf Coast Shire in a safe, efficient, cost effective and environmentally responsible manner.

Councillors care about the community and acknowledge their responsibility to provide leadership on workplace safety and relevant social justice issues.

Surf Coast Shire Council, as required by the *Occupational Health & Safety Act 2004 (OHS Act)*, must provide and maintain, so far as is reasonably practicable:

- a working environment;
- work systems, processes and training; and
- Council managed buildings and community facilities;

that are safe and without risks to the health of employees, contractors, volunteers, visitors and members of the public.

Councillors recognise their responsibilities, acting collectively as Council, making decisions in the Chamber, and individually, as Officers under section 144, taking reasonable care to ensure that Council complies with its obligations under the OHS Act, but constrained in relation to what the Councillor knows about a relevant matter, their ability to make or participate in the making of decisions that affect Council in relation to any relevant matter and any other relevant consideration.

Councillors also recognise that their ability to make or participate in the making of decisions is guided by the provisions of the *Local Government Act 2020 (LG Act)* and in particular section 28(3) which states that the role of a Councillor does not include the performance of any functions that are specified as functions of the CEO including the day to day management of the Council's operations.

Note the definition of Officer set out in the Appendix.

Scope

This policy applies to all Councillors of the Surf Coast Shire Council.

It provides guidance to Councillors concerning meeting their legal obligations, corporately and individually, concerning the general duties, requirements and other obligations under the OHS Act, and any other associated legislation. The policy has been enacted for the protection of employees, contractors, visitors and members of the public during the course of work at Surf Coast Shire Council and arising out of the conduct of the undertaking of Council.

This policy does not impose any obligations or functions on Councillors which are inconsistent with their obligations or functions under the LG Act.

Insofar as the CEO may, from time to time, provide Councillors with any operational information for the purposes of addressing any health and safety issue, Councillors recognise that matters related to the day to day management of Council's operations are matters solely the responsibility of the CEO pursuant to section 46(1)(b) of the LG Act.

This policy is in addition to the responsibilities of Councillors under the Councillor Code of Conduct.

See the Appendix for relevant definitions.

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review



We exist to help our community and environment to thrive

COUNCIL POLICY

Policy

Recognising the obligations placed on Council and individual Councillors by relevant legislation and acknowledging the expectations of the community at Surf Coast Shire, the Council and Councillors are committed to:

- ensuring, so far as is reasonably practicable, the health and safety of all employees, Councillors, contractors, visitors, and members of the public;
- compliance with all relevant workplace health and safety legislation.

Council and individual Councillors will demonstrate a commitment to health and safety, in compliance with the OHS Act and in carrying out their governance responsibilities, by ensuring that Council's Management establishes and maintains objectives that are measurable and consistent with Council's values, goals and expectations which include:

- Eliminating, or if that is not possible, reducing, so far as reasonably practicable, risks to health and safety and wellbeing;
- Providing work environments that do not compromise the health, safety or wellbeing of Council employees, contractors and volunteers;
- Monitoring and reporting on relevant OHS issues;
- Providing relevant OHS information to Council or delegated committee to enable Council to make informed decisions;
- Consulting with employees, and other people likely to be affected by decisions, about safety;
- Ensuring that workplace health and safety is managed in a proactive manner; and
- Continually improving the effectiveness of all safety management systems.

1. What are Councillors Responsible For?

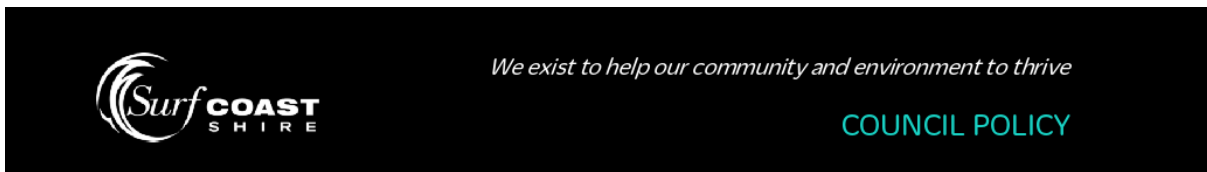
As well as being responsible for the functions and standard of conduct set out in the LG Act, Councillors have responsibilities under the OHS Act, while participating in the decision-making of the Council.

Councillors are subject to the obligations imposed on Officers in the OHS Act and acknowledge that they each have an individual responsibility to take reasonable care to ensure that Council carries out its health and safety obligations, within the restrictions set out in section 144 of the OHS Act including their ability to make or participate in making decisions about relevant matters concerning health and safety.

Councillors will best achieve their OHS Act objectives by:

- Ensuring that decisions made by the Council have taken into account issues concerning health and safety where relevant;
- Ensuring that Council has the resources to implement and manage an appropriate safety management systems;
- Requiring the CEO and Senior Management team to provide appropriate information regarding any relevant health and safety systems and processes;
- Asking questions of the CEO and Senior Management team to ensure that Council understands and accepts, as reasonably practicable, the systems and processes that Council has in place to manage issues of health and safety as required by the OHS Act and related legislation;
- When performing duties on behalf of Council or attending Council workplaces, ensuring that they are complying with this policy and any directions by Council concerning health and safety;
- Interacting with all Council employees, contractors, volunteers, members of the public and fellow Councillors in a manner that does not compromise any person's physical and/or psychological health and safety;
- Being aware of and reporting any incidents, near misses or perceived hazards, including any incidents, near misses or hazards arising from the behaviour of any person, to the Mayor, or the Deputy Mayor;
- The Mayor and Deputy Mayor taking all reasonable actions to ensure the health and safety of Councillors in relation to any safety issues arising internally within Council;
- The Mayor and Deputy Mayor reporting to the CEO all hazards identified by Councillors relating to Council property, staff, contractors or the community;

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review



- Attending any safety related training or making themselves familiar with any briefing provided to Councillors in relation to workplace health and safety;
- Participating actively, if requested by the CEO, in any matter concerning the resolution of a safety issue regarding Councillor and staff health and safety;
- Undertaking all duties, at all times, in a manner that does not put themselves or any other person at risk to their health or safety.

2. Failure to Comply

Any acts or omissions by Council which are in breach of Council's obligations under the OHS Act and related legislation may result in:

- Accident and injury to persons and damage to Council property
- Investigation and criminal prosecution of Council or Staff under the OHS Act by WorkSafe Victoria
- Damage to the reputation of Council and Councillors in the community
- Intervention by the Minister

Any failure by an individual Councillor to take reasonable care to ensure that Council carries out its safety obligations, within the restrictions set out in this Policy, may result in:

- investigation and individual criminal prosecution by WorkSafe Victoria

In extremely serious cases, prosecution and imprisonment for workplace manslaughter.

This offence came into effect 1 July 2020 and applies to the negligent conduct by an employer or other duty holders or an officer of an organisation, which breaches certain duties under the Occupational Health and Safety Act 2004 and causes the death of another person who was owed the duty.

