

# Agenda

Meeting of Council  
Tuesday, 26 October 2021

To be held via Video Conference  
(Zoom)

Commencing 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

AGENDA FOR THE MEETING OF SURF COAST SHIRE COUNCIL  
TO BE HELD VIA VIDEO CONFERENCE (ZOOM)  
ON TUESDAY 26 OCTOBER 2021 AT 6:00PM

**PRESENT:**

**OPENING:**

The Surf Coast Shire local government area spans the traditional lands of the Wadawurrung People and the Eastern Maar People. The main Council office in Torquay where this meeting is held is on Wadawurrung Country. As this meeting is also live-streamed we wish to acknowledge the Traditional Owners of the lands on which each person is viewing the meeting and pay respect to Elders past and present. Council also acknowledges other Aboriginal people that may be attending or watching the meeting today.

**PLEDGE:**

As Councillors we carry out our responsibilities with diligence and integrity and make fair decisions of lasting value for the wellbeing of our community and environment.

**APOLOGIES:**

**CONFIRMATION OF MINUTES:**

**Recommendation**

That Council notes the minutes of the Council meetings held on 28 September 2021 and 7 October 2021 as correct records of the meetings.

**LEAVE OF ABSENCE REQUESTS:**

**CONFLICTS OF INTEREST:**

**Note to Councillors and Officers**

***Declaration of Interest***

*In accordance with Section 130 of the Local Government Act 2020 (the Act), there is an obligation to declare a conflict of interest in certain situations including matters being considered by Council.*

*A conflict of interest can be a general conflict of interest under section 127 of the Act, or a material conflict of interest under section 128 of the Act.*

*A Councillor, a non-Councillor member of a delegated committee or member of Council staff has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner contrary to their public duty.*

*A Councillor, a non-Councillor member of a delegated committee or member of Council staff has a material conflict of interest in respect of a matter if they or another affected person (as defined in section 128(3)) would gain a benefit or suffer a loss depending on the outcome of the matter.*

*Please note that some general exemptions apply and are set out in section 129 of the Act.*

***Disclosure of Interest***

*A Councillor must make full disclosure of a conflict of interest by either advising Council at the meeting immediately before the matter is considered at the meeting, or advising the Chief Executive Officer in writing prior to the meeting. While the matter is being considered or any vote taken, the Councillor with the conflict of interest must leave the room and notify the Chairperson that they are doing so. This notification must include the nature of the conflict and whether the interest is a general or material conflict of interest.*

*A Council officer must disclose the conflict of interest when providing information and before the information is considered.*

*Councillors and Council staff will also be required to complete a conflict of interest declaration form.*



**PRESENTATIONS:**

**PUBLIC QUESTION TIME:**

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**BUSINESS:**

<b>1. PETITIONS &amp; JOINT LETTERS .....</b>	<b>5</b>
<b>2. RESPONSIBLE &amp; PLANNING AUTHORITIES .....</b>	<b>6</b>
2.1 <i>Torquay-Jan Juc Retail and Employment Land Strategy Adoption .....</i>	<i>6</i>
<b>3. OFFICE OF THE CEO .....</b>	<b>55</b>
3.1 <i>Contracts Awarded under Pre Authorisation .....</i>	<i>55</i>
<b>4. GOVERNANCE &amp; INFRASTRUCTURE .....</b>	<b>56</b>
4.1 <i>Project Budget Adjustments and Cash Reserve Transfers - October 2021 .....</i>	<i>56</i>
4.2 <i>SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review .....</i>	<i>60</i>
4.3 <i>Quarterly Financial Statements - September 2021 .....</i>	<i>103</i>
<b>5. ENVIRONMENT &amp; DEVELOPMENT .....</b>	<b>113</b>
5.1 <i>Draft Domestic Animal Management Plan 2022-2025 .....</i>	<i>113</i>
5.2 <i>Economic Development Strategy 2021-2031 .....</i>	<i>156</i>
5.3 <i>Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report.....</i>	<i>198</i>
5.4 <i>SCS-026 Circus Policy Review.....</i>	<i>207</i>
<b>6. CULTURE &amp; COMMUNITY .....</b>	<b>214</b>
6.1 <i>COVID Recovery Program Report October 2021.....</i>	<i>214</i>
6.2 <i>SCS-032 Complaint Handling Policy Review .....</i>	<i>243</i>
6.3 <i>G21 and AFL Barwon Towards 2030: Strategy.....</i>	<i>269</i>
6.4 <i>Winchelsea Leisure Time Centre - Rectification Works Update.....</i>	<i>380</i>
6.5 <i>Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership .....</i>	<i>388</i>
6.6 <i>Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan.....</i>	<i>401</i>
<b>7. REPORTS FOR NOTING .....</b>	<b>443</b>
<b>8. URGENT BUSINESS .....</b>	<b>444</b>
<b>9. PROCEDURAL BUSINESS .....</b>	<b>445</b>
9.1 <i>Conflict of Interest Records.....</i>	<i>445</i>
<b>10. NOTICE OF MOTIONS.....</b>	<b>461</b>
<b>11. CLOSED SECTION .....</b>	<b>462</b>
11.1 <i>CEO Performance Objectives 2021-22 .....</i>	<i>462</i>

**1. PETITIONS & JOINT LETTERS**

Nil

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## 2. RESPONSIBLE & PLANNING AUTHORITIES

### 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

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

**General Manager:** Ransce Salan  
**File No:** F19/349  
**Trim No:** IC21/1538

**Appendix:**

1. Torquay-Jan Juc Retail and Employment Land Strategy: V2 August 2021 (D21/178349)

**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

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No

**Reason:** Nil

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#### Purpose

The purpose of this report is to respond to submissions and consider the adoption of the Torquay-Jan Juc Retail and Employment Land Strategy, which was deferred from the July Council meeting.

#### Summary

The RELS plans for the future of Torquay-Jan Juc's (TJJ) commercial centres to ensure their vitality and responsiveness to the needs of residents and visitors for the next 15 years. It seeks to achieve these things by clarifying the role of each commercial centre, developing a well-defined hierarchy, recommending increased floor space and floor area caps where required, and identifying key directions for each precinct. The RELS was exhibited for a period of one month with 37 submissions received, and having considered all submissions it was clear that while there is strong support for the RELS, concerns remained around building height in particular.

At its July 2021 meeting, Council resolved to endorse the recommendations and directions in the Torquay-Jan Juc Retail and Employment Land Strategy (RELS), but defer adoption so that further wording changes could be considered in relation to: building height, the Bell Street corner, discount department stores and large format retail. Changes that respond to the resolution have now been made and these changes are detailed below. The amended RELS is attached at Appendix 1.

On balance, having regard to support for the strategy, the concerns raised and the ability to respond to these through the changes made, the strategy is considered justified and generally well received. It is recommended that the strategy be adopted as modified.

#### Recommendation

That Council:

1. Adopts the Torquay-Jan Juc Retail and Employment Land Strategy as attached at Appendix 1.
2. Notes that the submissions received have informed the development of the final document as presented at Appendix 1.
3. Advises all submitters and agencies that had input into the strategy that the strategy has been adopted, and thanks them for their involvement.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### Report

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

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

#### **Background**

A detailed report that explained the Torquay-Jan Juc Retail and Employment Land Strategy (RELS) is available in the minutes of Council's July meeting: this detail is not repeated here. The focus of this report is to consider the final version of the strategy following Council's July Resolution.

#### **Discussion**

At its July 2021 meeting, Council resolved to:

*Endorse the recommendations and directions in the Torquay/Jan Juc Retail and Employment Land Strategy subject to the changes described in the report, but defer the adoption of the final strategy to a future Council meeting to consider further changes to wording to clarify:*

- a) References to height controls in the town centre;*
- b) The proposed review of planning controls at 2-4 Geelong Road and the corner of Bell Street; and*
- c) References to the suitable location for a discount department store or large format retail should an application be received.*

Changes have been made to the (now superseded) version of the draft RELS that was presented to Council at its July 2021 meeting. These changes were made to respond to the July Council Resolution.

These changes are:

#### Height

- a) **Delete** the words, *"The combination of a lack of vacant land and restrictive height limits over much of the centre means that very few redevelopment opportunities exist in the centre. In the retail core, there are height limits of between 8 metres (2 storeys) and 10.5 metres (3 storeys). The majority of 2 storey limit applies to the Central Retail Core and is likely to prevent redevelopment in this area"* (page 13 of the previous version of the RELS).  
**Delete** the words, *"multi-level and"* to remove reference to 'multi-level' mixed use development (page 20 of the previous version of the RELS).  
**Delete** Action 6.2 that refers to building heights.  
**Add** the words, *"There are also few redevelopment opportunities in the town centre; a situation exacerbated by built form requirements and the lack of vacant land"* (page 12 of Appendix 1).

#### Bell Street Corner

- b) **Amend** Action 7.6 to clarify the action's purpose. It now reads, *"Investigate the zone and overlay controls on land at the corner of Geelong Road and Bell Street (2-4 Geelong Road & 48-50 Bell Street) to determine their appropriateness and address inconsistencies without increasing existing height limits"* (page 30 of Appendix 1).  
**Add** content in the body of the strategy to give context to the action. The additional content reads, *"Another location where planning tools should be reviewed is the land at the north-east corner of the intersection of Geelong Road and Bell Street (2-4 Geelong Road, 48-50 Bell Street and adjacent properties) – these sites form a prominent gateway to the Great Ocean Road and are located at the edge of the Bell Street Activity Centre. Despite the importance of the sites, there are some inconsistencies created by existing planning controls. For example, land at 48-50 Bell Street is in the Commercial 1 Zone, however the site is subject to a Design and Development Overlay which promotes residential land use while the balance of the C1Z land in the Bell Street Activity Centre is subject to a different DDO. Other sites have land included in both the General Residential Zone and Commercial 1 Zone. It is important that the use and development potential of this land is clear and that this is reflected in the planning scheme"* (page 14 of Appendix 1).

#### Discount Department Store/Large Format Retail

- c) **Amend** (minor changes) the wording under the heading, 'Major Retailers' to make it clear that:
  - A Discount Department Store (DDS) is not a priority for the RELS

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

- Because a DDS and Large Format cannot be prohibited under the Commercial Zone, it is important that it is made clear where a DDS might be able to locate (in the context of the retail hierarchy), and where it should not (page 22 of Appendix 1)

Changes that were highlighted in the July 2021 Minutes but that did not form part of Council's Resolution have also been made. These changes are:

- The addition of an Executive Summary at the front end of the RELS to make the document more accessible
- Minor change to the reference to a, "*potential future LAC (if SIA developed)*" in Table 4: page 26 of Appendix 1
- Deletion of the Torquay North-East LAC from the Figure 8: Strategy Map (page 27 of Appendix 1)

Cumulatively, these changes are considered to respond to Council's Resolution and the concerns raised in submissions as detailed in Table 1 in this report.

Table 1: Submissions Summary and Officer Response

<b>Issue Raised or Supporting Comment</b>  (See May 2021 Hearing of Submissions Report for fuller description of issues)	<b>Comment</b>
<b>Building Height</b> Quite a few submissions referenced building height, expressing concern in a number of different ways.	<p>Reference was previously made in the body of the strategy to building height in the context of the role it plays in incentivising/disincentivising redevelopment, and also to transitioning to a higher-density mixed use environment. These sections were based on background work.</p> <p>These references were a focus of concern for some submitters and as such, the content on former page 13 that referred to building heights has been deleted, as has the reference to multi-level development on former page 20. New, clearer text has been added to page 12 that reads, "<i>There are also few redevelopment opportunities in the town centre; a situation exacerbated by built form requirements and the lack of vacant land</i>".</p> <p>In addition, because the driver for any change in height sits with the DAL project, an Action within the RELS is unnecessary and Action 6.2 has been deleted.</p>
<b>Enterprise precinct</b> There was a high level of support for the Enterprise Precinct concept for the Baines Crescent area.	<p>No comment required</p>
<b>General Support</b> In addition to the supporting comments associated with the Enterprise Precinct, general support was expressed for providing clearer direction for commercial areas and the provision of an updated hierarchy.	<p>No comment required</p>
<b>Torquay NE Investigation Area (Karaaf wetland)</b> Potential impacts on the Karaaf wetlands to the east of the Torquay NE Investigation Area was raised as an issue in relation to the proposed inclusion of a Local Activity Centre if the Investigation Area was developed.	<p>The status of the Torquay NE Investigation Area (TNEIA) is subject to the outcome of the DAL process and is not influenced by this REL strategy.</p> <p>If the TNEIA does not come on line, no Local Activity Centre (LAC) would be required and this has now been reflected in Table 4 on page 26: reference to the TNE LAC has also been removed from the Figure 8 Strategy Map.</p>

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

	<p>If the TNEIA is not developed, the outcome would not undermine the REL strategy. However, where growth areas are proposed, a commercial component is important to achieving the principles of 20 minute neighbourhoods and this is why it remains referenced in the RELS.</p>
<p><b>DAL</b></p> <p>Some submissions raised concern that the outcomes of the DAL process might have a significant impact on the Strategy.</p>	<p>This has been discussed in the body of the report. Of consequence, the TJJ REL Strategy did consider the DAL project, including the potential changes that might arise from it. The Strategy does not rely on continued growth, the Spring Creek UGZ or the TNEIA.</p> <p>The recommendations within the strategy remain relevant irrespective of the outcomes of the DAL project and for the reasons outlined in the body of this report, it is recommended that the RELS is progressed in a timely manner.</p>
<p><b>Walkability</b></p> <p>There were mixed responses on the subject of walkability with some encouraging walking, cycling and public transport and others showing concern over the 20 minute neighbourhood concept.</p>	<p>The 20-minute neighbourhood concept is about 'living locally'; giving people the ability to meet most of their <i>daily needs</i> within a 20-minute return walk from home, with access to safe cycling and local transport options. The importance of this concept has been elevated through COVID experiences.</p> <p>Walking and cycling is also specifically referenced in Action 4.3.</p> <p>No change to the strategy is recommended.</p>
<p><b>Servicing residents</b></p> <p>A small number of submissions welcomed recognition of the need to service residents, making reference to the Enterprise Precinct.</p>	<p>No comment required</p>
<p><b>Torquay North</b></p> <p>In relation to the strategy's reference to the expansion of the Torquay North Activity Centre, concerns were raised about increasing the floor area cap, and potential competition with the town centre.</p>	<p>It is agreed that any expansion of the Torquay North Activity Centre must not undermine the primacy of the Town Centre. However, it is also important that the AC services the local community and it would not be appropriate to constrain the TN AC as a means to ensure that the performance of the Town Centre is superior to that of TN AC. Other mechanisms must be used to ensure the health of the Town Centre.</p> <p>The hierarchy has been kept in mind in making the recommendation for expansion with floor area caps in place. That is, floor area caps have been proposed so that the centre is limited to a Large Neighbourhood Activity Centre; TTC is a Major Activity Centre and higher in the Hierarchy.</p>
<p><b>Specific Focus</b></p> <p>Matters that were raised in relation to specific sites including a request to recognise the potential for non-residential uses or higher density development on the north-west corner at the intersection of Coombes Road and Surf Coast Highway; and a request to consider the demand for Research Centres and skills based learning centres and healthcare.</p>	<p>The matters raised in these submissions are relevant to the RELS; however, the sites that were referenced in the submissions are beyond the reach of the RELS. Specifically, the land on the corner of Coombes Road is subject to a Development Plan Overlay. It is also highlighted as a minimal change area under the exhibited version of the DAL Statement of Planning Policy. In relation to the Coombes Road land, it is recommended that the land owner await the outcome of the DAL project and subject to that outcome, seeks to address the matter through the Development Plan process.</p> <p>The other land referenced in the submission is beyond the northern settlement boundary and therefore, beyond the ambit of this strategy. No further action is recommended.</p>
<p><b>Specific Industries</b></p>	<p>It is agreed that these sectors are important to the Torquay-Jan</p>

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

Concern was raised that the RELS failed to support micro businesses and the Arts industry.	Juc economy. The proposed Enterprise Precinct concept seeks to recognise these industries. No further action is recommended. A separate project on the arts industry could potentially be pursued.
<b>COVID; On-line Shopping</b> Concern was expressed about the impacts of COVID and on-line shopping.	Online retailing was considered in the development of the strategy and reference to this can be found on pages 8 and 12 of the Strategy. No change is recommended.
<b>Jan Juc Commercial Area</b> One submission sought support to encourage upper level apartments in Jan Juc's commercial area.	<p>The Jan Juc commercial area is zoned Commercial 1 Zone and while the area is constrained by limited parking, upper level apartments are not prohibited under the zone. The Jan Juc commercial area is not subject to any built form overlays; however, under the zone, regard must be given to the local context: a two storey built form outcome is also suggested in the DAL draft SPP.</p> <p>It is considered that it would be premature to explicitly encourage a particular built form outcome without a thorough analysis of the potential impacts on parking and neighbourhood character. These matters are beyond the scope of the RELS.</p> <p>If built form and development density in the Jan Juc commercial area was to be explored, it would more appropriately form part of a separate project and as such, no change to the REL Strategy is recommended.</p>
<b>Bell Street</b> The difficulty in interpreting Action 7.6 relating to 48-50 Bell Street and 2-4 Geelong Road attracted some comment.	<p>It is agreed that Action 7.6 is not clear: it is also not supported by content in the body of the RELS to give it context.</p> <p>To make it clearer, an explanation has been included on page 14 of the RELS and Action 7.6 has been modified to read:</p> <p>It is recommended that the Action is simplified and amended as follows so that it is clear in its intent:</p> <p><i>Investigate <del>the rezoning</del> zone and overlay controls on land at the corner of Geelong Road and Bell Street (2-4 Geelong Road and 48-50 Bell Street) including addressing ownership and zoning issues at this site to determine their appropriateness and address inconsistencies without increasing existing height limits.</i></p>
<b>Growth</b> A number of comments were made about the growth of ACs and new ACs in growth areas.	<p>Reference is already made to the Messmate Road Growth Area at clause 21.08 of the planning scheme. Clause 21.08 also flags the need for a commercial component within the Messmate Road Growth Area.</p> <p>The TNEIA was discussed earlier in this table.</p> <p>The primacy of the Town Centre will be reinforced if the strategy is adopted and it is not considered necessary to further reinforce this by prescribing common information requirements associated with rezoning applications. No action recommended.</p>
<b>Densification of Town Centre</b> Some submissions sought support for densification or increased heights in the town centre.  A further submission felt that any increase in height should only occur with underground parking.	<p>The reference to higher density on page 13 does not refer to proactively increasing building height.</p> <p>Parking is, in principle, an important consideration and it is recognised that there is tension between the need to provide parking, the significant cost of underground parking, and the limits on building heights. This matter is, however, beyond the scope of the RELS.</p>
<b>Larger Retailers</b>	The reference to larger retailers is a reflection of the Town



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

Concerns were raised about the appropriateness of the TTC for large scale retail spaces and/or further co-working spaces. The meaning of Action 6.3 was also questioned.	<p>Centre's primary role in the retail hierarchy. However, the strategy is clear that larger format retail (like restricted retail) is not encouraged in the Activity Centres (see Figure 5 of the RELS), including the town centre and therefore, the use of the words "larger retailers" is a relative term.</p> <p>Because it was raised as a concern in some submissions, however, minor changes have been made to the content under the heading, "Major Retailers" on page 22 of the RELS. To purpose of the changes is to make it clearer that a DDS is not a priority for the strategy and because a DDS cannot be prohibited, it is important to be clear about where it might be established based on the retail hierarchy, and where it should not.</p>
<p><b>Future Planning Scheme Amendment</b></p> <p>One submission raised matters associated with the future implementation of the RELS if adopted. Specifically, that it was not clear how and when the strategy would be incorporated into future planning documents, and that it was not clear what the policy referenced in Action 6.1 was.</p>	<p>The TJJ REL Strategy is not intended to be an incorporated document. If adopted by Council, the strategy would inform a planning scheme amendment in the 21/2022 financial year and the RELS would become a Background Document in the planning scheme.</p> <p>As the RELS is still in draft, the amendment documents (including any associated policies) have not been developed. Typically, planning scheme controls are not developed until a strategy has been adopted and the final version is certain.</p> <p>A future planning scheme amendment would need to comply with the requirements of the Planning and Environment Act 1987 and therefore, it would be subject to the usual public exhibition process, thereby providing opportunity for submissions on the amendment at that time.</p>
<p><b>Other matters</b></p> <ul style="list-style-type: none"> <li>The text is difficult to read</li> <li>Taylor Park should be retained as a public green space and the Bowls Club should be restricted from expanding</li> <li>Strategy offers no protection for beaches, forests (and other environmental assets)</li> <li>Strategy has no interest in preserving character</li> </ul>	<p>The cost-benefit of amending the RELS to use a different font was explored. However, because the document has been graphically designed, and because the RELS will eventually become a background document only (meaning it will not be heavily used once implemented through the planning scheme), the cost outweighed the benefit of the change. An Executive Summary has, however, been added at the front end of the RELS to make it more accessible.</p> <p>Dot points 2-4 are beyond the scope of the strategy. No action is recommended.</p>

### Council Plan

Theme	5 Robust and Diverse Economy
Strategy	14 Enable people to run successful local businesses that grow and create jobs in our changing economy

### Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017 )	Yes
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No
Risk Assessment	No
Communication	Yes
Human Rights Charter	Yes

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

The applicable Victorian Planning Provisions and relevant Acts have been taken into account in considering the proposal.

### **Policy/Relevant Law**

The strategy broadly responds to the Council Plan which includes the strategic objectives, "Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community" and "Strengthen the vitality of town centres". The strategy, if adopted, would inform a future planning scheme amendment to implement the recommendations and create new local policy.

### **Environmental/Sustainability Implications**

The RELS is primarily a commercial land use planning strategy and as such, and seeks to create a more sustainable network of commercial and employment areas in TJJ. The RELS also picks up on the concept of 20 Minute Neighbourhoods which is an aspirational sustainability principle.

### **Community Engagement**

The draft Strategy was exhibited for a period of one month with direct notification provided by letter to landowners within the identified precincts, to other key stakeholders and to community groups identified as having a potential interest in the Strategy. Notice was also provided in local newspapers and published on council's website. Due to the limitations brought about by the COVID-19 pandemic, the draft Strategy was available for viewing on line and hard copies of the reports were available upon request. Council officers were available to speak with members of the public via telephone and to respond to emailed inquiries as needed. Thirty six submissions were received during the exhibition period.

### **Public Transparency**

All relevant documents relating to the strategy were publicly available for review and comment.

### **Strategies/Plans**

The draft Strategy responds to the Council Plan as relevant and considers the resources needed to implement the Strategy should it be adopted.

### **Financial Management**

Sufficient budget has been allocated in the 2020/2021 budget to develop and process the strategy.

### **Risk Assessment**

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

### **Communication**

The Draft Strategy was exhibited for one month. In light of the physical distancing restrictions in response to COVID-19, hard copies of the draft strategy were not available for viewing at the Surf Coast Shire Council Offices. However, the Strategy and Background Report were available in electronic format via council's website and hard copies were available upon request. Advertising was via:

- Direct mail out to land owners in the commercial precincts, key stakeholders and community groups

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

- Webpage and publication in local newspapers
- An information sheet was also prepared and exhibited with the RELS to help communicate the key points for members of the community who did not wish to read the strategy in its entirety.

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

The draft Strategy seeks to make the most of Torquay-Jan Juc's existing commercial land network. The process to further develop and consider the Strategy included the public exhibition of the Strategy for a period of one month during which time, 37 submissions were received and accepted.

### ***Options***

#### Option 1 – Adopt the Final Draft of the Strategy as the Final Strategy

This option is recommended by officers as the matters raised in the submissions have been considered and have influenced the changes that have been carried out and detailed in this report.

#### Option 2 – Defer Adoption of the Strategy

This option is not recommended as timely intervention is required to ensure that planning scheme is clear about the role, expectations and opportunities in each centre, providing clear guidance to users of the scheme.

#### Option 3 – Abandon the Strategy

This option is not recommended by officers as significant resources have been deployed in the development of the strategy, and in amending the strategy to respond to submissions. Community engagement has also occurred and many positive aspects of the strategy have been supported by the community and will enable progress to occur (e.g. in Baines Crescent). The strategy is also required to inform a future planning scheme amendment that would strengthen the planning scheme controls relating to Torquay-Jan Juc's commercial and employment land network.

### ***Conclusion***

The Torquay-Jan Juc Retail and Employment Land Strategy is the result of significant research and was tested through public exhibition. Thirty seven submissions were received and accepted and these submissions have been considered, resulting in minor changes to the RELS as set out in this report. It is recommended that the Torquay-Jan Juc Retail and Employment Land Strategy be adopted.

## **2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption**

### **APPENDIX 1 TORQUAY-JAN JUC RETAIL AND EMPLOYMENT LAND STRATEGY: V2 AUGUST 2021**

urban  
enterprise planning  
economics-tourism



# TORQUAY-JAN JUC RETAIL & EMPLOYMENT LAND STRATEGY



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### Disclaimer

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## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

# Contents

- Executive Summary	iv	5 Strategy	pg
<b>1 Introduction</b>	pg	5.1 Vision	19
1.1 Introduction	1	5.2 Retail Role and Floorspace Growth	19
1.2 Scope and Content	1	5.3 Employment Precinct Roles	24
<b>2 Context</b>	pg	5.4 Future of Retail and Employment Land in Torquay-Jan Juc	26
2.1 Activity Centres and Employment Precincts	3	5.5 Objectives and Actions	28
2.2 Existing Conditions	4		
2.3 Drivers of Change Since the Previous Strategy	7		
2.4 Growth Projections	9		
<b>3 Issues &amp; Opportunities</b>	pg		
3.1 Issues & Opportunities	10		
<b>4 Planning Policies</b>	pg		
4.1 State Planning Policy	15		
4.2 Regional Strategies and Policy	17		
4.3 Current Projects	18		
4.4 Implications	18		

iii

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption



### Executive Summary

Torquay-Jan Juc is an iconic Australian sea-side destination. The towns have evolved from small holiday settlements to become a major urban area home to more than 22,000 residents and 5,000 workers in 2020.

As the largest settlement in Surf Coast Shire, the economic prosperity of Torquay-Jan Juc is central to that of all residents and businesses in the region. Surf Coast Shire Council recognises the important role of the retail and business sectors in the towns and has prepared this Retail and Employment Land Strategy to support ongoing prosperity and growth in these important sectors.

The Strategy identifies changes needed to the current planning policy, an updated activity centre hierarchy, locations for future employment land and changes to existing employment precincts to ensure that the towns have both the capacity and appropriate zoning to accommodate growth.

#### Context

The economy of Torquay-Jan Juc is the driving force of the Surf Coast economy: the Torquay economy has an output of \$1.6bn, making up 60% of the municipal output, and supported 5,344 jobs in 2016, 60% of the municipal total. It is critical that retailers and businesses in Torquay can continue to prosper and grow over the period of this Strategy.

Retail and employment land in Torquay and Jan Juc is contained within three main zones: the Commercial 1 Zone, the Industrial 3 Zone and the Special Use Zone. Other zones such as the Commercial 2 Zone, Commercial 3 Zone, Mixed

Use Zone, Industrial 1 Zone and Industrial 2 Zone are available but not applied in Torquay-Jan Juc.

Land in the Commercial 1 Zone is almost fully occupied, while sections of vacant industrial and Special Use Zone land are primarily held in 2 strategic properties: the balance of the West Coast Business Park (IN3Z) and the Horse Paddocks site (SUZ5).

As a result, there are very limited opportunities for new premises to be developed on vacant land, meaning that under the current zoning, the majority of new development, floorspace and economic opportunity would need to be facilitated through the redevelopment of existing occupied properties.

Since the previous Strategy was prepared in 2011, several significant changes have occurred which the Strategy responds to:

- Torquay - Jan Juc has experienced major and sustained population growth and demographic change over the past 10 years, resulting in the establishment of a large permanent residential community and a subsequent change in the prevailing role of the town from its former tourism role to a major urban centre.
- Activity centres and employment precincts have experienced considerable development and investment over the past 10 years and several major developments are currently proposed by both the private sector and Council, although none of these are located in the town centre.
- The tourism market in Torquay-Jan Juc continues to grow with strong domestic tourism and a growing international



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption



market prior to the impacts of the COVID-19 pandemic.

- The retail sector overall has experienced significant changes and traditional business models face substantial challenges, many of which have been accelerated by the impacts of the COVID-19 pandemic.
- The Geelong Region is experiencing a major shift in its economy away from traditional manufacturing toward population services and professional industries.

### Growth Projections

Population, visitation and employment growth in Torquay and Jan Juc over the Strategy period will create demand for additional retail and employment floorspace and land. Table i summarise the growth projections over the period 2019 – 2036 – further detail is provided in the body of this report.

Table i. Growth Projections

Projected Growth (2019 to 2036)	
Population	+ 12,000 residents
Employment	+ 2,900 - 3,500 jobs
Retail Floorspace	+ 22,500 sqm
Office Floorspace	+ 16,000 - 24,000 sqm
Health Land	+ 2.6 - 4.6 hectares
Industrial Land	+ 12 - 28 hectares

### Issues and Opportunities

An assessment of the suitability of existing zoned land to accommodate existing and future demand in an efficient and productive manner was undertaken for the Strategy. The major issues and opportunities arising from the assessment are:

- The existing network of activity centres and retailers is fragmented and there is a lack of clarity regarding the role of each centre;
- There is a lack of capacity to accommodate the new development needed to meet projected demand;
- The town centre is under-performing and requires strong policy support and pro-active reinvestment;
- Employment precincts at Surf City and Baines Crescent have existing strengths that need to be consolidated and leveraged as the area undergoes transition;
- Current planning tools are not adequate to respond to changes in the town's role and economic opportunities, especially in response to the challenges posed by the COVID-19 pandemic;
- As Torquay's economy changes, there is the opportunity to facilitate new growth through small businesses, creative industries, niche production and professional services while seeking to offset the loss of the Quiksilver headquarters;
- There is an opportunity to capture the dividends of growth and capitalise on the town's popularity, especially in relation to tourism, hospitality and population services, by accommodating business, employment and service growth;
- The image and attraction of a surf-side town can be enhanced, protected and leveraged to guide the next phase of economic growth.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption



### Planning Policy

State and regional planning policy provides the following direction for the Strategy in responding to issues and opportunities:

- The co-location of retail, employment and entertainment uses in activity centres is encouraged, while the new concept of the 20-minute neighbourhood needs to be integrated into planning for Torquay Jan Juc.
- The creation of local jobs to support the growing community is an important objective and key industries of surfing, tourism, construction and rural businesses are to be encouraged.
- The changing nature of work will influence the Strategy period - substantial value can be created through the identification of Enterprise Precincts in suitable locations.
- Provision of at least 15 years land supply is required across all land uses – this is particularly relevant given strong population growth projections and the lack of vacant land in commercial and industrial zones.

### Strategy

The vision for retail and employment land over the Strategy period is as follows:

*Torquay-Jan Juc has a prosperous economy which offers a diverse range of employment, goods and services to residents and visitors. Residents have everyday goods and services within their 20-minute neighbourhood and have access to a wide variety of hospitality, entertainment, health and recreation facilities in the town.*

*The activity centre network is well defined and reinvestment and expansion of the retail offering occurs incrementally in-line with demand. Employment precincts provide opportunities for investment and change so that businesses can respond to changing market needs and broader economic opportunities, while increasing overall employment and value-added.*

*The visitor economy remains an important element of the town's offering, with accommodation, hospitality and entertainment driving year-round visitation and supporting a vibrant network of activity centres which serve visitors from near and far as well as local residents.*

*The culture of relaxed coastal living and entrepreneurialism is evident throughout retail and employment areas, driving business creation, employment growth, self-sufficiency, economic specialisation, innovation and creativity.*

vi

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### Activity Centre Hierarchy and Role of Key Precincts

The figure on the following page shows the key strategic directions for retail and employment land in Torquay Jan Juc as part of this Strategy. The future hierarchy position and role of each activity centre and employment precinct is summarised in Table ii.

The body of this report sets out a series of objectives and actions to implement the strategy over time, with the overarching objective to ensure that all existing and future residents, visitors and businesses are provided with appropriate retail and employment opportunities and that the towns remain prosperous, vibrant places to live, work and visit.

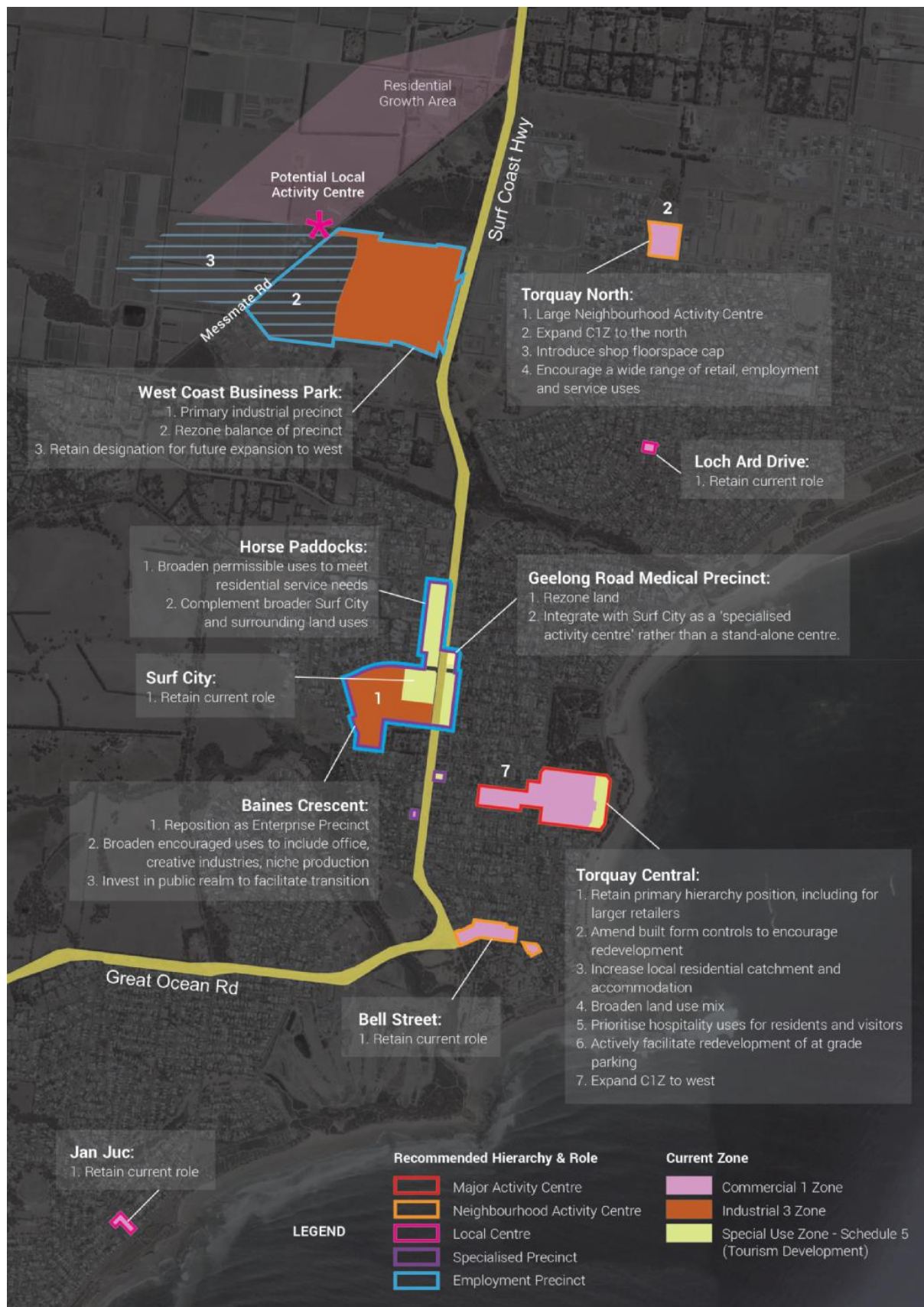
Table ii. Activity Centre Hierarchy and Role of Key Precincts

	Location	Current Hierarchy Position	Revised Hierarchy Position	Strategy Period Role
ACTIVITY CENTRES	Torquay Town Centre	Major Activity Centre	Major Activity Centre	Primary centre for retail, supported by hospitality, office and residential use. Preferred location for larger core retailers and mixed use development.
	Torquay North	Neighbourhood Activity Centre	Large Neighbourhood Activity Centre	An increased scale of neighbourhood-focussed retail goods and services for residents of Torquay North, supported by local employment and hospitality.
	Jan Juc	Local Activity Centre	Local Activity Centre	Local convenience centre continuing to serve residents and visitors.
	Bell Street	Local Activity Centre	Local Activity Centre	Ongoing hospitality, accommodation and specialty retail for residents and visitors.
	Loch Ard Drive	Local Activity Centre	Local Activity Centre	Ongoing convenience retail for local residents.
	Messmate Road	None	Future Local Activity Centre	Convenience retail, food and services for growth area residents.
	North East Torquay	None	Potential Future LAC (if SIA developed)	Convenience retail, food and services for growth area residents.
	Geelong Road CIZ	Local Centre	Local Centre	Local retail services
EMPLOYMENT PRECINCTS	Surf City Cluster	Specialised Employment Precinct	Specialised Employment Precinct	Strategic employment land providing a variety of surf retail, employment, commercial activity and health, entertainment, recreation, tourism and civic services.
	Surf City	Specialised Precinct	Enterprise Precinct	
	Baines Crescent	Employment Precinct		
	Horse Paddock	Specialised Precinct		
	SUZ East Side Highway	Specialised Precinct	Commercial Precinct	Employment precinct primarily providing industrial and larger format commercial space for business purposes separated from sensitive uses.
	Geelong Rd Medical Precinct	Ad-Hoc Precinct		
	West Coast Business Park	Employment Precinct	Employment Precinct	

Source: Urban Enterprise, 2020. Note: Spring Creek Activity Centre should only be added to the hierarchy if and when the PSP is approved.



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 1.0 Introduction

Torquay Jan-Juc is an iconic Australian sea-side destination. The towns have evolved from small holiday settlements to become a major urban area home to more than 22,000 residents and 5,000 workers in 2020.

As the towns have grown, so too has the retail and employment mix. There are now nine main locations where retail and employment uses occur across the towns, meeting the needs of both residents and visitors.

As the largest settlement in Surf Coast Shire, the economic prosperity of Torquay Jan-Juc is central to that of all residents and businesses in the region. Surf Coast Shire Council recognises the important role of the retail and business sectors in the towns and has prepared this Retail and Employment Land Strategy to support ongoing prosperity and growth in these important sectors.

The previous Torquay-Jan Juc Retail Strategy was prepared in 2011 - considerable changes have been experienced both locally and across the broader economy since then. This Strategy seeks to position the towns to capitalise on opportunities over the period 2020 – 2036.

The 16 year timeframe enables Council to respond to the requirements of the Victorian Planning Provisions which are for retail and employment land to be provided to meet needs of at least a 15 year period.