3. Procedure

This Policy will be achieved by Council and Councillors:

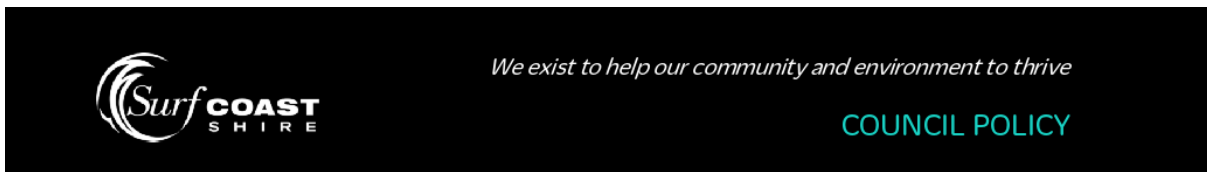
- Where relevant, having a section in any briefing paper provided by Management, for the purposes of Councillor Briefings, that identifies safety issues and provides details of any risk management;
- Considering workplace health and safety policy considerations and risk in all decisions before Council;
- Delegating authority to the Audit and Risk Committee to consider workplace health and safety issues at every committee meeting and to report any significant risks to Council;
- Receiving quarterly briefings from the CEO regarding strategic or significant OHS issues ;
- Reviewing annually a briefing on Council's OHS risk register and ensuring they are aware of the risks identified as the most serious for Council and what systems and processes Council has in place to eliminate or reduce those risks;
- Considering the safety of Councillors and members of the public at any Council meeting or Civic engagement where it might be reasonably anticipated that additional security is warranted;

Taking all reasonable care for their own safety while carrying out any Council or Civic duty, including ensuring that they are not impaired by drugs or alcohol at any Council meeting or event or while driving to and from any such meeting or event.

Local Government Act 2020 Principles

Principles	Applicable to this policy	If yes, provide details
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes	<i>This Policy has been updated in accordance with the relevant law.</i>
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020)	No	

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review

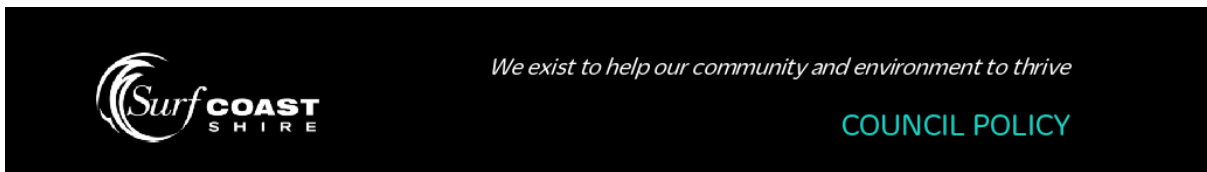


Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	No	
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No	
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	No	
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	No	

Definitions

The Principles of Health and Safety Protection (section 4)	<ol style="list-style-type: none"> 1) The importance of health and safety requires that employees, other persons at work and members of the public be given the highest level of protection against risks to their health and safety that is reasonably practicable in the circumstances. 2) Persons who control or manage matters that give rise or may give rise to risks to health or safety are responsible for eliminating or reducing those risks so far as is reasonably practicable. 3) Employers and self-employed persons should be proactive, and take all reasonably practicable measures, to ensure health and safety at workplaces and in the conduct of undertakings. 4) Employers and employees should exchange information and ideas about risks to health and safety and measures that can be taken to eliminate or reduce those risks.
Contractor owed a duty under section 21 of the OHS Act	an independent contractor engaged by the employer, and any employees of the independent contractor, in relation to matters over which the employer has control or would have control if not for any agreement purporting to limit or remove that control.
Health	includes psychological health
Employer	means a person who employs one or more other persons under contracts of employment or contracts of training;
Person	includes a body corporate, unincorporated body or association and a partnership;
Officer	<p>officer of a body corporate, unincorporated body or association or partnership has the meaning (other than in Part 8) given by section 9 of the Corporations Act;</p> <p>The Corporations Act definition of Officer is as follows:</p> <p>officer of a corporation means:</p> <ol style="list-style-type: none"> (a) a director or secretary of the corporation; or (b) a person: <ol style="list-style-type: none"> (i) who makes, or participates in making, decisions that affect the whole, or a substantial part, of the business of the corporation; or (ii) who has the capacity to affect significantly the corporation's financial standing; or

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review



	<p>(iii) in accordance with whose instructions or wishes the directors of the corporation are accustomed to act (excluding advice given by the person in the proper performance of functions attaching to the person's professional capacity or their business relationship with the directors or the corporation); or</p> <p>(c) a receiver, or receiver and manager, of the property of the corporation; or</p> <p>(d) an administrator of the corporation; or</p> <p>(e) an administrator of a deed of company arrangement executed by the corporation; or</p> <p>(f) a liquidator of the corporation; or</p> <p>(g) a trustee or other person administering a compromise or arrangement made between the corporation and someone else.</p>
So far as is reasonably practicable	<p>regard must be had to the following matters in determining what is (or was at a particular time) reasonably practicable in relation to ensuring health and safety—</p> <p>(a) the likelihood of the hazard or risk concerned eventuating;</p> <p>(b) the degree of harm that would result if the hazard or risk eventuated;</p> <p>(c) what the person concerned knows, or ought reasonably to know, about the hazard or risk and any ways of eliminating or reducing the hazard or risk;</p> <p>(d) the availability and suitability of ways to eliminate or reduce the hazard or risk;</p> <p>(e) the cost of eliminating or reducing the hazard or risk.</p>
Volunteer	means a person who is acting on a voluntary basis (irrespective of whether the person receives out-of-pocket expenses);
Workplace	means a place, whether or not in a building or structure, where employees or self-employed persons work.

Related Procedure

Nil.

References

Related Legislation:

Victorian Occupational Health and Safety Act 2004
Workplace Safety Legislation Amendment (Workplace Manslaughter and Other Matters) Bill 2019
 Victorian Occupational Health and Safety Regulations 2017
Victorian Workplace Injury Rehabilitation and Compensation Act 2013
 OHSAS 18001:2007 Occupational Health and Safety Management System
Victorian Local Government Act 2020
Victorian Privacy and Data Protection Act 2014

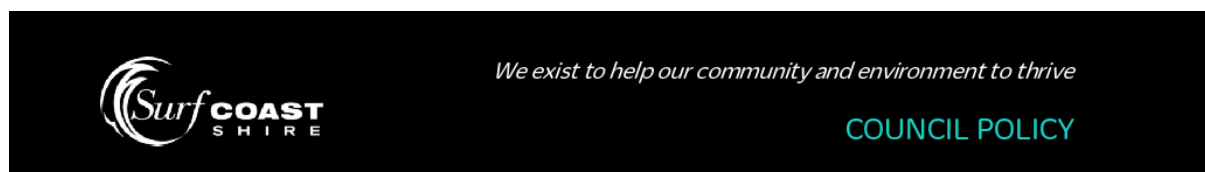
Related Policies and Documents:

As well as directly related statutory obligations Council has responsibilities under other documents which have OHS implications such as:

- Councillor Equal Opportunity and Workplace Behaviours Policy
- Council policy, IS-010 Records Management Policy
- Other Council policies and procedures
- Contractual conditions that may change from time to time
- Current and relevant staff enterprise agreements
- Agreements with health authorities
- Voluntary principles, best practices, codes of conduct, charters and guidelines

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6.6 SCS-038 Councillor Workplace Health and Safety Policy Review



Document History

Version	Document History	Approved by – Date
1	Amended	Council Resolution – 10 December 2019

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review

APPENDIX 2 SCS-038 COUNCILLOR WORKPLACE HEALTH AND SAFETY POLICY WITH TRACKED CHANGES



We exist to help our community and environment to thrive

COUNCIL POLICY

SCS-038 Councillor Workplace Health & Safety Policy

TRIM Reference: D19/180761 Due for Review: November 2024⁴
Responsible Officer: Manager Governance and Risk

Purpose

Surf Coast Shire Council exists to represent the community, and its work includes providing a range of community, corporate, infrastructure, planning and environmental services to the Surf Coast Shire in a safe, efficient, cost effective and environmentally responsible manner.

Councillors care about the community and acknowledge their responsibility to provide leadership on workplace safety and relevant social justice issues.

Surf Coast Shire Council, as required by the *Occupational Health & Safety Act 2004 (OHS Act)*, must provide and maintain, so far as is reasonably practicable:

- a working environment;
- work systems, processes and training; and
- Council managed buildings and community facilities;

that are safe and without risks to the health of employees, contractors, volunteers, visitors and members of the public.

Councillors recognise their responsibilities, acting collectively as Council, making decisions in the Chamber, and individually, as Officers under section 144, taking reasonable care to ensure that Council complies with its obligations under the OHS Act, but constrained in relation to what the Councillor knows about a relevant matter, their ability to make or participate in the making of decisions that affect Council in relation to any relevant matter and any other relevant consideration.

Councillors also recognise that their ability to make or participate in the making of decisions is guided by the provisions of the *Local Government Act 2020-1989 (LG Act)* and in particular sections 2865(3) and 94A(1)(e) which states that the role of a Councillor does not include the performance of any functions that are specified as functions of the CEO including the day to day management of the Council's operations.

Note the definition of Officer set out in the Appendix.

Scope

This policy applies to all Councillors of the Surf Coast Shire Council.

It provides guidance to Councillors concerning meeting their legal obligations, corporately and individually, concerning the general duties, requirements and other obligations under the OHS Act, and any other associated legislation. The policy has been enacted for the protection of employees, contractors, visitors and members of the public during the course of work at Surf Coast Shire Council and arising out of the conduct of the undertaking of Council.

This policy does not impose any obligations or functions on Councillors which are inconsistent with their obligations or functions under the LG Act.

Insofar as the CEO may, from time to time, provide Councillors with any operational information for the purposes of addressing any health and safety issue, Councillors recognise that matters related to the day to day management of Council's operations are matters solely the responsibility of the CEO pursuant to section 46(1)(b)94A of the LG Act.

This policy is in addition to the responsibilities of Councillors under the Councillor Code of Conduct.

See the Appendix for relevant definitions.

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review



We exist to help our community and environment to thrive

COUNCIL POLICY

Policy

Recognising the obligations placed on Council and individual Councillors by relevant legislation and acknowledging the expectations of the community at Surf Coast Shire, the Council and Councillors are committed to:

- ensuring, so far as is reasonably practicable, the health and safety of all employees, Councillors, contractors, visitors, and members of the public;
- compliance with all relevant workplace health and safety legislation.

Council and individual Councillors will demonstrate a commitment to health and safety, in compliance with the OHS Act and in carrying out their governance responsibilities, by ensuring that Council's Management establishes and maintains objectives that are measurable and consistent with Council's values, goals and expectations which include:

- Eliminating, or if that is not possible, reducing, so far as reasonably practicable, risks to health and safety and wellbeing;
- Providing work environments that do not compromise the health, safety or wellbeing of Council employees, contractors and volunteers;
- Monitoring and reporting on relevant OHS issues;
- Providing relevant OHS information to Council or delegated committee to enable Council to make informed decisions;
- Consulting with employees, and other people likely to be affected by decisions, about safety;
- Ensuring that workplace health and safety is managed in a proactive manner; and
- Continually improving the effectiveness of all safety management systems.

1. What are Councillors Responsible For?

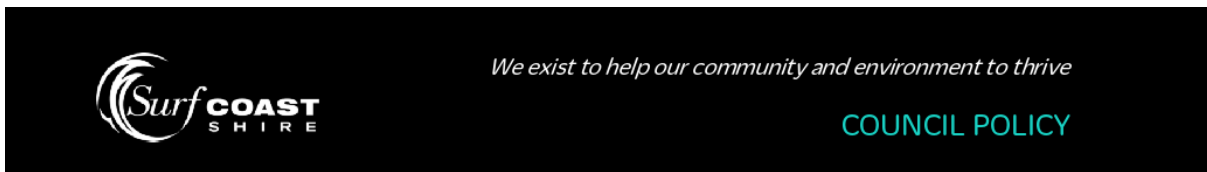
As well as being responsible for the functions and standard of conduct set out in the LG Act, Councillors have responsibilities under the OHS Act, while participating in the decision-making of the Council.

Councillors are subject to the obligations imposed on Officers in the OHS Act and acknowledge that they each have an individual responsibility to take reasonable care to ensure that Council carries out its health and safety obligations, within the restrictions set out in section 144 of the OHS Act including their ability to make or participate in making decisions about relevant matters concerning health and safety.

Councillors will best achieve their OHS Act objectives by:

- Ensuring that decisions made by the Council have taken into account issues concerning health and safety where relevant;
- Ensuring that Council has the resources to implement and manage an appropriate safety management systems;
- Requiring the CEO and Senior Management team to provide appropriate information regarding any relevant health and safety systems and processes;
- Asking questions of the CEO and Senior Management team to ensure that Council understands and accepts, as reasonably practicable, the systems and processes that Council has in place to manage issues of health and safety as required by the OHS Act and related legislation;
- When performing duties on behalf of Council or attending Council workplaces, ensuring that they are complying with this policy and any directions by Council concerning health and safety;
- Interacting with all Council employees, contractors, volunteers, members of the public and fellow Councillors in a manner that does not compromise any person's physical and/or psychological health and safety;
- Being aware of and reporting any incidents, near misses or perceived hazards, including any incidents, near misses or hazards arising from the behaviour of any person, to the Mayor, or the Deputy Mayor;
- The Mayor and Deputy Mayor taking all reasonable actions to ensure the health and safety of Councillors in relation to any safety issues arising internally within Council;
- The Mayor and Deputy Mayor reporting to the CEO all hazards identified by Councillors relating to Council property, staff, contractors or the community;

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review



- Attending any safety related training or making themselves familiar with any briefing provided to Councillors in relation to workplace health and safety;
- Participating actively, if requested by the CEO, in any matter concerning the resolution of a safety issue regarding Councillor and staff health and safety;
- Undertaking all duties, at all times, in a manner that does not put themselves or any other person at risk to their health or safety.