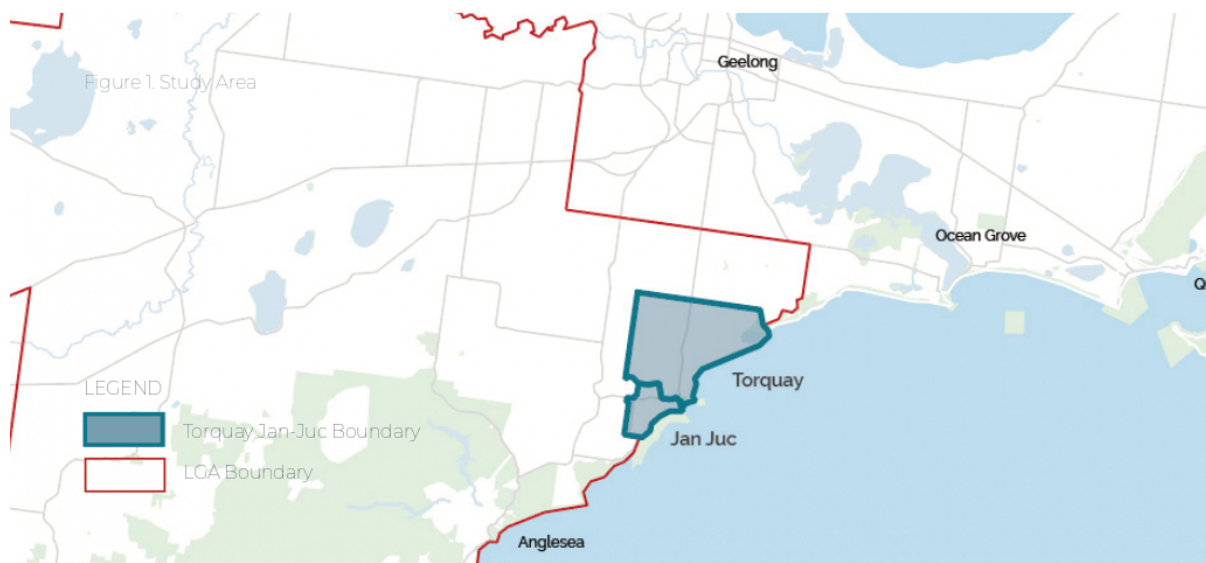
### 1.2 Scope and Content

This Strategy builds on a Background Report which provides detailed context and technical analysis to underpin the strategies identified in this report.

The Strategy applies to all land in Torquay and Jan Juc (Figure 1), with a particular focus on land in the commercial, industrial and Special Use Zones in the towns. The Strategy sets out the main influences impacting the local economy and provides direction on how Council will manage land supply and planning policy to optimise the performance of activity centres and employment precincts.

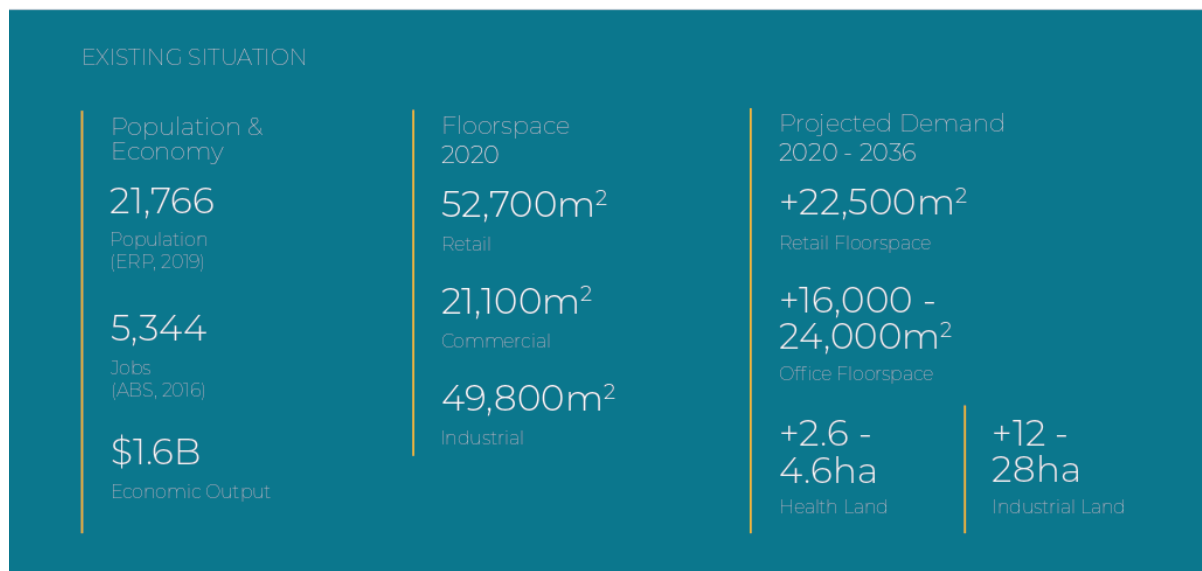
The Strategy identifies changes needed to the current planning policy, an updated activity centre hierarchy, locations for future employment land and changes to existing employment precincts to ensure that the towns have both the capacity and appropriate zoning to accommodate growth.

Ultimately, the Strategy seeks to ensure that all existing and future residents, visitors and businesses are provided with appropriate retail and employment opportunities and that the towns remain prosperous, vibrant places to live, work and visit.

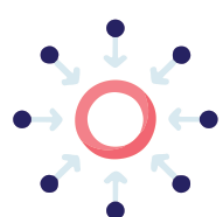


## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### The Strategy at a Glance



#### STRATEGY: THEMES AND OBJECTIVES



1

Overarching  
Objectives

- 1 Update the Retail and Employment Strategy for the towns
- 2 Regularly monitor and review key elements of the Strategy and progress on key indicators
- 3 Support business resilience and position the local economy for prosperity in the context of retail sector changes and the impacts of the COVID-19 pandemic
- 4 Facilitate the development of '20 Minute Neighbourhoods' in Torquay-Jan Juc



2

Activity Centres

- 5 Provide clearer direction on the existing and growth role of each Activity Centre
- 6 Facilitate a prosperous Major Activity Centre in the Torquay Town Centre which successfully meets the needs of residents and visitors and responds to structural changes in the retail sector.
- 7 Provide land and opportunities for additional retailers and services in proximity to projected residential growth areas



3

Employment  
Precincts

- 8 More clearly differentiate between the role of employment precincts in the towns
- 9 Reposition the Surf City Precinct as a location for employment, innovation and population services
- 10 Utilise all land types to accommodate employment growth across the town to ensure jobs growth and new opportunities keep pace with residential growth
- 11 Provide land to meet industrial requirements over the Strategy period



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 2.0 Context

#### 2.1 Activity Centres & Employment Precincts

Torquay-Jan Juc currently contains:

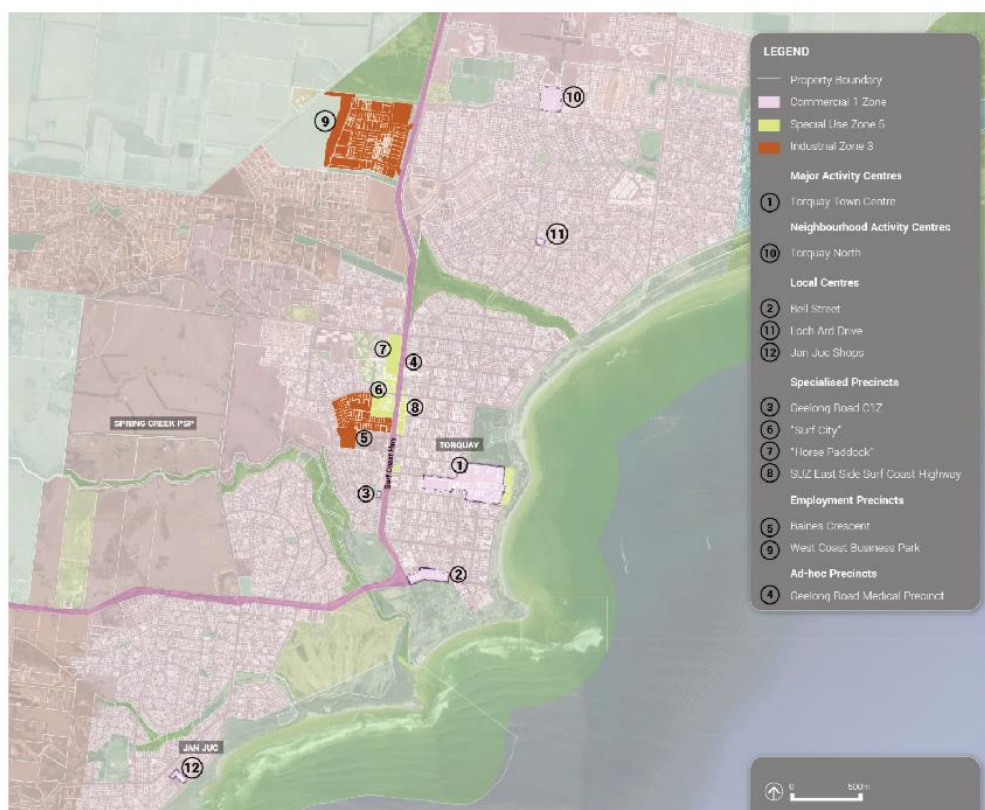
- One Major Activity Centre (Torquay Town Centre);
- One Neighbourhood Activity Centre (Torquay North);
- Three Local Activity Centres (Jan Juc, Bell Street and Loch Ard Drive);
- Two employment precincts (West Coast Business Park and Baines Crescent); and

- A cluster of specialised precincts along the Surf Coast Highway, the largest of which is known as Surf City.

The location of these activity centres and precincts is shown in Figure 2. The Torquay Town Centre and Jan Juc are the only retail or employment land which abuts the coastline.

The distribution of precincts across Torquay-Jan Juc is highly fragmented across all 12 centres.

Figure 2 Location of Existing Retail and Employment Land, Torquay-Jan Juc



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 2.2 Existing conditions

The Background Report provides detailed data and analysis of the floorspace and business mix across each activity centre and employment precinct. The following is a snapshot of key facts and figures regarding the current retail and employment land and offer in the towns.

Figure 3. Existing Conditions Snapshot





## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### The Economy

The economy of Torquay-Jan Juc is the driving force of the Surf Coast economy: the Torquay economy has an output of \$1.6bn, making up 60% of the municipal output, and supported 5,344 jobs in 2016, 60% of the municipal total. It is critical that retailers and businesses in Torquay can continue to prosper and grow over the period of this Strategy.

The Torquay-Jan Juc economy is underpinned by three key sectors: construction, tourism and manufacturing. The economy is supported by a range of population-led sectors, including civic, retail, health and education, while there is an emerging professional services sector.

The retail, accommodation and food services industries make up 30% of all employment in the towns, with employment weighted strongly to hospitality, accommodation and food retail.

The local economy has traditionally held a strong specialisation relating to surf retail, products and employment, owing to two of the world's largest surfwear brands – Quiksilver and Rip Curl – being founded in Torquay. This has led to a strong economic role in surfwear retail, production and related employment over many years and flow-on benefits to other local businesses.

In recent times, the local economy has seen a transition towards greater employment and activity in professional services, creative industries and niche manufacturing, recreation and population services. The building and construction, creatives and professional services have also contributed to the growth in Home

Based Businesses (HBBs) in Torquay. This has coincided with strong population growth and the attraction of a new cohort of entrepreneurs and skilled workers to the area.

### The Community

Torquay-Jan Juc is home to approximately 22,000 residents and welcomes more than 1 million visitors per year, many of which stay in holiday homes throughout the town.

The population has grown rapidly over the past 10 years at a rate of 4.4% per annum, resulting in significant changes to the scale and profile of the community and substantial growth in the demand for local goods, services and activities.

The community is younger than that of Geelong and regional Victoria and is characterised by above-average income earners and a growing number of young families, especially in the growth areas of Torquay North, although projections are for an increasing proportion of older residents and smaller households.

The community of Torquay is heavily influenced by the coastal location and the proximity to employment, education and services in Geelong and Melbourne. The access and connectivity to Melbourne has been improved with the construction of the Geelong Ring Road. The surf culture and natural environment remains a major driver of the attractiveness of Torquay and Jan Juc to both residents and visitors, often leading to visitors becoming residents and residents starting businesses in the town.

5



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### Existing Land Uses

In 2020, there was an estimated 52,700sqm of occupied retail floorspace in Torquay-Jan Juc, including 3 full line supermarkets and two smaller supermarkets. The retail offer serves a catchment of more than 33,000 residents across the towns, nearby rural areas and settlements along the Surf Coast, as well as meeting the needs of the more than a million annual visitors.

The town also accommodates approximately 20,000sqm of office floorspace (much of which is within the headquarters of Quiksilver) and has approximately 20 hectares of occupied industrial land.

### Land Supply and Capacity

Retail and employment land in Torquay and Jan Juc is contained within three main zones: the Commercial 1 Zone, the Industrial 3 Zone and the Special Use Zone. Other zones such as the Commercial 2 Zone, Commercial 3 Zone, Mixed Use Zone, Industrial 1 Zone and Industrial 2 Zone are available but not applied in Torquay-Jan Juc.

Land in the Commercial 1 Zone is almost fully occupied, while sections of vacant industrial and Special Use Zone land are primarily held in 2 strategic properties: the balance of the West Coast Business Park (IN3Z) and the Horse Paddocks site (SUZ5).

As a result, there are very limited opportunities for new premises to be developed on vacant land, meaning that under the current zoning, the majority of new development, floorspace and economic opportunity would need to be facilitated through the redevelopment of existing occupied properties.

Table 1. Floorspace by Land Use, Torquay-Jan Juc

Land Use	Occupied Land Uses (2020)	Key Uses
Retail	52,700sqm	Supermarkets, cafes and restaurants, clothing, bulky goods, retail services
Commercial & Office	21,100sqm	Quiksilver headquarters, small businesses, medical centres, banks, post office.
Industrial	19.5ha	Variety of factories, warehouses, manufacturers and repairs. Mainly smaller businesses.

Source: Urban Enterprise, 2020

Table 2. Land Supply by Zone, Torquay-Jan Juc

Zone	Total	Occupied	Vacant
Commercial 1 Zone	11.29	10.78	0.51
Industrial 3 Zone	30.66	19.46	11.2
Special Use Zone 5	7.16	4.18	2.98
Sub-total Zoned Land	49.11	34.42	14.69
Other land identified for future employment*	16.66	0	16.66
Total	65.77	34.42	32.28

Source: Council Rates Database, 2020. \*Land in the Farming Zone identified for future expansion of the West Coast Business Park

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 2.3 Drivers of Change Since the Previous Strategy

Since the previous Strategy was prepared in 2011, significant changes have occurred within the local and regional economy. The following summarises the key changes relevant to this strategy.

#### A Step Change in the Role and Scale of Torquay

Torquay and Jan Juc have experienced major and sustained population growth over the period (+7,000 residents). The Torquay retail offer has expanded significantly (+22,000sqm) to accommodate two new supermarkets and a Bunnings Warehouse hardware store. Local employment has also increased by 26%, however this rate of increase was not as high as the population and retail increases in percentage terms.

Much of Torquay's growth has derived from strong population growth and affordability issues in Melbourne (and to a lesser extent, Geelong), with many people moving from these larger cities to the coastal township. Torquay North in particular has become home for a significant cohort of new families.

Most retail floorspace growth over the period was due to the establishment of major retailers Aldi, Woolworths and Bunnings - these three retailers comprised 15,000sqm (71%) of the additional floorspace.

Figure 4. Key Changes Since 2011



Source: ABS Census, 2011, 2016; Surf Coast Shire, 2020; Remplan, 2020.

#### A Larger, Younger Permanent Community

Much of the population growth in Torquay over the period has been driven by families and higher income earners attracted to Torquay North. This has resulted in the establishment of a large permanent residential community and a subsequent change in the prevailing role of the town from its former tourism role to a major urban centre.

As a result, there is considerably greater demand for local goods and services, and the opportunity for larger scale facilities given the permanent population catchment now exceeds 20,000 residents.

It is important that planning policy acknowledges the changing role of the towns and responds to demand for more population services (such as childcare, play centres, education, medical and aged care), the need and opportunity to support a greater permanent employment base in the towns and the ongoing demand for local retail and hospitality businesses.

#### Economic Growth and Investment

Activity centres and employment precincts have experienced considerable development and investment over the past 10 years and several major developments are currently proposed by both the private sector and Council, although none of these are located in the town centre.

It is clear that the recent and proposed investment and development interest needs to be guided by the Strategy so that the major economic opportunities associated with residential and tourism growth to the town are facilitated in a co-ordinated and deliberate way. Planning controls should seek to provide direction and facilitate investment that is needed to meet the ongoing retail, services, entertainment and employment needs of the growing community.

#### Tourism and Hospitality Role

The tourism market in Torquay-Jan Juc continues to grow with strong domestic tourism and a growing international market.

Tourism remains a key element of the Torquay economy and has experienced growth in visitation over recent years, driven mainly by domestic visitors. Investment in the tourism and hospitality sectors must keep pace with demand and expectations of visitors to maintain the strength in tourism.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

Key drivers of this opportunity include the following:

- Metropolitan Melbourne is the largest tourism visitor market and the city's ongoing population growth continues to increase the scale of Torquay's domestic visitor catchment given close proximity, which has been improved with the Geelong Ring Road. There is great opportunity for investment to support daytrip, overnight and holiday home markets. This market is especially relevant in the period after the initial effects of the COVID pandemic subside, when domestic travel is likely to be permitted but international travel will be restricted.
- Geelong is experiencing major population growth, increasing the daytrip market for Torquay, especially from residents of the fast-growing Armstrong Creek Growth Area, many of whom will be closer to Torquay than central Geelong;
- The international visitor market to Victoria continues to grow, with increasing expectations of high quality accommodation and authentic visitor experiences.

### Structural Change in the Retail Sector

Since 2011, the retail sector has experienced significant changes and faces major challenges for traditional business models. Many of these challenges have been accelerated by the impacts of the COVID-19 pandemic.

Physical retailers are experiencing growing competition from online retailing. The impacts are keenly felt in certain industries, including clothing, electronics, books and financial services, retailers of which are often the cornerstone of regional township activity centres, including the Torquay town centre.

This has been coupled with an overall decline in spending on surf and apparel retail and changes to the commercial zones in Victoria allowing certain retailers in industrial zones. As a result, the Torquay town centre continues to under-perform and the outlook remains weak for many elements of the physical retail sector that are highly exposed to existing trends.

The COVID pandemic has accelerated many of these trends and will present challenges for many retailers in Torquay. The pandemic's impact on hospitality and events businesses will also be particularly challenging in the short term.

### Changing Nature of Employment in the Region

The Geelong Region is experiencing a major shift in its economy away from traditional manufacturing toward population services and professional industries.

Jobs in the local and regional economy are changing with the growth and change in population. This is to some extent being influenced by the attraction of new residents to the region with professional skills, as well as macro-economic drivers and trends.

Geelong's transition from a traditional manufacturing focus to knowledge and service sectors is well underway, and Torquay is in the midst of economic changes affecting existing specialisations in surfwear, with manufacturing moving offshore and the potential erosion of the 'place brand' of Surf City due to the relocation of Quiksilver's head office.

At the same time, economic opportunities and specialisations are emerging in both Geelong and Torquay, including growth in the creative sector, a range of emerging businesses in niche manufacturing and small business in Torquay, strong growth in the construction sector locally, an increasingly professional labour force and an increase in remote working that is likely to be accelerated by the impacts of the COVID-19 pandemic. This includes ongoing growth in the high number and proportion of HBBs in Torquay. The potential for accelerated change driven by the pandemic raises important considerations for flexible office provision and co-working space to cater for these business types.

This Strategy needs to provide opportunity – both in terms of physical space and land use flexibility – to enable the local economy and individual businesses to respond to these shifts and capitalise on economic opportunities.



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 2.4 Growth Projections

Torquay and its retail catchment are projected to experience ongoing strong population growth, with an additional 10,000 residents expected to reside in the Torquay area over the period 2019 – 2036, with a total of 12,000 additional residents across the broader catchment when secondary catchments are included.

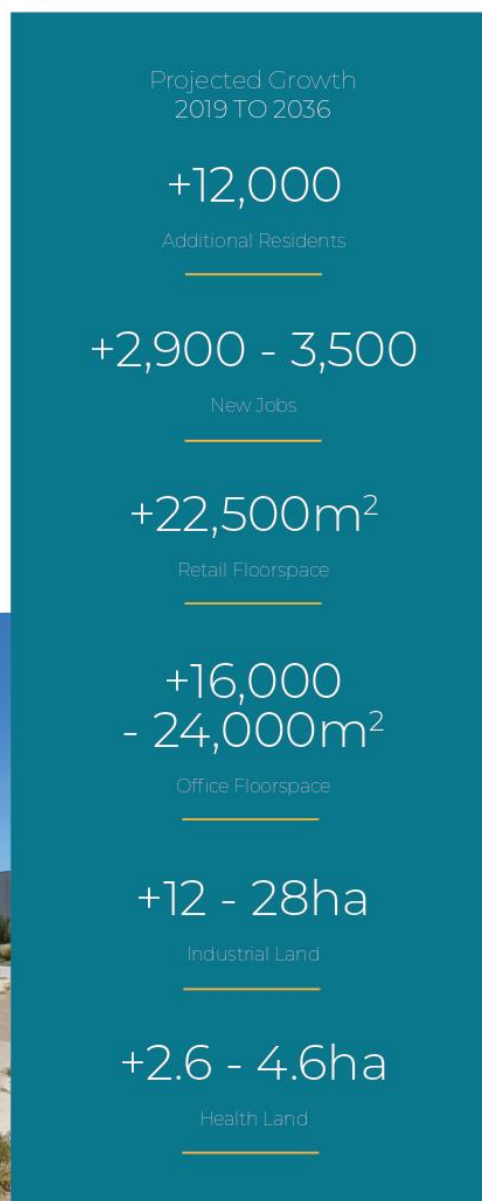
Population and visitation growth over the projection period is expected to result in demand for a further 22,500sqm of retail floorspace in Torquay-Jan Juc, a similar scale of retail floorspace growth to that which has been experienced since the previous retail strategy.

Employment projections are for an additional 2,900 - 3,500 jobs in Torquay-Jan Juc between 2019 and 2036, a considerable increase on the current employment level of approximately 6,000 jobs. This will require:

- 16,000 – 24,000sqm of office floorspace;
- 12 - 28ha of industrial land; and
- 2.6-4.6ha of land to accommodate health uses.



Figure 5. Growth Projections and Spatial Requirements, 2019 - 2036



9

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 3 Issues and Opportunities

Over the course of the previous Strategy period, several issues and opportunities have emerged which need to be addressed by this Strategy. These have been captured through consultation and research as part of the Background report process and through consideration of the alignment between the trends and projections with the current performance and layout of existing activity centre and employment precincts.

The major issues and opportunities to be addressed are:

- The existing network of activity centres and retailers is fragmented and there is a lack of clarity regarding the role of each centre;
- There is a lack of capacity to accommodate new development needed to meet projected needs;
- The town centre is under-performing and requires strong policy support and pro-active reinvestment;
- Surf City and Baines Crescent have existing strengths that need to be consolidated and leveraged as the precinct undergoes transition;
- Planning tools are not adequate to respond to changes in the town's role and economic opportunities, especially in response to the challenges posed by the COVID-19 pandemic;
- As Torquay's economy changes, there is the opportunity to facilitate new growth through small businesses, creative industries, niche production and professional services while seeking to offset the loss of Quiksilver head office (while Quiksilver's head office has relocated to Queensland, the company still maintains a significant contingent of office based staff as well as a major retail presence in Surf City);
- There is an opportunity to capture the dividends of growth and capitalise on the town's popularity, especially in relation to tourism, hospitality and population services;
- Industrial land in the West Coast Business Park is significantly more expensive than other industrial areas in Geelong or the Surf Coast creating affordability concerns and potential barriers to investment;
- The image and attraction of a surf-side town can be enhanced, protected and leveraged to guide the next phase of economic growth.

10



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### ➤ Fragmented Activity Centres and Precincts

The role of each activity centre and employment precinct is not well defined, resulting in a fragmented network of retail and employment land and a lack of direction on preferred land uses.

Changes to commercial zones in 2013 resulted in a broader range of retail uses being permitted in industrial zones, contributing to the use of industrial land at the West Coast Business Park for retail uses and a wide range of land uses are now located in most employment and retail precincts. This has contributed to the erosion of many potential benefits that would exist if each precinct performed a clear role. There is the opportunity to improve the clarity of local policy support for particular land uses in each precinct and for public sector investment to be aligned to support the desired land use outcomes.

From a retail perspective, there are many isolated locations in which residents and visitors undertake regular shopping across the towns, contributing to the under-performance of the Torquay town centre as a retail location and resulting in foregone economic, social and environmental benefits of mixed use and consolidated activity centres.

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*All of the major development proposals currently known to council are for sites outside the town centre.*

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It is also relevant that all of the major development proposals currently known to council are for sites outside the town centre. It is important that larger developments are able to proceed in the town to respond to economic needs and opportunities, but that key developments do not contribute further to the fragmentation of the retail offer of the town.

### ➤ Limited Capacity to Accommodate Growth

There is very limited vacant retail and employment land in Torquay and Jan Juc to accommodate growth. The lack of vacant land is particularly acute in the Commercial 1 Zone, which in the town centre is further impacted by height controls.

There are only two significant locations of vacant employment land in the towns: the undeveloped section of the West Coast Business Park (Industrial 3 Zone and Farming Zone land designated for future Business Park expansion) and the Horse Paddocks site in Surf City precinct. This leaves the majority of remaining employment land under the control of only two landowners.

As Torquay continues to grow, demand will continue to increase for local goods and services across retail, commercial and industrial land uses. The capacity of the town's employment and retail land to accommodate this growth needs to be increased in a strategic way to ensure that local needs are met and to capitalise on the economic opportunities presented by this growth in demand and labour.

Demand projections indicate that approximately 22,000sqm of retail floorspace will be required over the period to 2036, including core retail and bulky goods. Much of the new population will be located to the north of the town, requiring ongoing increases in floorspace and services in the growth areas, however it is important that a strong activity centre is planned without any further fragmentation of the retail offer across the town.

A further 16,000 – 24,000sqm of office floorspace will be required over the period. Several employment locations exist across the town, and there is the opportunity to accommodate office employment across the town in a variety of settings. The growing professional labour force and the acceleration of remote-working will drive the need for a considerable increase in the spaces available to small businesses and individual professionals in the town.

Up to 28 hectares of industrial land will be needed over the period for a range of uses, mostly for smaller and medium sized

11



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption



businesses, many of which will be responding to the strong population growth, meeting construction and transport needs as well as businesses in the growing niche production and creative industries sector.

The health sector will also require suitable land and floorspace to meet the needs of the growing local community. Community uses, including childcare, recreation as well as shared office space, are also important contributors to economic activity and are often suitable uses at the periphery of activity centres.

It is important that sufficient available and developable land is provided across all of these sectors to ensure that local needs are met. This will require changes to existing planning controls (including in the town centre) and rezoning of land to accommodate growth and to ensure that planning is not a barrier to investment, economic development and service provision.

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### Supporting Investment in the Town Centre

The Torquay Town Centre is the traditional heart of the town and the focus of its retail, commercial and social interactions, however it continues to perform poorly as a retail centre (and subsequently as an activity centre).

This is at odds with the favourable economic conditions that exist for the centre – both the residential and visitor markets are growing, the community is becoming more affluent and the town centre remains the only activity centre in Torquay located on the coastline.

Several issues have been identified which are contributing to the challenges of the town centre. Existing retailers are exposed to competition from larger shopping centres and online retailers, there is a lack of diversity of land uses in the centre and redevelopment of sites is slow. Competition from new retailers outside the centre, primarily Torquay North and West Coast Business Park, coupled with retail industry shifts has intensified the competition and challenges for the centre. There are also few redevelopment opportunities in the town centre; a situation exacerbated by built form requirements and the lack of vacant land.

In these circumstances, it is critical that reinvestment in the centre is facilitated to

12



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

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*It is critical that reinvestment in the centre is facilitated to provide opportunities for a wide range of new activities to occur in the centre*

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provide opportunities for a wide range of new activities to occur in the centre, including but not solely reliant on retail uses. This includes office employment, residential housing and visitor accommodation, contemporary hospitality premises and opportunities for larger retailers to establish over time.

Strong policy support for the town centre to remain the primary retail centre for the town is needed, along with a pro-active approach to transition to a higher-density mixed-use environment. Without these interventions, there is a clear risk of further decline in the performance of the centre and negative economic and social implications for the broader town.

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*Strong policy support for the town centre to remain the primary retail centre for the town is needed, along with a pro-active approach to transition to a higher-density mixed-use environment.*

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### Capitalise On Existing Surf City Strengths

The existing café and retail strengths of Surf City and Baines Crescent should be leveraged to help transition the role of the area along with major investment proposals.

Although there is a current disconnect between the industrial, hospitality and retail roles, the surf culture and organic vibe of the precinct is attractive for visitation. However, the quality of the streetscape and transition towards industrial land uses presents an unattractive aspect to the area.

Major investment proposals, such as at the former Quiksilver head office and the library / cultural centre, present an opportunity for new development to catalyse land use change and

increase employment diversity in the Baines Crescent area while maintaining the popular surf and organic character of the area.

### Planning Tools Need To Be Updated And Expanded

The planning tools currently applied to Torquay-Jan Juc's retail and employment land are outdated and need to be refreshed.

The local economy is changing, and as the population grows, demand for population led services will continue to increase. Although tourism remains an important specialisation of the town, facilitating growth in emerging industries such as niche production and manufacturing, creative industries, professional services is an important opportunity that requires flexibility in the types of businesses that can locate in the town's relatively limited employment land.

These opportunities need to be considered alongside the macro-economic conditions and competing locations for employment which mean that the town's specialisation in surfwear retailing and associated administration jobs may need to be supplemented or replaced by new employment and business opportunities, many of which are created by small and start up businesses drawn to Torquay by its coastal lifestyle, entrepreneurial spirit, skilled labour force and affluent but socially and environmentally-conscious market.

The impacts of the COVID pandemic are further accelerating trends towards remote working, challenges for traditional retailers and the importance of local production, supply chain and distribution networks.

In order to capitalise on these opportunities, greater policy support and guidance on locations where emerging industries will be encouraged and can be accommodated will be required, in particular in the Surf City precinct and through reviewing the built form controls of the West Coast Business Park. It is important that the planning controls put in place as a result of this strategy position the town for economic prosperity over the next 10 – 15 years, requiring a pro-active and forward-looking approach to the use of planning tools. Otherwise, opportunity costs will be incurred such as lost investment, and increasing escape

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption



expenditure and employment to surrounding towns and cities and sub-optimal availability of services to meet the needs of local residents.

In certain employment precincts (such as Baines Crescent), uncertainty about the land use vision and the development types that will ultimately be approved is resulting in challenges for both Council and proponents and a missed opportunity to capitalise on the opportunities presented by this strategic location. This represents a cost to the community – it is important that planning controls are updated to provide opportunity and avoid these costs.

Another location where planning tools should be reviewed is the land at the north-east corner of the intersection of Geelong Road and Bell Street (2-4 Geelong Road, 48-50 Bell Street and adjacent properties) – these sites form a prominent gateway to the Great Ocean Road and are located at the edge of the Bell Street Activity Centre. Despite the importance of the sites, there are some inconsistencies created by existing planning controls. For example, land at 48-50 Bell Street is in the Commercial 1 Zone, however the site is subject to a Design and Development Overlay which promotes residential land use while the balance of the C1Z land in the Bell Street Activity Centre is subject to a different DDO. Other sites have land included in both the General Residential Zone and Commercial 1 Zone. It is important that the use and development potential of this land is clear and that this is reflected in the planning scheme.



### Capturing The Dividends Of Growth For Local Benefit

Torquay is a highly popular place to live and visit and the key origin markets for residents and visitors are growing strongly. There is the opportunity to capture the benefits of this popularity for local residents, in terms of employment opportunities, access to local services, hospitality and entertainment and infrastructure improvements.

In many parts of Torquay, meaningful improvements to the public realm, service provision and employment opportunities are currently limited by the relative lack of suitable land for development. As urban Geelong continues to expand to the south and domestic tourism takes on even greater importance post-COVID, Torquay is well positioned to capture the benefits of growth and diversification of the retail, employment and tourism sectors.

The primary driver of the Torquay economy is the beach and associated coastal lifestyle – this connection permeates through resident attraction and retention, business creation (including the culture of start-up and small local businesses) and the ongoing strength of the tourism and surf-related industries. It is important that the next phase of Torquay's growth is grounded in the knowledge that most people want to live, work and play in the town in order to enjoy the coastal lifestyle.

This requires planning policy and actions which seek to maintain an authentic coastal brand to the town's key activity centres and employment precincts, while encouraging uses which complement lifestyle drivers, especially hospitality, entertainment, recreation, local production and physical connections to the coast and the natural environment.

14

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

# 4 Planning Policy

The way in which Council can respond to the issues and opportunities identified in this Strategy must have regard to existing State and regional policies and strategies. There will also be the need to balance the various objectives of the Surf Coast Planning Scheme when making changes to existing controls to capitalise on the opportunities and remove barriers to growth.

## 4.1 State Planning Policy

Plan Melbourne is the long-term strategic planning document to guide growth in Melbourne and key parts of regional Victoria to 2050. Torquay is identified as one of several 'peri-urban towns' with capacity to accommodate more housing and employment-generating development without having a negative impact on the economic and environmental role of surrounding non-urban areas (Policy 7.1.2).

Plan Melbourne notes that development in peri-urban areas must be in keeping with the local character, attractiveness and amenity of the area.

The Victorian Planning Provisions refer to the now long-standing government policy of encouraging the "concentration of major retail, residential, commercial, administrative, entertainment and cultural developments into activity centres that are highly accessible to the community." A series of related policies discourage major retail developments that are not in activity centres (known as 'out of centre' development) and encourage the development of 20-minute neighbourhoods.



## 20 Minute Neighbourhoods

Plan Melbourne introduced the concept of the 20-minute neighbourhood to planning in Victoria. The concept builds on the Strategy to encourage jobs, services, community uses and transport close to homes by setting out the range of services, housing, employment and transport that should be planned within 20 minutes walk of residents. Although the concept applies to metropolitan Melbourne, the principles are also relevant to larger urban centres in regional Victoria such as Torquay.

As part of the implementation of Plan Melbourne, research by DELWP promotes the opportunities associated with Enterprise Precincts – dense, diverse and specialised areas of business activity which are responding to changes in the way people work, capitalising on digital technology and leveraging physical clustering of like-minded businesses to drive collaboration, innovation and productivity.

The research on enterprise precincts led to the introduction of the Commercial 3 Zone to the suite of planning zones available across Victoria. The success factors for enterprise precincts are shown in Figure 7. The success factors and drivers of enterprise precincts are most relevant to the Surf City area of Torquay, in that economic synergies and anchor institutions have been established around the surfwear and surf-retail sectors, and the precinct has the potential to offer several other success factors, such as affordable business premises, access to labour, collaboration across different industries and a quality place environment.

15

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

Figure 6: Features of A 20-Minute Neighbourhood

Source: DELWP, planning.vic.gov.au.



Figure 7: Success Factors for Enterprise Precincts

Source: DELWP, Unlocking Enterprise in a Changing-Economy



16



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### Planning Policies for Economic Development

State planning policy (Clause 11) includes the objective to "ensure a sufficient supply of land is available for residential, commercial, retail, industrial, recreational, institutional and other community uses" which is to be achieved through strategies including ensuring that "sufficient land is available to meet forecast demand" and planning to "accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur."

The Victorian Planning Provisions (Clause 17) identify the need for planning to "provide a strong and innovative economy, where all sectors are critical to economic prosperity" and "to contribute to the economic wellbeing of the state and foster economic growth by providing land, facilitating decisions, and resolving land use conflicts so each region may build upon its strengths and achieve its economic potential". Specific policy support is provided for opportunities for innovation and the knowledge economy including in existing and emerging industries.

Policy encourages the provision of adequate land supply in appropriate areas for both commercial and industrial land and to manage out of centre development and discourages the expansion of retail, commercial and recreational facilities outside of activity centres, with a preference for these uses to be located in or on the border of activity centres. Policy also encourages tourism development which maximises the benefits (economic, social and cultural) of the state becoming a competitive domestic and international tourist destination.

The implications of these state level policies for Torquay-Jan Juc are that:

- Substantial additional land and floorspace will need to be provided to meet projected demand over a 15 year period across all sectors;
- The Strategy should enable the towns to capitalise on their strengths, provide opportunities for innovation and encourage tourism development;
- The Strategy needs to closely manage, and discourage where possible, large 'out-of-centre' retail, commercial and recreational facilities.

### 4.2 Regional Strategies and Policy

Torquay-Jan Juc is a significant settlement at the regional level.

The G21 Growth Plan identifies Torquay as a 'District Town', a 'sub-regional employment centre' and the largest coastal centre in the region, acting as the gateway to the Great Ocean Road coast and home to an international surf industry. In terms of employment directions, the Growth Plan promotes "strengthening and protecting the identified existing and planned employment areas... as well as tourism precincts and district town activity centres." The Growth Plan also promotes the opportunity to connect Torquay to urban Geelong through a new public transport link.

Regional planning policy included in the Surf Coast Planning Scheme reinforces the findings of the growth plan, identifying Torquay as a location to "strengthen and protect the identified existing and planned employment areas." The policy also aims to achieve a diversified economy in the region, building on the region's "strengths such as agriculture, tourism as well as economic, social and natural assets", "support new businesses which provide employment as well as innovation in employment nodes" in the region and to "support industries that utilise skills within the region".

It is noted that regional planning policy (Clause 17.03-1R) identifies the need to plan for "the expansion of industrial employment areas at Colac and Winchelsea" but does not mention Torquay.

The Regional Growth Plan identifies that Torquay will be a focus for urban growth in the region and plans for a total population of 25,000 residents in the town. The Plan also references a target to provide one new job per additional household and to achieve no net increase in employment travel to Melbourne.

Regional strategies and policy does not provide clear direction on how employment growth will be provided for in Torquay, necessitating a strong, proactive strategy and local policy as part of this project.

17

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 4.3 Current Projects

The Department of Environment, Land, Water and Planning (DELWP) has commenced planning work associated with the designation of the Surf Coast as a Distinctive Area and Landscape (DAL). The project is yet to be finalised and no clear direction is available at the time of preparation of this Strategy.

It is also noted that planning for the Spring Creek Precinct – a proposed urban growth area to the immediate west of the Torquay settlement – has been placed on hold subject to a decision by the Victorian Minister for

Planning, pending the outcomes of the DAL process.

This Strategy does not seek to pre-empt the findings of the significant planning processes and decisions that are pending – rather, the current circumstances and growth possible within the existing planning framework have been used to underpin the required retail and employment needs of the community. There is clearly the need to closely monitor the outcomes of the DAL and Spring Creek processes and incorporate a response to the key findings and implications once available.

#### Distinctive Areas and Landscapes

Surf Coast has been identified by the Victorian state government as a Distinctive Area and Landscape. The Distinctive Areas and Landscapes is a program currently being undertaken by the Department of Environment, Land, Water and Planning to protect areas and landscapes in Victoria which are highly valued for their cultural, economic, environmental and social assets which are under pressure from development and climate change as well as other environmental challenges.

The program has identified three other distinctive areas and landscapes in addition to Surf Coast within Victoria and are Macedon Ranges, Bass Coast, Bellarine Peninsula.

It is expected that a Final Statement of Planning Policy for Surf Coast will be released by the end of 2021.

Current planning policy at Clause 11.03-5S identifies the need to 'protect and enhance the valued attributes of identified 'distinctive areas and landscapes'.

18

### 4.4 Implications

The following implications are identified for how the Strategy must respond to policy issues and opportunities:

- The co-location of retail, employment and entertainment uses in activity centres continues to underpin State planning policy and the new concept of the 20-minute neighbourhood should be integrated into planning for Torquay.
- A number of strategic and policy documents support the creation of local jobs to support the growing community and key industries of surfing, tourism, construction and rural businesses. State planning recognises the changing nature of work and the value of creating Enterprise Precincts.
- Policy requires the provision of at least 15 years land supply across all land uses – this is particularly relevant for Torquay given strong population growth projections and the lack of vacant land.
- State planning decisions on major projects (such as the DAL and Spring Creek PSP) could materially influence the basis for this strategy over the Strategy period – this will require flexibility and regular review.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 5 Strategy

This section sets out the strategy for retail and employment land in Torquay and Juc over the period 2020 – 2036 which seeks to achieve the following vision.