2. Failure to Comply

Any acts or omissions by Council which are in breach of Council's obligations under the OHS Act and related legislation may result in:

- Accident and injury to persons and damage to Council property
- Investigation and criminal prosecution of Council or Staff under the OHS Act by WorkSafe Victoria
- Damage to the reputation of Council and Councillors in the community
- Intervention by the Minister

Any failure by an individual Councillor to take reasonable care to ensure that Council carries out its safety obligations, within the restrictions set out in this Policy, may result in:

- investigation and individual criminal prosecution by WorkSafe Victoria

In extremely serious cases, prosecution and imprisonment for workplace manslaughter, ~~following the commencement of the Victorian workplace manslaughter provisions (1 July 2020 if not gazetted earlier):~~

This offence came into effect 1 July 2020 and applies to the negligent conduct by an employer or other duty holders or an officer of an organisation, which breaches certain duties under the Occupational Health and Safety Act 2004 and causes the death of another person who was owed the duty.

3. Procedure

This Policy will be achieved by Council and Councillors:

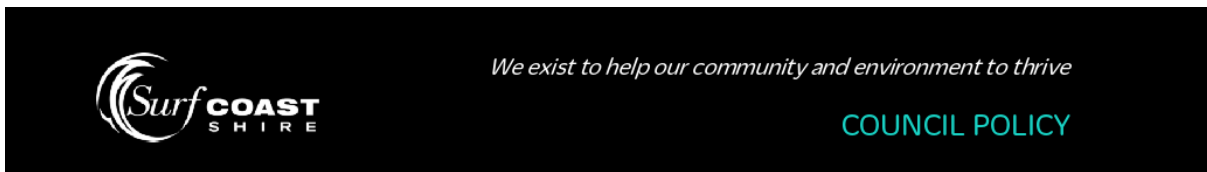
- Where relevant, having a section in any briefing paper provided by Management, for the purposes of Councillor Briefings, that identifies safety issues and provides details of any risk management;
- Considering workplace health and safety policy considerations and risk in all decisions before Council;
- Delegating authority to the Audit and Risk Committee to consider workplace health and safety issues at every committee meeting and to report any significant risks to Council;
- Receiving quarterly briefings from the CEO regarding strategic or significant OHS issues ;
- Reviewing annually a briefing on Council's OHS risk register and ensuring they are aware of the risks identified as the most serious for Council and what systems and processes Council has in place to eliminate or reduce those risks;
- Considering the safety of Councillors and members of the public at any Council meeting or Civic engagement where it might be reasonably anticipated that additional security is warranted;

Taking all reasonable care for their own safety while carrying out any Council or Civic duty, including ensuring that they are not impaired by drugs or alcohol at any Council meeting or event or while driving to and from any such meeting or event.

Local Government Act 2020 Principles

<u>Principles</u>	<u>Applicable to this policy</u>	<u>If yes, provide details</u>
<u>Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)</u>	<u>Yes/No</u>	<u>This Policy has been updated in accordance with the relevant law.</u>

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review

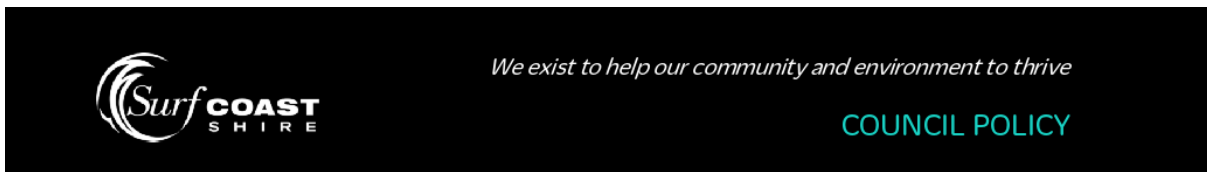


Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020)	<u>Yes/No</u>	
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	<u>Yes/No</u>	
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	<u>Yes/No</u>	
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	<u>Yes/No</u>	
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	<u>Yes/No</u>	

Definitions

The Principles of Health and Safety Protection (section 4)	<ol style="list-style-type: none"> 1) The importance of health and safety requires that employees, other persons at work and members of the public be given the highest level of protection against risks to their health and safety that is reasonably practicable in the circumstances. 2) Persons who control or manage matters that give rise or may give rise to risks to health or safety are responsible for eliminating or reducing those risks so far as is reasonably practicable. 3) Employers and self-employed persons should be proactive, and take all reasonably practicable measures, to ensure health and safety at workplaces and in the conduct of undertakings. 4) Employers and employees should exchange information and ideas about risks to health and safety and measures that can be taken to eliminate or reduce those risks.
Contractor owed a duty under section 21 of the OHS Act	an independent contractor engaged by the employer, and any employees of the independent contractor, in relation to matters over which the employer has control or would have control if not for any agreement purporting to limit or remove that control.
Health	includes psychological health
Employer	means a person who employs one or more other persons under contracts of employment or contracts of training;
Person	includes a body corporate, unincorporated body or association and a partnership;
Officer	<p>officer of a body corporate, unincorporated body or association or partnership has the meaning (other than in Part 8) given by section 9 of the Corporations Act;</p> <p>The Corporations Act definition of Officer is as follows:</p> <p>officer of a corporation means:</p> <ol style="list-style-type: none"> (a) a director or secretary of the corporation; or (b) a person:

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review



	<p>(i) who makes, or participates in making, decisions that affect the whole, or a substantial part, of the business of the corporation; or</p> <p>(ii) who has the capacity to affect significantly the corporation's financial standing; or</p> <p>(iii) in accordance with whose instructions or wishes the directors of the corporation are accustomed to act (excluding advice given by the person in the proper performance of functions attaching to the person's professional capacity or their business relationship with the directors or the corporation); or</p> <p>(c) a receiver, or receiver and manager, of the property of the corporation; or</p> <p>(d) an administrator of the corporation; or</p> <p>(e) an administrator of a deed of company arrangement executed by the corporation; or</p> <p>(f) a liquidator of the corporation; or</p> <p>(g) a trustee or other person administering a compromise or arrangement made between the corporation and someone else.</p>
So far as is reasonably practicable	<p>regard must be had to the following matters in determining what is (or was at a particular time) reasonably practicable in relation to ensuring health and safety—</p> <p>(a) the likelihood of the hazard or risk concerned eventuating;</p> <p>(b) the degree of harm that would result if the hazard or risk eventuated;</p> <p>(c) what the person concerned knows, or ought reasonably to know, about the hazard or risk and any ways of eliminating or reducing the hazard or risk;</p> <p>(d) the availability and suitability of ways to eliminate or reduce the hazard or risk;</p> <p>(e) the cost of eliminating or reducing the hazard or risk.</p>
Volunteer	means a person who is acting on a voluntary basis (irrespective of whether the person receives out-of-pocket expenses);
Workplace	means a place, whether or not in a building or structure, where employees or self-employed persons work.