#### 5.1 Vision

*Torquay-Jan Juc has a prosperous economy which offers a diverse range of employment, goods and services to residents and visitors. Residents have everyday goods and services within their 20-minute neighbourhood and have access to a wide variety of hospitality, entertainment, health and recreation facilities in the town.*

*The activity centre network is well defined and reinvestment and expansion of the retail offering occurs incrementally in-line with demand. Employment precincts provide opportunities for investment and change so that businesses can respond to changing market needs and broader economic opportunities, while increasing overall employment and value-added.*

*The visitor economy remains an important element of the town's offering, with accommodation, hospitality and entertainment driving year-round visitation and supporting a vibrant network of activity centres which serve visitors from near and far as well as local residents.*

*The culture of relaxed coastal living and entrepreneurialism is evident throughout retail and employment areas, driving business creation, employment growth, self-sufficiency, economic specialisation, innovation and creativity.*

#### 5.2 Retail Role & Floorspace Growth

As the population of Torquay continues to increase, there is the need to provide opportunities for additional retail floorspace. Consistent with State planning policy, core retail floorspace must primarily be accommodated in activity centres. In many parts of the existing activity centre network there is a relative lack of vacant land, development capacity or both.

The following expected distribution of population growth provides a broad indication of the locations in which retail demand is expected to increase over the strategy period:

- The majority of population growth will occur in the Torquay North area, with Forecast ID estimating 6,466 additional residents in the area between 2019 and 2036, taking the total population of this area to approximately 14,700 residents. For most of these residents, the closest Neighbourhood Activity Centre will be Torquay North, while expenditure will also occur in other centres including Torquay Town Centre, other retailers in Torquay and in urban Geelong;
- Considerable population growth is also projected for Torquay central and Jan Juc, with a combined 4,366 additional residents projected for these areas according to Forecast ID over the period 2019 to 2036 (however this includes population expected to be accommodated in the Spring Creek Precinct which is not yet approved). For these residents, the closest activity centre with full line supermarket offering is the Torquay Town Centre (or the potential Spring Creek Neighbourhood Activity Centre if the precinct is ultimately approved).

If the Spring Creek PSP is not approved and no alternative land supply is provided to the south and west of the town, then it is clear that most of the population growth in the town over the strategy period will occur in Torquay North. These residents will generate demand

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

for additional retail goods and services, many of which should be provided within the respective neighbourhoods.

For higher order retail goods and services, it is important to note that the Armstrong Creek Town Centre is planned to accommodate a range of major core and restricted retailers which will be highly accessible to Torquay residents, especially those located in Torquay North. Therefore, it is not necessary to seek to provide all types of retail to residents in the local area. It is essential, however, that the retail hierarchy within the town provides local, neighbourhood and some sub-regional retail goods and services to residents within a clearly defined hierarchy.

It is also relevant that the Torquay Town Centre is under-performing as a retail centre and that further challenges are possible due to retail sector trends and the likely need to more retail space in Torquay North. In these circumstances, it is important that the primacy of the town centre as the primary activity centre is protected while concurrently providing opportunities for new retail space to be provided within the urban growth areas of the town.

### Recommended Retail Hierarchy

Table 3 sets out the proposed retail role of the existing activity centres (and employment precincts for completeness), having regard to the need to retain a strong activity centre hierarchy, prevent 'out of centre' retail development and provide suitable opportunities to accommodate additional retailers in locations accessible to residents.

Several planning tools are proposed to implement the hierarchy, including:

- Using local policy to more clearly define the role of each centre within the revised hierarchy;
- Increasing the zoned land available for activity centre purposes in the Town Centre and Torquay North;
- Introducing a floorspace cap to Torquay North to manage growth of the centre in line with population growth;
- Introduce floorspace caps to any new or proposed Neighbourhood Activity Centres (NAC) or local centres. If left 'uncapped' there is potential that the role of the Town Centre could be compromised.
- Revising built form restrictions in the town centre to ensure that there are incentives for mixed use redevelopment of existing sites in private ownership; and
- Maintaining the restrictions on core retail outside activity centres through zoning and local policy.

A shop floorspace cap is proposed for the C1Z in Torquay North to accompany the recommended expansion to the zoned area. This will enable further retail and commercial space to be provided in proximity to the growing resident base in Torquay North (including potential future growth areas yet to be zoned) whilst ensuring that major retail expansion which might attract existing trade from the Town Centre is not permitted. The cap is proposed to be reviewed over time.

20





## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

Table 3. Retail Role and Floorspace Caps

Location	Zone	Retail Floorspace (sqm)	Existing Floorspace Cap	Retail Growth Role and Capacity	Proposed Planning Tools for Retail Purposes
Torquay Town Centre	C1Z SUZ5	15,900	None	Strategic location serving entire settlement – capacity limited by built form controls.	- No floorspace cap - Reduce built form capacity constraints
Torquay North	C1Z	4,800	None	Strong growth projected for catchment, one vacant site but further space required.	- Increase zoned land - Introduce shop floorspace cap of 8,000sqm - Review cap at next Strategy review
Jan Juc	C1Z	1,600	None	Minimal growth in catchment, one vacant zoned site, no change in role.	No changes proposed
Bell Street	C1Z	5,600	None	Limited capacity for expansion, market for hospitality and tourism expected to grow.	Investigate increasing zoned land to east
Loch Ard Drive	C1Z	150	None	Limited growth in immediate catchment, one vacant site. No change in role.	No changes proposed
Geelong Road C1Z	C1Z	570	None	Established minor retail service cluster, no change in role.	No cap proposed.
Geelong Rd Medical Precinct	GRZ	1,100	None	Established food and medical cluster, limited capacity to expand.	Rezoning proposed, no floorspace cap proposed.
Surf City	SUZ5	6,000	None <sup>1</sup>	Ongoing retail outlet role. Limited capacity for growth, Council investing in public facilities.	No core retail supported.
Baines Crescent	IN3Z	3,200	None <sup>2</sup>	No retail role at present, strategic location with opportunity for redevelopment of existing sites for employment.	No core retail supported.
Horse Paddock	SUZ5	1,100	None <sup>1</sup>	Major development site.	No core retail supported.
SUZ East Side Highway	SUZ5	2,100	None <sup>1</sup>	No vacant land, limited capacity for growth other than through redevelopment.	No changes proposed
West Coast Business Park	IN3Z	10,700	None <sup>2</sup>	Capacity for infill and ongoing subdivision of broadacre land to meet catchment needs.	No changes proposed

Source: Urban Enterprise. Note 1: SUZ5 includes several limitations on the type and scale of retail uses permitted. Note 2: In the IN3Z supermarkets of up to 1,800sqm do not need a planning permit.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

In addition to the existing centres, urban growth is proposed or possible in three main locations around the towns:

- Spring Creek Precinct – subject to planning approval, with a Neighbourhood Activity Centre included in the PSP.
- North-west of Messmate Road. This area could accommodate approximately 1,400 residents, most of whom would be more than 20 minutes walk of the Torquay North Neighbourhood Centre and would face barriers to movement such as the Surf Coast highway and nature reserves. Although much of the demand for local goods and services could be met at Torquay North, a local activity centre should be considered as part of planning for this area to provide conveniently accessible retail, potentially in a location adjacent to or within the proposed extension to the West Coast Business Park.
- North-east of Horseshoe Bend and South Beach Roads. This area could accommodate approximately 1,750 residents, most of whom would be more than 20 minutes walk of the Torquay North Neighbourhood Centre. A local activity centre should be considered as part of the planning for this area, for example at the south-western corner of the development.

### Major Retailers

There are presently few 'major' retailers in Torquay, with the main exceptions being Bunnings and large surfwear retailers. The potential need for a Discount Department Store (DDS) was identified in the previous Strategy, however no store has since been established and the establishment of a DDS is not a priority for this strategy.

The population of Torquay's retail catchment is currently approximately 33,000 and is projected to increase to 45,000 residents by 2036. This is a substantial catchment that under recent trading conditions would approach and then meet the usual catchment for a Discount Department Store within the Strategy period. However, the following circumstances will present challenges for this retail type in Torquay:

- Strong competition accelerated by e-commerce (and likely to be further accelerated by the COVID pandemic) is resulting in challenging conditions for this

retail type. Many retailers are reducing, rather than expanding, their store networks.

- Other retailers in the town absorb some of the trade that would otherwise go to a DDS in a typical urban area or town, such as the many surfwear and related apparel and footwear outlets; and
- Residents of Torquay, especially those in the growth areas of Torquay North, can readily access existing DDS in Waurin Ponds and will be able to access higher order retailers within 10 minutes drive time at the proposed Armstrong Creek Major Activity Centre.

Given these circumstances, facilitating a DDS is not considered a high priority, however it is important that the Strategy provides clear direction on the preferred location for major retailers if a retailer does seek to locate, especially in the latter part of the Strategy period. Because a DDS is a major driver of retail activity and visitation, it should be located within a larger centre that can offer a wide range of retail, commercial and hospitality uses centrally located to the core retail catchment. In Torquay-Jan Juc, the Torquay Town Centre is best positioned to offer this diversity.

The lack of vacant land remains a challenge to delivery of larger retailers in the town centre, as with most established retail centres. A different approach would be required to establish the pre-conditions for a DDS opportunity, including:

- Seeking to provide genuine large site redevelopment opportunities within the town centre, rather than existing policy which encourage lot consolidation (an often insurmountable obstacle to development);
- Actively facilitating the redevelopment of at-grade car parking, which would present the concurrent opportunity to address car parking issues in the town centre and strategically apply parking contributions;
- Encourage incremental redevelopment of other smaller sites within the town centre by adjusting existing built form controls so that the retail, commercial and residential role and catchment can be increased and diversified over time. This will ensure that once a development opportunity has been created for a larger site / retailer, the retail role of the town centre has been strengthened, its local demand base increased and its built form redeveloped and improved; and
- Providing clear policy support for this outcome.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

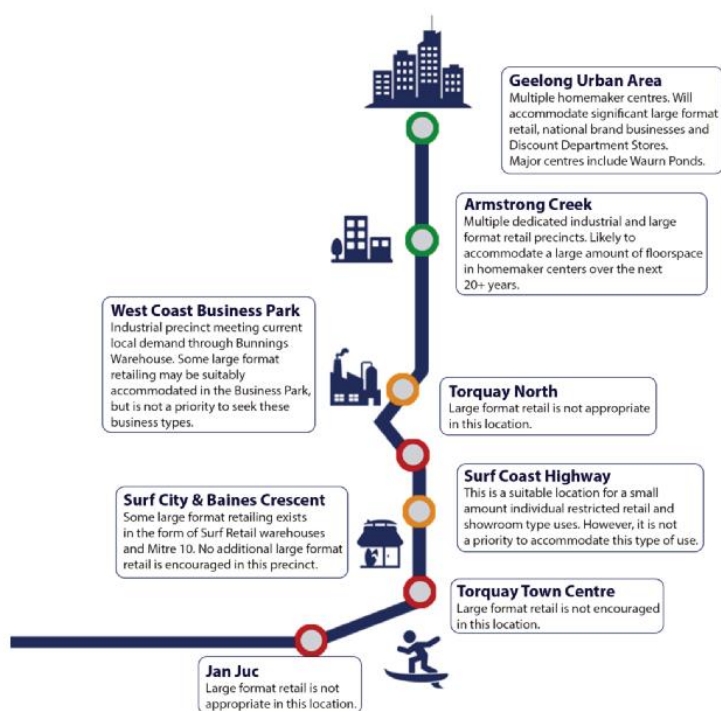
### Large Format Retail

Bulky goods demand will continue to arise from Torquay residents. Some existing demand is met by Bunnings, Mitre 10 and independent retailers in the town, however most expenditure will escape to Geelong, especially Waurin Ponds.

Armstrong Creek will have large dedicated bulky goods precincts (expected to accommodate homemaker centres) within close proximity to Torquay residents. Similar to a Discount Department Store, it is not a priority to seek to accommodate bulky goods retailers in Torquay, however it is important that direction is provided on suitable locations of larger format retailers in the town. Individual

restricted retailers and showrooms are suited to locate along the Surf Coast Highway within the urban area around the Surf City precinct, however it is important that core retail uses are not permitted in this setting.

Figure 5. Large Format Retail



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 5.3 Employment Precinct Roles

#### Surf City and Baines Crescent

Surf City, Baines Crescent and the various other nearby sections of land along the Surf Coast Highway occupy the most strategic location of employment land in Torquay-Jan Juc.

The precincts are central to the urban area, readily accessible and visible from the Surf Coast Highway and benefit from the visitation and awareness of the Surf City retail precinct.

The precincts are undergoing important changes brought about by a variety of global and local factors, especially the relocation of the Quiksilver head office and the increasing local population base driving demand for a greater scale and diversity of local services and entertainment. There is the opportunity to encourage a greater density and diversity of business uses in the precinct to facilitate existing and emerging demand growth in professional services, creative industries and population services in the town.

In particular, the Baines Crescent area has characteristics conducive to creating an Enterprise Precinct, where a variety of employment uses can co-exist and capitalise on the economic benefits of collaboration, diverse activity, infrastructure investment and place making. The repurposing of the Quiksilver building can be a catalyst for this repositioning and the West Coast Business Park can provide ongoing industrial land availability elsewhere.

This Strategy treats the contiguous area comprising Surf City, Baines Crescent and adjacent employment land as a single specialised employment precinct and recommends several changes to the planning controls which apply to the precinct in order to position the precinct to provide greater employment, investment and services to the local community over the Strategy period as follows:

- Rezone the current Industrial 3 Zone land in Baines Crescent to the Special Use Zone (or other suitable zone) and facilitate the incremental development of an Enterprise Precinct through zoning, place making and infrastructure investment.
- Reposition the intent of the Special Use Zone to reduce the focus on tourism and enable

greater flexibility for new development to respond to demand from the growing population, especially health, recreation, entertainment and commercial. Tourism uses should still be permitted, but not at the expense of other alternatives which would benefit local residents and visitors without impacting the retail hierarchy.

- Removing the 'Activity Centre' designation of the Geelong Road Medical Precinct but including the land in the Special Use Zone to enable existing land uses to continue.
- Allowing restricted retail uses, medical, office and recreation in other sections of the SUZ land fronting the Highway.

#### West Coast Business Park

The West Coast Business Park is well positioned to perform an ongoing industrial land role to meet the local and sub-regional demand for a range of business types.

Although larger format industrial businesses are not likely to see any advantages in locating in Torquay, demand from smaller and medium businesses is steady and the strong population growth occurring in Torquay will continue to drive demand for local industrial land.

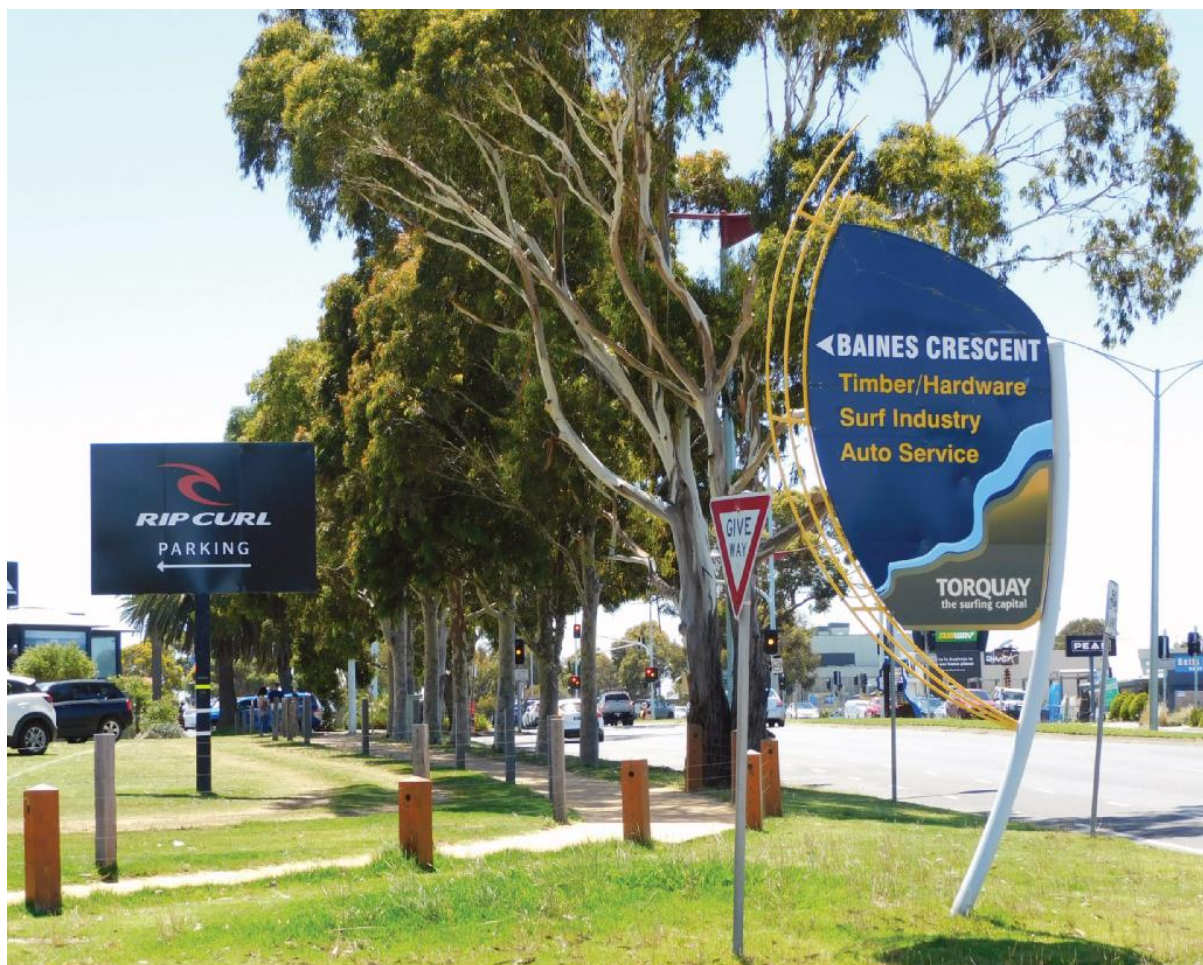
The role of the West Coast Business Park has been considered in conjunction with the proposed changes to Baines Crescent: as Baines Crescent transitions to a higher order employment role over time, it is critical that sufficient suitably zoned and located land is available in the town for both existing businesses to relocate and for new businesses to find suitable land and premises. The ongoing expansion of the West Coast Business Park can meet this demand.

There is a projected demand for up to 28 hectares of industrial land over the Strategy period. With approximately 10 hectares of developable land remaining in the zone equating to between 6 and 10 years supply, further land needs to be included in the industrial zone. Any industrial uses seeking to relocate from the Baines Crescent area would add to this demand.

This Strategy recommends the following actions to ensure that there is sufficient and suitable industrial land available in the towns over the strategy period:



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption



- Rezone the balance of the West Coast Business Park to the Industrial 3 Zone, providing an additional 12-14ha of developable land for industrial purposes and preventing any other land use being contemplated for the land which is a strategically located resource for business purposes;
- Retaining the designation for future 'employment' land to the west of Messmate Road. This area should be planned (at least initially) concurrent to the planning for the residential area to its north, with its ultimate layout, zoning and role taking into consideration:
  - The rate and type of development occurring in the West Coast Business Park;
  - The demand for local business uses not of an industrial nature, such as offices, recreation or medical;
  - The best location of a future local activity centre to serve the new residential area; and
  - The necessary access and interface considerations for the proposed residential areas to the north and south.
- Ensuring that the Baines Crescent Enterprise Precinct can accommodate some smaller businesses of an industrial nature that wish to co-locate with other businesses in that location, especially those with a retail outlet or hospitality element, while ensuring that the West Coast Business Park and Baines Crescent areas are clearly differentiated.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 5.4 Future Role of Retail and Employment Land In Torquay Jan Juc

Table 4 shows a summary of the role of each activity centre and employment precincts in Torquay-Jan Juc over the Strategy period as described in this Strategy. These roles are designed to position each centre to accommodate the additional demand for retail floorspace, health and recreation services and business and employment growth and changes over the next 15 years.

Figure 8 shows the key strategic directions and proposed changes on a map of the activity centres and employment precincts.

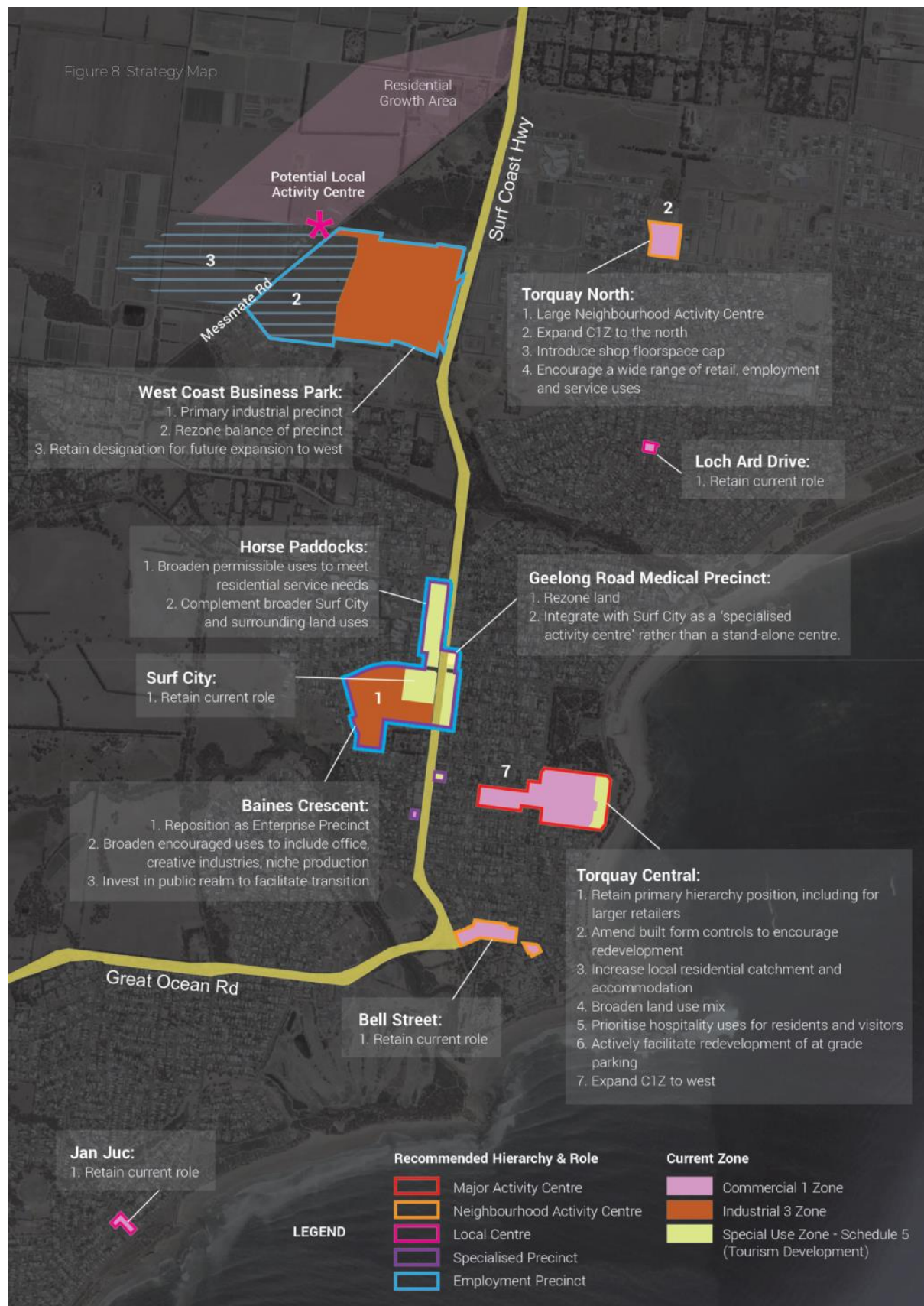
Table 4. Activity Centre Hierarchy and Role of Key Precincts

	Location	Current Hierarchy Position	Revised Hierarchy Position	Strategy Period Role
ACTIVITY CENTRES	Torquay Town Centre	Major Activity Centre	Major Activity Centre	Primary centre for retail, supported by hospitality, office and residential use. Preferred location for larger core retailers and mixed use development.
	Torquay North	Neighbourhood Activity Centre	Large Neighbourhood Activity Centre	An increased scale of neighbourhood-focussed retail goods and services for residents of Torquay North, supported by local employment and hospitality.
	Jan Juc	Local Activity Centre	Local Activity Centre	Local convenience centre continuing to serve residents and visitors.
	Bell Street	Local Activity Centre	Local Activity Centre	Ongoing hospitality, accommodation and specialty retail for residents and visitors.
	Loch Ard Drive	Local Activity Centre	Local Activity Centre	Ongoing convenience retail for local residents.
	Messmate Road	None	Future Local Activity Centre	Convenience retail, food and services for growth area residents.
	North East Torquay	None	Potential Future LAC (if SIA developed)	Convenience retail, food and services for growth area residents.
	Geelong Road CIZ	Local Centre	Local Centre	Local retail services
EMPLOYMENT PRECINCTS	Surf City Cluster	Specialised Employment Precinct	Specialised Employment Precinct	Strategic employment land providing a variety of surf retail, employment, commercial activity and health, entertainment, recreation, tourism and civic services.
	Surf City	Specialised Precinct	Enterprise Precinct	
	Baines Crescent	Employment Precinct		
	Horse Paddock	Specialised Precinct		
	SUZ East Side Highway	Specialised Precinct	Commercial Precinct	
	Geelong Rd Medical Precinct	Ad-Hoc Precinct		Employment precinct primarily providing industrial and larger format commercial space for business purposes separated from sensitive uses.
	West Coast Business Park	Employment Precinct	Employment Precinct	

Source: Urban Enterprise, 2020. Note: Spring Creek Activity Centre should only be added to the hierarchy if and when the PSP is approved.



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### 5.5 Objectives and Actions

In order to achieve the vision for each land use and precinct, strategic actions have been identified in the following themes: Overarching Objectives; Activity Centres; and Employment land.

#### > Overarching Objectives

##### OBJECTIVE 1

Update the Retail and Employment Strategy for the towns.

No.	Action
1.1	Adopt the Torquay-Jan Juc Retail and Employment Land Strategy 2020 and commence a planning scheme amendment process to implement Planning Scheme recommendations.
1.2	Progressively implement the non-planning actions of the Strategy.

##### OBJECTIVE 2

Regularly monitor and review key elements of the Strategy and progress on key indicators.

No.	Action
2.1	Closely monitor the results of major planning decisions which will influence retail and employment land demand and supply in the towns (particularly the DAL and Spring Creek projects) and update the Strategy if necessary.
2.2	Prepare an annual monitoring statement on retail and employment land use, including changes in land use, permit approvals and development outcomes, remaining vacant land and estimated employment in the town by industry.
2.3	Prepare an internal progress update within 5 years of implementation to review and update trend analysis. Update the Strategy if necessary within 10 years.

##### OBJECTIVE 3

Support business resilience and position the local economy for prosperity in the context of retail sector changes and the impacts of the COVID-19 pandemic.

No.	Action
3.1	Encourage a greater diversity of land uses and footfall in the Torquay Town Centre to increase the existing catchment of the centre and underpin demand for retail and services.
3.2	Provide policy support for land uses and development which cater for the domestic tourism market, capitalising on local tourism strengths, accommodation and hospitality demand and the need for outdoor space for businesses.
3.3	Facilitate employment and business opportunities in emerging sectors, micro-businesses and start ups, including through employment land and residential land.



## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### OBJECTIVE 4

Facilitate the development of '20 Minute Neighbourhoods' in Torquay-Jan Juc.

No.	Action
4.1	Identify activity centres at Torquay Town Centre, Jan Juc and Torquay North as the locations where 20 minute neighbourhoods can be promoted through the provision of a range of retail, employment and services.
4.2	Ensure sufficient land is available within activity centres to accommodate employment and services as well as retail. This includes childcare, health, hospitality, shared office space, recreation and so on which are often suitable uses for the land at the periphery of existing centres.
4.3	Review and address walking and cycling accessibility to each key activity centre to ensure physical infrastructure promotes the 20 minute neighbourhood concept.

### Activity Centres

### OBJECTIVE 5

Provide clearer direction on the existing and growth role of each Activity Centre.

No.	Action
5.1	Update the Activity Centre Hierarchy in the Planning Scheme to reflect the hierarchy outlined in this Strategy.
5.2	Reinforce existing policy support to direct major retail investment to Torquay Town Centre to support and strengthen its role as the primary retail centre in Torquay-Jan Juc.
5.3	Clarify the role of the Geelong Road Medical Precinct as a local centre, remove the activity centre designation and include within the SUZ.
5.4	Use local policy to prevent out-of-centre development where the proposed uses could or should be accommodated within activity centres.
5.5	Embed the strategic objectives of this Strategy in the Surf Coast Shire Planning Scheme through relevant zones, schedules, overlays and policy in order to assess planning permit proposals.

### OBJECTIVE 6

Facilitate a prosperous Major Activity Centre in the Torquay Town Centre which successfully meets the needs of residents and visitors and responds to structural changes in the retail sector.

No.	Action
6.1	Provide strong policy support for Torquay Town Centre as the primary retail and activity centre in Torquay-Jan Juc.
6.2	Actively facilitate opportunities to redevelop strategic sites in the Torquay Town Centre (including at-grade car parks) to provide opportunities for larger retailers as well as consolidated car-parking.
6.3	Encourage hospitality uses to locate in the Torquay Town Centre, particularly along Gilbert Street and the Esplanade, and provide outdoor dining opportunities.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### OBJECTIVE 7

Provide land and opportunities for additional retailers and services in proximity to projected residential growth areas

No.	Action
7.1	Identify land to the north of the existing Torquay North Activity Centre as suitable for an expansion of the Commercial 1 Zone (can still provide for mixed use development, but prioritises retail and commercial uses) to enable an increase in the scale of retail and commercial offering as the local catchment population continues to grow strongly. Provide flexibility for retail floorspace to be delivered in any location across the C1Z, while also encouraging non-retail and hospitality floorspace
7.2	Introduce a shop floorspace cap to the C1Z schedule to cover all C1Z land as part of the expansion of the Torquay North zoning to ensure retail floorspace can increase in line with demand without impacting the performance of the town centre.
7.3	Plan for new convenience centres as part of any rezoning to create new urban growth areas to the north-east and north-west of the existing urban area.
7.4	Provide commercially attractive and suitably zoned opportunities for larger format retailers to locate at the Surf Coast highway frontage to the Surf City precinct.
7.5	Apply a maximum floorspace per tenancy for large format retail uses fronting the Surf Coast Highway to ensure major tenancies are not in inappropriate locations.
7.6	Investigate the zone and overlay controls on land at the corner of Geelong Road and Bell Street (2-4 Geelong Road & 48-50 Bell Street) to determine their appropriateness and address inconsistencies without increasing existing height limits.

### Employment Precincts

### OBJECTIVE 8

More clearly differentiate between the role of employment precincts in the towns.

No.	Action
8.1	Update planning policy to reflect the recommended role of each employment precinct based on this Strategy.

### OBJECTIVE 9

Reposition the Surf City Precinct as a location for employment, innovation and population services.

No.	Action
9.1	Reposition the intent of the Special Use Zone to reduce the focus on tourism and enable greater flexibility for new development to respond to demand from the growing population and accommodate employment.
9.2	Rezone the Industrial 3 Zone land in Baines Crescent to the Special Use Zone (or similar) and facilitate the incremental development of an Enterprise Precinct which includes the Surf City precinct, with a strong focus businesses in professional services, niche production, creative sectors, with associated / ancillary outlets for sales and supporting hospitality.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption

### OBJECTIVE 9 (cont.)

No.	Action
9.3	Invest in place making and infrastructure throughout the Enterprise Precinct to support the attraction of new businesses seeking to co-locate with existing and emerging precinct branding and anchors, including the proposed Cultural Centre and Library by Surf Coast Shire Council.
9.4	Encourage a wide range of employment and service uses in areas with direct access to the highway which can provide population servicing businesses with suitably accessible and visible locations, especially health and social assistance, recreation, accommodation and entertainment.
9.5	Maintain a clear differentiation between Surf City and other precincts by prohibiting core retail uses and only allowing hospitality and accommodation uses in locations that are compatible with the overall vision for the precinct.

### OBJECTIVE 10

Utilise all land types to accommodate employment growth across the town to ensure jobs growth and new opportunities keep pace with residential growth

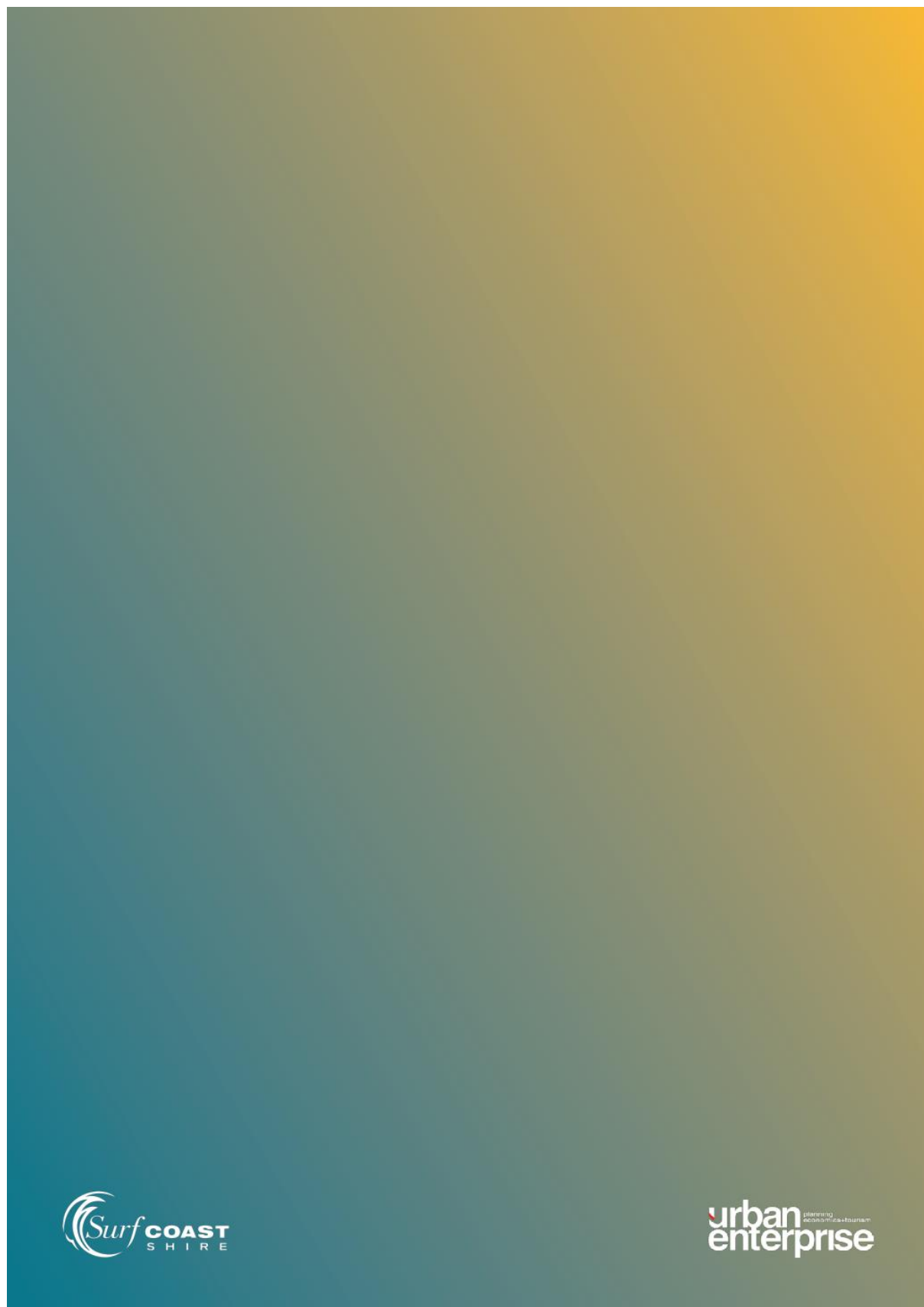
No.	Action
10.1	Encourage office floorspace as part of the redevelopment of land in the Torquay Town Centre, Surf City and Torquay North.
10.2	Encourage accommodation and hospitality development and intensification in the Town Centre and Bell Street.
10.3	Provide policy support for business uses in residential areas, where compatible with residential amenity and ensuring the integrity of existing centres, and prepare a 'non-residential uses in residential areas' policy which responds to the increase in small businesses, small medical facilities, vet clinics, small scale childcare, home based businesses and the aims to increase employment retention and support the 20 minute neighbourhood concept.
10.4	Review of other existing policies to ensure there are no barriers to achieving the outcomes of Action 10.3.

### OBJECTIVE 11

Provide land to meet industrial requirements over the Strategy period

No.	Action
11.1	Rezone the remaining land within the West Coast Business Park to the Industrial 3 Zone.
11.2	Internally review and identify opportunities to address affordability concerns through requirements for landscaping, setbacks, parking, built form and other requirements.
11.3	Retain the designation for future 'employment' land to the west of Messmate Road and prepare a plan for the precinct (at least initially) concurrent to planning for the residential area to its north, considering the factors outlined in this Strategy.
11.4	Establish a monitoring system for industrial land, including vacant land, sale prices, rents, rate of take up and business types.

## 2.1 Torquay-Jan Juc Retail and Employment Land Strategy Adoption



### 3. OFFICE OF THE CEO

#### 3.1 Contracts Awarded under Pre Authorisation

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

**Department:** Engineering Services

**Division:** Governance & Infrastructure

**Appendix:**

**General Manager:** Stevan Muskett

**File No:** F21/299

**Trim No:** IC21/1574

**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
T22-007	Provision of Wet Plant Hire Services	1. A & K Tucker Excavations Pty Ltd 2. Aquatech Civil and Plumbing Pty Ltd 3. Armistead Earthmoving Pty Ltd 4. Deja Eight Pty Ltd 5. Draper's Civil Contracting Pty Ltd 6. PJ&T Motors Pty Ltd trading as P.JT. McMahon's Excavation 7. Stephen Blake (as trustee for the Blake Property Trust) trading as Blake Building and Earthworks 8. Tim Powell Pty Ltd	\$2,000,000 (ex-GST) over the total three year contract term

#### Recommendation

That Council notes the award of a panel contract for provision of Wet Plant Hire Services.

#### 4. GOVERNANCE & INFRASTRUCTURE

##### 4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2021

**Author's Title:** Coordinator Management Accounting      **General Manager:** John Bertoldi  
**Department:** Finance      **File No:** F18/850-4  
**Division:** Governance & Infrastructure      **Trim No:** IC21/1664  
**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 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 October 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	-
<b>Grand Total</b>	<b>-</b>



#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - October 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 \$
Nil			

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 \$
Nil			

**Table 4 – For Council Approval – New Projects**

Project Name	Funding Source	Basis for Variation	Project Allocation \$
Lorne Kindergarten Split System	Project Savings Account	Supply and installation of a new 5kW wall mounted split systems in the kindergarten entry space given there is insufficient heating in that area of the building.	5,000

#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2021

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 \$
Working For Victoria	Grant Funded	Final acquittal submitted for program. Life of project cost \$472,334 (fully grant funded).	-

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 \$
Nil			

**Table 7 – Accumulated Unallocated Cash Reserve Movement**

Accumulated Unallocated Cash Reserve	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Opening Balance	3,493	3,079	2,346	748
Budgeted Annual Surplus/(Deficit)	50	(1,018)	(1,598)	(3,312)
Transfer for Adopted Projects Funded	(465)	285	-	-
Net Allocations During Year	-	-	-	-
New Allocations Proposed	-	-	-	-
<b>Closing Balance *</b>	<b>3,079</b>	<b>2,346</b>	<b>748</b>	<b>(2,564)</b>

Accumulated Unallocated Cash Reserve	2021-22 \$'000
<b>Net Allocations During Year</b>	
Nil	-
<b>Net Allocations (From)/To</b>	-
<b>New Allocations Proposed</b>	
Nil	-
<b>Total New Net Allocations (From)/To</b>	-

\*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*

<b>Implications</b>	<b>Applicable to this Report</b>
---------------------	----------------------------------

#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2021

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

##### **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 October 2021.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review

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

**General Manager:** John Bertoldi  
**File No:** F17/78  
**Trim No:** IC21/1673

### Appendix:

1. SCS-001 Councillor Entitlements, Expenses and Facilities Policy (D21/195472)
2. SCS-001 Councillor Entitlements, Expenses and Facilities Policy with tracked changes (D19/139184)

### 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 provide the updated SCS-001 Councillor Entitlements, Expenses and Facilities Policy for adoption.