Related Procedure

Nil.

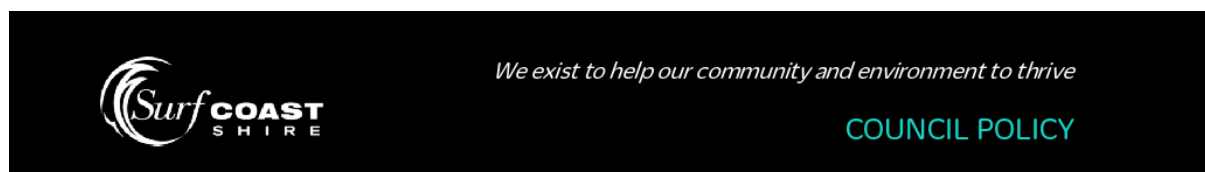
References

Related Legislation:

Victorian Occupational Health and Safety Act 2004
Workplace Safety Legislation Amendment (Workplace Manslaughter and Other Matters) Bill 2019
Victorian Occupational Health and Safety Regulations 2017
Victorian Workplace Injury Rehabilitation and Compensation Act 2013
 OHSAS 18001:2007 Occupational Health and Safety Management System
Victorian Local Government Act ~~1989~~2020
Victorian Privacy and Data Protection Act 2014

Related Policies and Documents:

6.6 SCS-038 Councillor Workplace Health and Safety Policy Review



As well as directly related statutory obligations Council has responsibilities under other documents which have OHS implications such as:

- Councillor Equal Opportunity and Workplace Behaviours Policy
- Council policy, IS-010 Records Management Policy
- Other Council policies and procedures
- Contractual conditions that may change from time to time
- Current and relevant staff enterprise agreements
- Agreements with health authorities
- Voluntary principles, best practices, codes of conduct, charters and guidelines

Document History

Version	Document History	Approved by – Date
1	Amended	Council Resolution – 10 December 2019

6.7 Project Budget Adjustments and Cash Reserve Transfers - December 2021

Author's Title: Coordinator Management Accounting **General Manager:** John Bertoldi
Department: Finance **File No:** F18/850-4
Division: Governance & Infrastructure **Trim No:** IC21/1952
Appendix:

Officer Conflict of Interest:

In accordance with Local Government Act 2020 – Section 130:

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 the project budget adjustments and cash reserve transfers for Council approval and the project budget adjustments and cash reserve transfers endorsed by the Executive Management Team for Council ratification.

Summary

The project budget adjustments presented in this December 2021 report relate to the 2021-22 financial year. All figures in this report are exclusive of GST.

Recommendation

That Council:

1. Approves the project budget adjustments and ratifies the project budget adjustments endorsed by the Executive Management Team outlined in Tables 1 to 7 of this report.
2. Approves the net changes to cash reserves resulting from the project budget adjustments listed in this report:

Funding Sources	Transfers From / (To) Reserve
Nil	-
Grand Total	-

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Kate Gazzard

That Council:

1. Approves the project budget adjustments and ratifies the project budget adjustments endorsed by the Executive Management Team outlined in Tables 1 to 7 of this report.
2. Approves the net changes to cash reserves resulting from the project budget adjustments listed in this report:

Funding Sources	Transfers From / (To) Reserve
Nil	-
Grand Total	-

CARRIED 8:0

6.7 Project Budget Adjustments and Cash Reserve Transfers - December 2021

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Cr Allen	Nil	Nil
Cr Barker		
Cr Bodsworth		
Cr Gazzard		
Cr Pattison		
Cr Schonfelder		
Mayor Stapleton		
Cr Wellington		

CARRIED 8:0

6.7 Project Budget Adjustments and Cash Reserve Transfers - December 2021

Report

Officer Direct or Indirect Interest

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

Background

In providing a balance between smooth project delivery and ensuring Council involvement in decision making on material scope change or new projects to be created, the Executive Management Team are being presented on a fortnightly basis for its endorsement project budget adjustments of a straight forward nature such as allocating grant funding to a project and corrections. Transfers relating to material scope change or new projects not already approved by Council are presented to Council for approval. Transfers endorsed by the Executive Management Team are presented to Council for ratification. This process ensures that Councillors have the decision on major changes and are kept informed of all project budget changes; allowing for smooth project delivery. The report also provides transparency for the community.

Discussion

The following project adjustments, detailed in Table 1 and 2, are required where it has been identified that projects require adjustments to their approved budgets to allow achievement of project scope and objectives; or there is a request to adjust project scope. The project adjustments in Table 1 have been endorsed at an Executive Management Team meeting.

Table 1 – For Council Ratification - Projects Requiring Adjustment

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Nil			

Table 2 – For Council Approval - Projects Requiring Adjustment

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Torquay Town Centre Pedestrian Improvements	Project Account	Create a stand-a-lone project for the Torquay Town Centre Pedestrian Improvements project which has two \$50k allocations budgeted for under the Annual Pathways Construction and Road Safety Program (i.e. no increase in cost to Council). The total project budget is \$200k with a \$100k TAC grant agreement executed in 2020-21.	100,000
Sealing of Allenvale Road	Contribution Funded	Correction of community member \$50k contribution to be inclusive of GST.	(4,545)

The following budget transfers, detailed in Tables 3 and 4, are newly initiated projects, Table 3 projects have been endorsed at an Executive Management Team meeting.

Table 3 – For Council Ratification – New Projects

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Kindergarten Ventilation Support	Grant Funded	Victorian Government funding for making kindergartens safer and reducing the risk of COVID-19 by improving ventilation and air quality.	27,000
Cape Otway Road East - Considines Road to Hendy Main Road	Grant Funded	Agreement executed with the Victorian Government Department of Transport for the Blackspot Program.	1,531,248

6.7 Project Budget Adjustments and Cash Reserve Transfers - December 2021

Table 4 – For Council Approval – New Projects

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Nil			

The following project closures, detailed in Table 5, have been endorsed at an Executive Management Team meeting.

Table 5 – For Council Ratification – Closed Projects

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Great Ocean Road Coast and Parks Authority Establishment	Project Savings Account	Scope completed on budget. Council provided technical and organisational knowledge into the undertaking of actions 4, 5 and 7 in the Great Ocean Road Action Plan as part of the Senior Working Group. Life of project cost \$6,056.	-

Projects in Table 6 have been endorsed under Council delegation by the Chief Executive Officer.