### Summary

SCS-001 Councillor Entitlements, Expenses and Facilities Policy has been reviewed by officers and the Audit and Risk Committee in accordance with the review schedule. Changes to the policy have been detailed in this report, and a version of the policy with tracked changes is also available at Appendix 2.

### Recommendation

That Council adopts SCS-001 Councillor Entitlements, Expenses and Facilities Policy as attached at Appendix 1.

### Report

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

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

#### **Background**

The policy was first adopted in November 2019, and was developed for the purpose of providing clarity and guidance as to financial entitlements, reimbursement of expenses and the availability of resources and facilities. The policy was updated in August 2020 to reflect changes associated with the implementation of the new *Local Government Act 2020*.

#### **Discussion**

A full review of the policy has been completed in order to provide best practice and clarity to Councillors on their entitlements, expenses and facilities provided to allow them to fulfil their role in Council.

Some of the key improvements made to the draft policy include:

- A definition has been provided to describe 'direct benefit'. This is necessary as 'eligible Council business' contains the criteria of a direct benefit, but that term was not previously defined.
- The approval workflow for expenses within the annual monetary limitation has been updated to enable the Chief Executive Officer to approve expenses, as the Policy previously allowed for the Mayor to approve Mayoral expenses.
- Some entitlements (i.e printers, hard copy Christmas cards) have been removed as they are no longer considered to be consistent with Council's environmental commitments.
- Minor wording amendments has occurred where necessary.
- Local Government Act Principles have been referenced.
- References to the relevant regulations have been updated to the *Local Government Act 2020*.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review

The policy was presented to the Audit and Risk Committee at its September meeting for review and feedback. At this meeting, an amendment to paragraph 3 of section 7.6 was suggested to make the process of sending written correspondence more feasible. This change has 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*

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

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

The Governance Principles contained within the LGA have been considered in the review of this policy, with 9(2)(a), (g) and (i) being of particular relevance. These relate to decisions being made in accordance with relevant legislation, financial viability and transparency respectively.

### **Policy/Relevant Law**

The *Local Government Act 2020* is the primary legislation relevant to this policy, as well as the regulations associated with that legislation.

### **Environmental/Sustainability Implications**

Councillors are encouraged to use electronic formats for communication wherever possible, and printing is discouraged wherever possible, to promote environmentally sustainable methods of communication.

### **Public Transparency**

The policy requires relevant registers to be kept and made available for public inspection, which ensures transparency of claims made and expenses incurred under this policy.

### **Financial Management**

This policy ensures Councillor expenses are managed appropriately. The inclusion of assessment and eligibility criteria for entitlements and reimbursement ensures a consistent and financially viable approach which does not exceed budgetary limitations.

### **Risk Assessment**

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

## **4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review**

### ***Communication***

The policy will be included on Council's website and staff will be made aware of the updates. Procedures and processes to support the delivery of and compliance with this policy have been developed and will be communicated to staff and councillors accordingly.

### ***Options***

Option 1 – That Council adopts SCS-001 Councillor Entitlements, Expenses and Facilities Policy as attached at Appendix 1.

This option is recommended by officers as the policy has been thoroughly reviewed and endorsed by the Audit and Risk Committee.

Option 2 – That Council adopts SCS-001 Councillor Entitlements, Expenses and Facilities Policy with changes.

This option is not recommended by officers as the policy attached has undergone thorough review and any further changes may affect application of the policy.

Option 3 – That Council does not adopt SCS-001 Councillor Entitlements, Expenses and Facilities Policy.

This option is not recommended by officers as the policy has undergone necessary updates, and not updating the policy will result in outdated references to legislation as well as improvements not being incorporated.

### ***Conclusion***

SCS-001 Councillor Entitlements, Expenses and Facilities Policy has undergone thorough review and has been updated where relevant. The policy has been endorsed by the Audit and Risk Committee and is now presented to Council for adoption.



## **4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review**

### **APPENDIX 1 SCS-001 COUNCILLOR ENTITLEMENTS, EXPENSES AND FACILITIES POLICY**



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

## COUNCIL POLICY

# SCS-001 Councillor Entitlements, Expenses and Facilities Policy

TRIM Reference: D19/139184

Due for Review: October 2023

Responsible Officer: Chief Executive Officer

## 1. Purpose

Councillors and delegated committee members provide local community representation and civic leadership. Their role, as defined in the *Local Government Act 2020* (the Act) includes complying with Council procedures required for good governance and acting in accordance with the standards of conduct.

The purpose of this policy is to provide the Surf Coast Shire Council, individual Councillors and delegated committee members with clarity and guidance as to:

- the financial entitlements of a Councillor and delegated committee member;
- the appropriate process for the reimbursement of expenses incurred by a Councillor or delegated committee member; and
- the resources and facilities available to Councillors and delegated committee members;

to support them in performing their duties.

This policy is consistent with the:

- requirements of section 40 of the Act in relation to the reimbursement of expenses for Councillors and members of delegated committees;
- Councillor Code of Conduct
- requirements in the Local Government (Planning and Reporting) Regulations 2020 regarding categories for annual reporting; and
- SCS-051 Public Transparency Policy regarding documents to be made available for public inspection.

See the Appendix for relevant Definitions and Legislative Excerpts.

## 2. Scope

This policy applies to all Councillors of the Surf Coast Shire Council.

This policy also applies to members of Surf Coast Shire Council delegated committees.

## 3. Policy

Councillors are entitled to the Allowance set by State Government but may also incur reasonable expenses and require appropriate resources and facilities to support the effective performance of their duties.

This policy ensures that Council's reimbursement of expenses and provision of resources and facilities are consistent with and in accordance with the Act and its Regulations.

The use of resources, facilities, reimbursement and claiming of expenses must:

- Be necessary and appropriate for the purpose of achieving the objectives of Council;
- Be reasonable bona fide expenses incurred while performing duties as a Councillor or delegated committee member;

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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- Have regard to any relevant Acts, Regulations, Ministerial Guidelines or Council policies; and
- Be in accordance with the Councillor Code of Conduct.

## 4. Mayoral and Councillor Allowances

In accordance with section 39 of the Act, the Mayor, Deputy Mayor and Councillors are entitled to receive an allowance while performing their duties as elected officials.

### 4.1 Calculation of Allowances

Allowances are set by the Victorian Independent Remuneration Tribunal. As per section 39(4) of the Act, a Council cannot pay an allowance that exceeds the amount specified in the relevant Determination of the Victorian Independent Remuneration Tribunal.

Mayoral and Councillor allowances include the addition of the equivalent of the superannuation guarantee (currently 9.5%) at the discretion of Council.

In relation to payment of the allowance:

- Allowances are taxable income and are paid fortnightly, in arrears.
- Payment will be made by electronic funds transfer, into an account authorised in writing by the Councillor.

Payment to a Councillor ceasing to hold office or pending an election will be calculated based on the date on which the Councillor will cease to hold office. In the event that monies have been paid in advance to a Councillor who is ceasing to hold office, any monies paid in advance of the date of cessation are to be refunded by the Councillor.

## 5. Travel Expenses and Car Mileage Expenses

### 5.1 Travel Records for International and Interstate Travel

Councillors and delegated committee members who travel overseas or interstate in an official capacity must record:

- the dates on which the travel began and ended; and
- the destination of the travel; and
- the purpose of the travel; and
- the total cost to the Council of the travel, including accommodation costs.

Councillors and delegated committee members undertaking this travel must complete a MF-002 Councillor Travel Claim Form and submit this to the EA Mayor and the Councillors (EA to Mayor) for CEO approval within 30 days of returning from the travel, or where that quarter is at the end of the Financial Year, within 14 days.

The Manager Governance and Risk will maintain a register of overseas and interstate travel on behalf of Council.

This register will be available for public inspection.

### 5.2 Use of Private Vehicle for Eligible Council Business

Councillors and delegated committee members are encouraged to use Council vehicles for Eligible Council Business (as defined) except where this is not practical.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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Use of a council vehicle will be reported as per standard rates applicable to a mileage claim. In the absence of a log book the report will be based on an estimate of kilometres based on origin and destination.

Where the return trip is 500kms or more, Councillors and delegated committee members will use a Council vehicle arranged on their behalf by the EA to Mayor. Any exception must be approved by the CEO in advance of the travel for a car mileage claim to be approved.

Council does not accept responsibility for loss or damage to a Councillor's or delegated committee member's private vehicle when used for performing duties as a Councillor or committee member when the travel does not directly relate to Eligible Council Business.

Private vehicles are not covered by Council's insurance policy.

Where private vehicles are used by Councillors and delegated committee members on Eligible Council Business:

- The vehicle must be comprehensively insured by the owner of the vehicle.
- The vehicle must be roadworthy.
- The owner of the vehicle must be able to prove the vehicle is registered, comprehensively insured and roadworthy.
- The owner of the vehicle must notify their insurance company that the vehicle is being used for work purposes.
- The reimbursement rate paid by Council for the use of privately owned vehicles used on Council business includes a component for the cost of the owner insuring the vehicle being used.
- Councillors and delegated committee members may be eligible for reimbursement of their personal excess in the event of an accident in a personal car when being used for Eligible Council Business purposes. Councillors and delegated committee members should contact Council's Coordinator Risk Management and Legal Services to confirm eligibility following an incident.

### 5.3 Car Mileage Claims

Councillors and delegated committee members are eligible to claim car mileage expenses when using their private vehicles to attend to Eligible Council Business. Travel is measured to and from their main Surf Coast Shire residence (or Surf Coast Shire rateable property).

- Councillors and delegated committee members will be entitled to a rebate for kms travelled while using their own vehicles in accordance with the Australian Taxation Office (ATO) rate upon receipt of a duly completed MF-001 Car Mileage Claim Form authorised by the Chief Executive Officer (CEO).
- Mileage claimed in relation to Eligible Council Business must be documented in Councillors' and delegated committee members' diaries in sufficient detail to be able to be independently substantiated for audit purposes.
- Councillors and delegated committee members must maintain a vehicle log book, or some appropriate form of written or digital record in relation to the use of their private vehicle in the course of conducting Eligible Council Business, including recording:
  - total kms travelled;
  - relevant locations of the travel supported by relevant odometer readings;
  - the date of travel; and

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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### COUNCIL POLICY

- the purpose of the travel

The record must be made available for inspection on request for audit purposes.

- Car Mileage Expense claims are to be completed using Form MF-001 on a quarterly basis within 30 days of the end of the quarter, or where that quarter is at the end of the Financial Year, within 14 days.
- Travel is to be undertaken as efficiently as possible.

#### 5.4 Private Use of Council Vehicles

Other than the Mayor, no Councillor or delegated committee member is to use a Council vehicle for private use.

The Mayor may authorise another Councillor to use the Council vehicle, allocated for use by the Mayor, in relation to the conduct of duties concerning Eligible Council Business.

The Mayor may not authorise another Councillor to use the Council vehicle allocated for use by the Mayor, for private use.

#### 5.5 Classes of Transport

In the event that Councillors or delegated committee members access other means of transport in the performance of their duties concerning Eligible Council Business, the following classes of transport apply:

- Aircraft travel in economy class including, where available, the use of a flexible fare class for any inbound flight. Under this provision, the most economical fare should be chosen, provided that the departure and/or arrival times are reasonable.
- Hire car up to standard 6 cylinder vehicle
- Train or bus travel in economy class
- Standard taxi or rideshare service

#### 5.6 Transport Choices and Transport Expense Reimbursement

Transport expense reimbursement applies when a Councillor or a delegated committee member is attending Eligible Council Business.

Council encourages the use of public transport in the first instance as a cost effective mode of transportation and to reduce greenhouse gas emissions. Councillors and delegated committee members are to pay the public transport fare and seek reimbursement using MF-002 Councillor Travel Claim Form.

Where public transport is not appropriate, if possible, Council's vehicle fleet should be used. This should be booked by the EA to Mayor.

If a taxi, Uber or another rideshare option is unavoidable then the Councillor or delegated committee member will pay the applicable fare, and seek reimbursement using MF-002 Councillor Travel Claim Form, providing the applicable receipt.

#### 5.7 Other Incidental Travel Expenses

Councillors and delegated committee members may be eligible to claim other incidental expenses when using their private vehicles on Eligible Council Business including:

- Parking expenses
- Toll fees

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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Councillors and delegated committee members are not entitled to claim the cost of any traffic infringements, penalties, parking tickets or similar expenses.

Councillors and delegated committee members should seek reimbursement of eligible expenses by completing the MF-002 Councillor Travel Claim Form, attaching the applicable receipts, and submitting this to the EA to Mayor within 30 days of the end of the quarter, or where that quarter is at the end of the Financial Year, within 14 days.

Where travel has been overseas or interstate, associated incidental travel costs must be completed in accordance with clause 5.1 of this policy.

### 5.8 Meals and Accommodation Connected with Travel

Councillors and delegated committee members may claim the reasonable costs of:

- reasonable meal expenses (excluding alcohol) for the duration of any travel in the course of performing Eligible Council Business. This does not include the cost of meals for partners, guests or families of Councillors or delegated committee members;
- appropriate accommodation when interstate or overseas, that has been selected by the CEO or their delegate and booked by the EA to Mayor or an officer authorised by the CEO, will be available from the day prior to commencement day and each day on which events involving Eligible Council Business are held. This does not include any additional costs of accommodation for partners, guests or families of Councillors or delegated committee members.
- Councillors and delegated committee members may request accommodation for a night where Eligible Council Business is being conducted:
  - a) at a location more than 200kms from the Councillor's or delegated committee member's main residential address by road and:
    - i. is commencing at or before 9am; **or**
    - ii. is concluding after 5pm; **or**
    - iii. exceeds more than 5 hours in length
  - b) in Melbourne, or at a location more than 100kms from the Councillor's or delegated committee member's main residential address by road, and:
    - i. is commencing at or before 7am; **or**
    - ii. is concluding after 9pm; **or**
    - iii. exceeds more than 8 hours in length
- Accommodation at the conference, training or meeting venue is preferable for safety related reasons
- Reasonable travel and meal allowance expenses will be reimbursed by completing MF-002 Travel Claim Form and submitted to the EA to Mayor on a quarterly basis within 30 days of the end of the quarter, or where that quarter is at the end of the Financial Year, within 14 days of completion of travel.
- Reasonable travel and meal allowance expenses will be reimbursed with reference to guidelines such as the current recommended allowances published by the ATO.
- Incidentals do not include personal expenses including mini bar, newspapers, personal phone calls, pay-per-view entertainment, etc. Personal expenses will not be reimbursed to the Councillor or delegated committee member. In any case where a personal expense has been charged to Council, these costs will be recovered from the Councillor through the debtor invoice process.



## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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### 5.9 Reimbursement Issues

In any case where a Councillor or delegated committee member is unable to provide a receipt of costs incurred whilst travelling on Eligible Council Business, a statutory declaration may be accepted by the CEO.

Appropriate and sufficient reasoning for being unable to produce a receipt must be provided by the Councillor or delegated committee member and it will be at the CEO's discretion whether a statutory declaration will be accepted.

## 6. Childcare and Carer Expenses

Council will reimburse the cost of necessary childcare and carer expenses incurred by Councillors and delegated committee members in the course of performing duties associated with Eligible Council Business.

### 6.1 Childcare Expenses

Councillors and delegated committee members may claim reimbursement of reasonable childcare expenses in respect of the care of an immediate family member or member of their household, up to and including the age of 14 years, where they or their domestic partner is the primary care giver.

Childcare costs are not eligible for reimbursement if paid to a person who normally or regularly resides with the Councillor or delegated committee member, except where a live in (professional) helper, such as a nanny, is required to work extra time at extra expense because of their performance of duties.

### 6.2 Carer Expenses

Councillors and delegated committee members may claim reimbursement of reasonable carer expenses if they are a carer in a care relationship, within the meaning of section 4 of the *Carers Recognition Act 2012*. Carer costs are not eligible for reimbursement if paid to a person who normally or regularly resides with the Councillor or delegated committee member, except where a live in (professional) helper is required to work extra time at extra expense because of their performance of duties.

### 6.3 Process for Making a Claim

Claims for reimbursement should be made using the MF-004 Councillor Child and Special Care Reimbursement Form.

Councillors and delegated committee members will be reimbursed for childcare expenses or carer expenses at a reasonable amount approved by the CEO having considered all relevant circumstances of the particular care event.

Claims must be accompanied by a receipt from the care provider showing the date and time care was provided, and detail the reason that care was needed on each occasion.

Such expenses are to be claimed on a quarterly basis within 30 days of the end of the quarter or where that quarter is at the end of Financial Year, within 14 days.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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### 7. Information and Communication Technology Expenses

Councillors are entitled to the following information and communication resources to support their performance of duties of Eligible Council Business.

#### 7.1 Equipment Provided

The following equipment will be provided to each Councillor for use related to Eligible Council Business during their term of office:

- A portable computer (which is compatible with the corporate network) including mobile wireless internet access;
- Relevant computer software;
- A mobile phone in good working order;
- Business cards; and
- A name badge.

Council will arrange for the installation and maintenance of relevant equipment and provide any associated products required for their operation.

Equipment is provided as part of the Councillor induction process and all queries regarding provision or maintenance of equipment should be addressed to the EA to Mayor.

Accessories or services beyond the standard equipment referred to in this clause may be provided upon written request to the CEO. The additional cost of any accessories provided may be charged to the Councillor.

#### 7.2 Usage Requirements and Restrictions

Mobile phone usage is restricted to domestic calls; international calls are not to be made unless first authorised by the CEO, and must directly relate to the performance of duties associated with achieving the objectives of Council and comply with the mobile phone management procedure.

Where the mobile phone plan allows for unlimited local calls and texts at no extra cost, Councillors will be advised of this and may choose to use the phone for private local telephone call and text usage.

Councillors should note that use of Council's information and communication technology and corporate network, including the internet, must be in accordance with ISP-006 Information Security Policy - Councillors. All internet usage and telephone and text log data may be monitored by Council to ensure compliance.

All mobile phone and internet usage connected with Council property must be in accordance with Council policies and the Councillor Code of Conduct.

The Manager Information Management will maintain a register of all equipment provided to Councillors for Council business. Such equipment is returnable to Council on completion of tenure of the particular Councillor and must be in good condition, subject to fair wear and tear.

This register will be available for public inspection.

#### 7.3 Private and other Usage Recoupment

Except as allowed or authorised in this policy, each Councillor must reimburse the direct costs of any private use of these facilities/equipment to Council, using form MF-007 Councillor Reimbursement of Expenses Form.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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### COUNCIL POLICY

Where Councillors are appointed to regional bodies as a representative of Council, Councillors are to discuss the usage and possible contribution by these bodies with the CEO prior to commencement of the appointment.

#### 7.4 Council Papers

Council will digitally/electronically deliver Council meeting agendas and minutes, and other papers to Councillors.

#### 7.5 Inward Mail

All mail received by Councillors is deemed to be Council business and will be opened by Council's Records Management staff except for mail marked 'private and confidential'. Councillors must not ask any person or organisation to send private mail to them via the Council address.

#### 7.6 Outward Mail

When communicating with constituents, Councillors are encouraged to use electronic formats where possible.

Councillors must exercise care to ensure that correspondence does not commit Council funds or convey a position which is contrary to that adopted by Council.

Letterhead paper or electronic letterhead, incorporating the Council logo, must be used for all official Council related correspondence in accordance with the Media Policy.

Letterhead incorporating the Council logo must not be used for personal correspondence.

Each Councillor may leave up to 50 standard mail items or equivalent per month cumulative within each financial year for postage through the Australia Post system. This limitation does not apply to correspondence related to formal Council business.

Mail must be contained within Surf Coast Shire envelopes and coordinated through the Shire offices by the EA to Mayor. Mail posted in Surf Coast Shire envelopes must be accompanied by a completed Australia Post mailing statement. The cost of postage will be published as part of that Councillor's quarterly expense report.

Mail posted outside of the above requirements will require stamps for which Councillors will not be reimbursed.

Council letterhead must not be used in relation to a Council Election and Councillors need to remain mindful of caretaker provisions that apply in the lead up to an election.

## 8. Conference and Training Expenses

Councillors may attend professional development and training programs, conferences or meetings. The approval of any training, conference or meeting attendance will be based on its relevance to the role and professional development of the Councillor.

### 8.1 Annual Monetary Limitations

Attendance by any Councillor at any local, interstate or overseas meetings, conferences or training up to a total cost to Council of \$3,000 may be approved by the CEO.

Expenditure by a Councillor must not exceed \$3,000 in any given financial year, with the exception of approved Australian Institute of Company Directors (AICD) training.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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### COUNCIL POLICY

Attendance by a Councillor at local, interstate or overseas meetings, conferences or training where the total cost exceeds \$3,000, or the total expenditure incurred by that Councillor in the financial year will exceed \$3,000, must be subject to approval by Council Resolution.

#### 8.2 Accommodation

Accommodation of a reasonable standard necessarily required for attendance at any approved training, conference or meeting will be booked by the EA to Mayor at the site of the training, conference or meeting or at a suitable, safe, nearby accommodation centre.

#### 8.3 AICD Course and Membership

During their term, all Councillors will be entitled to complete the Company Director course provided by the AICD provided that:

- the course is completed in the first two years of their term in office; or
- there is at a minimum twelve months remaining of their term of office as at the completion date of the course.

Council will pay Councillors' AICD annual standard membership fees during their term of office. It is the Councillor's responsibility to personally pay the initial joining fee (unless it is part of the AICD course funded by Council) and any additional fees.

#### 8.4 Application Process

Application to attend any local, interstate or overseas meetings or conferences involving Council expenditure must be made by completing MF-003 Councillor Application to Attend Training or Conference.

Council will pay registration fees for attendance at approved meetings, training or conference sessions. Other related travel, meal, accommodation and related expenses may be claimed as outlined in this policy.

Applications within budgetary requirements to attend relevant training, conferences and meetings will not be unreasonably refused.

## 9. Resources and Facilities

The following additional resources and facilities are provided to support Councillors performing their duties while undertaking Eligible Council Business and discharging duties of civic office.

#### 9.1 Office of the Mayor

The Office of the Mayor operates to provide those functions of the Council carried out by the Mayor. It is allocated a budget by Council on an annual basis to allow the Mayor to fulfil their civic role. Within that budget, staff and other resources may be employed as considered appropriate.

Any expenses incurred by the Mayor, or person nominated by the Mayor to fulfil the civic role as partner of the Mayor, shall be deemed to be expenses of the Mayor.

Council will provide the Mayor with a fully registered, insured, maintained and fuelled vehicle for their use on official duties and for reasonable private use.

Use of a Council motor vehicle will be in accordance with Council's Motor Vehicle Policy, as amended from time to time.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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### COUNCIL POLICY

Council will provide the following facilities for the Office of the Mayor:

- Office suitably equipped with quality furniture and shelving, including desk and meeting table
- Mobile phone
- Executive assistance and other administrative support during normal office hours as required, and any other necessary administrative assistance to enable the Mayor to carry out the duties of civic office.

#### 9.2 Building Access and Parking

Each Councillor will receive a swipe card allowing the Councillor to access the areas normally available to Councillors in the Shire Offices at 1 Merrijig Drive, Torquay, during normal business hours.

Where a Councillor attends the Shire Offices out of normal office hours, the Councillor must ensure that the premises are secure during and following their attendance.

Councillors must not allow third parties access to the Shire Offices without first obtaining the express permission of the CEO.

Car parking is available to Councillors at Shire Offices at no cost.

#### 9.3 Insurance

Councillors are covered by the following Council insurance policies on a 24-hour, 7-day a week basis, while performing Eligible Council Business and discharging the duties of civic office:

- Council's workers compensation insurance
- Councillors and Officers Liability Insurance
- Travel insurance for interstate and international travel.

Council will pay the insurance policy excess in respect of any claim made against a Councillor arising from Eligible Council Business where any claim is accepted by Council's insurers, whether defended or not.

Council equipment provided to Councillors to assist in performing their role, is covered for damage or theft under Council's insurance policies. Councillors are expected to exercise due care in protecting the equipment from damage or theft.

Councillors must notify the CEO as soon as possible after they become aware of a potential claim.

#### 9.4 Provision of Hospitality

The Mayor, on behalf of the Council, can provide Hospitality (as defined) to groups or individuals who are regarded as key stakeholders with whom the Council seeks to develop closer or more effective working relationships or to further Council's interests and objectives.

There may be occasions when it is necessary and appropriate for Council Hospitality to a particular group or individual to be provided by a Councillor other than the Mayor. Such proposals are to be discussed and approved by the Mayor and CEO prior to the occasion.

The CEO may approve the provision of alcohol at the cost of Council, in addition to Hospitality provided to groups or individuals who are regarded as key stakeholders of Council, or at any Civic Function, where the benefits to the community are documented by the CEO prior to approval of the Event. All Councillors are expected



## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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### COUNCIL POLICY

at such functions to display a high standard of civic leadership regarding the responsible provision and usage of alcohol.

Councillors are not to incur and will not be reimbursed for any Hospitality provided without prior approval.

Where approved Hospitality is provided outside of Council facilities, Council will not reimburse any Councillor the cost of any alcohol provided during that Hospitality.

#### 9.5 Meals and Refreshments – Councillor Briefings and Council Meetings

Councillors will be requested to inform the EA to Mayor of any dietary requirements or preferences at the commencement of their term of office, and to advise of any alterations to those requirements or preferences during the course of their term.

##### Refreshments

Councillors will have access to Refreshments (as defined) at all times while on Council premises.

##### Meals

Where Council meetings or briefings are held at times which extend through normal meals times, Councillors and relevant officers will be provided with suitable Meals (as defined) served on the premises.

Councillors and Officers will be notified, of the meal arrangements for such meetings. Appropriate meals will be arranged by the EA to Mayor.

#### 9.6 Meeting Rooms and Councillor Lounge

The Civic Council Office includes a Councillors' Lounge reserved for exclusive use by Councillors. This room is equipped with computer access and is suitable for office work, reading, and research and small meetings.

Other meeting rooms at the Council office can be booked for use by Councillors to conduct meetings during and after office hours through the EA to Mayor.

Meeting equipment can be made available for meetings upon request.

Other venues owned and controlled by Council can be used (subject to availability) by Councillors for activities, meetings, interviews and other functions associated with the performance of their role as Councillors. The EA to Mayor can assist in the booking of these meeting rooms and venues. Meeting equipment can be made available for meetings upon request.

#### 9.7 Administrative Assistance

Limited typing/secretarial administration assistance will be made available to Councillors for work directly related to the performance of duties of Eligible Council Business.

Where Councillors wish to use the services of a courier service for a reason directly related to the performance of duties and Eligible Council Business, this should be arranged by the EA to Mayor.

All administrative assistance should be coordinated through the EA to Mayor and approved by the CEO.



## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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### COUNCIL POLICY

#### 9.8 Timing of Claims for Expenses

Where a quarterly claim for reimbursement pursuant to this policy directly follows 30 June in any year, Councillors are to submit that quarter's claim within 14 days of the end of that quarter.

In all other quarters, Councillors should submit requests for reimbursement within 30 days of the end of that quarter.

Where a Councillor has completed their term or ceased to hold office for any reason, claims for expenses pursuant to this policy must be submitted within 30 days of the date of cessation of office.

Excessive and/or unreasonable delay in lodging timely claims for reimbursement of any eligible costs or expenses in accordance with the requirements set out in this policy may result in such claims being denied at the discretion of the CEO.

### 10. Other Expenses Not Elsewhere Covered

#### 10.1 Legal Expenses

Other than by specific Council resolution or in accordance with a Council policy, any legal expenses incurred by a Councillor or delegated committee member will be the responsibility of that individual.

Councillors and delegated committee members may discuss potential claims on a case by case basis with the CEO who will work with the Coordinator Risk Management and Legal Services to determine if an insurance claim is applicable.

#### 10.2 Other Expenses

Any claims for expenses not specifically covered by this policy must first be referred to the CEO for authorisation/approval before being submitted.

Councillors and delegated committee members are encouraged to discuss in advance with the CEO any event, meeting or other gathering where there is the potential for incurring expenses so that:

- i. The appropriateness of potential claims can be considered; and
- ii. Any available cost saving measures can be put in place.

### 11. Recoupment of Private Expenses

Councillors and delegated committee members must reimburse the direct costs of any private use of home/workplace facilities to Council unless there is an exception applying under this policy.

The direct costs of private use of home/workplace facilities provided by Council may be repaid to Council via the completion of form MF-007 Councillor Reimbursement of Expenses Form.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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#### 12. Audit and Reporting

Councillor and delegated committee member expenses are subject to audit by the Victorian Auditor General, the Victorian Local Government Inspectorate and Council's internal auditor, and are reported to the CEO, Council's Audit & Risk Committee and quarterly at scheduled meetings of Council.

Any items considered to be in breach of the LG Act or this policy will be reported to the Surf Coast Shire Council's Audit & Risk Committee.

All payments made to Councillors during their elected term and falling within the terms of this policy may be publicly disclosed on Council's website.

#### 13. Consequences of Breach

Any action by a Councillor or delegated committee member in relation to matters contained in this policy which breaches obligations under the LG Act or Councillor Code of Conduct, may result in action taken by Council pursuant to the LG Act and Code.

#### 14. Members of Council Committees

Non-Councillor members of Surf Coast Shire Council Committees that are not delegated committees are not entitled to claim reimbursement of expenses incurred whilst exercising their duties as a committee member, unless specifically outlined in their contract with Council or the Terms or Deeds established for the committees. Exceptions may apply to individual cases where approved has been granted by the CEO.

#### 15. Related Legislation

*Local Government Act 2020*, particularly sections 39 to 43

*Local Government Act 1989*.

*Local Government (General) Regulations 2015*, Regulation 12

*Local Government (Planning and Reporting) Regulations 2014*, Regulation 14

*Carers Recognition Act 2012*, particularly section 4

#### 16. Related Policies, other Documents and Relevant Forms

As well as directly related statutory obligations, Council has responsibilities under other documents such as:

- Council Media Policy
- Other Council policies and procedures
- Councillor Code of Conduct

Relevant Forms include:

- MF-001 Car Mileage Claim Form
- MF-002 Councillor Travel Claim Form
- MF-003 Councillor Application to Attend Training or Conference
- MF-004 Councillor Child and Special Care Reimbursement Form
- MF-007 Councillor Reimbursement of Expenses Form

#### 17. Local Government Act 2020 Principles

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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### COUNCIL POLICY

<b>Principles</b>	<b>Applicable to this policy</b>	<b>If yes, provide details</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes	Applicable to section 9(2)(b) and 9(2)(g) of the Local Government Act (LGA) 2020. <i>'Priority is given to achieving the best outcomes for the municipal community including future generations' and 'The ongoing financial viability of Council is to be ensured'.</i>
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	No	
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes	Councillor expenses are published on a quarterly basis to ensure the information is transparent and publicly accessible.
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No	
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes	Accounts and records of financial operations are kept.
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No	

### Appendix

<b>Definitions</b>		
(a)	Refreshments	Tea, coffee, non-alcoholic beverages, and a light meal such as may be considered suitable for morning tea
(b)	Meal	Council Meetings – Dinner in the form of a two course served meal together with tea and coffee. Council Briefings – Lunch or dinner in the form of a one course meal together with tea and coffee.
(c)	Hospitality	Refreshments, finger food or a meal of a reasonable and appropriate standard, not including alcohol, except where exemptions are made in this policy.
(d)	Direct Benefit	For the purpose of determining if there is a direct benefit for the involvement of Council in assessing if a matter is Eligible Council Business, the following criteria should be satisfied:

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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		<ul style="list-style-type: none"> <li>a. The Councillor is attending in their capacity as a Councillor; and</li> <li>b. The Councillor will be engaging with other attendees at the event, in their capacity as a Councillor, to promote Council interests.</li> </ul>
(e)	Eligible Council Business	<p>The following will be deemed to be Eligible Council Business:</p> <ul style="list-style-type: none"> <li>A. Council meetings and other meetings conducted under the auspices of Council</li> <li>B. Standing Committee or Advisory Committee meetings of Council when the Councillor is the nominated representative/substitute or otherwise by approval of the Mayor</li> <li>C. Regional meetings where the Councillor claiming reimbursement is Council's endorsed representative and travel is not paid/reimbursed by the regional organisation or meeting convenor</li> <li>D. Functions to which Councillors are invited by an organisation and where there is a direct benefit for the involvement of Council (attendance by partners will not be paid for by Council).</li> <li>E. Events where a Councillor is delivering a speech or presentation on behalf of Council.</li> <li>F. Travel by Councillors embarking on inspection of issues raised by identified members of the community within the Shire, which are considered reasonable and necessary and where travel is within the Shire.</li> <li>G. Meetings by Councillors at the request of identified members of the community, as recorded in Councillor's diaries, which are considered reasonable and necessary for the performance of the Councillor's duties and where travel is within the Shire;</li> <li>H. Conferences and seminars approved in accordance with this Policy.</li> <li>I. Attendance at delegated committee meetings and travel or other out-of-pocket expenses (as outlined in this policy) incurred whilst fulfilling the role of delegated committee member.</li> </ul> <p>Any claims for expense reimbursement related to matters falling outside of this definition must be approved by the CEO.</p>

### Legislative Excerpts and Definitions

(f)	<i>Carers Recognition Act 2012</i> Section 4	<p>(1) For the purposes of this Act, a person is in a care relationship if he or she provides another person, or receives from another person, care because one of the persons in the relationship—</p> <ul style="list-style-type: none"> <li>(a) has a disability; or</li> <li>(b) is older; or</li> <li>(c) has a mental illness; or</li> </ul>
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		<p>(d) has an ongoing medical condition (including a terminal or chronic illness or dementia).</p> <p>(2) Despite subsection (1), the following relationships are also care relationships" "for the purposes of this Act—</p> <p>(a) a relationship where an individual has custody and guardianship of a child under a permanent care order made under Part 4.10 of the <a href="#">Children, Youth and Families Act 2005</a>; and</p> <p>(b) a relationship where a child is placed with an individual who provides care to that child under a child care agreement made under Part 3.5 of the <a href="#">Children, Youth and Families Act 2005</a>; and</p> <p>(c) a relationship where a child is placed with an individual who provides care to that child under a protection order made under Part 4.9 of the <a href="#">Children, Youth and Families Act 2005</a>.</p> <p>(3) For the purposes of this Act, a person is not in a care relationship with another person merely because he or she—</p> <p>(a) is the spouse, or the domestic partner within the meaning of the <a href="#">Children, Youth and Families Act 2005</a>, of the other person; or</p> <p>(b) is the parent, child or other relative of the other person; or</p> <p>(c) lives with the other person.</p> <p>(4) Despite anything to the contrary in this section, a person is not in a care relationship for the purposes of this Act if he or she provides care to another person—</p> <p>(a) under a contract of service or a contract for the provision of services; or</p> <p>(b) under an employment contract; or</p> <p>(c) in the course of doing voluntary work for a community organisation; or</p> <p>(d) as part of the requirements of an education course or training.</p> <p>(5) A person described in subsection (1) or (2) may be in a care relationship even if the person receives funding from either the Commonwealth or State Government in relation to carrying out the role of a carer.</p>
(g)	LG Act section 28(2)(f) Role of a Councillor	<p>(2) In performing the role of a Councillor, a Councillor must—</p> <p>...</p> <p>(f) comply with <a href="#">Council</a> procedures required for good governance.</p>
(h)	LG Act Section 40 Reimbursement of expenses of Councillors	<p>(1) A Council must reimburse a Councillor or a member of a delegated committee for out-of-pocket expenses which the Council is satisfied—</p> <p>(a) are bona fide expenses; and</p>

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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	and members of a delegated committee.	<p>(b) have been reasonably incurred in the performance of the role of <a href="#">Councillor</a> or member of a <a href="#">delegated committee</a>; and</p> <p>(c) are reasonably necessary for the <a href="#">Councillor</a> or member of a <a href="#">delegated committee</a> to perform that role.</p> <p>(2) A <a href="#">Council</a> must provide details of all reimbursements under this section to the Audit and Risk Committee.</p>
(i)	LG Act Section 41 Council expenses policy	<p>(1) A Council must adopt and maintain an expenses policy in relation to the reimbursement of out-of-pocket expenses for Councillors and members of delegated committees.</p> <p>(2) A policy adopted by Council under this section must—</p> <p>(a) specify procedures to be followed in applying for reimbursement and in reimbursing expenses; and</p> <p>(b) comply with any requirements prescribed by the regulations in relation to the reimbursement of expenses; and</p> <p>(c) provide for the reimbursement of child care costs where the provision of child care is reasonably required for a <a href="#">Councillor</a> or member of a <a href="#">delegated committee</a> to perform their role; and</p> <p>(d) have particular regard to expenses incurred by a <a href="#">Councillor</a> who is a carer in a care relationship within the meaning of section 4 of the <i>Carers Recognition Act 2012</i>.</p> <p>(3) A <a href="#">Council</a> must adopt the first expenses policy under this section on or before 1 September 2020.</p> <p>(4) Until a <a href="#">Council</a> adopts a policy under this section, the policy adopted by the <a href="#">Council</a> under section 75B of the <i>Local Government Act 1989</i> applies as if it had been adopted under this Act.</p>
(j)	LG Act Section 42 Resources and facilities for The Mayor and Councillors	<p>(1) A Council must make available to the Mayor and the Councillors the resources and facilities reasonably necessary to enable them to effectively perform their role.</p> <p>(2) Without limiting the generality of subsection (1), a <a href="#">Council</a> must—</p> <p>(a) consider the support that may be required by a Mayor, Deputy Mayor or <a href="#">Councillor</a> because of a disability; and</p> <p>(b) have particular regard to the support that may be required by a <a href="#">Councillor</a> who is a carer in a care relationship within the meaning of section 4 of the <i>Carers Recognition Act 2012</i>.</p>



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(k)	LG Act Section 28 Role of a Councillor	<p>(1) The role of every <a href="#">Councillor</a> is—</p> <p>(a) to participate in the decision making of the <a href="#">Council</a>; and</p> <p>(b) to represent the interests of the <a href="#">municipal community</a> in that decision making; and</p> <p>(c) to contribute to the strategic direction of the Council through the development and review of key strategic documents of the <a href="#">Council</a>, including the <a href="#">Council Plan</a>.</p> <p>n performing the role of a Councillor, a Councillor must—</p> <p>(a) consider the diversity of interests and needs of the <a href="#">municipal community</a>; and</p> <p>(b) support the role of the <a href="#">Council</a>; and</p> <p>(c) acknowledge and support the role of the Mayor; and</p> <p>(d) act lawfully and in accordance with the oath or affirmation of office; and</p> <p>(e) act in accordance with the <a href="#">standards of conduct</a>; and</p> <p>(f) comply with <a href="#">Council</a> procedures required for good governance.</p> <p>(3) The role of a <a href="#">Councillor</a> does not include the performance of any responsibilities or functions of the <a href="#">Chief Executive Officer</a>.</p>
(l)	LG Act Section 123 Misuse of position	<p>(1) delegated committee must not misuse their position—</p> <p>(a) to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; ...</p> <p>(2) An offence against subsection (1) is an indictable offence.</p> <p>(3) For the purposes of this section, circumstances involving the misuse of a position by a person who is, or has been, a Councillor or member of a delegated committee include— ...</p> <p>(e) using public funds or resources in a manner that is improper or unauthorised;</p>
(m)	Local Government (General) Regulations 2015, Regulation 12  Documents to be made available for public inspection	<p>For the purposes of section 222 of the Act, the following are prescribed documents if they are not published on the Internet website of the Council—</p> <p>(a) a document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including—</p> <p>(i) the name of the Councillor or member of Council staff; and</p> <p>(ii) the dates on which the travel began and ended; and</p> <p>(iii) the destination of the travel; and</p> <p>(iv) the purpose of the travel; and</p>

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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		(v) the total cost to the Council of the travel, including accommodation costs;
(n)	Local Government (Planning and Reporting) Regulations 2020 Part 4—Annual report Regulation 10 General information	<p>For the purposes of section 98(3)(d) of the Act, the prescribed information is a description of the operations of the Council that includes the following—</p> <p>...</p> <p>(e) a list of the names of all Councillors and their dates of election and, if applicable, retirement; (f) details of current allowances fixed for the Mayor, Lord Mayor (if any), Deputy Mayor (if any) and Councillors;</p> <p>(g) details of the expenses, including reimbursement of expenses, paid by the Council for each Councillor and member of a Council committee, categorised separately as—</p> <ul style="list-style-type: none"> <li>(i) travel expenses; and</li> <li>(ii) professional development expenses; and</li> <li>(iii) expenses to support the performance of the role;</li> </ul>

### Document History

Version	Document History	Approved by – Date
1	<i>New document</i>	<i>Council – 26 November 2019</i>
2	<i>Updated in accordance with LG Act 2020</i>	<i>Council – 25 August 2020</i>
3	<i>Reviewed in accordance with review schedule</i>	<i>Council - TBC</i>

**4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review**

**APPENDIX 2 SCS-001 COUNCILLOR ENTITLEMENTS, EXPENSES AND FACILITIES POLICY  
WITH TRACKED CHANGES**



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## COUNCIL POLICY

# SCS-001 Councillor Entitlements, Expenses and Facilities Policy

TRIM Reference: D19/139184

Due for Review: October 2023~~4~~

Responsible Officer: Chief Executive Officer

## 1. Purpose

Councillors and delegated committee members provide local community representation and civic leadership. Their role, as defined in the *Local Government Act 2020* (~~LG~~<sup>the</sup> Act) includes complying with Council procedures required for good governance and acting in accordance with the standards of conduct.