Table 6 – For Council Ratification – CEO Approved Transfers

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Safer Cycling Strategy	Project Account	Allocation from the Road Safety Discretionary Works Program of \$15k for additional scope to improve outcomes of the project. Additional scope includes requesting the consultant to undertake additional mapping and to participate in stakeholder engagement (\$10k) and project management not budgeted for in the initial scoping (\$5k).	15,000

6.7 Project Budget Adjustments and Cash Reserve Transfers - December 2021

Table 7 – Accumulated Unallocated Cash Reserve Movement

Accumulated Unallocated Cash Reserve	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000
Opening Balance	3,493	3,049	2,316	718
Budgeted Annual Surplus/(Deficit)	50	(1,018)	(1,598)	(3,312)
Transfer for Adopted Projects Funded	(465)	285	-	-
Net Allocations During Year	(30)	-	-	-
New Allocations Proposed	-	-	-	-
Closing Balance *	3,049	2,316	718	(2,594)

Accumulated Unallocated Cash Reserve	2021-22
	\$'000
Net Allocations During Year	
Winchelsea Leisure Time Centre Rectification Works	(30)
Net Allocations (From)/To	(30)
New Allocations Proposed	
Nil	-
Total New Net Allocations (From)/To	-

*Note: Includes budgeted annual surplus/(deficit) as per Adopted Budget 2021-22.

Council Plan

Theme 7 Accountable and Viable Council
Strategy 18 Establish a sustainable financial position

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	No
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	No
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes
Risk Assessment	No
Communication	No
Human Rights Charter	No

6.7 Project Budget Adjustments and Cash Reserve Transfers - December 2021

Governance Principles - Local Government Act 2020 (LGA 2020)

This report contributes to financial viability by ensuring Council approves and is well informed about the allocation and movement of project funds to achieve the best outcomes for the municipal community.

Public Transparency

This report contributes to public transparency by ensuring that the allocation and movement of project funds is made available to the community.

Financial Management

This report contributes to financial management principles by recording the allocation and movement of project funds that may impact on the budget, current and future.

Service Performance

This report contributes to service performance for project delivery by considering the allocation and movement of project funds for successful project outcomes.

Risk Assessment

There are no identified Workplace Health and Safety implications associated with this report.

Options

Option 1 – Not approve transfers as recommended

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

Option 2 – Adopt officer recommendation

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

Conclusion

It is recommended that Council approve the Project Budget Adjustments and Cash Reserve Transfers for December 2021.

7. REPORTS FOR NOTING

Nil

8. URGENT BUSINESS

Nil

9. PROCEDURAL BUSINESS

9.1 Conflict of Interest Records

Author's Title: Governance Officer

General Manager: John Bertoldi

Department: Governance and Risk

File No: F18/225-3

Division: Governance & Infrastructure

Trim No: IC21/1898

Appendix:

1. Conflict of Interest Record - Meetings conducted under the auspices of Council - Councillor Briefings - 16 November 2021 (D21/219468)
2. Conflict of Interest Record - Meetings conducted under auspices of Council - CEO Employment Matters Committee - 16 November 2021 (D21/229563)
3. Conflict of Interest Record - Meetings conducted under the auspices of Council - 3231 Community Action Network - 17 November 2021 (D21/227506)
4. Conflict of Interest Record - Meetings Conducted Under the Auspices of Council - Councillor Briefings - 23 November 2021 (D21/227505)
5. Conflict of Interest Record - Meetings Conducted Under the Auspices of Council - Responsible & Planning - 23 November 2021 (D21/227504)

Officer Conflict of Interest:

In accordance with Local Government Act 2020 – Section 130:

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 receive and note any conflict of interest records received since the previous Council meeting.

Summary

The *Local Government Act 2020* (the Act) outlines requirements for Councillors to declare and manage conflicts of interests. By disclosing conflicts of interests and following the prescribed procedures, Councillors engage in practices that promote the integrity and transparency of decision-making.

The attached conflict of interest records are prepared in accordance with the Act and Council's Governance Rules. The Act outlines that the procedure for disclosing conflicts must be included within the Governance Rules and Chapter 3 of these rules prescribes that a record of any meeting held under the auspices of Council must be kept and presented to the next possible Council meeting.

Meetings held under the auspices of Council may include (but are not limited to) Councillor briefings or forums, advisory committee meetings, public consultations and site meetings (including meetings the Council arranges jointly with other organisations).

These records replace the previous requirements for 'Assemblies of Councillors' under the *Local Government Act 1989*.

Recommendation

That Council receives and notes the conflict of interest records for the following meetings:

- Councillor Briefings – 16 November 2021
- CEO Employment Matters Committee - 16 November 2021
- 3221 Community Action Network – 17 November 2021
- Councillor Briefings – 23 November 2021
- Responsible and Planning Authority Briefings – 23 November 2021

9.1 Conflict of Interest Records

Council Resolution

MOVED Cr Gary Allen, Seconded Cr Paul Barker

That Council receives and notes the conflict of interest records for the following meetings:

- Councillor Briefings – 16 November 2021
- CEO Employment Matters Committee - 16 November 2021
- 3221 Community Action Network – 17 November 2021
- Councillor Briefings – 23 November 2021
- Responsible and Planning Authority Briefings – 23 November 2021

CARRIED 8:0

For

Cr Allen
Cr Barker
Cr Bodsworth
Cr Gazzard
Cr Pattison
Cr Schonfelder
Mayor Stapleton
Cr Wellington

Against

Nil

Abstained

Nil

CARRIED 8:0

9.1 Conflict of Interest Records

APPENDIX 1 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER THE AUSPICES OF COUNCIL - COUNCILLOR BRIEFINGS - 16 NOVEMBER 2021



Conflict of Interest Record Meetings conducted under the auspices of Council

Section 131 of the Local Government Act 2020 and Chapter 3 of Council's Governance Rules

Description of Meeting: Conflict of Interest Record - Meetings Conducted Under the Auspices of Council - Councillor Briefings – 16 November 2021
Responsible Officer: Chief Executive Officer
Date: 16 November 2021
In Attendance: Yes (✓) No (X)

Councillors		Officers	
Cr. Libby Stapleton, Mayor	✓	Chief Executive Officer - Robyn Seymour	✓
Cr. Gary Allen	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Paul Barker	✓	Acting General Manager Governance & Infrastructure - John Bertoldi	✓
Cr. Mike Bodsworth	✓	General Manager Culture & Community - Chris Pike	✓
Cr. Kate Gazzard	✓	Acting Manager Planning and Development - Karen Hose	✓
Cr. Rose Hodge	✓	Community Engagement Facilitator - Robyn Lucas	✓
Cr. Liz Pattison	✓	Coordinator Governance Projects - Wendy Hope	✓
Cr. Adrian Schonfelder	✓	Governance Officer - Julie Morales	✓
Cr. Heather Wellington	X	Manager Business Improvement - Brendan Walsh	✓
		Manager Environment and Community Safety - Rowan Mackenzie	✓
		Manager Social Infrastructure Planning - Shaan Briggs	✓
		Principal Strategic Planner - Barbara Noelker	✓
		Principal Strategic Planner - Michelle Warren	✓

MEETING COMMENCED	10:18am	MEETING CONCLUDED	2:15pm
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Matters considered at the meeting		
1. Community Amenity Local Law 2021 2. Planning Scheme Amendment C133Surf - Implementation of the Rural Hinterland Futures Strategy 3. Anglesea Futures		
Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil		
Responsible Officer Signature:		Print Name: Robyn Seymour
To be completed on conclusion of session and provided to Governance Officer.		