The purpose of this policy is to provide the Surf Coast Shire Council, individual Councillors and delegated committee members with clarity and guidance as to:

- the financial entitlements of a Councillor and delegated committee member;
- the appropriate process for the reimbursement of expenses incurred by a Councillor or delegated committee member; and
- the resources and facilities available to Councillors and delegated committee members;

to support them in performing their duties.

This policy is consistent with the:

- requirements of section 40 of the ~~LG~~ Act in relation to the reimbursement of expenses for Councillors and members of delegated committees;
- Councillor Code of Conduct
- requirements in the Local Government (Planning and Reporting) Regulations 2014 2020 regarding categories for annual reporting; and
- ~~Local Government (General) Regulations 2015~~ SCS-051 Public Transparency Policy regarding documents to be made available for public inspection.

See the Appendix for relevant Definitions and Legislative Excerpts.

## 2. Scope

This policy applies to all Councillors of the Surf Coast Shire Council.

This policy also applies to members of Surf Coast Shire Council delegated committees.

## 3. Policy

Councillors are entitled to the Allowance set by State Government but may also incur reasonable expenses and require appropriate resources and facilities to support the effective performance of their duties.

This policy ensures that Council's reimbursement of expenses and provision of resources and facilities are consistent with and in accordance with the ~~LG~~ Act and its Regulations.

The use of resources, facilities, reimbursement and claiming of expenses must:

- Be necessary and appropriate for the purpose of achieving the objectives of Council;
- Be reasonable bona fide expenses incurred while performing duties as a Councillor or delegated committee member;

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- Have regard to any relevant Acts, Regulations, Ministerial Guidelines or Council policies; and
- Be in accordance with the Councillor ~~Code~~ Code of Conduct of Conduct.

## 4. Mayoral and Councillor Allowances

In accordance with section 39 of the ~~LG~~ Act, the Mayor, Deputy Mayor and Councillors are entitled to receive an allowance while performing their duties as elected officials.

### 4.1 Calculation of Allowances

Allowances are set by the Victorian Independent Remuneration Tribunal. As per section 39(4) of the ~~LG~~ Act, a Council cannot pay an allowance that exceeds the amount specified in the relevant Determination of the Victorian Independent Remuneration Tribunal.

Mayoral and Councillor allowances include the addition of the equivalent of the superannuation guarantee (currently 9.5%) at the discretion of Council.

In relation to payment of the allowance:

- Allowances are taxable income and are paid fortnightly, in arrears.
- Payment will be made by electronic funds transfer, into an account authorised in writing by the Councillor.

Payment to a Councillor ceasing to hold office or pending an election will be calculated based on the date on which the Councillor will cease to hold office. In the event that monies have been paid in advance to a Councillor who is ceasing to hold office, any monies paid in advance of the date of cessation are to be refunded by the Councillor.

## 5. Travel Expenses and Car Mileage Expenses

### 5.1 Travel Records for International and Interstate Travel

Councillors and delegated committee members who travel overseas or interstate in an official capacity must record:

- the dates on which the travel began and ended; and
- the destination of the travel; and
- the purpose of the travel; and
- the total cost to the Council of the travel, including accommodation costs.

Councillors and delegated committee members undertaking this travel must complete a MF-002 Councillor Travel Claim Form and submit this to the EA Mayor and the Councillors (EA to Mayor) for CEO approval within 30 days of returning from the travel, or where that quarter is at the end of the Financial Year, within 14 days.

The Manager Governance and Risk will maintain a register of overseas and interstate travel on behalf of Council.

This register will be available for public inspection.

### 5.2 Use of Private Vehicle for Eligible Council Business

Councillors and delegated committee members are encouraged to use Council vehicles for Eligible Council Business (as defined) except where this is not practical.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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Use of a council vehicle will be reported as per standard rates applicable to a mileage claim. In the absence of a log book the report will be based on an estimate of kilometres based on origin and destination.

Where the return trip is 500kms or more, Councillors and delegated committee members will use a Council vehicle arranged on their behalf by the EA to Mayor. Any exception must be approved by the CEO in advance of the travel for a car mileage claim to be approved.

Council does not accept responsibility for loss or damage to a Councillor's or delegated committee member's private vehicle when used for performing duties as a Councillor or committee member when the travel does not directly relate to Eligible Council Business.

Private vehicles are not covered by Council's insurance policy.

Where private vehicles are used by Councillors and delegated committee members on Eligible Council Business:

- The vehicle must be comprehensively insured by the owner of the vehicle.
- The vehicle must be roadworthy.
- The owner of the vehicle must be able to prove the vehicle is registered, comprehensively insured and roadworthy.
- The owner of the vehicle ~~should~~**must** notify their insurance company that the vehicle is being used for work purposes.
- The reimbursement rate paid by Council for the use of privately owned vehicles used on Council business includes a component for the cost of the owner insuring the vehicle being used.
- Councillors and delegated committee members may be eligible for reimbursement of their personal excess in the event of an accident in a personal car when being used for Eligible Council Business purposes. Councillors and delegated committee members should contact Council's Coordinator Risk Management and Legal Services to confirm eligibility following an incident.

### 5.3 Car Mileage Claims

Councillors and delegated committee members are eligible to claim car mileage expenses when using their private vehicles to attend to Eligible Council Business. Travel is measured to and from their main Surf Coast Shire residence (or Surf Coast Shire rateable property).

- Councillors and delegated committee members will be entitled to a rebate for kms travelled while using their own vehicles in accordance with the Australian Taxation Office (ATO) rate upon receipt of a duly completed MF-001 Car Mileage Claim Form authorised by the Chief Executive Officer (CEO).
- Mileage claimed in relation to Eligible Council Business must be documented in Councillors' and delegated committee members' diaries in sufficient detail to be able to be independently substantiated for audit purposes.
- Councillors and delegated committee members must maintain a vehicle log book, or some appropriate form of written or digital record in relation to the use of their private vehicle in the course of conducting Eligible Council Business, including recording:
  - total kms travelled;
  - relevant locations of the travel supported by relevant odometer readings;
  - the date of travel; and



## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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- the purpose of the travel

The record must be made available for inspection on request for audit purposes.

- Car Mileage Expense claims are to be completed using Form MF-001 on a quarterly basis within 30 days of the end of the quarter, or where that quarter is at the end of the Financial Year, within 14 days.
- Travel is to be undertaken as efficiently as possible.

#### 5.4 Private Use of Council Vehicles

Other than the Mayor, no Councillor or delegated committee member is to use a Council vehicle for private use.

The Mayor may authorise another Councillor to use the Council vehicle, allocated for use by the Mayor, in relation to the conduct of duties concerning Eligible Council Business.

The Mayor may not authorise another Councillor to use the Council vehicle allocated for use by the Mayor, for private use.

#### 5.5 Classes of Transport

In the event that Councillors or delegated committee members access other means of transport in the performance of their duties concerning Eligible Council Business, the following classes of transport apply:

- Aircraft travel in economy class including, where available, the use of a flexible fare class for any inbound flight. Under this provision, the most economical fare should be chosen, provided that the departure and/or arrival times are reasonable.
- Hire car up to standard 6 cylinder vehicle
- Train or bus travel in economy class
- Standard taxi or Uber-rideshare service

#### 5.6 Transport Choices and Transport Expense Reimbursement

Transport expense reimbursement applies when a Councillor or a delegated committee member is attending Eligible Council Business.

Council encourages the use of public transport in the first instance as a cost effective mode of transportation and to reduce greenhouse gas emissions. Councillors and delegated committee members are to pay the public transport fare and seek reimbursement using MF-002 Councillor Travel Claim Form.

Where public transport is not appropriate, if possible, Council's vehicle fleet should be used. This should be booked by the EA to Mayor.

If a taxi, Uber or another ride-share option is unavoidable then the Councillor or delegated committee member will pay the applicable fare, and seek reimbursement using MF-002 Councillor Travel Claim Form, providing the applicable receipt.

#### 5.7 Other Incidental Travel Expenses

Councillors and delegated committee members may be eligible to claim other incidental expenses when using their private vehicles on Eligible Council Business including:

- Parking expenses
- Toll fees

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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Councillors and delegated committee members are not entitled to claim the cost of any traffic infringements, penalties, parking tickets or similar expenses.

Councillors and delegated committee members should seek reimbursement of eligible expenses by completing the MF-002 Councillor Travel Claim Form, attaching the applicable receipts, and submitting this to the EA to Mayor within 30 days of the end of the quarter, or where that quarter is at the end of the Financial Year, within 14 days.

Where travel has been overseas or interstate, associated incidental travel costs must be completed in accordance with clause 5.1 of this policy.

### 5.8 Meals and Accommodation Connected with Travel

Councillors and delegated committee members may claim the reasonable costs of:

- reasonable meal expenses (excluding alcohol) for the duration of any travel in the course of performing Eligible Council Business. This does not include the cost of meals for partners, guests or families of Councillors or delegated committee members;
- appropriate accommodation when interstate or overseas, that has been selected by the CEO or their delegate and booked by the EA to Mayor or an officer authorised by the CEO, will be available from the day prior to commencement day and each day on which events involving Eligible Council Business are held. This does not include any additional costs of accommodation for partners, guests or families of Councillors or delegated committee members.
- Councillors and delegated committee members may request accommodation for a night where Eligible Council Business is being conducted:
  - a) at a location more than 200kms from the Councillor's or delegated committee member's main residential address by road and:
    - i. is commencing at or before 9am; or
    - ii. is concluding after 5pm; or
    - iii. exceeds more than 5 hours in length
  - b) in Melbourne, or at a location more than 100kms from the Councillor's or delegated committee member's main residential address by road, and:
    - i. is commencing at or before 7am; or
    - ii. is concluding after 9pm; or
    - iii. exceeds more than 8 hours in length
- Accommodation at the conference, training or meeting venue is preferable for safety related reasons
- Reasonable travel and meal allowance expenses will be reimbursed by completing MF-002 Travel Claim Form and submitted to the EA to Mayor on a quarterly basis within 30 days of the end of the quarter, or where that quarter is at the end of the Financial Year, within 14 days of completion of travel.
- Reasonable travel and meal allowance expenses will be reimbursed with reference to guidelines such as the current recommended allowances published by the ATO.
- Incidentals do not include personal expenses including mini bar, newspapers, personal phone calls, pay-per-view entertainment, etc. Personal expenses will not be reimbursed to the Councillor or delegated committee member. In any case where a personal expense has been charged to Council, these costs will be recovered from the Councillor through the debtor invoice process.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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#### 5.9 Reimbursement Issues

In any case where a Councillor or delegated committee member is unable to provide a receipt of costs incurred whilst travelling on Eligible Council Business, a statutory declaration may be accepted by the CEO.

Appropriate and sufficient reasoning for being unable to produce a receipt must be provided by the Councillor or delegated committee member and it will be at the CEO's discretion whether a statutory declaration will be accepted.

### 6. Childcare and Carer Expenses

Council will reimburse the cost of necessary childcare and carer expenses incurred by Councillors and delegated committee members in the course of performing duties associated with Eligible Council Business.

#### 6.1 Childcare Expenses

Councillors and delegated committee members may claim reimbursement of reasonable childcare expenses in respect of the care of an immediate family member or member of their household, up to and including the age of 14 years, where they or their domestic partner is the primary care giver.

Childcare costs are not eligible for reimbursement if paid to a person who normally or regularly resides with the Councillor or delegated committee member, except where a live in (professional) helper, such as a nanny, is required to work extra time at extra expense because of their performance of duties.

#### 6.2 Carer Expenses

Councillors and delegated committee members may claim reimbursement of reasonable carer expenses if they are a carer in a care relationship, within the meaning of section 4 of the *Carers Recognition Act 2012*. Carer costs are not eligible for reimbursement if paid to a person who normally or regularly resides with the Councillor or delegated committee member, except where a live in (professional) helper is required to work extra time at extra expense because of their performance of duties.

#### 6.3 Process for Making a Claim

Claims for reimbursement should be made using the MF-004 Councillor Child and Special Care Reimbursement Form.

Councillors and delegated committee members will be reimbursed for childcare expenses or carer expenses at a reasonable amount approved by the CEO having considered all relevant circumstances of the particular care event.

Claims must be accompanied by a receipt from the care provider showing the date and time care was provided, and detail the reason that care was needed on each occasion.

Such expenses are to be claimed on a quarterly basis within 30 days of the end of the quarter or where that quarter is at the end of Financial Year, within 14 days.

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## 7. Information and Communication Technology Expenses

Councillors are entitled to the following information and communication resources to support their performance of duties of Eligible Council Business.

### 7.1 Equipment Provided

The following equipment will be provided to each Councillor for use related to Eligible Council Business during their term of office:

- A portable computer (which is compatible with the corporate network) including mobile wireless internet access;
- Relevant computer software;
- A mobile phone in good working order;
- Business cards; and
- A name badge.

~~Where Councillors have previously been provided with printers for home use, these will continue to be maintained for the balance of the current term (which concludes in October 2020), but after that date home printers will not be provided to new Councillors.~~

Council will arrange for the installation and maintenance of relevant equipment and provide any associated products required for their operation.

Equipment is provided as part of the Councillor induction process and all queries regarding provision or maintenance of equipment should be addressed to the EA to Mayor.

Accessories or services beyond the standard equipment referred to in this clause may be provided upon written request to the CEO. The additional cost of any accessories provided may be charged to the Councillor.

### 7.2 Usage Requirements and Restrictions

Mobile phone usage is restricted to domestic calls; international calls are not to be made unless first authorised by the CEO, and must directly relate to the performance of duties associated with achieving the objectives of Council and comply with the mobile phone management procedure.

Where the mobile phone plan allows for unlimited local calls and texts at no extra cost, Councillors will be advised of this and may choose to use the phone for private local telephone call and text usage.

Councillors should note that use of Council's information and communication technology and corporate network, including the internet, must be in accordance with ISP-006 Information Security Policy - Councillors. All internet usage and telephone and text log data may be monitored by Council to ensure compliance.

All mobile phone and internet usage connected with Council property must be in accordance with Council policies and the Councillor Code of Conduct.

The Manager Information Management will maintain a register of all equipment provided to Councillors for Council business. Such equipment is returnable to Council on completion of tenure of the particular Councillor and must be in good condition, subject to fair wear and tear.

This register will be available for public inspection.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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#### 7.3 Private and other Usage Recoupment

Except as allowed or authorised in this policy, each Councillor must reimburse the direct costs of any private use of these facilities/equipment to Council, using form MF-0079 Councillor Reimbursement of Expenses Form. Councillor—Private Expenses—Single Recoupment.

Where Councillors are appointed to regional bodies as a representative of Council, Councillors are to discuss the usage and possible contribution by these bodies with the CEO prior to commencement of the appointment.

#### 7.4 Council Papers

Council will digitally/electronically deliver Council meeting agendas and minutes, and other papers to Councillors.

~~If necessary, Council will also arrange for hard copy Council meeting agendas and other papers to be available for review in the Councillors' Lounge.~~

#### 7.5 Inward Mail

All mail received by Councillors is deemed to be Council business and will be opened by Council's Records Management staff except for mail marked 'private and confidential'. Councillors must not ask any person or organisation to send private mail to them via the Council address.

#### 7.6 Outward Mail

When communicating with constituents, Councillors are encouraged to use electronic formats where possible.

Councillors must exercise care to ensure that correspondence does not commit Council funds or convey a position which is contrary to that adopted by Council.

Letterhead paper or electronic letterhead, incorporating the Council logo, must be used for all official Council related correspondence ~~as approved in advance by the CEO and used~~ in accordance with the Media Policy.

Letterhead incorporating the Council logo must not be used for personal correspondence.

~~Items such as Christmas or seasonal cards can be provided by Council for Councillor usage. Councillors may also wish to send suitable cards to mark culturally significant occasions celebrated by particular communities. Interested Councillors are encouraged to use electronic formats. For those Councillors who choose a paper based format for sending Christmas cards or seasonal or culturally significant occasions, the cost of production and postage will be published as part of that Councillor's quarterly expense report.~~

Each Councillor may leave up to 50 standard mail items or equivalent per month cumulative within each financial year for postage through the Australia Post system. This limitation does not apply to correspondence related to formal Council business.

Mail must be contained within Surf Coast Shire envelopes and coordinated through the Shire offices by the EA to Mayor. Mail posted in Surf Coast Shire envelopes must be accompanied by a completed Australia Post mailing statement. The cost of postage will be published as part of that Councillor's quarterly expense report.

Mail posted outside of the above requirements will require stamps for which Councillors will not be reimbursed.



## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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Council letterhead must not be used in relation to a Council Election and Councillors need to remain mindful of caretaker provisions that apply in the lead up to an election.

## 8. Conference and Training Expenses

Councillors may attend professional development and training programs, conferences or meetings. The approval of any training, conference or meeting attendance will be based on its relevance to the role and professional development of the Councillor.

### 8.1 Annual Monetary Limitations

Attendance by any Councillor at any local, interstate or overseas meetings, conferences or training up to a total cost to Council of \$3,000 may be approved by the ~~Mayor~~CEO.

Expenditure by a Councillor must not exceed \$3,000 in any given financial year, with the exception of approved Australian Institute of Company Directors (AICD) training.

Attendance by a Councillor at local, interstate or overseas meetings, conferences or training where the total cost exceeds \$3,000, or the total expenditure incurred by that Councillor in the financial year will exceed \$3,000, must be subject to approval by Council Resolution.

### 8.2 Accommodation

Accommodation of a reasonable standard necessarily required for attendance at any approved training, conference or meeting will be booked by the EA to Mayor at the site of the training, conference or meeting or at a suitable, safe, nearby accommodation centre.

### 8.3 AICD Course and Membership

During their term, all Councillors will be entitled to complete the Company Director course provided by the AICD provided that:

- the course is completed in the first two years of their term in office; or
- there is at a minimum twelve months remaining of their term of office as at the completion date of the course.

Council will pay Councillors' AICD annual standard membership fees during their term of office. It is the Councillor's responsibility to personally pay the initial joining fee (unless it is part of the AICD course funded by Council) and any additional fees.

### 8.4 Application Process

Application to attend any local, interstate or overseas meetings or conferences involving Council expenditure must be made by completing MF-003 Councillor Application to Attend Training or Conference.

Council will pay registration fees for attendance at approved meetings, training or conference sessions. Other related travel, meal, accommodation and related expenses may be claimed as outlined in this policy.

Applications within budgetary requirements to attend relevant training, conferences and meetings will not be unreasonably refused.



## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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## 9. Resources and Facilities

The following additional resources and facilities are provided to support Councillors performing their duties while undertaking Eligible Council Business and discharging duties of civic office.

### 9.1 Office of the Mayor

The Office of the Mayor operates to provide those functions of the Council carried out by the Mayor. It is allocated a budget by Council on an annual basis to allow the Mayor to fulfil their civic role. Within that budget, staff and other resources may be employed as considered appropriate.

Any expenses incurred by the Mayor, or person nominated by the Mayor to fulfil the civic role as partner of the Mayor, shall be deemed to be expenses of the Mayor.

Council will provide the Mayor with a fully registered, insured, maintained and fuelled vehicle for their use on official duties and for reasonable private use.

Use of a Council motor vehicle will be in accordance with Council's Motor Vehicle Policy, as amended from time to time.

Council will provide the following facilities for the Office of the Mayor:

- Office suitably equipped with quality furniture and shelving, including desk and meeting table
- Mobile phone
- Executive assistance and other administrative support during normal office hours as required, and any other necessary administrative assistance to enable the Mayor to carry out the duties of civic office.

### 9.2 Building Access and Parking

Each Councillor will receive a swipe card allowing the Councillor to access the areas normally available to Councillors in the Shire Offices at 1 Merrijig Drive, Torquay, during normal business hours.

Where a Councillor attends the Shire Offices out of normal office hours, the Councillor must ensure that the premises are secure during and following their attendance.

Councillors must not allow third parties access to the Shire Offices without first obtaining the express permission of the CEO.

Car parking is available to Councillors at Shire Offices at no cost.

### 9.3 Insurance

Councillors are covered by the following Council insurance policies on a 24-hour, 7-day a week basis, while performing Eligible Council Business and discharging the duties of civic office:

- Council's workers compensation insurance
- Councillors and Officers Liability Insurance
- Travel insurance for interstate and international travel.

Council will pay the insurance policy excess in respect of any claim made against a Councillor arising from Eligible Council Business where any claim is accepted by Council's insurers, whether defended or not.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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Council equipment provided to Councillors to assist in performing their role, is covered for damage or theft under Council's insurance policies. Councillors are expected to exercise due care in protecting the equipment from damage or theft.

Councillors must notify the CEO as soon as possible after they become aware of a potential claim.

#### 9.4 Provision of Hospitality

The Mayor, on behalf of the Council, can provide Hospitality (as defined) to groups or individuals who are regarded as key stakeholders with whom the Council seeks to develop closer or more effective working relationships or to further Council's interests and objectives.

There may be occasions when it is necessary and appropriate for Council Hospitality to a particular group or individual to be provided by a Councillor other than the Mayor. Such proposals are to be discussed and approved by the Mayor and CEO prior to the occasion.

The CEO may approve the provision of alcohol at the cost of Council, in addition to Hospitality provided to groups or individuals who are regarded as key stakeholders of Council, or at any Civic Function, where the benefits to the community are documented by the CEO prior to approval of the Event. All Councillors are expected at such functions to display a high standard of civic leadership regarding the responsible provision and usage of alcohol.

Councillors are not to incur and will not be reimbursed for any Hospitality provided without prior approval.

Where approved Hospitality is provided outside of Council facilities, Council will not reimburse any Councillor the cost of any alcohol provided during that Hospitality.

#### 9.5 Meals and Refreshments – Councillor Briefings and Council Meetings

Councillors will be requested to ~~complete form MF-008 Councillor Catering and inform the EA to Mayor of any dietary requirements or preferences~~ at the commencement of their term of office, ~~and to advise of any dietary requirements or preferences or~~ to advise of any alterations to those requirements or preferences during the course of their term.

##### Refreshments

Councillors will have access to Refreshments (as defined) at all times while on Council premises.

##### Meals

Where Council meetings or briefings are held at times which extend through normal meals times, Councillors and relevant officers will be provided with suitable Meals (as defined) served on the premises.

Councillors and Officers will be notified, of the meal arrangements for such meetings. Appropriate meals will be arranged by the EA to Mayor.

#### 9.6 Meeting Rooms and Councillor Lounge

The Civic Council Office includes a Councillors' Lounge reserved for exclusive use by Councillors. This room is equipped with computer access and is suitable for office work, reading, and research and small meetings.

Other meeting rooms at the Council office can be booked for use by Councillors to conduct meetings during and after office hours through the EA to Mayor.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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Meeting equipment can be made available for meetings upon request.

Other venues owned and controlled by Council can be used (subject to availability) by Councillors for activities, meetings, interviews and other functions associated with the performance of their role as Councillors. The EA to Mayor can assist in the booking of these meeting rooms and venues. Meeting equipment can be made available for meetings upon request.

#### 9.7 Administrative Assistance

Limited typing/secretarial administration assistance will be made available to Councillors for work directly related to the performance of duties of Eligible Council Business.

Where Councillors wish to use the services of a courier service for a reason directly related to the performance of duties and Eligible Council Business, this should be arranged by the EA to Mayor.

All administrative assistance should be coordinated through the EA to Mayor and approved by the CEO.

#### 9.8 Timing of Claims for Expenses

Where a quarterly claim for reimbursement pursuant to this policy directly follows 30 June in any year, Councillors are to submit that quarter's claim within 14 days of the end of that quarter.

In all other quarters, Councillors should submit requests for reimbursement within 30 days of the end of that quarter.

Where a Councillor has completed their term or ceased to hold office for any reason, claims for expenses pursuant to this policy must be submitted within 30 days of the date of cessation of office.

Excessive and/or unreasonable delay in lodging timely claims for reimbursement of any eligible costs or expenses in accordance with the requirements set out in this policy may result in such claims being denied at the discretion of the CEO.

## 10. Other Expenses Not Elsewhere Covered

### 10.1 Legal Expenses

Other than by specific Council resolution or in accordance with a Council policy, any legal expenses incurred by a Councillor or delegated committee member will be the responsibility of that individual.

Councillors and delegated committee members may discuss potential claims on a case by case basis with the CEO who will work with the Coordinator Risk Management and Legal Services to determine if an insurance claim is applicable.

### 10.2 Other Expenses

Any claims for expenses not specifically covered by this policy must first be referred to the CEO for authorisation/approval before being submitted.

Councillors and delegated committee members are encouraged to discuss in advance with the CEO any event, meeting or other gathering where there is the potential for incurring expenses so that:

- i. The appropriateness of potential claims can be considered; and
- ii. Any available cost saving measures can be put in place.

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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#### 11. Recoupment of Private Expenses

Councillors and delegated committee members must reimburse the direct costs of any private use of home/workplace facilities to Council unless there is an exception applying under this policy.

The direct costs of private use of home/workplace facilities provided by Council may be repaid to Council via the completion of form [MF-019-007 Councillor Reimbursement of Expenses Form](#)~~Councillor Private Expenses – Single Recoupment~~.

#### 12. Audit and Reporting

Councillor and delegated committee member expenses are subject to audit by the Victorian Auditor General, the Victorian Local Government Inspectorate and Council's internal auditor, and are reported to the CEO, Council's Audit & Risk Committee and quarterly at scheduled meetings of Council.

Any items considered to be in breach of the LG Act or this policy will be reported to the Surf Coast Shire Council's Audit & Risk Committee.

All payments made to Councillors during their elected term and falling within the terms of this policy may be publicly disclosed on Council's website.

#### 13. Consequences of Breach

Any action by a Councillor or delegated committee member in relation to matters contained in this policy which breaches obligations under the LG Act or Councillor Code of Conduct, may result in action taken by Council pursuant to the LG Act and Code.

#### 14. Members of Council Committees

Non-Councillor members of Surf Coast Shire Council Committees that are not delegated committees are not entitled to claim reimbursement of expenses incurred whilst exercising their duties as a committee member, unless specifically outlined in their contract with Council or the Terms or Deeds established for the committees. Exceptions may apply to individual cases where approved has been granted by the CEO.

#### 15. Related Legislation

*Local Government Act 2020*, particularly sections 39 to 43

*Local Government Act 1989*.

*Local Government (General) Regulations 2015*, Regulation 12

*Local Government (Planning and Reporting) Regulations 2014*, Regulation 14

*Carers Recognition Act 2012*, particularly section 4

#### 16. Related Policies, other Documents and Relevant Forms

As well as directly related statutory obligations, Council has responsibilities under other documents such as:

- Council Media Policy
- Other Council policies and procedures
- Councillor Code of Conduct

Relevant Forms include:

- MF-001 Car Mileage Claim Form
- MF-002 Councillor Travel Claim Form
- MF-003 Councillor Application to Attend Training or Conference
- MF-004 Councillor Child and Special Care Reimbursement Form
- MF-007 Councillor Reimbursement of Expenses Form
- [MF-019 Councillor Private Expense – Single Recoupment](#)

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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#### 17. Local Government Act 2020 Principles

<u>Principles</u>	<u>Applicable to this policy</u>	<u>If yes, provide details</u>
<b><u>Governance Principles</u></b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes	Applicable to section 9(2)(b) and 9(2)(g) of the Local Government Act (LGA) 2020. <i>'Priority is given to achieving the best outcomes for the municipal community including future generations' and 'The ongoing financial viability of Council is to be ensured'.</i>
<b><u>Community Engagement</u></b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	No	
<b><u>Public Transparency</u></b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes	Councillor expenses are published on a quarterly basis to ensure the information is transparent and publicly accessible.
<b><u>Strategies and Plans</u></b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No	
<b><u>Financial Management</u></b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes	Accounts and records of financial operations are kept.
<b><u>Service Performance</u></b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	No	

#### Appendix

<u>Definitions</u>		
(a)	Refreshments	Tea, coffee, non-alcoholic beverages, and a light meal such as may be considered suitable for morning tea
(b)	Meal	Council Meetings – Dinner in the form of a two course served meal together with tea and coffee. Council Briefings – Lunch or dinner in the form of a one course meal together with tea and coffee.
(c)	Hospitality	Refreshments, finger food or a meal of a reasonable and appropriate standard, not including alcohol, except where exemptions are made in this policy.
(d)	<u>Direct Benefit</u>	<u>For the purpose of determining if there is a direct benefit for the involvement of Council in assessing if a matter is Eligible Council Business, the following criteria should be satisfied:</u>



## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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		<p><u>a. The Councillor is attending in their capacity as a Councillor; and</u></p> <p><u>a-b. The Councillor will be engaging with other attendees at the event, in their capacity as a Councillor, to promote Council interests.</u></p>
<u>(e)</u>	Eligible Council Business	<p>The following will be deemed to be Eligible Council Business:</p> <ul style="list-style-type: none"> <li>A. Council meetings and <del>Assemblies of Councillors</del> <u>other meetings conducted under the auspices of Council</u></li> <li>B. Standing Committee or Advisory Committee meetings of Council when the Councillor is the nominated representative/substitute or otherwise by approval of the Mayor</li> <li>C. Regional meetings where the Councillor claiming reimbursement is Council's endorsed representative and travel is not paid/reimbursed by the regional organisation or meeting convenor</li> <li>D. Functions to which Councillors are invited by an organisation and where there is a direct benefit for the involvement of Council (attendance by partners will not be paid for by Council).</li> <li>E. Events where a Councillor is delivering a speech or presentation on behalf of Council.</li> <li>F. Travel by Councillors embarking on inspection of issues raised by identified members of the community within the Shire, which are considered reasonable and necessary and where travel is within the Shire.</li> <li>G. Meetings by Councillors at the request of identified members of the community, as recorded in Councillor's diaries, which are considered reasonable and necessary for the performance of the Councillor's duties and where travel is within the Shire;</li> <li>H. Conferences and seminars approved in accordance with this Policy.</li> <li>I. Attendance at delegated committee meetings and travel or other out-of-pocket expenses (as outlined in this policy) incurred whilst fulfilling the role of delegated committee member.</li> </ul> <p>Any claims for expense reimbursement related to matters falling outside of this definition must be approved by the CEO.</p>

### Legislative Excerpts and Definitions

<u>(e)(f)</u>	<i>Carers Recognition Act 2012</i> Section 4	<p>(1) For the purposes of this Act, a person is in a care relationship if he or she provides another person, or receives from another person, care because one of the persons in the relationship—</p> <ul style="list-style-type: none"> <li>(a) has a disability; or</li> <li>(b) is older; or</li> <li>(c) has a mental illness; or</li> </ul>
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## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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		<p>(d) has an ongoing medical condition (including a terminal or chronic illness or dementia).</p> <p>(2) Despite subsection (1), the following relationships are also care relationships" "for the purposes of this Act—</p> <p>(a) a relationship where an individual has custody and guardianship of a child under a permanent care order made under Part 4.10 of the <a href="#">Children, Youth and Families Act 2005</a>; and</p> <p>(b) a relationship where a child is placed with an individual who provides care to that child under a child care agreement made under Part 3.5 of the <a href="#">Children, Youth and Families Act 2005</a>; and</p> <p>(c) a relationship where a child is placed with an individual who provides care to that child under a protection order made under Part 4.9 of the <a href="#">Children, Youth and Families Act 2005</a>.</p> <p>(3) For the purposes of this Act, a person is not in a care relationship with another person merely because he or she—</p> <p>(a) is the spouse, or the domestic partner within the meaning of the <a href="#">Children, Youth and Families Act 2005</a>, of the other person; or</p> <p>(b) is the parent, child or other relative of the other person; or</p> <p>(c) lives with the other person.</p> <p>(4) Despite anything to the contrary in this section, a person is not in a care relationship for the purposes of this Act if he or she provides care to another person—</p> <p>(a) under a contract of service or a contract for the provision of services; or</p> <p>(b) under an employment contract; or</p> <p>(c) in the course of doing voluntary work for a community organisation; or</p> <p>(d) as part of the requirements of an education course or training.</p> <p>(5) A person described in subsection (1) or (2) may be in a care relationship even if the person receives funding from either the Commonwealth or State Government in relation to carrying out the role of a carer.</p>
<del>(f)</del> (g)	LG Act section 28(2)(f) Role of a Councillor	<p>(2) In performing the role of a Councillor, a Councillor must—</p> <p>...</p> <p><del>(f)</del>—comply with <a href="#">Council</a> procedures required for good governance.</p>
<del>(g)</del> (h)	LG Act Section 40 Reimbursement of expenses of Councillors	<p>(1) A Council must reimburse a Councillor or a member of a delegated committee for out-of-pocket expenses which the Council is satisfied—</p> <p>(a) are bona fide expenses; and</p>

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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	and members of a delegated committee.	<p>(b) have been reasonably incurred in the performance of the role of <a href="#">Councillor</a> or member of a <a href="#">delegated committee</a>; and</p> <p>(c) are reasonably necessary for the <a href="#">Councillor</a> or member of a <a href="#">delegated committee</a> to perform that role.</p> <p>(2) A <a href="#">Council</a> must provide details of all reimbursements under this section to the Audit and Risk Committee.</p>
(h)(i)	LG Act Section 41 Council expenses policy	<p>(1) A Council must adopt and maintain an expenses policy in relation to the reimbursement of out-of-pocket expenses for Councillors and members of delegated committees.</p> <p>(2) A policy adopted by Council under this section must—</p> <p>(a) specify procedures to be followed in applying for reimbursement and in reimbursing expenses; and</p> <p>(b) comply with any requirements prescribed by the regulations in relation to the reimbursement of expenses; and</p> <p>(c) provide for the reimbursement of child care costs where the provision of child care is reasonably required for a <a href="#">Councillor</a> or member of a <a href="#">delegated committee</a> to perform their role; and</p> <p>(d) have particular regard to expenses incurred by a <a href="#">Councillor</a> who is a carer in a care relationship within the meaning of section 4 of the <i>Carers Recognition Act 2012</i>.</p> <p>(3) A <a href="#">Council</a> must adopt the first expenses policy under this section on or before 1 September 2020.</p> <p>(4) Until a <a href="#">Council</a> adopts a policy under this section, the policy adopted by the <a href="#">Council</a> under section 75B of the <i>Local Government Act 1989</i> applies as if it had been adopted under this Act.</p>
(i)(j)	LG Act Section 42 Resources and facilities for The Mayor and Councillors	<p>(1) A Council must make available to the Mayor and the Councillors the resources and facilities reasonably necessary to enable them to effectively perform their role.</p> <p>(2) Without limiting the generality of subsection (1), a <a href="#">Council</a> must—</p> <p>(a) consider the support that may be required by a Mayor, Deputy Mayor or <a href="#">Councillor</a> because of a disability; and</p> <p>(b) have particular regard to the support that may be required by a <a href="#">Councillor</a> who is a carer in a care relationship within the meaning of section 4 of the <i>Carers Recognition Act 2012</i>.</p>

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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(j)(k)	LG Act Section 28 Role of a Councillor	<p>(1) The role of every <a href="#">Councillor</a> is—</p> <p>(a) to participate in the decision making of the <a href="#">Council</a>; and</p> <p>(b) to represent the interests of the <a href="#">municipal community</a> in that decision making; and</p> <p>(c) to contribute to the strategic direction of the Council through the development and review of key strategic documents of the <a href="#">Council</a>, including the <a href="#">Council Plan</a>.</p> <p>n performing the role of a Councillor, a Councillor must—</p> <p>(a) consider the diversity of interests and needs of the <a href="#">municipal community</a>; and</p> <p>(b) support the role of the <a href="#">Council</a>; and</p> <p>(c) acknowledge and support the role of the Mayor; and</p> <p>(d) act lawfully and in accordance with the oath or affirmation of office; and</p> <p>(e) act in accordance with the <a href="#">standards of conduct</a>; and</p> <p>(f) comply with <a href="#">Council</a> procedures required for good governance.</p> <p>(3) The role of a <a href="#">Councillor</a> does not include the performance of any responsibilities or functions of the <a href="#">Chief Executive Officer</a>.</p>
(k)(l)	LG Act Section 123 Misuse of position	<p>(1) delegated committee must not misuse their position—</p> <p>(a) to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; ...</p> <p>(2) An offence against subsection (1) is an indictable offence.</p> <p>(3) For the purposes of this section, circumstances involving the misuse of a position by a person who is, or has been, a Councillor or member of a delegated committee include— ...</p> <p>(e) using public funds or resources in a manner that is improper or unauthorised;</p>
(H)(m)	Local Government (General) Regulations 2015, Regulation 12  Documents to be made available for public inspection	<p>For the purposes of section 222 of the Act, the following are prescribed documents if they are not published on the Internet website of the Council—</p> <p>(a) a document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including—</p> <p>(i) the name of the Councillor or member of Council staff; and</p> <p>(ii) the dates on which the travel began and ended; and</p> <p>(iii) the destination of the travel; and</p> <p>(iv) the purpose of the travel; and</p>

## 4.2 SCS-001 Councillor Entitlements, Expenses and Facilities Policy Review



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		(v) the total cost to the Council of the travel, including accommodation costs;
<del>(m)(n)</del>	Local Government (Planning and Reporting) Regulations 20 <del>20</del> 14  Part 4—Annual report  Regulation 44 10 General informatio4n	<p><del>(1) For the purposes of section 131(3)(a)(v) of the Act, the report of operations must contain a description of the operations of the Council during the financial year.</del></p> <p><del>(2) Without limiting the generality of subregulation (1), the report of operations of a Council must contain the following information—...</del></p> <p><del>(d) a list of the names of all Councillors and their dates of election and, if applicable, retirement;</del></p> <p><del>(da) details of current allowances fixed for the Mayor, Lord Mayor (if any) and Councillors;</del></p> <p><del>(db) details of the expenses, including reimbursement of expenses, for each Councillor and member of a Council committee paid by the Council, categorised separately as—</del></p> <p><del>(i) travel expenses; and</del></p> <p><del>(ii) car mileage expenses; and</del></p> <p><del>(iii) childcare expenses; and</del></p> <p><del>(iv) information and communication technology expenses; and</del></p> <p><del>(v) conference and training expenses;...</del></p> <p><del>For the purposes of section 98(3)(d) of the Act, the prescribed information is a description of the operations of the Council that includes the following—</del></p> <p><del>---</del></p> <p><del>(e) a list of the names of all Councillors and their dates of election and, if applicable, retirement; (f) details of current allowances fixed for the Mayor, Lord Mayor (if any), Deputy Mayor (if any) and Councillors;</del></p> <p><del>(g) details of the expenses, including reimbursement of expenses, paid by the Council for each Councillor and member of a Council committee, categorised separately as—</del></p> <p><del>(i) travel expenses; and</del></p> <p><del>(ii) professional development expenses; and</del></p> <p><del>(iii) expenses to support the performance of the role;</del></p>

### Document History

Version	Document History	Approved by – Date
1	New document	Council – 26 November 2019
2	Updated in accordance with LG Act 2020	Council – 25 August 2020
3	Reviewed in accordance with review schedule	Council - TBC

#### 4.3 Quarterly Financial Statements - September 2021

**Author's Title:** Coordinator Management Accounting      **General Manager:** John Bertoldi  
**Department:** Finance      **File No:** F18/850-4  
**Division:** Governance & Infrastructure      **Trim No:** IC21/1687

**Appendix:**

1. Quarterly Finance Report September 2021 (D21/196312)

**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

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**Purpose**

The purpose of this report is to receive and note the September Quarterly Finance Report for the 2021-22 financial year as attached.