Governance Rules, Chapter 3, Clause 3

3.1. At a meeting under the auspices of Council that is not a meeting of the Council or delegated committee, the Chief Executive Officer must ensure that a written record is kept of—

- a) the names of all Councillors and members of Council staff attending;
- b) the matters considered;
- c) any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
- d) whether a Councillor who has disclosed a conflict of interest as required by subclause 3.3 leaves the meeting.

3.2. The Chief Executive Officer must ensure that the written record of a meeting held under this clause is, as soon as practicable—

- a) reported at a meeting of the Council; and
- b) incorporated in the minutes of that Council meeting.

Auspices of the Council

9.1 Conflict of Interest Records



Any meeting that is organised, sponsored or otherwise facilitated by the council should be treated as an 'auspiced' meeting. Council auspiced meetings may include, but are not limited to:

- regular council or briefings or forums,
- other briefing meetings,
- committees other than a delegated or community asset committee (such as advisory committees),
- public consultations, and
- site meetings (incl. include meetings the council arranges jointly with other organisations).

9.1 Conflict of Interest Records

**APPENDIX 2 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER
AUSPICES OF COUNCIL - CEO EMPLOYMENT MATTERS COMMITTEE - 16
NOVEMBER 2021**



Conflict of Interest Record Meetings conducted under the auspices of Council

Section 131 of the Local Government Act 2020 and Chapter 3 of Council's Governance Rules

Description of Meeting: CEO Employment Matters Committee meeting to review performance objectives
Responsible Officer: Leanne Perryman
Date: 16 November 2021
In Attendance: Yes (✓) No (X)

Councillors		Officers	
Cr. Gary Allen	✓	Manager People and Culture - Leanne Perryman	✓
Cr. Paul Barker	✓	Independent Chair - Anne Marie Leslie	✓
Cr. Mike Bodsworth	X		
Cr. Kate Gazzard	X		
Cr. Rose Hodge	✓		
Cr. Liz Pattison	X		
Cr. Adrian Schonfelder	✓		
Cr. Libby Stapleton	✓		
Cr. Heather Wellington	✓		

MEETING COMMENCED	10.00am	MEETING CONCLUDED	10.30am
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Matters considered at the meeting
1. CEO Employment & Recruitment policy

Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil		

Responsible Officer Signature:	Print Name: Leanne Perryman
<small>To be completed on conclusion of session and provided to Governance Officer.</small>	

Governance Rules, Chapter 3, Clause 3

3.1. At a meeting under the auspices of Council that is not a meeting of the Council or delegated committee, the Chief Executive Officer must ensure that a written record is kept of—

- a) the names of all Councillors and members of Council staff attending;
- b) the matters considered;
- c) any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
- d) whether a Councillor who has disclosed a conflict of interest as required by subclause 3.3 leaves the meeting.

3.2. The Chief Executive Officer must ensure that the written record of a meeting held under this clause is, as soon as practicable—

- a) reported at a meeting of the Council; and
- b) incorporated in the minutes of that Council meeting.

Auspices of the Council

Any meeting that is organised, sponsored or otherwise facilitated by the council should be treated as an 'auspiced' meeting. Council auspiced meetings may include, but are not limited to:

- regular councillor briefings or forums,
- other briefing meetings,
- committees other than a delegated or community asset committee (such as advisory committees),
- public consultations, and
- site meetings (incl. include meetings the council arranges jointly with other organisations).

9.1 Conflict of Interest Records

**APPENDIX 3 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER THE
AUSPICES OF COUNCIL - 3231 COMMUNITY ACTION NETWORK - 17
NOVEMBER 2021**



Conflict of Interest Record Meetings conducted under the auspices of Council

Section 131 of the Local Government Act 2020 and Chapter 3 of Council's Governance Rules

Description of Meeting: 3231 Community Action Network (monthly)
Responsible Officer: Rob McVernon/Sally Sneddon
Date: 17 November 2021
In Attendance: Yes (✓) No (X)

Councillors		Officers	
Cr. Gary Allen	x	Volunteer Advisor - Rob McVernon	✓
Cr. Paul Barker	x	Community Development Advisor - Sally Sneddon	✓
Cr. Mike Bodsworth	✓		
Cr. Kate Gazzard	x		
Cr. Rose Hodge	x		
Cr. Liz Pattison	x		
Cr. Adrian Schonfelder	x		
Cr. Libby Stapleton	✓		
Cr. Heather Wellington	x		

MEETING COMMENCED	11:00 AM	MEETING CONCLUDED	12:10 PM
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Matters considered at the meeting
<ol style="list-style-type: none"> 1. Cr Stapleton gave updates on COVID-19 local impacts (vaccination rate, traffic and litter on Cup Weekend), Domestic Animal Management Plan, mosquito controls, Hooded Plover mural on Aireys hall, CFA conversation re. emergency access on Coal Mine Rd, virtual fencing trial on Forest Road Anglesea. 2. Cr Bodsworth gave updates on Painkalac Creek Flood Mitigation Working Group, VCAT ruling released on Blazing Saddles bridge access, DELWP's Anglesea Futures Land Use Framework (encouraging members to look at the document and noting some personal opinion around road infrastructure/risks associated with the scale of development that may occur at the previous Alcoa mine site), and a query about community access to regular updates about human health issues related to mosquitos. 3. All community members gave updates on behalf of their community groups/interests as per meeting notes. 4. Rob reported on actions from last meeting and noted new actions

Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil		
Responsible Officer Signature:		Print Name: Sally Sneddon
To be completed on conclusion of session and provided to Governance Officer.		

Governance Rules, Chapter 3, Clause 3

- 3.1. At a meeting under the auspices of Council that is not a meeting of the Council or delegated committee, the Chief Executive Officer must ensure that a written record is kept of—
- a) the names of all Councillors and members of Council staff attending;
 - b) the matters considered;
 - c) any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
 - d) whether a Councillor who has disclosed a conflict of interest as required by subclause 3.3 leaves the meeting.
- 3.2. The Chief Executive Officer must ensure that the written record of a meeting held under this clause is, as soon as practicable—
- a) reported at a meeting of the Council; and
 - b) incorporated in the minutes of that Council meeting.

Auspices of the Council

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- public consultations, and
- site meetings (incl. include meetings the council arranges jointly with other organisations).