**Summary**

This Quarterly Finance Report includes the Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Changes in Equity and Statement of Capital Works.

This report also includes a summary of legal costs for the September 2021 quarter with comparative information.

**Recommendation**

That Council notes the Quarterly Finance Report for September 2021 as attached at Appendix 1.

**Report**

***Officer Direct or Indirect Interest***

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

***Background***

Council reports quarterly on its financial results in accordance with Section 97 of the *Local Government Act 2020*. As soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public. The second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

***Discussion***

Quarterly financial statements included with the attached report include:

- Comprehensive Income Statement:
  - Comparison of Council's actual versus budget income and revenue for the period 1 July 2021 to 30 September 2021.
- Balance Sheet:
  - Comparison of Council's actual assets and liabilities versus budget as at 30 September 2021.
- Statement of Cash Flows:
  - Statement of cash flows related to Council's actual operations and activities, and reconciliation to Council's total cash holdings versus budget for the period 1 July 2021 to 30 September 2021.
- Statement of Changes in Equity:
  - Council's actual equity position versus budget as at 30 September 2021.
- Statement of Capital Works:

### 4.3 Quarterly Financial Statements - September 2021

- Statement of Council's capital works expenditure versus budget for period 1 July 2021 to 30 September 2021.

Council's net surplus is \$48.8 million at the end of September 2021, which is \$5.7 million ahead of the year to date budget. This is mainly due to the timing of capital program grant income and operating expenditure.

Council remains in a sound financial position.

#### **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*

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

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

Monitoring of Council's financial performance and position to ensure ongoing viability of Council.

#### **Public Transparency**

This report contributes to public transparency by ensuring that the quarterly financial statements are made available to the community.

#### **Strategies/Plans**

This report compares our year to date performance and position to our 2021-22 Budget Report.

#### **Financial Management**

Council reports quarterly on its financial results in accordance with Section 97 of the *Local Government Act 2020*. As soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public. The second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

#### **Risk Assessment**

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



### **4.3 Quarterly Financial Statements - September 2021**

#### ***Options***

##### Option 1 – Notes the Quarterly Finance Report for September 2021.

This option is recommended by officers as Council remains in a sound financial position and the report is presented in accordance with the Local Government Act 2020.

##### Option 2 – Does not note the Quarterly Finance Report for September 2021.

This option is not recommended by officers as the report is presented in accordance with the Local Government Act 2020.

#### ***Conclusion***

Council remains in a sound financial position.

#### **4.3 Quarterly Financial Statements - September 2021**

##### **APPENDIX 1 QUARTERLY FINANCE REPORT SEPTEMBER 2021**

Surf Coast Shire Council

## Quarterly Finance Report September 2021



### **4.3 Quarterly Financial Statements - September 2021**

#### **Table of Contents**

<b>1</b>	<b>FINANCIAL STATEMENTS</b>	<b>3</b>
1.1	Comprehensive Income Statement .....	3
1.2	Balance Sheet .....	4
1.3	Statement of Changes in Equity .....	5
1.4	Cash Flow Statement .....	5
1.5	Statement of Capital Works .....	6
<b>2</b>	<b>LEGAL EXPENDITURE</b>	<b>6</b>

## 4.3 Quarterly Financial Statements - September 2021

### 1 Financial Statements

#### 1.1 Comprehensive Income Statement

For the quarter ended 30 September 2021

	Notes	YTD Actuals \$'000	YTD Budget \$'000	Annual Budget \$'000	Variations Actual v YTD Budget \$'000	%
<b>Income</b>						
Rates and charges	1	58,721	58,687	58,950	33	0%
Statutory fees and fines	2	482	426	2,041	56	13%
User charges		1,333	1,349	7,207	(16)	1%
Grants - operating	3	2,315	1,680	7,999	636	38%
Grants - capital	4	6,134	3,450	4,501	2,684	78%
Contributions - monetary	5	1,171	595	2,697	576	97%
Contributions - non-monetary assets	6	83	120	11,401	(37)	31%
Net gain/(loss) on disposal of property infrastructure, plant and equipment		42	59	236	(17)	29%
Other income		89	115	460	(26)	22%
<b>Total Income</b>		<b>70,370</b>	<b>66,481</b>	<b>95,491</b>	<b>3,889</b>	<b>6%</b>
<b>Expenses</b>						
Employee costs	7	8,378	8,677	35,539	299	3%
Materials and services	8	6,826	8,179	28,434	1,353	17%
Depreciation		4,534	4,582	18,328	48	1%
Amortisation - intangible asset		1,410	1,410	5,639	-	0%
Amortisation - right of use asset		152	169	379	17	10%
Bad and doubtful debts		10	12	111	2	19%
Borrowing costs		89	93	371	4	4%
Finance costs leases		5	10	24	4	44%
Other expenses		163	203	4,426	40	20%
<b>Total expenses</b>		<b>21,567</b>	<b>23,335</b>	<b>93,250</b>	<b>1,768</b>	<b>8%</b>
<b>Surplus/(deficit) for the year</b>		<b>48,803</b>	<b>43,147</b>	<b>2,241</b>	<b>5,656</b>	<b>13%</b>
<b>Other Comprehensive Income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation increment / (decrement)		-	-	7,259	-	0%
<b>Total Comprehensive Result</b>		<b>48,803</b>	<b>43,147</b>	<b>9,500</b>	<b>5,656</b>	<b>13%</b>

#### Variance Notes:

- Rates and Charges:** Favourable supplementary rates and garbage charge income due to higher number of tenements.
- Statutory Fees and Fines:** Favourable planning assessment fees and Council election voting infringements, which are partially offset by unfavourable local law parking infringements as a result of pandemic travel/lockdown restrictions and lower subdivision fees.
- Grants – Operating:** Favourable operational project grants and Local Government Grants Commission allocation.
- Grants - Capital:** Timing of State and Commonwealth Government capital program grants.
- Contributions Monetary:** Timing of development and open space contributions.
- Contribution Non-Monetary:** Timing of granted assets from developers and reduced volunteer hours due to the pandemic restrictions on facility operations.
- Employees:** Variance due to WorkCover premium savings, employee training spend timing, reduced volunteers during the pandemic restrictions and vacancies.
- Materials and Services:** Variance due to timing of projects and expensed capital works, along with recurrent operations contributing to variance as a result of COVID-19 forcing cancellation of community events, closures of community facilities, Visitor Information Centres and the Australian National Surfing Museum during the reporting period.

## 4.3 Quarterly Financial Statements - September 2021

### 12 Balance Sheet

As at 30 September 2021

	Notes	YTD Actuals \$'000	YTD Budget \$'000	Annual Budget \$'000	Variances Actual v YTD Budget \$'000	%
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	1	1,828	12,520	5,109	(10,692)	85%
Trade and other receivables		46,469	45,614	6,156	854	2%
Other financial assets	1	85,333	50,000	45,000	35,333	71%
Inventories		313	300	306	13	4%
Non-current assets classified as held for sale		-	-	-	-	0%
Other assets		248	248	816	-	0%
<b>Total current assets</b>		<b>134,191</b>	<b>108,683</b>	<b>57,387</b>	<b>25,509</b>	<b>23%</b>
<b>Non-current assets</b>						
Trade and other receivables		10	38	13	(27)	72%
Property, infrastructure plant & equipment	2	828,011	814,530	838,109	13,481	2%
Investments in associates and joint ventures		291	538	538	(247)	46%
Right of use assets		705	495	506	210	42%
Intangible assets	3	29,525	28,193	22,554	1,332	5%
<b>Total non-current assets</b>		<b>858,542</b>	<b>843,793</b>	<b>861,720</b>	<b>14,749</b>	<b>2%</b>
<b>Total assets</b>		<b>992,734</b>	<b>952,476</b>	<b>919,107</b>	<b>40,258</b>	<b>4%</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables	4	988	3,500	6,504	2,512	72%
Unearned Income	5	9,874	-	-	(9,874)	0%
Trust funds and deposits	6	9,974	9,252	8,336	(722)	8%
Provisions	7	10,527	7,206	10,238	(3,321)	46%
Interest bearing liabilities		1,613	1,613	2,160	-	0%
Lease liabilities		194	194	297	-	0%
<b>Total current liabilities</b>		<b>33,170</b>	<b>21,765</b>	<b>27,536</b>	<b>(11,405)</b>	<b>52%</b>
<b>Non-current liabilities</b>						
Provisions	7	11,188	11,523	8,529	335	3%
Lease liabilities		484	484	146	-	0%
Interest bearing liabilities		16,871	16,871	14,711	-	0%
<b>Total non-current liabilities</b>		<b>28,544</b>	<b>28,878</b>	<b>23,385</b>	<b>335</b>	<b>1%</b>
<b>Total liabilities</b>		<b>61,714</b>	<b>50,643</b>	<b>50,921</b>	<b>(11,071)</b>	<b>22%</b>
<b>Net assets</b>		<b>931,020</b>	<b>901,833</b>	<b>868,186</b>	<b>29,187</b>	<b>3%</b>
<b>Equity</b>						
Accumulated surplus		557,529	537,060	487,007	20,469	4%
Asset revaluation reserve		342,946	325,243	332,502	17,703	5%
Other reserves		30,545	39,529	48,677	(8,985)	23%
<b>Total equity</b>		<b>931,020</b>	<b>901,833</b>	<b>868,186</b>	<b>29,187</b>	<b>3%</b>

#### Variance Notes:

- Cash and Cash Equivalents and Other Financial Assets combined:** Total favourable cash balance driven by higher opening balance, driven materially by upfront project grants for the Surf Coast Aquatic and Health Centre Project.
- Property, Infrastructure, Plant and Equipment:** Opening balance higher than budget forecast due to 2020-21 Asset Revaluations.
- Intangible Assets:** Variance is due to a higher opening balance compared to budget forecast in relation to the landfill air space assets revaluation at 30 June 2021.
- Trades & Other Payables:** Variance is due lower general creditor payments owing at report date (i.e. project and operational supplier payments).
- Unearned Income:** Variance is due to unbudgeted income received in advance for capital projects.
- Trust Funds and Deposits:** Variance is due to timing of fire service levy instalment payment and a higher opening balance compared to budget forecast in relation to subdividers deposits.
- Provisions:** Variance due to higher actual opening balance compared to budget forecast for the landfill rehabilitation provision and employee leave balances.



## 4.3 Quarterly Financial Statements - September 2021

### 1.3 Statement of Changes in Equity

As at 30 September 2021

	YTD Actuals \$'000	YTD Budget \$'000	Annual Budget \$'000	Variances Actual v YTD Budget \$'000	%
Equity Opening Balance	882,217	858,686	858,686	23,531	3%
Surplus for the Year	48,803	43,147	2,241	5,656	13%
Net Asset Revaluation	-	-	7,259	-	0%
<b>Total Equity</b>	<b>931,020</b>	<b>901,833</b>	<b>868,186</b>	<b>29,187</b>	<b>3%</b>

### 1.4 Cash Flow Statement

For the quarter ended 30 September 2021

	Notes	YTD Actuals \$'000	YTD Budget \$'000	Annual Budget \$'000	Variances Actual v YTD Budget \$'000	%
<b>Cash flow from operating activities</b>						
Rates and charges	1	17,341	18,112	58,938	(772)	4%
Statutory fees and fines		482	426	1,991	56	13%
User charges	2	1,884	1,968	7,456	(85)	4%
Grants - operating	3	2,409	1,739	8,281	670	39%
Grants - capital	3	4,436	3,450	4,521	985	29%
Contributions	4	1,171	595	2,697	576	97%
Interest received		136	115	450	21	18%
Trust funds received/(refunded)		1,513	1,232	316	281	23%
Net GST refund/payment		1,466	1,392	4,990	74	5%
Employee costs		(8,116)	(8,532)	(34,800)	416	5%
Materials and services	5	(12,804)	(13,039)	(35,224)	235	2%
<b>Net cash provided from operating activities</b>		<b>9,916</b>	<b>7,458</b>	<b>19,616</b>	<b>2,458</b>	<b>33%</b>
<b>Cash Flows from investing activities</b>						
Proceeds from sale of property, plant & equipment		42	113	664	(71)	63%
Payments for property, plant, equipment & infrastructure assets	6	(4,590)	(4,042)	(26,950)	(548)	14%
Cash flows from investing activities	7	(3,325)	-	5,000	(3,325)	0%
<b>Net cash used in investing activities</b>		<b>(7,874)</b>	<b>(3,930)</b>	<b>(21,285)</b>	<b>(3,944)</b>	<b>100%</b>
<b>Cash flows from financing activities</b>						
Finance costs		(89)	(93)	(372)	4	4%
Repayment of lease liabilities		(178)	(102)	(408)	(76)	74%
Interest paid - lease liabilities		(5)	(10)	(24)	4	44%
Repayment of borrowings		(536)	(536)	(2,150)	( )	0%
<b>Net cash provided from financing activities</b>		<b>(809)</b>	<b>(741)</b>	<b>(2,954)</b>	<b>(68)</b>	<b>9%</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents held</b>		<b>1,234</b>	<b>2,787</b>	<b>(4,624)</b>	<b>(1,554)</b>	<b>56%</b>
Cash & cash equivalents at the beginning of the period		594	9,733	9,733	(9,139)	94%
<b>Cash &amp; cash equivalents at the end of the period</b>		<b>1,828</b>	<b>12,520</b>	<b>5,109</b>	<b>(10,692)</b>	<b>85%</b>
<b>Investments (current and non-current financial assets)</b>		<b>85,333</b>	<b>50,000</b>	<b>45,000</b>	<b>35,333</b>	<b>71%</b>
<b>Total cash &amp; investments at the end of the period</b>		<b>87,161</b>	<b>62,520</b>	<b>50,109</b>	<b>24,641</b>	<b>39%</b>

#### Variance Notes:

- Rates and Charges:** Unfavourable year to date as a result of favourable collection of arrear rates and charges compared to budget forecast as at 30 June 2021.
- User Charges:** Unfavourable due to the pandemic impacting Visitor Information Centre retail sales, sports program and facility hire fees.
- Grants - Operating & Capital:** Timing of programs.
- Contributions:** Favourable timing of developer contributions and contributions to projects.
- Materials and Services:** Variance mainly attributable to timing of delivery of operational projects.
- Property, Plant, Equipment & Infrastructure Assets:** Timing of capital program purchases.
- Cash Flow from Investing Activities:** Reflects an increase in term deposits for the period.

## 4.3 Quarterly Financial Statements - September 2021

### 1.5 Statement of Capital Works

As at 30 September 2021

	YTD Actuals \$'000	YTD Budget \$'000	Adopted Budget Spend \$'000	Variances Actual v YTD Budget \$'000	%
<b>Property</b>					
Land	-	-	-	-	0%
<b>Total Land</b>	-	-	-	-	0%
Buildings	221	749	4,991	527	70%
<b>Total Buildings</b>	<b>221</b>	<b>749</b>	<b>4,991</b>	<b>527</b>	<b>70%</b>
<b>Total Property</b>	<b>221</b>	<b>749</b>	<b>4,991</b>	<b>527</b>	<b>70%</b>
<b>Plant and Equipment</b>					
Plant, Machinery & Equipment	283	343	2,289	60	17%
Fixtures, Fitting & Furniture		57	380	57	100%
Computers & Telecommunications	239	279	1,859	40	14%
<b>Total Plant and Equipment</b>	<b>522</b>	<b>679</b>	<b>4,528</b>	<b>157</b>	<b>23%</b>
<b>Infrastructure</b>					
Bridges	2	-	-	(2)	0%
Drainage & Sewerage	147	56	371	(91)	164%
Footpaths & Cycleways	368	85	568	(282)	332%
Parks, Open Space & Streetscapes	200	216	1,443	16	7%
Recreation, Leisure & Communities	2,518	562	3,744	(1,957)	348%
Roads	593	1,247	8,315	654	52%
Offstreet Car Parks		30	203	30	100%
Waste	18	414	2,762	396	96%
Expensed Capital Works	100	210	1,399	110	52%
Landfill Provision		4	25	3	88%
<b>Total Infrastructure</b>	<b>3,947</b>	<b>2,825</b>	<b>18,831</b>	<b>(1,122)</b>	<b>40%</b>
<b>Total Capital Works Expenditure</b>	<b>4,690</b>	<b>4,252</b>	<b>28,349</b>	<b>(438)</b>	<b>10%</b>
<b>Represented by:</b>					
New Asset Expenditure	1,642	1,086	5,263	(556)	51%
Asset Renewal Expenditure	1,142	1,684	11,236	542	32%
Asset Expansion Expenditure	38	264	1,757	226	86%
Asset Upgrade Expenditure	1,768	1,005	8,669	(763)	76%
Expensed Capital Works	100	210	1,399	110	52%
Landfill Provision Works		4	25	3	88%
<b>Total Capital Works</b>	<b>4,690</b>	<b>4,252</b>	<b>28,349</b>	<b>(438)</b>	<b>10%</b>

#### Variance Notes:

Generally project spend variations are timing related (i.e. not a result of exceeding allocated project budgets). For example progress on the Stribling Reserve Pavilions Redevelopment project is creating a timing variance in Recreation, Leisure & Communities, and the Grant Pavilion Extension project within Buildings.

## 2 Legal Expenditure

The previous statements represent standard financial statements for the whole of the organisation. Council understands that some specific types of expenditure also warrant closer monitoring and the following table summarising legal expenses has been included to provide improved transparency.

Legal Costs Summary	Full Year 2016-17	Full Year 2017-18	Full Year 2018-19	Full Year 2019-20	Full Year 2020-21	Q1 2021-22
HR matters (incl. training)	11,487	18,095	2,197	10,307	9,226	1,650
Governance advice (across organisation)	83,989	104,815	160,642	120,332	90,599	26,667
Governance advice (Councillor-related)	10,463	109,029	147,406	76,877	35,637	22,008
Planning & Building Services	174,338	235,511	293,301	193,149	355,389	101,144
<b>Total</b>	<b>280,277</b>	<b>467,450</b>	<b>603,546</b>	<b>400,665</b>	<b>490,851</b>	<b>151,469</b>

## 5. ENVIRONMENT & DEVELOPMENT

### 5.1 Draft Domestic Animal Management Plan 2022-2025

**Author's Title:** Manager Business Improvement

**Department:** Environment & Development

**Division:** Environment & Development

**Appendix:**

1. Draft Domestic Animal Management Plan 2022-25 (D21/192283)

**Officer Conflict of Interest:**

In accordance with Local Government Act 2020 –  
Section 130:

☐

Yes

☒

No

**Reason:** Nil

**General Manager:** Ransce Salan

**File No:** F16/940-2

**Trim No:** IC21/1656

**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 consider the draft Domestic Animal Management Plan (DAMP) 2022 – 2025 in anticipation of placing the plan on public exhibition in November 2021.

#### Summary

Under the *Domestic Animal Act 1994* Council must review the DAMP each year and undertake a full comprehensive review every four years. This draft DAMP has been prepared to meet the requirement of the Act and provides a new four year plan for Council's domestic animal services.

The draft DAMP has been developed with tremendous input from the community following a strong community engagement process. The plan, which builds on the strong community principles developed for the 2017-21 DAMP, contains 38 actions across the areas of staff development, process improvements, nuisance management, domestic animal overpopulation and euthanasia, reporting and performance management.

This report recommends placing the draft DAMP on public exhibition for a period of 28 days during November to test the community's acceptance of the plan and to seek public submissions.

#### Recommendation

That Council:

1. Endorses the draft Domestic Animal Management Plan that has been prepared in accordance with Section 68A of the *Domestic Animals Act 1994* as attached at Appendix 1, for the purposes of public exhibition.
2. Gives public notice that the proposed draft Domestic Animal Management Plan is being placed on public exhibition, with submissions invited for a 28 day period.
3. Considers adoption of the proposed draft Domestic Animal Management Plan at a future meeting of Council.

## 5.1 Draft Domestic Animal Management Plan 2022-2025

### Report

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

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

#### ***Background***

Under the *Domestic Animal Act 1994* Council must review the Domestic Animal Management Plan (DAMP) each year and undertake a full comprehensive review every four years.

This four year review has been completed with tremendous input from the community following a strong community engagement process. The new DAMP builds on the strong community principles developed for the 2017-21 DAMP, which also had extensive community consultation. The responsibilities of sharing our public spaces and obeying the rules that seek to achieve a balance will remain a focus of the new plan.

Section 68 A of the *Domestic Animals Act 1994* provides the frame work for the content of the plan, what it must address and contain. These are:

- A method of evaluating the Council's Service
- Training programs for Council's authorised staff
- Programs services and strategies to be pursued including, educational, compliance, minimising dog attacks, overpopulation and high euthanasia, registration, nuisance issues and dangerous dogs
- Review existing orders and local laws made under the Act
- Other matters related to managing of dogs and cats such as environmental impacts
- Periodic evaluation of the plan.

#### ***Discussion***

Animal management is one of the key comparative services on the "Know your Council" web site. Council has performed well on most of the indicators. These being:

- Surf Coast is more responsive to customer requests achieving a same day response rate (1 day) when the State average is 1.71 days
- Animal reclaims are at 57.5% when the State average is 47.3%. All registered and micro-chipped animals were returned to owners in the period with non-domesticated cats or cats without micro-chips making up the vast majority of animals being sent to Geelong Animal Welfare Society for rehoming.
- Our service cost is consistent with the State average at \$12.17 per head of population. Similar sized Council's have an average cost of \$15.60 per head of population.

Surf Coast has experienced high population and development growth rates and this has been reflected in the growth in dog registration numbers. Since 2011 dog registrations have increased by 12% to 6,398 registered dogs in 2021-22 while cat registrations have decreased by 10% to 924. This growth provides both a servicing challenge but also an opportunity to fund the service demand with a larger and growing registration base. The visiting dog population is also a challenge with Geelong having many more registered dogs and owners, particularly in the Armstrong Creek growth areas, enjoying visits to Surf Coast beaches with their pets.

The new DAMP recognises the community's vital role in helping us to develop the plan through the "Pawsome Pets, Pawsome People" community engagement process. The ideas expressed are summarised in this draft DAMP. The community engagement information used to develop the draft DAMP is a combination of both the 2017-2021 and 2021-2025 processes.

The community engagement process relied on advertisement in print and social media and used a fun, community based video to drive engagement. Facebook was clearly the most successful form of media to generate traffic to the engagement tools. The on-line survey was completed by 734 respondents (570 pet owners and 164 non pet owners). Council also received six separate submissions and a petition relating to a desire for a 24 hour cat curfew. The engagement process identified the most important issues for each of these groups – these were as follows:

#### **Pet Owners**

- Cats harming wildlife
- Dog behaviour – primarily barking and recall while off leash

## 5.1 Draft Domestic Animal Management Plan 2022-2025

- Dog litter on walking tracks and the beach areas.

### Non Pet Owners

- Dog litter on walking tracks and the beach areas.
- Dog behaviour – primarily barking and recall while off leash
- Cats harming wildlife

The extensive community engagement feedback will be exhibited alongside the draft DAMP if adopted.

In addition to community feedback, another key factor that will influence the way Council manages domestic animals in the future is the introduction of the Great Ocean Road and Environs Protection Amendment Bill 2021. This may change Council's ongoing involvement in the management of dogs and cats on land managed by the Great Ocean Road Coast and Parks Authority (GORCAPA). The Bill, if adopted, will provide GORCAPA with important powers under the Domestic Animals Act 1994 for land it manages. The Bill will empower GORCAPA to make an order to prohibit dogs and cats from its land or to impose conditions on the presence of dogs or cats on that land, including times they can be present and rules around restraining animals. The Bill also empowers GORCAPA to have its Officers authorised under the Domestic Animals Act and then enforce any orders it has made with respect to its land. Currently GORCAPA relies on Council to make these orders and to enforce compliance on its land as it is not authorised under the Domestic Animals Act. This is recognised in the draft DAMP with an action to ensure that Council will work closely with GORCAPA to understand the implications of this new Bill and how this may affect our Ranger services staffing moving forward.

The DAMP contains objectives, performance measures and actions, to be delivered over the four years of the plan to address not only the issues identified above but also others that impact the ability of pet and people to live in harmony and safety across the Surf Coast.

Key priority actions that have been included in the draft DAMP are as follows:

- Working actively with GORCAPA to understand future roles and responsibilities for dogs and cats on coastal land
- Better utilising Animal Welfare Victoria to ensure best practice service is provided to the community
- Identifying a location, and applying for funding, for a dog park in Torquay
- Investigating and recommending an option around extending the current cat curfew
- Discontinuing the use and promotion of aversive training methods, including citronella collars
- A commitment to a minimum of eight community education / awareness campaigns per year on key domestic animal management issues
- A commitment to 30 hours of proactive Ranger patrols in peak periods and 20 hours in off peak periods
- Investigating the development of an app to provide better information to pet owners about key topics such as designated off leash areas
- Better engagement with dog trainers and behaviourists in the region to promote their services, ensure they are appropriately registered and to consider options for training as an alternative to fines.
- More focus on the impact dogs are having on sporting grounds
- Consideration of more playful, less traditional signage to cut through on key messages particularly dog poo.

### Council Plan

Theme 7 Accountable and Viable Council

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

### Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	No

## 5.1 Draft Domestic Animal Management Plan 2022-2025

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

### **Policy/Relevant Law**

Under the *Domestic Animal Act 1994* Council must review the Domestic Animal Management Plan (DAMP) each year and undertake a full comprehensive review every four years. Section 68A of the *Domestic Animals Act 1994* provides the frame work for the content of the plan, what it must address and contain. This framework has been followed in the development of this draft DAMP.

### **Community Engagement**

A strong level of community engagement has been received during the development of this draft DAMP. Officers used a 'consult and collaborate' methodology to develop the community engagement.

The community engagement process, titled 'Pawsome Pets, Pawsome People', relied on advertisement in print and social media and used a fun, community based video to drive engagement. Facebook was clearly the most successful form of media to generate traffic to the engagement tools. This resulted in 734 responses to our online survey, six separate submissions and a petition seeking a 24 hour cat curfew.

### **Public Transparency**

Council has been very transparent and open with communications on this project to date. The strong level of participation in the community engagement exercise demonstrates this.

The next stage will involve exhibition of the draft DAMP plus community access to the survey results and a community engagement summary. These will be publically available on Council's website for inspection and comment.

### **Financial Management**

Funds to deliver the project were approved as part of the 2021-22 budget. In most instances, actions identified in the draft DAMP are deliverable with the current level of resources provided. In some instances the actions are to seek funding for additional services or projects that are not deliverable with the current level of resources provided.

### **Service Performance**

The draft DAMP includes service level commitments for the Ranger Services team, including performance measures. This report highlights the team's current strong level of performance in key measurement areas.

### **Risk Assessment**

There is a risk of Council not being compliant with its obligations under the *Domestic Animals Act 1994* if a new DAMP is not adopted at the expiry of the current DAMP.

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



## 5.1 Draft Domestic Animal Management Plan 2022-2025

### **Communication**

If this recommendation is adopted, the draft DAMP plus the survey results and a community engagement summary will be publically exhibited on Council's website. Public comment will be sought and this will be promoted through local print and social media plus direct emails to the residents that have participated in the community engagement process to date.

### **Human Rights Charter**

An assessment against the Charter of Human Rights has been completed which concludes that there are no infringements or human rights in the draft DAMP.

### **Options**

Option 1 – endorse the draft Domestic Animal Management Plan for the purpose of community consultation and place the draft DAMP on public exhibition

This option is recommended by officers as it will allow for further community consultation prior to adopting the final version of the DAMP in January 2022.

Option 2 – do not endorse the draft DAMP and / or place it on public exhibition

This option is not recommended by officers as the current DAMP is due for its four yearly comprehensive review in accordance with the Domestic Animals Act and this is a key next step in successfully completing this review.

### **Conclusion**

Officers have worked hard with members of the community, stakeholders and other council officers to deliver this draft DAMP. The document clearly identified actions to address key issues and provides the Ranger Services team with clear guidance around objectives regarding domestic animal management for the next four years.

It is recommended that Council:

- Endorse the draft Domestic Animal Management Plan that has been prepared in accordance with Section 68 A of the *Domestic Animals Act 1994* for the purpose of community consultation.
- Place the draft Domestic Animal Management Plan on exhibition for a period of 28 days.

## **5.1 Draft Domestic Animal Management Plan 2022-2025**

### **APPENDIX 1 DRAFT DOMESTIC ANIMAL MANAGEMENT PLAN 2022-25**

# Pawsome Pets Pawsome People



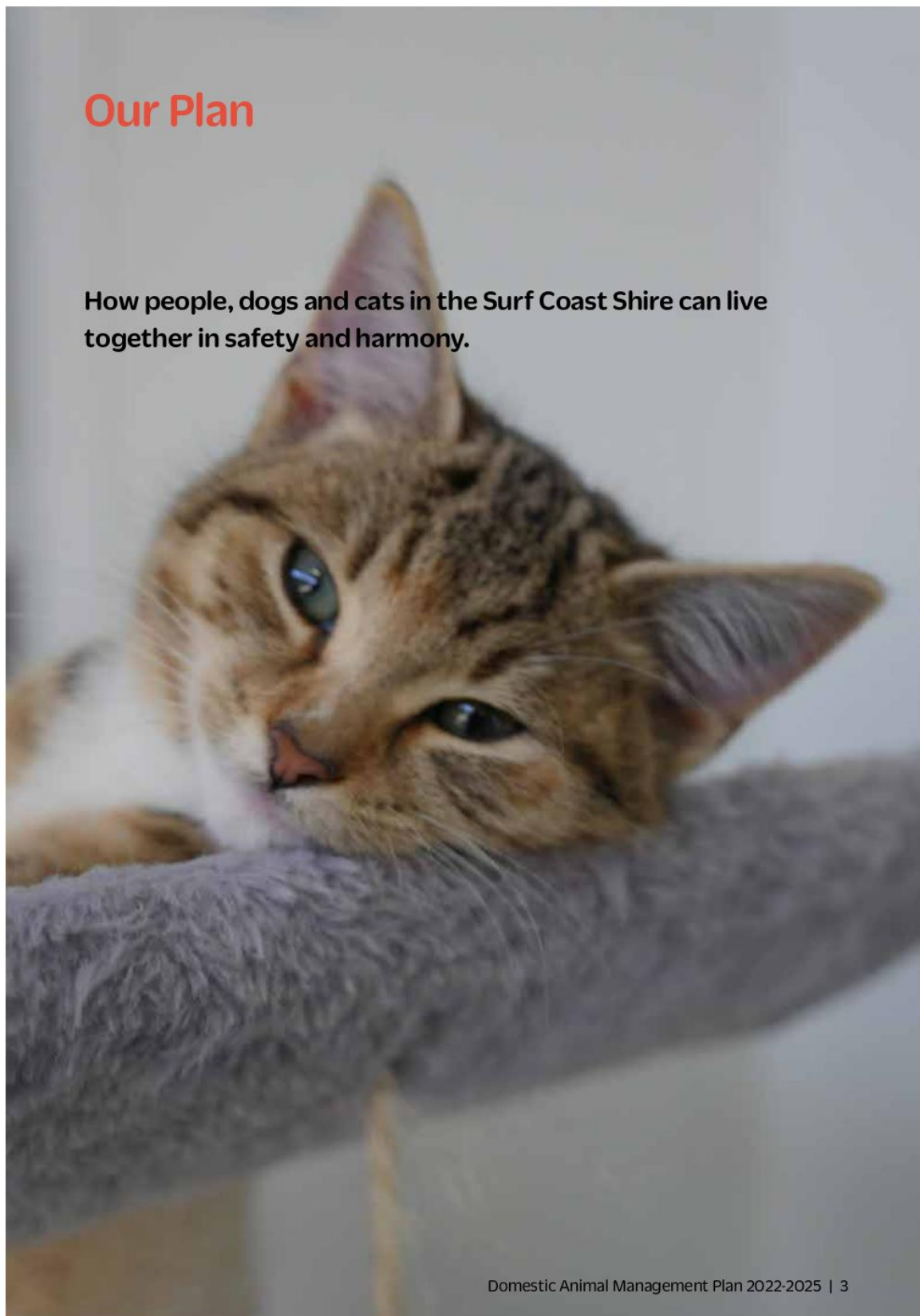
## Domestic Animal Management Plan 2022-2025

## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Table of Contents

Our Plan	3
Purpose statement	5
The four "Paw-ticipation" Principles of our Plan	6
Our Shire - demographics and domestic animals	8
Community engagement summary	10
Our plan	13
Our people	14
Our processes	16
Nuisance management	18
Dog attacks and dangerous dogs	22
Domestic Animal Businesses	24
Domestic animal overpopulation and euthanasia	26
Annual review, reporting and performance management	28
Apendix	29

## 5.1 Draft Domestic Animal Management Plan 2022-2025



## 5.1 Draft Domestic Animal Management Plan 2022-2025





## 5.1 Draft Domestic Animal Management Plan 2022-2025

### Purpose statement

Surf Coast Shire recognises that companion animals are part of our community and contribute to the health and wellbeing of many people. The Domestic Animal Management Plan (DAMP) aims to achieve responsible dog and cat ownership through education and community and Council led action plans that allow pets and people to live together in harmony and safety across the Surf Coast Shire. It complies with the *Domestic Animals Act 1994* (The Act), which requires Victorian Councils to have a current DAMP informing the management of cats and dogs.



## 5.1 Draft Domestic Animal Management Plan 2022-2025

# The four “Paw-ticipation” Principles of our Plan

We've worked with the community to make sure we all understand what responsible pet ownership means to us all here in our Shire. To achieve this, we are guided by the four “Paw-ticipation” Principles. These four guidelines apply to residents, visitors and Council. To make sure we achieve these, Council balances the need for both enforcement and community education, aiming for friendly relationships between pet-owners, pets and the rest of the community.



### 1 Responsibility

You are responsible for your pet and its behaviour. So it's fair that you are penalised for any of their actions that cause harm or concern. In this Shire, we are very serious about the following dangerous or threatening behaviours:

- Dog attacks on people or other animals are not acceptable under any circumstances.
- Cats and dogs threatening or harming birds and wildlife is also unacceptable. Some of the birds and animals living in our coastal and hinterland environments are endangered or fragile, like the hooded plover. It's up to all of us to look out for them. Keeping our dogs and cats away from them, and their habitats, is essential. There are no exceptions.
- Dogs threatening livestock is not acceptable either. As the Shire includes hinterland and rural properties, livestock are the way some of us make a living and therefore are very valuable.



### 2 Awareness

Not everyone is comfortable around animals and not everyone loves your dog or cat as much as you do. It's important to be aware of the needs of pet owners and the rest of our community.

- Some people are wary or even scared of dogs and cats. Imagine how they might feel if a dog rushes up and jumps on them or another dog. Even friendly advances can intimidate adults and children who are not used to dogs.
- Menacing dogs on leashes and those who might aggressively defend their territory can also be frightening to some people.
- Some small dogs have had a bad experience with a larger dog, so ask the owner if your dog may approach.
- If you see another dog while walking your dog, it's good to ask permission for your dog to approach. If the other dog is on the leash, please put your own dog on the leash. The other dog may be in training, or the owner may not have the recall required yet.
- Barking dogs can have a negative impact on people's well-being. If your dog is a 'barker', Council can point you in the right direction to get advice on what might help to stop this. Your dog will be happier, you will be happier and so will your neighbours.
- Cats straying onto other people's property, marking their territory and doing their business in someone's garden may not be welcomed. Encourage cats to be kept inside or in cat enclosures. A cat curfew is in place across the municipality from 8pm to 6am daily (except in rural areas).

Some animals (and their owners!) need a bit of training about how to behave and how to be more community-minded. The region is home to many experienced trainers and behaviourists who are available to help train your pet.

You will learn valuable information and be shown practical tips for keeping your dog under control. You'll meet and socialise with others and develop an even better relationship with your dog ... all great outcomes!



## 5.1 Draft Domestic Animal Management Plan 2022-2025



### Stick to the rules

If we respect some simple rules, we can achieve safe and friendly relationships. Your responsibility is to know the rules and stick to them.

Restrictions are only made and enforced when necessary. They can really help us live together and share space with pets in the community. The rules also help us protect our precious natural environment and local wildlife.

- Pick up the poo! Animal waste is a health hazard for you, your pet, the community and the environment. It can be easily avoided with a little thought. When you walk on our walking paths, in our parks and on beaches, take a bag with you, pick up after your dog and put it in the bin. Or if there isn't a bin please take it home and place in your own bin.
- Off the leash, only in off-leash areas! Off-leash walking areas are provided so your dog can run free and socialise. It's also an opportunity for you to socialise. But please, only walk your dog off the leash in off-leash areas. Walking your pet in other areas without a leash can cause tension with those who don't want to walk and socialise with dogs.
- Keep your cat inside or in a cat run so they don't roam. Be aware of cat curfews.
- De-sex and trap! The stray and feral cat population threatens our endangered and fragile wildlife. You can help manage the cat population by doing a couple of simple things: Desex your own cat. Use the soon-to-be-expanded cat trap service at Council if you are experiencing unwanted visits from cats. These actions help reduce unwanted litters and the cross-over into the feral cat population.



### Balance

Council will do its bit to achieve a balance between enforcement and educating our community on these four "Paw-ticipation Principles". We are committed to promoting ways to be great animal owners.

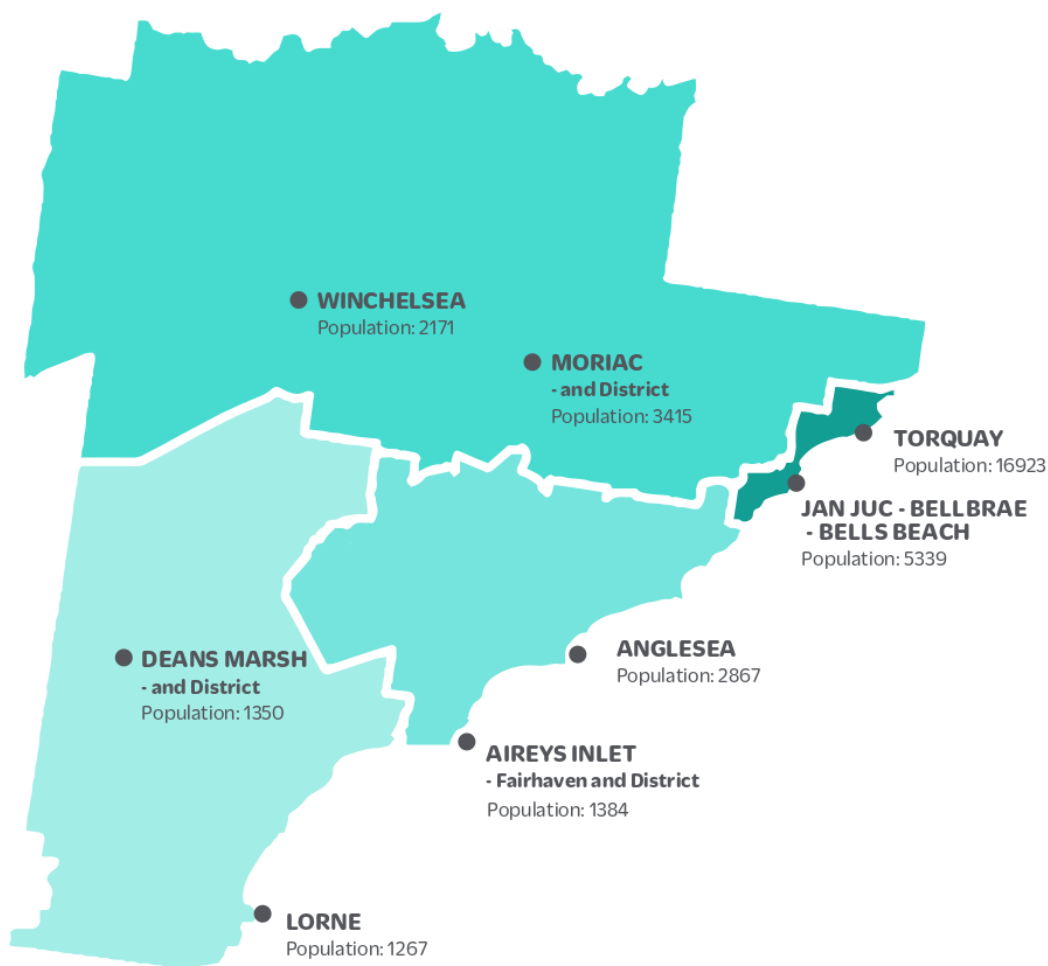
So, to build positive attitudes and outcomes around pets being part of our community, we will:

- Make sure signage around the rules of behaviour is clear.
- Patrol shared spaces to check that people and their pets are following the rules.
- Keep in touch with community input on social media posts about lost pets, dog attacks, etc., when Rangers can't be there in person.
- Continue to ensure animals are registered and microchipped.
- Continue programs, so our young people learn how to be effective pet owners and influence others in the community to be the same.
- When someone breaks the rules we will provide feedback on the action and why.
- Work with the Great Ocean Road Coast and Parks Authority (GORCAPA) on a transition of management of dogs on beaches and other pieces of GORCAPA land.

## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Our Shire - demographics and domestic animals

Surf Coast Shire is a fast-growing municipality located in south-west Victoria. It has a relatively low level of unemployment and median weekly incomes are higher than Victoria and Australia as a whole. The principal settlement of Torquay/Jan Juc is 120km from Melbourne and 21km south of Geelong. Other coast settlements include Anglesea, Aireys Inlet and Lorne.



## 5.1 Draft Domestic Animal Management Plan 2022-2025

Inland Winchelsea provides a local service centre for the surrounding rural hinterland along with two smaller villages of Moriac and Deans Marsh. The geographical location and connecting road networks make the Shire a popular place to live and visit.

The permanent population has grown 35% over the past ten years and as at 2020 had an estimated population of 30,521 with around 45% of that population living in Torquay and Jan Juc. The Shire remains popular for older people in retirement but also with young families with over 20% of our population being children aged 0-14.

The 2016 census recorded 41.9% of private dwellings are not permanently occupied. These are predominantly holiday homes and over the summer and at weekends the populations of the coastal townships increase significantly. This trend is shifting as more people are calling the Shire their permanent home following improved regional employment opportunities and the increasing ability to be able to work from home. Along with new residents, holidaymakers and day visitors come more companion animals. There are 6,398 dogs and 924 cats registered with Surf Coast Council.

The Shire has a large geographical footprint of 1,560 square kilometres that includes both rural and peri urban settlements. There are over 70 kms of coastline comprising of some of the premier beaches and surf in Victoria, interconnected by coastal walks and bushland. This is unique to us and a challenge to provide the resources required for enforcement and compliance. There are also different animal management issues in the rural and urban areas. Our hinterland areas are being farmed near Geelong, the largest and fastest growing regional centre in Victoria. Non-farming activities in this area lead to dog attacks on livestock.





## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Community engagement summary

Our DAMP recognises the community's vital role in helping us to develop the plan through the "Pawsome Pets, Pawsome People" community engagement process. The ideas expressed are summarised in this updated DAMP. The community engagement information is a combination of both the 2017-2021 and 2021 – 2025 processes.

### Objectives

The "Pawsome Pets, Pawsome People" community engagement process was created as an opportunity for the community to have their say about the issues that concern them and affect their lifestyle regarding cats and dogs.

It aimed to engage with a wide range of pet owners and non-pet owners, including non-permanent rate payers, across all townships in the Shire and allowed for pet owners to understand the current issues from non-pet owners and vice versa. A survey was developed that included community and Ranger concerns, using a variety of innovative communication channels. Community feedback captured from this process is central to this DAMP.

A summary of the survey from the community engagement activity is attached to this document as an Appendix.

### People involved

- A community survey attracted **734** responses. Survey respondents were:
- **570** Pet Owners & **164** Non pet owners
- **Mostly dog owners**, with 2 dogs in their household
- **513 registered** pet owners **57 non-registered** pet owners
- **Mainly from Torquay ward**, whether non-pet owners or pet owners.

### Key insights

Overall, the majority of residents (70%) are having a positive experience, including 54% of non-pet owners.

### The three biggest concerns to come out of the engagement were:

#### Non-pet owners' issues:

- Dog litter on walking tracks and the beach, poo bags left on beach
- Dog behaviour – barking and recall
- Cats harming wildlife.

#### Pet owners have the same concerns in reverse order of priority:

- Cats harming wildlife
- Dog behaviour
- Dog litter.



## 5.1 Draft Domestic Animal Management Plan 2022-2025



### Dog Poo

There is ongoing concern about dog litter in public places.

- The community knows it is an environmental hazard.
- Most people carry a poo bag.
- Only 20% of responders think it is ok to leave your poo bag on the beach and collect later.
- There is a strong call for more enforcement.
- The situation on the coast is worse than in the hinterland, although it is a constant issue in both areas.



### Dog behaviour on beaches

The majority of people were happy with their experiences in off-leash areas; however, some had concerns about the general management of dog behaviour in these areas, particularly the lack of voice command recall that owners have over their dogs.

Survey respondents advised of a need for increased education to be promoted for inexperienced dog owners. This issue was highlighted to be especially true in Torquay at Fisherman's Beach.



### Dog Park Requests

Torquay residents expressed a high need for a dog park with fences, shelter, and separate areas for small dogs and large dogs.



### Cat Curfews

A high number of residents, especially in urban areas, would like cats to stay inside. 55% would like 24-hour curfew in both rural and urban areas, to minimise trespassing by cats and to help protect the native wildlife, especially birds.



### Signage/Timeshare

Most people are happy with the signage wording, however, would like the Torquay signs relocated to more visible areas.



### Ranger presence

We received many comments all the way through the survey requesting more presence from rangers on our beaches and walking paths in areas of peak demand to encourage compliance.



### Considerations

In Torquay areas, tolerance levels are lower, due to COVID pressures and the increased population.

We had 640 animal-related customer requests in the last financial year, which include a variety of matters from lost dogs and cats to registration etc.

Outside of the survey data, we have a low complaint rate for these issues

## 5.1 Draft Domestic Animal Management Plan 2022-2025



### Action plan

#### What could Council do better?

- More enforcement
- Education
- Better signage
- More communication throughout the year to pet owners and visitors

#### What could community do?

- Pick up dog litter
- Follow the rules
- Be mindful of others

### Changes afoot

In addition to community feedback, another key factor that will influence the way Council manages domestic animals in the future is the introduction of the Great Ocean Road and Environs Protection Amendment Bill 2021. This may change Council's ongoing involvement in the management of dogs and cats on GORCAPA land. One of the important actions proposed is to work actively with GORCAPA on this change as it develops.

**For the full survey summary data go [here](#)**

## 5.1 Draft Domestic Animal Management Plan 2022-2025

### Our plan

Our plan is largely focused on programs highlighted by the community feedback and our Ranger services who help to make you a Pawsome pet owner. The objectives, present situation and performance measures for all key responsibility areas of the DAMP are accompanied by action tables. The tables show that ongoing programs form most of the work over the life of the plan.



## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Our people

This section of the plan addresses the requirement of Section 68A (2) (b) of the *Domestic Animals Act 1994*. It deals with Council's human resourcing for the animal management task, the current skills of the team and planned training.

### Present situation

The Ranger Services team is part of the Environment and Development Division. The Ranger Services team is responsible for domestic animal management, school crossings, local law enforcement, responding to stock on roads and parking control. Enforcement activities often place officers in confronting situations, so ensuring staff safety is a priority, as is ensuring officers are trained in all aspects of the role. Seasonal population fluctuations strain the resources available for all aspects of the Ranger Services team.

Planning for growth in the demand on animal services poses significant challenges. Demand on the service is occurring due to the increasing population of permanent domestic animals on the coast, holiday house owners travelling with pets, and our proximity to Geelong and the Armstrong Creek growth area. The current cost of delivering animal management services is \$569,000 per year.

The recent introduction of the Great Ocean Road and Environs Protection Amendment Bill 2021 into State Parliament is likely to have impact on how domestic animals are managed on coastal land in the Shire during the term of this DAMP.

The Bill, if adopted, will provide the Great Ocean Road Coast and Parks Authority (GORCAPA) with important powers under the Domestic Animals Act 1994 for land it manages. The Bill will empower GORCAPA to make an order to prohibit dogs and cats from its land or to impose conditions on the presence of dogs or cats on that land, including times they can be present and rules around restraining animals. The Bill also empowers GORCAPA to have its Officers authorised under the Domestic Animals Act and then enforce any orders it has made with respect to its land.

Currently GORCAPA relies on Council to make these orders and to enforce compliance on its land as it is not authorised under the Domestic Animals Act. Council will work closely with GORCAPA to understand the implications of this new Bill and how this may affect our Ranger services staffing moving forward.

### Staffing

The Ranger Services team is comprised of 13 team members, delivering a range of services and administration: local law enforcement, managing the school crossing supervisor program, parking restrictions, responding to stock on roads and domestic animal management. Rangers are trained to deliver multiple services. As a smaller municipality, the practicalities of dedicating rangers to a single service responsibility has not been possible particularly with large seasonal fluctuations in demand. Resource levels are being constantly reviewed as the Shire continues to grow.

## 5.1 Draft Domestic Animal Management Plan 2022-2025

### Training

Surf Coast Shire is committed to ensuring all staff have the necessary training to be able to undertake the tasks associated with the administration and enforcement of the Act. The majority of Rangers are fully trained. A training plan has identified areas for further training, with newer staff being priority.

### Our Objectives

- Provide sufficient resources to effectively deliver the domestic animal management service over the four-year period and respond to the seasonal demands and unique challenges of our coastal areas.
- Ensure employees are fully trained to deliver the service, supported by best practice in procedures and occupational health and safety.
- Establish collaborative working relationships between the Ranger team and the community; roles and responsibilities between the community, Council and other open space managers are made clear.
- Partner with and promote Animal Welfare Victoria to deliver best practice animal management outcomes for the community

### Performance measures

- All individual training plans for Rangers are completed
- All Rangers are fully trained for the requirements of their position
- Positive community engagement about domestic animal management
- Clarity and cooperation between land managers and Council for enforcement in open space areas
- Number of patrols and associated enforcement activity

Actions	2022	2023	2024	2025
Work actively with Great Ocean Roads GORCAPA regarding roles and responsibilities on GORCAPA land following the introduction of the Great Ocean Road and Environs Protection Amendment Bill 2021				
Continue to develop and deliver individual training plans for the Rangers				
Rangers to engage with Animal Welfare Victoria delivered training courses				
Participate in State Government programs and initiatives as they arise such as the current review of animal welfare legislation				
Better utilise Animal Welfare Victoria for operational advice to ensure best practice service is provided to community				

## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Our processes

This section of the plan addresses the requirement of Section 68A (2) (c) (v) of the *Domestic Animals Act 1994*. It deals with Council's programs and strategies for the registration and identification of dogs and cats.



## Present situation

### Registration

In 2021 there were 6,398 dogs and 924 cats registered in the Shire. The following chart shows the number of registered dogs grew by 12% from 2011 to 2021. This reflects the increasing residential growth occurring in Surf Coast. It is expected that the growth will continue. In the same period the number of registered cats decreased by 10%. This may reflect an increase in unregistered cats rather than a reduction in the number of cats in the Shire.

52% of dogs and 52% of cats are located in Torquay and Jan Juc. 72% of dogs and 75% of cats are located in the top five locations.

### No. of registered dogs and cats by year

	2010/11	2015/16	2021/22
	5715	5914	6398
	1030	963	924

### Identification

100% of dogs and 98% of cats were microchipped in 2021. There has been a steady increase in the percentage of both registered dogs and cats being micro-chipped. This identification strategy has been well accepted by animal owners. Compulsory micro-chipping as a prerequisite to registration has resulted in there being only a small population of animals that are not microchipped.

### Desexing

The percentage of dogs and cats desexed is also high. The percentage of registered dogs desexed is 83% while 100% of registered cats are desexed. Desexed, micro-chipped or pensioner-owned animals are able to be registered for a third of the costs under the Act as a reduced registration.



















## 5.1 Draft Domestic Animal Management Plan 2022-2025

### Our Objectives

Ensure all cats and dogs over the age of three months residing in the municipality are registered annually with minimal delay and implanted with a microchip. Continue to monitor registration fees to ensure animal owners are making a fair contribution to the costs of running animal management services.

### Performance measures

- Timely conduct of the registration process with a reduction in the percentage of late registrations
- Percentage of registered animals microchipped
- Net cost of the service to Council is not increased

Actions	2022	2023	2024	2025
Strong communications and engagement to promote pet registration in the lead-up to the registration period				
Continue to provide 12 month free registration for adopted animals				
Better publicise discounted desexing program available to concession card holders				
Further promote ability for animal owners to register animals, including renewals, online				

## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Nuisance management

This section of the plan aims to minimise nuisances that may be caused by dogs or cats under Section 68A(2)(c)(vi) of the *Domestic Animals Act 1994*.

Nuisance behaviours include wandering dogs and cats, threats to wildlife and livestock, barking dogs and unsocial behaviour of dogs including dog litter.

### Present situation

The issues of responsible pet ownership and fair compliance are priority areas for animal owners and the rest of the community. Balancing the needs of responsible dog and cat owners with the wider community, and having effective compliance processes remain key community priorities. The general view is that communication and education strategies are preferable to enforcement, and it is also felt that irresponsible owners are causing a problem for everyone. Council will continue to employ an “educate, enforce” methodology.

Enforcement should focus on owners who do not respect the rules. There is a need to clearly state what “responsible pet ownership” means in Surf Coast. The standards need to be unambiguous so enforcement can be fair.

Another issue is the need for a feedback loop about the actions taken to resolve customer requests. People who take the trouble to make a request want to know what action is taken.

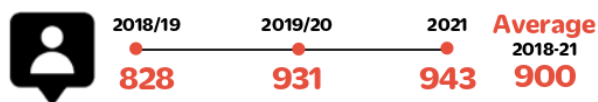
943 customer requests for animal management issues were made in 2020-21. Requests for registration, lost animals and animals at large are the highest request topics. Customer action requests are generally remaining steady. This is an encouraging trend, given the growth in the dog and cat population. It indicates that the level of service provided by Council has been increasing.

### Customer action requests by year

Similarly, the number of days to complete customer requests has reduced, with barking dog complaints taking the longest time to resolve. Over the past four years, Council has improved response times through identification of more effective ways of addressing nuisance issues. Since 2018, there has also been a focus on the timely closing out of customer requests, which is reflected in the reduced times. Equally though, this service area has been the subject of high visibility, regularly featuring in press articles and letters to the editor along with social media interest. The service has been given a priority over other areas, resulting in an improved level of service overall.

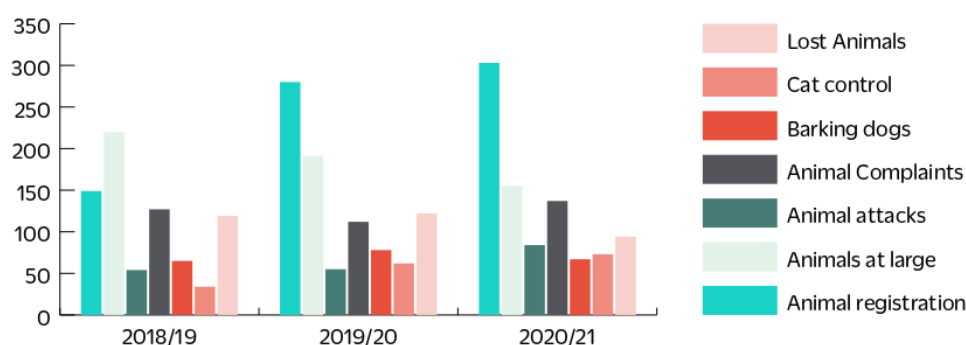
Infringements have remained consistent. The use of cautions and warnings for first time offenders has become a standard practice. There is a community desire for more penalties to be applied to those owners not being responsible, however Rangers will continue to provide people with an opportunity to comply with any directions before issuing an infringement.

### Customer action requests:

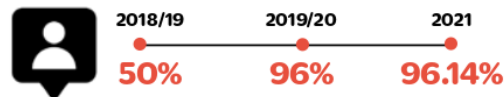


## 5.1 Draft Domestic Animal Management Plan 2022-2025

**Customer action requests by year**



**Customer Requests complete on time**



### Citronella collars

In line with RSPCA Australia advice, Council is discontinuing the use of citronella collars to manage barking dogs that can be a nuisance in the community.

By identifying the reason for a dog barking excessively, it is possible to manage the problem behaviour. Causes for barking can include loneliness, boredom, fear, anxiety or illness. Dogs may be trying to warn you of something they see as a potential threat (e.g., other people, animals or vehicles moving outside the property), to get some attention (possibly even preferring scolding rather than no attention), or because they are cold, hungry or thirsty.

Some simple ways to solve the problem include:

- giving a dog obedience training
- giving it more attention or some enrichment (such as toys or walks)
- blocking its view of movement outside the property
- allowing it in the house (or an area where it has regular contact with people).

A veterinarian, veterinary behaviourist or qualified dog trainer can assist with identifying the reason, and provide advice or training to reduce or stop the barking behaviour.

## 5.1 Draft Domestic Animal Management Plan 2022-2025



### Total Infringements by year





































### Objectives

- Balance the needs of responsible dog and cat owners with those of the community.
- Ensure information on animal nuisances and regulations is available and accessible to the community, including clearly defined enforcement standards with informed and responsible pet owners.
- Establish effective ways to monitor and enforce compliance with regulations and laws that will provide for safe and clean community spaces.

### Performance measures

- Number of community requests for service
- Time taken to resolve service requests
- Community satisfaction with responsible animal ownership
- Evidence of improved owner attitude

## 5.1 Draft Domestic Animal Management Plan 2022-2025

Actions	2022	2023	2024	2025
Identify a suitable location for a dog park in Torquay				
Seek funding for a dog park in Torquay at the identified location				
Finalise actions for management of dogs on sports grounds. This will include extensive communication and education and may include bag dispensers and extra bins				
Discontinue use and support of Citronella collars and instead promote positive reinforcement training techniques to reduce barking				
Investigate and make recommendations on the option to extend the current cat curfew				
Double the number of cat cages available and remove hire costs for customers				
Investigate the development of an app, in partnership with other adjoining land managers, to provide better advice about on/off-leash areas for dogs and for pet owner education/information.				
Deliver consistent community education on key topics through a variety of channels (social media, print media, direct emails) – minimum of 8 campaigns per year. May include a quarterly info newsletter to registered owners.				
Partner with GORCAPA to deliver 'pop-up' education booths at known problem locations. Include local service providers including vets, trainers etc.				
Deliver a minimum of 30 hours of proactive patrols per week in peak period, 20 hours in off-peak period. Increase use of beach all-terrain vehicle. Primary aim to engage and educate dog owners regarding responsibilities.				
Investigate option for people to attend training / behavior courses (at owner's cost) in lieu of receiving fines for minor enforcement matters.				
Investigate and seek funding for a scheme to reward pawsome pet owners.				
Investigate partnership opportunities with local dog trainers to provide discounted services, particularly in areas of concern such as recall.				
Partner with GORCAPA and the community to develop alternative, playful signage styles to try and cut through on key messages, particularly around dog poo.				
Continue to deliver a 24/7 on-call service for urgent animal matters				
Continue proactive trapping of cats on Shire managed sites such as landfill sites, parks and reserves				
Advocate to Council's Waste Management team and GORCAPA to include Food Organic Green Organic bins, or similar alternative, at popular dog walking locations for dog owners to dispose of dog poo.				

## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Dog attacks and dangerous dogs

This section of the plan aims to minimise the risk of dog attacks throughout Surf Coast Shire under Section 68A(2)(c)(iii) of the Domestic Animals Act 1994. It also addresses the identification and control of dangerous and menacing dogs and restricted dog breeds under Section 68A(2)(c)(vii) of the Domestic Animals Act 1994.

The notion of attack is not just confined to dangerous and aggressive breeds. Dog attacks include attacks on people, dogs, livestock and other animals. A dog attack includes where a dog may rush or lunge at a person or other animal.

Details of dangerous, menacing and registered breed dogs in the Shire are maintained on the Victorian Declared Dog Registry (VDDR).

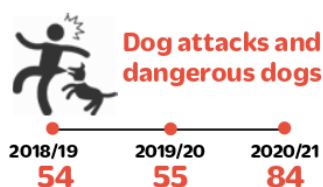
Legislation exists in Victoria restricting the following dog breeds: American Pitbull Terrier (or Pit Bull Terrier) and Perro de Presa Canario (or Presa Canario), Japanese Tosa, Fila Brasileiro, Dogo Argentino.

If Council declares a dog to be dangerous, it must be appropriately identified and restrained within premises that display compliant warning signs.

### Present situation

There are currently no dangerous, menacing or restricted breed dogs within the Shire.

Over the last four years, there has been a 55.5 % increase in reported dog attacks. The current ratio of dog attacks to registered dogs in the municipality is 1:76.



Reported dog attacks for the period 2015 to 2020 were relatively stable with an average of 54 reported attacks per year. This figure increased significantly during the 20/21 reporting period to 84 reported incidents. These are predominantly reports of dogs attacking other dogs and the majority are minor in nature.

This increase may be due to a greater propensity to report incidents, as well as a higher level of activity in public spaces with dogs during COVID lock downs. This increase will be a focus for Council's communications and education program.

Council encourages the community to report all dog attacks for investigation. Appropriate enforcement action and court outcomes from prosecutions of serious attacks are published to keep the community informed and encourage secure containment of dogs. If an attack is reported, Rangers conduct a full investigation and may prosecute the owner. Dog attacks are treated seriously and are fully investigated when appropriate details can be provided about the offending dog or owner. Communication with the public is essential to give community members every option to lodge a complaint. Rangers may exercise



## 5.1 Draft Domestic Animal Management Plan 2022-2025










discretionary power under legislation to euthanise dogs in certain circumstances, impose a Dangerous Dog declaration or a Menacing Dog declaration as an outcome, depending on the severity of the attack and the danger to the community if the dog were returned to its owner.

### Our Objectives

- Progressively lower the current ratio of dog attacks to registered dog numbers in the municipality over the four years of the plan.
- Prompt and thorough response to reported dog attacks
- Provide improved education to assist the aim to have all dogs in public spaces under effective control.
- High community awareness of dog attacks, with all dog owners aware of the consequences of their dog attacking a person or another animal.
- Full regulatory compliance for registered dangerous dogs and restricted breeds.

### Performance measures

- Number of dog attacks
- Number of dog attack complaints
- Time taken to attend dog attacks
- Time taken to resolve dog attacks
- Accuracy of records
- Number of inspections of declared dogs conducted
- Number of prosecutions of owners of dangerous and restricted dogs for non-compliance
- Community perceptions of safety from dog attack

Actions	2022	2023	2024	2025
Specific communications campaigns regarding animal-on-animal attacks – provide education and promotion for training options				
Continue to encourage reporting of dog attacks – promote Council contact channels				
Complete random inspections of declared Dangerous Dog premises to make sure owners are meeting obligations				

## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Domestic Animal Businesses

This section of the plan aims to ensure Council is compliant with Section 68A (2)(c)(ii) of the *Domestic Animals Act 1994*.

Domestic Animal Businesses (DABs) include:

- Breeding and rearing establishments
- Pet shops
- Shelters and pounds
- Boarding establishments
- Dog training operations

### Dog trainers and DAB requirements

The only dog training courses or programs endorsed by the Minister for Agriculture are those linked with the four approved Dog Obedience Training Organisations. They are:

- DOGS Victoria
- Australian Association of Professional Dog Trainers Inc
- The Gentle Dog Trainers Association
- Four Paws K9 Training

A person can operate as a trainer without being affiliated with the above training organisations. They must, however, comply with the Code of Practice for the Operation of Dog Training Establishments. All dog training businesses that operate for profit must register as a domestic animal business with Council and undergo an annual audit.

### Present situation

There are nine registered DABs in the Shire.

They include:

Dog training establishments	3
Shelters and pounds:	1 dog and 1 cat
Boarding establishments:	6

There are no council orders in place relating to DABs, so officers rely on the *Domestic Animals Act 1994*. Random and scheduled audits are conducted and complaints followed up.

Pre-permit inspections are carried out prior to registration.

## 5.1 Draft Domestic Animal Management Plan 2022-2025







### Our Objectives

- Manage all Domestic Animal Businesses in accordance with legislated standards.
- Protect the welfare of animals being traded through domestic animal businesses.

### Performance measures

- Accurate register of domestic animal businesses
- Number of registered domestic animal businesses
- Compliance with regulations
- Protection of animal welfare

### Domestic Animal Businesses

Actions	2022	2023	2024	2025
Develop and promote website guidance for dog owners regarding animal trainers and behaviourists operating in our region				
Educate dog trainers operating in the Shire on registration requirements				
Ensure all dog trainers operating for profit, or other unregistered DABs, are registered as DABs				
Random inspection of dog trainers and establishments to ensure compliance with Animal Welfare Victoria Code of Practice, in addition to prescribed yearly audit.				

## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Domestic animal overpopulation and euthanasia

This section of the plan addresses over-population and high euthanasia rates for dogs and cats under Section 68A (2)(c)(iv) of the *Domestic Animals Act 1994*. It reinforces the need to have animals registered and identified to avoid impoundment and be returned home, avoiding euthanasia. Trapping wandering domestic cats and stray cats combined with sterilisation reduces the potential for feral cat populations developing.

This helps with the conservation of local flora and fauna. Surf Coast Shire has extensive public lands and National Park areas. The Threat abatement plan for predation by feral cats 2015 identifies the important role of local government in the management of feral populations.

Under the national plan, cats can be grouped into categories according to how and where they live. The definitions and categories used vary widely, so the following terms are used for the purposes of this plan:

- feral cats are those that live and reproduce in the wild (e.g., forests, woodlands, grasslands, deserts) and survive by hunting or scavenging; none of their needs are satisfied intentionally by humans;
- stray cats are those found in and around cities, towns and rural properties; they may depend on some resources provided by humans but are not owned; and
- domestic cats are those owned by an individual household, a business or corporation; most or all of their needs are supplied by their owners. If the confinement of domestic cats becomes more common, the category of a domestic cat may need to be divided to confined and unconfined cats because the potential for these two groups to impact on native fauna is different.

### Present situation

The number of dogs being impounded is trending down from a high of 115 in 2018/19.

On average, 34 cats are impounded each year. The low number of animals being euthanised and re-homed indicates successful stray animal identification and owner reclaim. Identification has been greatly assisted by the micro-chipping program.

Cats within the Shire, except the rural zone, must be confined to their owners' premises between 8pm and 6am daily. Our cat curfew is in response to community concerns about the negative environmental impact of cats on native animals, and the nuisance issue of animals wandering into neighbouring households.

The curfew doesn't apply in areas zoned rural in the planning scheme as it is difficult to confine cats to a farm, and they often help control vermin.

Under the curfew, Rangers can seize cats found at large in any public area or outside their owner's property between 8pm and 6am.

Within the current Domestic Animal Management Plan, we undertake to:

- Investigate and make recommendations on the option to extend the current cat curfew.
- Double the number of cat cages available and remove hire costs for customers.
- Continue proactive trapping of cats on Shire-managed sites, such as landfill sites, parks and reserves.

## 5.1 Draft Domestic Animal Management Plan 2022-2025

	2018/19	2019/20	2020/21
Dogs impounded	115	84	47
Cats Impounded	47	41	15
Dogs euthanised	4	1	3
Cats euthanised	1	5	3

### Our Objectives

- Encourage cat owners to confine domestic cats.
- Reduce the population of stray and feral cats to lower the need for euthanasia resulting from over-population of stray and feral cats.
- Maintain high reclaiming rates for dogs.
- Minimise animal hoarding by acting on all reports and assisting owners to remove excess animals.

### Performance measures

- Percentage of dogs and cats registered and micro-chipped
- Number of dogs and cats impounded (trend)
- Number of dogs and cats reclaimed by their owner
- Number of dogs and feral cats euthanised
- Lower impacts on local flora and fauna
- Number of registered cats and dogs returned home

### Domestic Animal Population and Euthanasia

Actions	2022	2023	2024	2025
Develop and promote website guidance to promote local adoption and shelter services				
Continue to utilise the services of Geelong Animal Welfare Society				
Continue to provide 12 month free registration for adopted animals				
Double the number of cat cages available and remove hire costs for customers				

## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Annual review, reporting and performance management

This section addresses compliance with Section 68A(3) of the *Domestic Animals Act 1994*.

### Present situation

The collection and use of data to help with performance measurement has improved. More could be done to communicate performance with the community through improved website













### Our Objectives

- A current and well-maintained plan
- Assessment of actions taken and annual performance
- A data set that guides continual improvement of processes
- Updated local orders and local laws
- Inclusion of new projects and programs
- Published evaluation of plan implementation in Council's annual report

### Performance measures

- Completion of the DAMP annual review
- Publication of the DAMP annual implementation report
- Provision of a copy of the DAMP to State Government
- Implementation of the revised performance measurement system

### Annual Report and Performance Management

Actions	2022	2023	2024	2025
Undertake annual review of the DAMP in November				
Present annual review of the DAMP to the community via Council Meeting minutes				
Provide a copy of DAMP review to State Government annually				



## 5.1 Draft Domestic Animal Management Plan 2022-2025

# Appendix

## 1. Legislative requirement of the Domestic Animals Act

### Domestic Animal Management Plans

Under Section 68A of the *Domestic Animals Act 1994*, every Council must prepare a domestic animal management plan, as follows:

#### 68A Councils to prepare domestic animal management plans

1. Every Council must, in consultation with the Secretary (of the Department of Economic Development, Jobs, Transport and Resources), prepare at 4-year intervals a domestic animal management plan.
2. A domestic animal management plan prepared by a Council must—
  - a) Set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations;
  - b) Outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district;
  - c) Outline programs, services and strategies that the Council intends to pursue in its municipal district—
    - i) To promote and encourage the responsible ownership of dogs and cats;
    - ii) To ensure that people comply with this Act, the regulations and any related legislation;
    - iii) To minimise the risk of attacks by dogs on people and animals;
    - iv) To address any over-population and high euthanasia rates for dogs and cats;
    - v) To encourage the registration and identification of dogs and cats;
    - vi) To minimise the potential for dogs and cats to create a nuisance; and
  - d) To effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations;
  - e) Provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable;
  - f) Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
  - g) Provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.
3. Every Council must—
  - a) Review its domestic animal management plan annually and, if appropriate, amend the plan;
  - b) Provide the Secretary with a copy of the plan and any amendments to the plan; and
  - c) Publish an evaluation of its implementation of the plan in its annual report.

## 5.1 Draft Domestic Animal Management Plan 2022-2025

### 4. Surf Coast Shire Community Amenity Local Law No 1

#### PART 5 - KEEPING OF ANIMALS

##### 5.1 Keeping Extra Animals

1. A person must not, without a permit, keep domestic animals, in a dwelling, in residential zones, a rural living zone or a built up area:
  - a) Any animal that is not listed in Table 1; or
  - b) More than 5 different types of animals or more than the number prescribed for each type of animal in Table 1.
2. A person must not, without a permit, keep animals in flats and units in a residential area:
  - a) Any animal that is not listed in the Table 2; or
  - b) More than the number prescribed for each type of animal in Table 2.
3. A person must not, without a permit for keeping animals, also applies to a person keeping more than 5 dogs or 5 cats on any other land in the municipal district.
4. The following animals and the maximum number permitted are allowed to be kept in residential zones, a rural living zone or a built-up area to:

Table 1

TYPE OF ANIMAL	MAXIMUM PERMITTED
Dog	2
Cat	2

The following animals and the maximum number permitted are allowed to be kept in flats and units in residential areas are:

Table 2

TYPE OF ANIMAL	MAXIMUM PERMITTED (Without permit)
Dog	1
Cat	1

##### 5.2 Trespassing Animal

The owner or occupier of any land where any animal is kept, other than a dog or cat, must ensure the type of animal being kept on the land does not trespass on any Council land or a road.

##### 5.3 Animal Litter

The owner or person in charge of an animal must:

- a) Whilst on Council land or a road or in a public place, have in their possession a bag or container which can be used for the collection of that animal's excrement.
- b) Immediately collect and remove all of the excrement left by the animal on Council land or a road or a public place.

## 5.1 Draft Domestic Animal Management Plan 2022-2025

### 5. Council's current orders, local laws, policies and procedures

The following table details the orders, local laws and work instructions that are in place to manage dogs and cats across the Shire.

Name	Purpose
<i>Domestic Animals Act 1994</i>	Compulsory de-sexing of all cats over the age of 3 months.
Surf Coast Shire Community Amenity Local Law	Designated 'Off-Leash Areas' Dogs must be on leash at all times unless in designated off-leash areas. Designated 'Time Share Areas' where dogs are not allowed and during particular periods allowed off-leash. Designated 'No Dogs Allowed' areas. Limitation of two (2) dogs and (2) cats in residential areas without a permit.
<i>Domestic Animals Act 1994</i>	All areas except rural areas 8pm to 6am– Cat Curfew. The cat curfew was introduced in 2007 and has proved effective by reducing cats from trespassing and nuisance complaints of cats on private properties. Compulsory de-sexing of all cats over the age of 3 months. De-sexing of cats prior to registrations, encourages responsible ownership, prevents potential feral and unwanted litters.
Work Instruction 102	Livestock Control D14/52107
Work Instruction 104	Dangerous Dog & Dog Attack D14/52112
Work Instruction 110	Attending Call-Outs After Hours D14/52167 After Hours Procedure that manages all requests that come in after hours.
Work Instruction 120	Stress Management D14/52095
Work Instruction 121	Personal Safety D14/52096
Work Instruction 123	Handling of Firearms D14/52098
Work Instruction 126	Nuisance Barking Dogs D14/52101
Victorian Declared Dog Registry (VDDR) (s.44AE).	The Local Laws Team Leader maintains and provides details of Dangerous Dogs, Restricted Breed Dogs and Menacing Dogs
Domestic Animal Businesses	Surf Coast Shire currently has no orders in place relating to Domestic Animal Businesses. Therefore, Council acts in accordance with the requirements set in the Act.
2.3 Behaviour in Municipal Buildings	A person must not: Bring any animal into, or allow any animal under his or her control to remain in a Municipal Building, without the consent of Council or an authorised officer, except for a guide dog being used by a visually impaired person, a hearing dog being used by a hearing impaired person or a dog being used to assist a person with limited mobility.

## 5.1 Draft Domestic Animal Management Plan 2022-2025

### 6. Dog regulation Maps

The dog regulations areas are indicated on the maps on the following page. No change to the dog regulation areas is proposed here, though is likely to be considered as the transition of the Great Ocean Road Coast and Parks Authority progresses.

#### What do the symbols mean?



Within these areas, dogs are allowed off leash at all times, provided they are kept under effective control.

1. Dog to be immediately controllable by voice commands
2. Dog to always be within close proximity to owner
3. Prevent dogs from approaching people or other dogs unless invited. If in doubt place your dog back on lead out of respect and harmony for all.



Within these areas dogs are allowed off leash except when organised events are occurring or being prepared for. In this instance dogs must be on leash, provided they are under effective control.



Dogs are only allowed with the following times and conditions:

**9am–7pm: No Dogs allowed** (except on defined paths and on a leash).

**7pm–9am: Dogs allowed** in these areas off leash but under effective control.

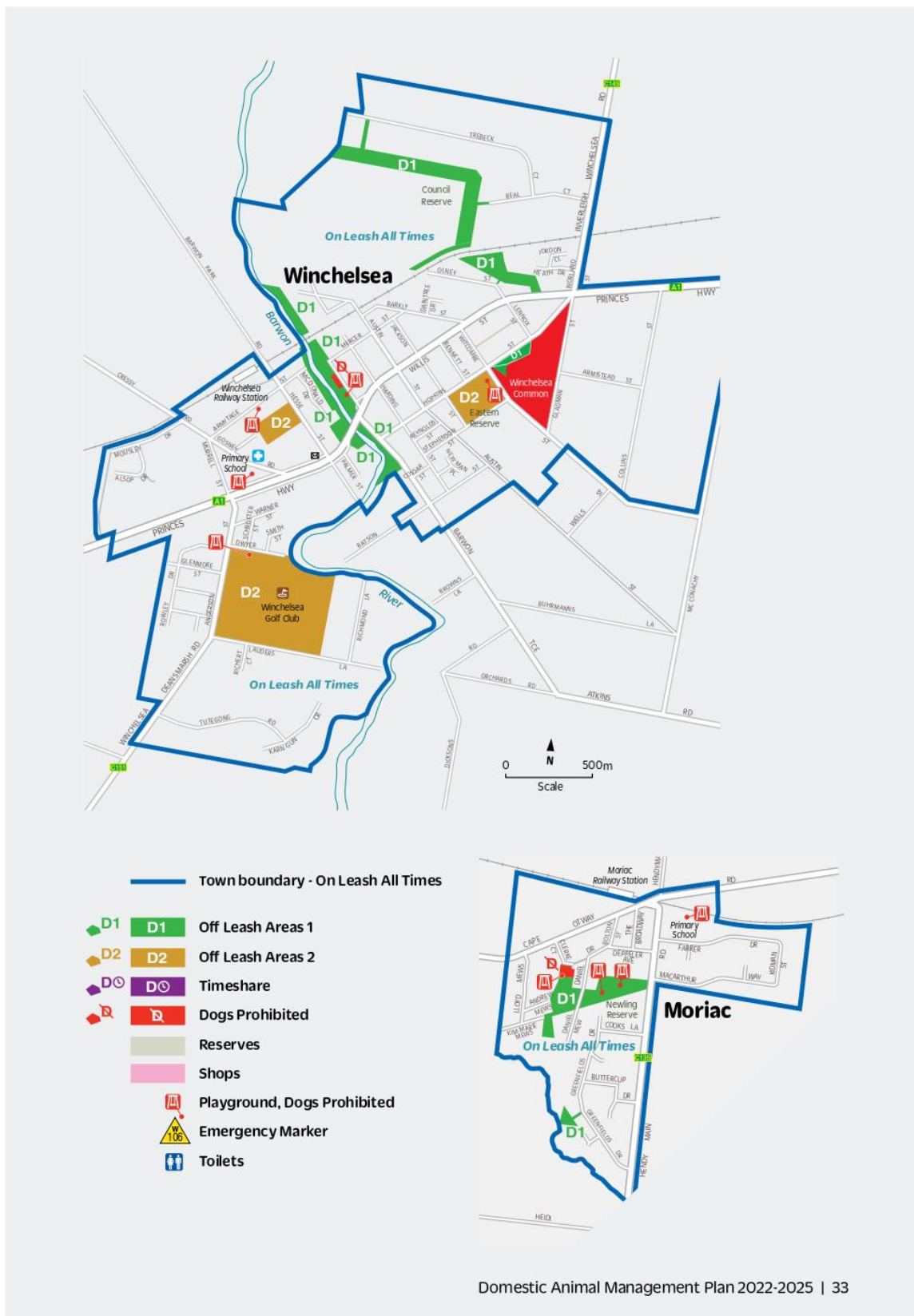
Outside the active timeshare zone dates: Dogs are allowed off leash but under effective control.