9.1 Conflict of Interest Records

**APPENDIX 4 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER THE
AUSPICES OF COUNCIL - COUNCILLOR BRIEFINGS - 23 NOVEMBER 2021**



Conflict of Interest Record Meetings conducted under the auspices of Council

Section 131 of the Local Government Act 2020 and Chapter 3 of Council's Governance Rules

Description of Meeting: Conflict of Interest Record - Meetings Conducted Under the Auspices of Council - Councillor Briefings – 23 November 2021
Responsible Officer: Chief Executive Officer
Date: 23 November 2021
In Attendance: Yes (✓) No (X)

Councillors		Officers	
Cr. Libby Stapleton, Mayor	✓	Chief Executive Officer - Robyn Seymour	✓
Cr. Gary Allen	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Paul Barker	✓	General Manager Culture & Community - Chris Pike	✓
Cr. Mike Bodsworth	✓	Acting General Manager Governance & Infrastructure - John Bertoldi	✓
Cr. Kate Gazzard	X	Acting Manager Planning & Development - Karen Hose	✓
Cr. Rose Hodge	✓	Acting Governance Statutory Compliance & Reporting Officer - Stacey Ylstra	✓
Cr. Liz Pattison	✓	Coordinator Governance - Liberty Nash	✓
Cr. Adrian Schonfelder	✓	Governance Officer - Julie Morales	✓
Cr. Heather Wellington	X	Manager Economic Development - Matt Taylor	✓
		Principal Strategic Planner - Michelle Warren	✓

MEETING COMMENCED	9:30am	MEETING ADJOURNED	10:39am
MEETING RESUMED	11:11am	MEETING CONCLUDED	11:52am

Matters considered at the meeting
1. Agenda Review
2. Major Event Opportunity
3. SCS-042 Private Planning Scheme Amendment Fee Policy Review
4. Monthly Finance Report - Oct 2021
5. Digital Transformation Program Update - Oct/Nov 2021
6. Water Quality Analysis of North Torquay Drainage Network - Oct 2021
7. Monthly Program Status Report Update - Oct 2021
8. Councillor Topics

Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil		
Responsible Officer Signature:		Print Name: Robyn Seymour
To be completed on conclusion of session and provided to Governance Officer.		

Governance Rules, Chapter 3, Clause 3

- 3.1. At a meeting under the auspices of Council that is not a meeting of the Council or delegated committee, the Chief Executive Officer must ensure that a written record is kept of—
- a) the names of all Councillors and members of Council staff attending;
 - b) the matters considered;
 - c) any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
 - d) whether a Councillor who has disclosed a conflict of interest as required by subclause 3.3 leaves the meeting.

- 3.2. The Chief Executive Officer must ensure that the written record of a meeting held under this clause is, as soon as practicable—

- a) reported at a meeting of the Council; and
- b) incorporated in the minutes of that Council meeting.

Auspices of the Council

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- other briefing meetings,
- committees other than a delegated or community asset committee (such as advisory committees),
- public consultations, and
- site meetings (incl. include meetings the council arranges jointly with other organisations).

9.1 Conflict of Interest Records

**APPENDIX 5 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER THE
AUSPICES OF COUNCIL - RESPONSIBLE & PLANNING - 23 NOVEMBER 2021**



Conflict of Interest Record Meetings conducted under the auspices of Council

Section 131 of the Local Government Act 2020 and Chapter 3 of Council's Governance Rules

Description of Meeting: Responsible & Planning Authority Briefings
Responsible Officer: Chief Executive Officer
Date: 23 November 2021
In Attendance: Yes (✓) No (X)

Councillors		Officers	
Cr. Gary Allen	✓	Chief Executive Officer - Robyn Seymour	✓
Cr. Paul Barker	✓	General Manager Culture & Community - Chris Pike	✓
Cr. Mike Bodsworth	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Kate Gazzard	X	Acting General Manager Governance & Infrastructure - John Bertoldi	✓
Cr. Rose Hodge	✓	Acting Manager Planning & Development - Karen Hose	✓
Cr. Liz Pattison	✓	Administration Officer, Planning and Development - Claire Cowan	✓
Cr. Adrian Schonfelder	✓	Governance Officer - Julie Morales	✓
Cr. Libby Stapleton	✓	Principal Strategic Planner - Michelle Warren	✓
Cr. Heather Wellington	X	Principal Strategic Planner - Barb Noelker	✓

MEETING COMMENCED	10:54am	MEETING CONCLUDED	11:11am
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Matters considered at the meeting
1. Planning Scheme Amendment C140 - Correctional Amendment
2. Planning Scheme Amendment C133Surf - Implementation of the Rural Hinterland Futures Strategy

Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil		
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 35%;"> Responsible Officer Signature: </div> <div style="width: 60%;"> Print Name: Robyn Seymour </div> </div>		
To be completed on conclusion of session and provided to Governance Officer.		

Governance Rules, Chapter 3, Clause 3

3.1. At a meeting under the auspices of Council that is not a meeting of the Council or delegated committee, the Chief Executive Officer must ensure that a written record is kept of—

- a) the names of all Councillors and members of Council staff attending;
- b) the matters considered;
- c) any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
- d) whether a Councillor who has disclosed a conflict of interest as required by subclause 3.3 leaves the meeting.

3.2. The Chief Executive Officer must ensure that the written record of a meeting held under this clause is, as soon as practicable—

- a) reported at a meeting of the Council; and
- b) incorporated in the minutes of that Council meeting.

Auspices of the Council

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- regular councillor briefings or forums,
- other briefing meetings,
- committees other than a delegated or community asset committee (such as advisory committees),
- public consultations, and
- site meetings (incl. meetings the council arranges jointly with other organisations).

10. NOTICE OF MOTIONS

Nil

11. CLOSED SECTION

Council Resolution

MOVED Cr Gary Allen, Seconded Cr Paul Barker

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 at 9:50pm 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 T22-010 - Asphalt Resurfacing Works 2021/22** - confidential in accordance with section 3(1)(xd.), pertaining to contractual matters.

CARRIED 8:0

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Cr Allen	Nil	Nil
Cr Barker		
Cr Bodsworth		
Cr Gazzard		
Cr Pattison		
Cr Schonfelder		
Mayor Stapleton		
Cr Wellington		

CARRIED 8:0

Close: There being no further items of business the meeting closed at 10:01pm

Council Resolution

MOVED Cr Adrian Schonfelder, Seconded Cr Heather Wellington

That Council:

1. Accepts the tender from Fulton Hogan Pty Ltd to deliver services under contract T22-010, Asphalt Resurfacing Works 2021/22, based on the tender evaluation having found that the tender meets the requirements of the contract and provides best value for money.
2. Awards contract T22-010, Asphalt Resurfacing Works 2021/22 to Fulton Hogan Pty Ltd, as a lump sum contract with a value of \$604,697.62 (exc. GST) for the six month contract term until 30 June 2022.
3. Authorises the Chief Executive Officer to execute the contract.
4. Authorises the Manager Engineering Services to act as Contract Supervisor for T22-010, Asphalt Resurfacing Works 2021/22.
5. Deems this resolution is not confidential.
6. Notes that unsuccessful tenderers will be advised of the outcome of the tender process.

CARRIED 7:1

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Cr Allen	Cr Barker	Nil
Cr Bodsworth		
Cr Gazzard		
Cr Pattison		
Cr Schonfelder		
Mayor Stapleton		
Cr Wellington		

CARRIED 7:1

*The above item was resolved in the closed section of the Council meeting, with the resolution deemed to not be confidential.