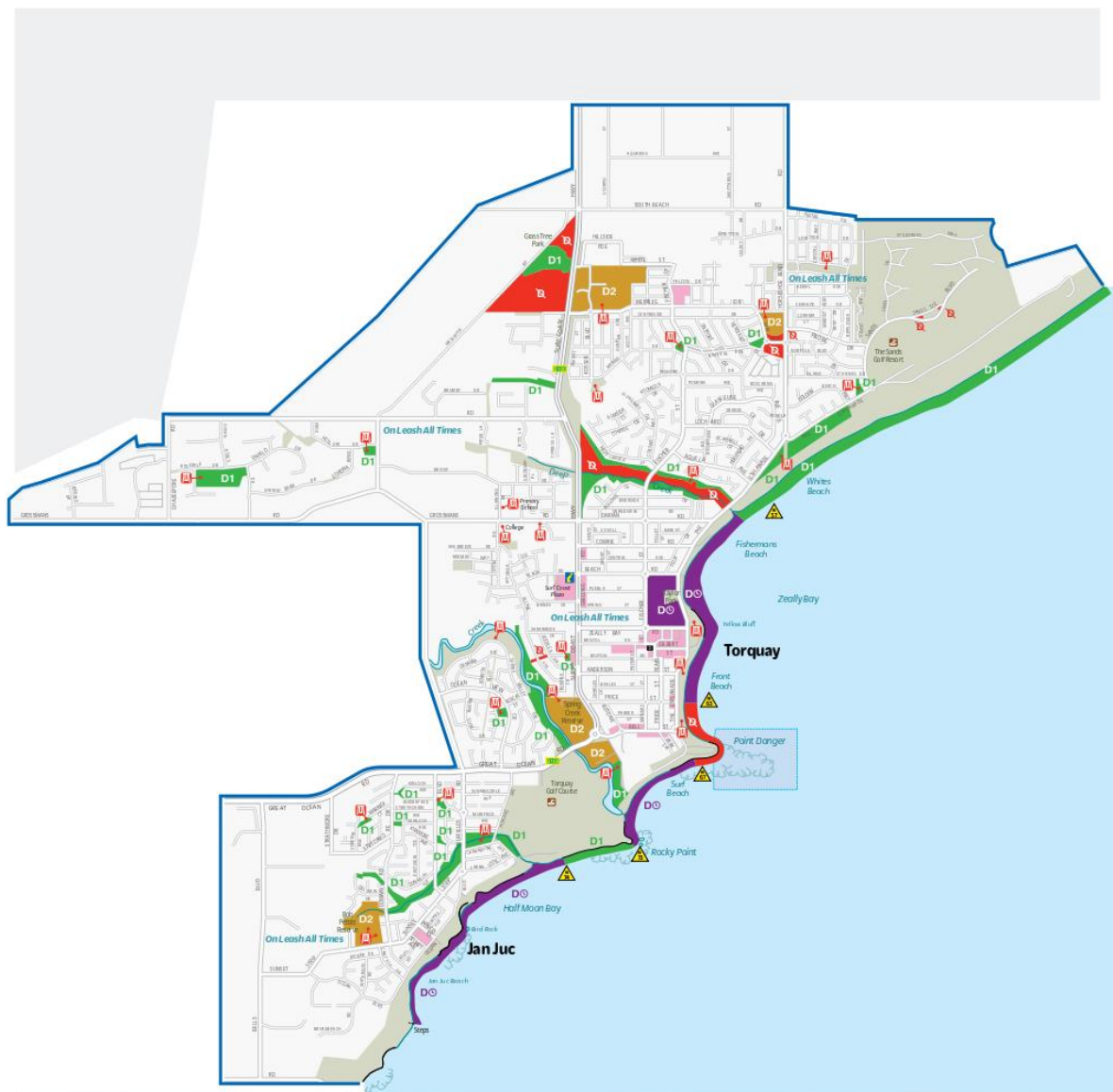
In these areas dogs are not allowed, with the exception of defined pathways, where they must be on a leash.

**Note:** Includes all fenced dune or vegetation areas and playgrounds.

## 5.1 Draft Domestic Animal Management Plan 2022-2025



## 5.1 Draft Domestic Animal Management Plan 2022-2025





## 5.1 Draft Domestic Animal Management Plan 2022-2025



## 5.1 Draft Domestic Animal Management Plan 2022-2025



## 5.1 Draft Domestic Animal Management Plan 2022-2025



## 5.2 Economic Development Strategy 2021-2031

**Author's Title:** Coordinator Business & Tourism Strategy

**General Manager:** Ransce Salan

**Department:** Economic Development & Tourism

**File No:** F20/1158

**Division:** Environment & Development

**Trim No:** IC21/1655

### Appendix:

1. Economic Development Strategy 2021-2031 (Final) - October 2021 (D21/191699)

### 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 adopt the Surf Coast Shire Economic Development Strategy 2021-2031.

### Summary

A Surf Coast Shire Economic Development Strategy 2021-2031 (draft Strategy) has been developed and outlines the strategic framework for the Surf Coast Shire's economy to prosper over the next ten years.

Significant research and engagement has supported the creation of the Economic Development Strategy 2021-2031.

The draft document was placed on exhibition in August 2021 and the final document is attached and recommended for adoption by Council.

### Recommendation

That Council:

1. Adopts the Economic Development Strategy 2021-2031 as attached at Appendix 1.
2. Receives an annual progress report on the implementation of the strategy.
3. Reviews the strategy every 5 years to ensure that the document remains relevant and up to date.

### Report

#### Officer Direct or Indirect Interest

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

### Background

A Surf Coast Shire Economic Development Strategy 2021-2031 (draft Strategy) has been developed and outlines the strategic framework for the Surf Coast Shire's economy to prosper over the next ten years.

The draft Strategy is guided by a number of key components:

- a vision;
- four key principles; and
- three strategic areas that have a number of goals and actions.

The draft Strategy has been informed by extensive research, analysis and engagement with industries sectors. It also considers our relationship with key influencing locations of Melbourne, Geelong and the Great Ocean Road.

Council noted the significant research and engagement which has supported the creation of the Economic Development Strategy 2021-2031 at the July 2021 Council meeting and agreed to place the draft strategy on exhibition.

## 5.2 Economic Development Strategy 2021-2031

The Strategy was placed on exhibition for the month of August and sent to 17,856 stakeholders and interested parties. There was some local media coverage generated from a media release, half page advertisements in the Surf Coast Times and the draft strategy was featured as a front page story on the Surf Coast Times on Thursday 5 August.

Twelve submissions were received in total including: five community and business groups, two individual businesses, three Surf Coast residents and two internal Council staff submissions.

### Discussion

The extensive coverage of the Strategy during the exhibition period and the small number of submissions indicate a level of community comfort with the direction of the Strategy.

The majority (seven of the twelve submissions) expressed their overall support for the direction of the strategy referencing the non-traditional economic approach and recognition of the environment, quality of life and prosperity as worthy goals and principles.

Three submissions specifically mentioned support for the vision and principles. There were no submissions that did not support the identified principles.

One submission was generally opposed or concerned about the strategy, however a number of comments and concerns raised were already addressed in the accompanying 'Our Economic Story – the Surf Coast Shire: A Prosperous Place' document.

For this reason, no major changes are recommended to the strategy structure, vision, strategic areas or goals.

There have been a number of minor changes made to the document to increase clarity regarding definitions and address identified opportunities in the descriptive areas of the strategy.

The final version of the Economic Development Strategy 2021-2031 is attached.

### Council Plan

Theme	4 Sustainable Growth
Strategy	13 Support tourism and events that encourage people to stay longer and appreciate and care for this place
Theme	5 Robust and Diverse Economy
Strategy	14 Enable people to run successful local businesses that grow and create jobs in our changing economy

### Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017 )	Yes
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes

## 5.2 Economic Development Strategy 2021-2031

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

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

The Economic Development Strategy aims to achieve better outcomes for the community by providing a focused approach to initiatives that will contribute to the economic, social, cultural and environmental wellbeing of our townships, residents and visitors.

The Strategy relates to the overarching governance principles in section 9 of the Local Government Act 2020 including:

- Priority is to be given to achieving the best outcomes for the municipal community, including future generations: The strategy is a ten year strategy that seeks to deliver best outcomes for the community now and for the benefit of future generations.
- Economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted: the strategy sets a clear direction for economic sustainability through prosperity. There are specific goals and actions included which address the reduction of emissions and therefore climate change risks.
- The municipal community is to be engaged in strategic planning and strategic decision making: this can be demonstrated through the significant time and volume of research and engagement.
- Innovation and continuous improvement is to be pursued: the strategy identifies new opportunities for Council to progress its economy based on sound research and evidence.

### Policy/Relevant Law

The Economic Development Strategy supports the Council Plan (2021 - 25) theme – A robust and diverse economy.

### Environmental/Sustainability Implications

The draft strategy sets a clear direction for economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks.

It seeks to achieve economic sustainability through prosperity. There are specific goals and actions included which address the reduction of emissions / climate change risks and seek positive environmental outcomes.

Individual actions will be considered against this strategic area as well as relevant information obtained from Council Plan consultations.

### Community Engagement

The following community engagement principles were met in the creation of the strategy.

- The community engagement process must have a clearly defined objective and scope;
- participants in community engagement must have access to objective, relevant and timely information to inform their participation;
- participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement;
- participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement;
- participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making

An industry-based Skills Reference Group, 95 (1-1) in-depth interviews with businesses and over 1,062 hours of community engagement analysis of 1,193 responses to the People Place Future Council Plan and Community Vision has led to the creation of a draft Economic Development Strategy 2021-2031.



## **5.2 Economic Development Strategy 2021-2031**

The community engagement phase of the project was interrupted halfway through delivery due to Covid-19 restrictions. This had an impact on the overall momentum and progress reporting on the strategy development. The analysis of People Place Future Council Plan and Community Vision responses filled the communication gap left by Covid-19 restrictions to ensure that the strategy is in line with current community sentiment.

The draft Strategy was on public exhibition on the 'Your Say' section of the Surf Coast Shire website from 29 July to 29 August. The page outlined the purpose of the Strategy, the Vision and Principles, provided a download of the Strategy and the Our Economic Story document. An online form was live during the exhibition period to capture comments.

An invitation to comment on the strategy was sent to interest groups which represent 17,856 contacts excluding newspaper and media circulation.

### **Public Transparency**

Information contained in these documents, while complex, have been presented in such a way as to be understandable and accessible to members of the municipal community. Public awareness of the availability of Council information has been facilitated in line with s. 58, s.9 of the Local Government Act 2020 by placing the document on public exhibition to enable community comment.

### **Strategies/Plans**

The draft Economic Development Strategy 2021-2031 creates a 10 year plan to achieve Council's aspirations for the economy

### **Financial Management**

There are no financial implications in approving the draft Economic Development Strategy for public exhibition.

Should the strategy be adopted post the exhibition phase, it contains a number of actions that will require financial inputs. In some cases these are contained in existing budgets. Where the action is not contained in an existing budget the funds will be sought via the usual budget processes. All future priorities identified in the strategy are subject to Council's annual project prioritisation and budget processes.

### **Service Performance**

The Strategy will be reported on annually. A revision will take place at year 5.

### **Risk Assessment**

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

### **Communication**

If adopted, the Strategy will be placed on Council's website under the relevant sections for strategy and the economy. The adoption of the strategy will be shared in Council's business newsletter and future business briefings.

## **5.2 Economic Development Strategy 2021-2031**

### **Options**

#### Option 1 – Adopt the Economic Development Strategy 2021-2031

This option is recommended by officers as a significant level of research and engagement over 3 years has been invested in the creation of this strategy and supporting documents. It provides a solid evidence base to justify strategic investment of resources to support our economy to prosper in the future.

#### Option 2 – Do not adopt the Economic Development Strategy 2021-2031

This option is not recommended by officers as Council does not have a current Economic Development Strategy. The strategy has been based on significant consultation and data analysis. The community responded very positively towards the draft strategy during the exhibition phase. Not adopting the strategy would result in the absence of a key strategic document as Surf Coast navigates the challenges of COVID-19 and the economy we need.

### **Conclusion**

The Surf Coast Shire Council Economic Development Strategy 2021-2031 lays out the future aspirations for our region's economic ecology. A future that recognises a successful economy is a prosperous one.

The strategy is recommended for adoption.

## **5.2 Economic Development Strategy 2021-2031**

### **APPENDIX 1 ECONOMIC DEVELOPMENT STRATEGY 2021-2031 (FINAL) - OCTOBER 2021**

**The Surf Coast Shire**

# **Economic Development Strategy 2021 - 2031**



**Growing a  
prosperous economy**



Pictured is local business Built for Adventure.  
Photo by Kornelia Pytlak @wetdogandco  
Read their story and more on Inspired by Surf Coast



## 5.2 Economic Development Strategy 2021-2031



# Acknowledgment of Country

*Surf Coast Shire spans the Traditional lands of the  
Wadawurrung People and Eastern Maar People.*

*We acknowledge them as the Traditional Owners  
of this land, and pay respect to their Elders past,  
present and emerging.*



## 5.2 Economic Development Strategy 2021-2031

# Contents

<b>Acknowledgment of Country</b>	<b>2</b>
<b>Mayor's Message</b>	<b>4</b>
<b>Executive Summary</b>	<b>5</b>
<b>About the Surf Coast</b>	<b>6</b>
<b>Strategy Summary</b>	<b>7</b>
<b>Research and Community Engagement</b>	<b>8</b>
The Prosperous Places Project	8
The People Place Future Project:	9
Where Are We Now?	10
Where Do We Want To Be?	11
How Do We Get There?	12
How Will We Know When We Reach Our Goals?	13
Comments On Economic Development Strategic Areas	14
<b>The Economy We Have VS the Economy We Need</b>	<b>16</b>
<b>The Strategy</b>	<b>18</b>
<b>Strategic Areas</b>	<b>22</b>
<b>1. Place</b>	<b>26</b>
<b>2. People</b>	<b>28</b>
<b>3. Business</b>	<b>32</b>
<b>Conclusion</b>	<b>35</b>



## 5.2 Economic Development Strategy 2021-2031

### Mayor's Message

# Mayor's Message

#### **The Surf Coast Shire Council Economic Development Strategy 2021-2031 lays out the future aspirations for our region's economic ecology.**

A future that recognises a successful economy is a prosperous one. Prosperity is more than just material wealth – it speaks to our lifestyle, health and wellbeing, sustainability and how we thrive as a community.

The decisions we make for our economy should reflect our core values and build on our strengths to improve our quality of life.

Our collective capacity for creative thinking, our appreciation for our natural surrounds, and our unique small business profile provides us with a legitimate business case for creating a better future.

We, as the citizens of the Surf Coast, are regarded as one of the most creative and innovative hotspots in the nation, and have earned the right to become our own economic futurists.

An action in the first year of the strategy is to develop the new measures for economic success. They will be used as

a guide to track our progress. Future place-based community engagement will provide important qualitative data to support this.

How do we best use our finite resources for a more holistic approach to economics that leaves no-one behind, while still allowing us to prosper? We take an approach that actually fits comfortably with who we are as a group and the values we hold.

Many of our businesses live locally and think globally. The gears can turn slowly on economic development but the example we set now can provide a path for others to follow and lead us to a more prosperous future.

I trust you will enjoy learning more about Our Economic Story and will support us in the delivery of this very important strategy.



**Cr Libby Stapleton**  
Mayor, Surf Coast Shire Council

## 5.2 Economic Development Strategy 2021-2031

### Executive Summary

# Executive Summary

## What is Economic Development?

***“Local economic development is a way to build up the economic capacity of an area in order to improve quality of life”***

- World Bank

The phrase that best describes much of the local economic development work is finding ways to 'connect and thrive'.

## Growing a Prosperous Economy

The Economic Development Strategy is focused on a growing a more diverse and sustainable economy for the Surf Coast, one that strengthens its vibrant local places and businesses, and nurtures new industries servicing national and global markets.

It improves on already strong foundations to support an economy that can thrive in what will inevitably be a dynamic and challenging future.

This Strategy is informed by many of the findings from a companion document titled **The Surf Coast Shire: A Prosperous Place – Our Economic Story**.

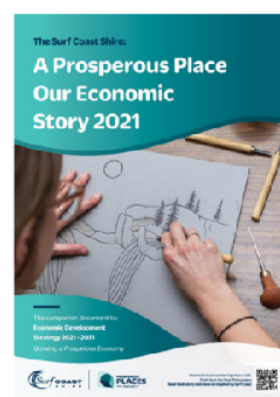
**The Economic Story** (pictured right) was developed as part of the Prosperous Places Project which uncovered new research on the emerging sectors of the local economy and included 1-1 engagement with many Surf Coast businesses and a Skills Reference Group. Much of this work was completed in 2019 and early 2020 prior to the Covid-19 outbreak.

This research and engagement identified the themes and direction for our strategy.

An analysis of local community values against the vision and strategic areas of our strategy has been completed in 2021 using data collected in response to the Council engagement for People, Place, Future – the community vision and Council plan.

Overleaf is the Economic Development Strategy summary.

This Strategy is informed by many of the findings from a companion document titled **The Surf Coast Shire: A Prosperous Place – Our Economic Story**.



## 5.2 Economic Development Strategy 2021-2031



# About the Surf Coast

**The Surf Coast Shire is located in southwestern Victoria, 1 hour from Melbourne, 20 minutes south of Geelong and the official start of the iconic Great Ocean Road.**

**It is home to eleven distinct townships; Aireys Inlet, Anglesea, Bellbrae, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Freshwater Creek, 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.



## 5.2 Economic Development Strategy 2021-2031

### Strategy Summary

# Strategy Summary

**Prosperity is more than just material wealth.**

The word contains a sense of optimism, sustainability and takes a long term view. A prosperous place is one that offers a good quality of life.

If we consider how our businesses, people and places can ALL thrive when faced with challenges or opportunities, that will create prosperous places and guide us towards the economy we need.



To show the path towards the economy we need, the strategy is guided by a vision, core principles, strategic areas and goals which are set out below and set the foundations of tracking our performance.

### Vision:

**The Surf Coast is prosperous and has shaped its own identity that successfully combines lifestyle, environment, business and a strong sense of place.**

### Principles:

Prosperity equals quality of life for community	Community is residents, businesses and visitors	The natural environment has an intrinsic value that cannot be replaced by economic development.	The Surf Coast has three separate and distinct local economies
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### Strategic Areas:

#### 1. Place



#### 2. People



#### 3. Business



### Goals:

- 1.1 Events that create a sense of place, community connection and thriving businesses
- 1.2 Connected and inspiring Places

- 2.1 Slow and purposeful tourism
- 2.2 Our culture and identity is shared and celebrated
- 2.3 Jobs for current and future generations

- 3.1 An economy with a conscience
- 3.2 A thriving, connected business network
- 3.3 A destination of choice for emerging and innovative industries

## 5.2 Economic Development Strategy 2021-2031

### The Prosperous Places Project

# Research and Community Engagement



## The Prosperous Places Project

**A very strong evidence-base guides this strategy from the Prosperous Places project that commenced in February 2019.**

**Prosperous Places Objective:** to better understand how to positively and proactively shape the Surf Coast's future economic ecology delivered several reports including:

This phase of the project included  
**1,062 hours**  
of community engagement



### Economic Situation Analysis:

a summary of many aspects of the economy drawn from State and National databases.

### Skills & Emerging Industries Audit:

a State Government funded project that assessed the Surf Coast workforce and skills in more detail and provided new research on emerging non-traditional sectors that better describe how the Surf Coast economy is evolving.



### Skills Reference Group:

four meetings of a Skills Reference Group formed to secure informed industry input into the analysis of employment and skills issues (current and emerging/future issues). Representation included industry sectors: Building & Construction; Retail; Tourism/Hospitality; Agribusiness; Health; Professional Services; Surf Industry; Trader Groups; Human Resources and Education.



### Prosperous Places Community Engagement:

- Eight engagement sessions across the Surf Coast for businesses, residents and community groups to hear and comment on the economic insights found from the research.
- 95 one-to-one in-depth interviews with a wide variety of local businesses across the Surf Coast to discuss aspects of their business and the challenges or opportunities for economic development of the Surf Coast.
- A Discussion Paper, a series of project newsletters, social media posts, a project webpage, newspaper ads and media stories linked to an online survey.

All of this work informed the next step in the Prosperous Places project: an Economic Development Strategy for the Surf Coast. The most relevant information from this phase of the project is in the document: Our Economic Story – the Surf Coast Shire: A Prosperous Place.

*The Prosperous Places project was paused at this point in March 2020 until February 2021 due to Covid-19.*



## 5.2 Economic Development Strategy 2021-2031

### The People Place Future Project

## The People Place Future Project: Alignment with current community sentiment



Due to the delay between engagement and creation of the Economic Development Strategy caused by Covid-19, additional analysis of community sentiment has been completed using responses to the People Place Future project.

**People Place Future Objective:** to inform a long term community vision for the shire, plus a new four year Council Plan and Health and Wellbeing Plan, along with 10 year finance and asset management plans. The study focused on **Liveability** and sought to understand community values, neighbourhood liveability and investment priorities.

**Council received more than 1200 responses in a six week period between January and March 2021.**



**1,193**  
Survey Responses



**121**  
Online and other Submissions



**997**  
Community Ideas

Overall when asked what people most valued in their community the top three responses were:

- 1. Protection and enhancement of the natural environment**
- 2. Managing growth in a sustainable way**
- 3. Community health and wellbeing**

When asked to comment on a 10 year vision for Surf Coast Shire most common themes were:

- 1. Retaining a small town feel**
- 2. Ensuring development did not adversely impact on township character and the natural environment**
- 3. A community that is welcoming and inclusive where people look out for each other**
- 4. Living and working in area of natural beauty**
- 5. Active and public transport**
- 6. Creative people, places and industries**
- 7. Tackling climate change**

### Alignment with Economic Development Strategy

The Economic Development Strategy: outlines an economic vision; and demonstrates a strong correlation between quality of life and a strong economy, therefore the responses to People Place Future are highly relevant.

People Place Future categorised responses into one of 50 Place Attributes related to liveability. While the attributes are generic, they allow grouping of similar comments for analysis. Results from future Council Plan community engagement will enable us to track our progress on creating a prosperous economy.

Thirty five Place Attributes aligned directly with the Economic Development Strategy's Strategic Areas: People, Place and Business. The following summarises key results from this engagement through the lens of economic development.



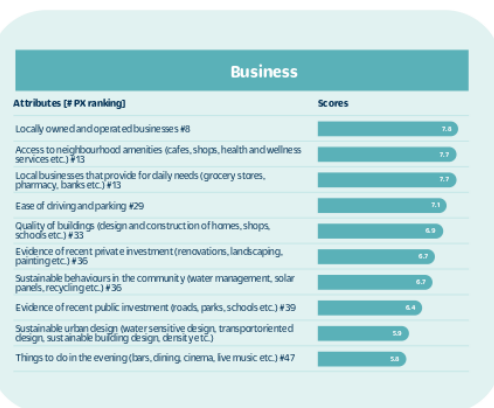
## 5.2 Economic Development Strategy 2021-2031

### Where Are We Now?

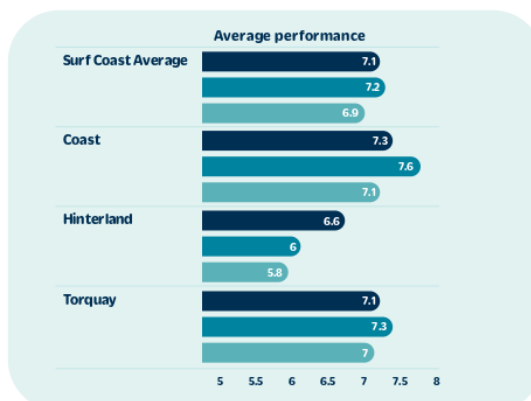
### Where Are We Now?

The Surf Coast community rated unique natural elements such as views, vegetation and wildlife, and the overall visual character of their neighbourhoods as the top contributors to liveability.

On average, the attributes associated with Place performed better than those associated with People and Business. Attributes associated with Business did not perform as well, with an average score of 6.9/10.



### Community values for metrics associated with Economic Development



The Coast and Torquay's sub-economies are performing better than the Hinterland on average across all areas.

A score of 7/10 and above is generally considered good. Scores under this indicate room for improvement.

## 5.2 Economic Development Strategy 2021-2031

Where Do We Want To Be?

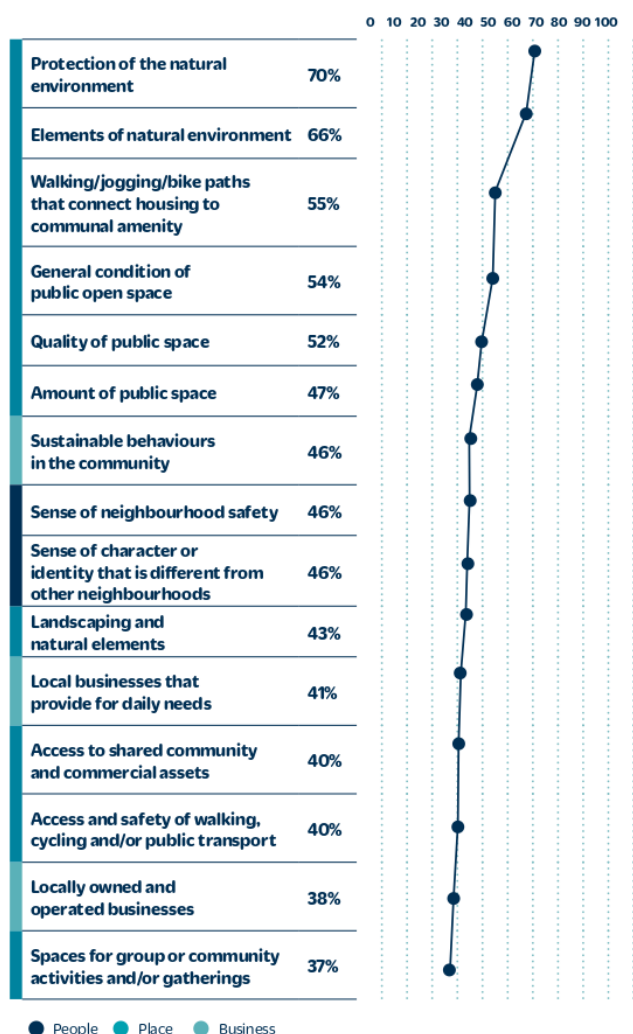
### Where Do We Want To Be?

The Surf Coast community values sustainability and the protection of its unique natural environment, high quality and well-maintained public spaces that offer opportunities for the community to meet, and safe active, and public transport options that connect housing to locally owned and operated businesses, and shared community assets. All of which would contribute to the protection and celebration of a unique identity.

When asked about their vision for the future, 40% of community ideas related to environmental sustainability and nature, twice as much as ideas relating to Community, Management and Safety or Movement.

**These values and ideas align with the economic development strategy's vision of the Surf Coast shaping a unique identity that combines lifestyle, environment, business and a strong sense of place.**

Surf Coast Shire Top 15 Care Factors



*A low Care Factor ranking does not mean a feature is not valued, but rather that the competing interest (other Place Attributes) are at this point in time more important from the community's point of view.*

## 5.2 Economic Development Strategy 2021-2031

### How Do We Get There?

## How Do We Get There?

**When you combine the scores for attributes as they are now and where we want to be, we can see the attributes that are strong and should be maintained or protected.**

Those attributes where the care factor is high, but the place score is low are the ones that provide the greatest potential return on investment to match economic success with community expectation.

The figure below identifies the different investment priority levels of the Place Attributes associated with the Economic development strategy.

The community identified the Surf Coast's unique connection to nature, local character, infrastructure that

supports our active, outdoor lifestyle and locally owned and operated businesses as key contributors to liveability within the economic development strategy framework.

In addition to protecting these features, future investment should focus on sustainability and improving the accessibility and safety to local town centres and shared community facilities such as libraries, schools, public meeting or event places.

**Seeing businesses and buildings demonstrate sustainable behaviours was also highly desirable.**

Although they are not high priorities for investment from the community's point of view, investing in 'Local employment opportunities' and 'Things to do in the evening' could significantly impact the liveability and prosperity of the LGA.

### Investment Priority Levels by Economic Development Strategy theme (LGA average)

	Place Attribute	Priority level	Score /10
People	Sense of character or identity that is different from other neighbourhoods	Protect	7.8
	Sense of neighbourhood safety (from crime, traffic, pollution etc.)	Protect	7.7
	Local employment opportunities (within easy commute)	Medium	5.1
Place	Elements of natural environment (natural features, views, vegetation, topography, water, wildlife etc.)	Protect	8.7
	Landscaping and natural elements (street trees, planting, water features etc.)	Protect	7.6
	Walking/jogging/bike paths that connect housing to communal amenity (shops, parks etc.)	Protect	7.3
	General condition of public open space (street trees, footpaths, parks etc.)	Protect	7.3
	Overall visual character of the neighbourhood	Protect	8.3
	Spaces for group or community activities and/or gatherings (sports, picnics, performances etc.)	Protect	7.3
	Protection of the natural environment	High	6.9
	Access and safety of walking, cycling and/or public transport (signage, paths, lighting etc.)	High	6.8
	Access to shared community and commercial assets (library, bike/car share, sport facilities/gyms etc.)	High	6.3
	Evidence of Council/government management (signage, street cleaners etc.)	Medium	6.8
Business	Locally owned and operated businesses	Protect	7.8
	Local businesses that provide for daily needs (grocery stores, pharmacy, banks etc.)	Protect	7.7
	Sustainable behaviours in the community (water management, solar panels, recycling etc.)	High	6.7
	Sustainable urban design (water sensitive design, transport-oriented design, sustainable building design, density etc.)	Medium	5.9
	Things to do in the evening (bars, dining, cinema, live music etc.)	Medium	5.8

The Place Attributes that are not displayed either: do not require additional investment (low Care Factor and high score); or are low investment priorities from the communities' point of view (low Care Factor and medium to low performance).

## 5.2 Economic Development Strategy 2021-2031

### How Will We Know When We Reach Our Goals?

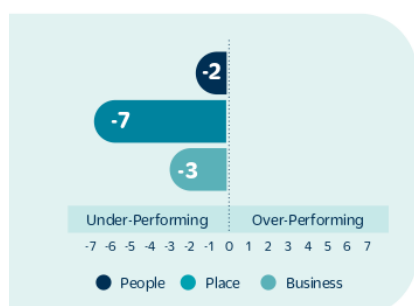
## How Will We Know When We Reach Our Goals?

Future engagement for the Council Plan on liveability will reveal the impact of the Economic Development Strategy and related investments.

**There are three ways by which success will be evaluated:**

### 1. Meeting community expectations by achieving parity between 'care factor' and 'place' (Px) performance.

The aim is to achieve parity between community values and performance (or a score of 0).

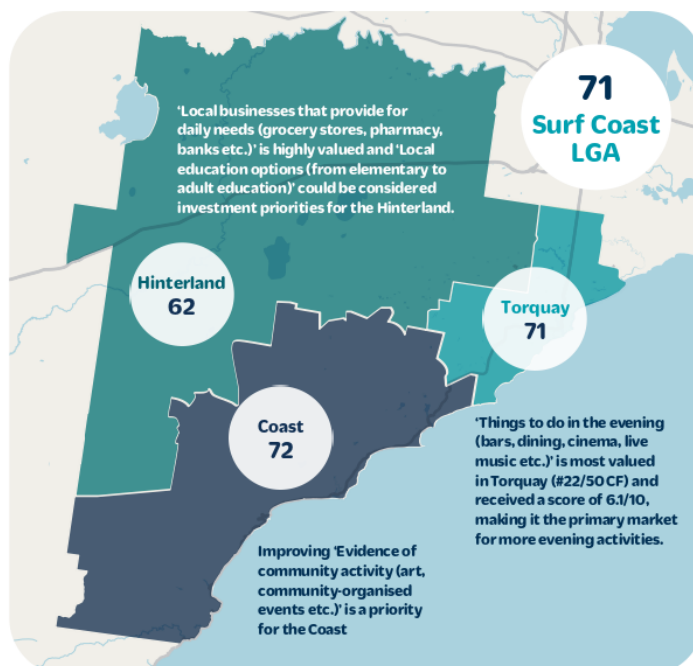


### 2. Increasing and retaining the number of Investment Priority strengths (ten) or reducing the number of areas requiring investment (four high priorities and five medium priorities).

### 3. Increasing the overall liveability score of the Surf Coast Shire LGA and its three sub-economies.

Economic development contributes to the liveability of the whole of the Surf Coast area. Therefore an increase in the overall PX score for Surf Coast Shire Council and its sub-economies can also indicate an increase in economic prosperity.

In terms of Economic Development the different communities of the Surf Coast share common values (for the most part) but have different place experiences.



The Coast and Torquay's sub-economies are performing better (72 & 71 out of 100) than the Hinterland (62) where 'access to daily businesses' and 'community assets' is not rated as highly.

The Hinterland community also has slightly different values from the other sub-economies with more Hinterland respondents selecting neighbourhood resilience and local history and heritage features as being important to them.

## 5.2 Economic Development Strategy 2021-2031

### Community Ideas Relating to Strategic Areas

## Comments On Economic Development Strategic Areas

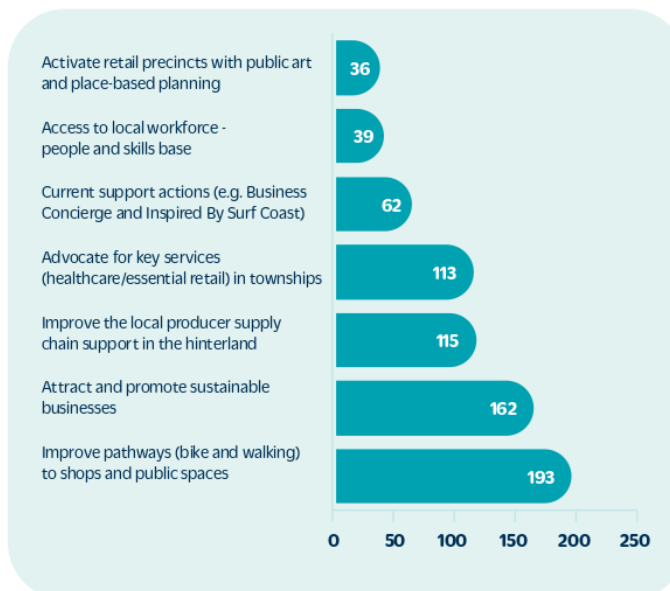
Further analysis of the People Place Future responses identified the most common ideas relating to the three units in the Economic Development & Tourism department at Council.

Traditional business support received the most mentioned (823), followed by visitor servicing (699), supporting creative and innovative business sectors (452) and Events (244). The top responses have been grouped and summarised below.

### Traditional Business Support

Improvements to pathways to shops and public spaces for walking or bike riding was one of the most common ideas to improve support for local businesses (193 mentions). Suggestions to attract and promote sustainable businesses (162) and improving the supply chain of local producers (115) were also in the top three mentions.

### Traditional Business Support Comments



## 5.2 Economic Development Strategy 2021-2031

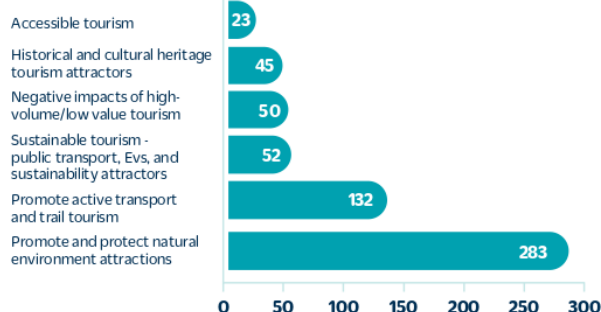
### Community Ideas Relating to Strategic Areas

#### Visitor Servicing

In relation to tourism and visitor servicing, there were 283 comments recognising the value of the Surf Coast' natural environment and the need to promote the visitor experience in a sustainable manner.

There is strong demand (132) for more information on tracks and trails to support outdoor adventure activities and 50 mentions of the negative impact of high volume, low value tourism – this mostly related to day trip coach tours.

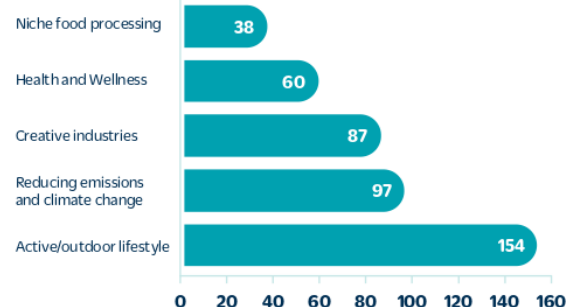
#### Visitor information and experience



#### Supporting Creative and Innovative Business Sectors

There was strong interest in supporting businesses that are involved in our active outdoor lifestyle (154) or are tackling climate change. There were many suggestions around support for creative industries (87) as well.

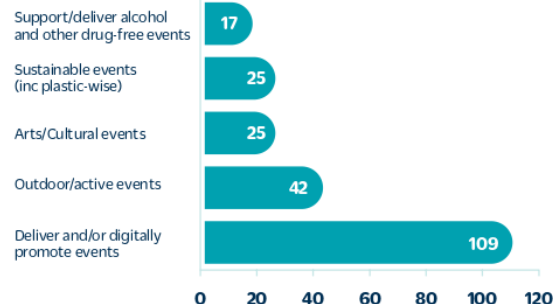
#### Supporting emerging industries comments



#### Events

The most interest in relation to events involved in the successful delivery and digital promotion of major and community events (109 mentions). The most popular events mentioned were either outdoor/active participatory events or (42) arts/cultural events (25). Some comments reflected a desire to see more sustainable event delivery (25) and events free of drugs or alcohol (17).

#### Events comments





## 5.2 Economic Development Strategy 2021-2031



# The Economy We Have VS the Economy We Need

### Where we are, where we are going

**The Surf Coast is already a great place to live. There are many aspects of life and economic indicators that say that our quality of life is good. The Surf Coast is also a regional economy that is in transition.**

There is population growth in some areas of the Surf Coast, but nowhere near the volume of growth in Geelong and Melbourne. There are concerns about losing our identity and character. The tourism market is also changing, with growth in day visitors and seasonal and spatial concentrations generating local

congestion issues. At the same time, tourism creates many jobs and provides us with lifestyle options that otherwise would not exist.

Local jobs have increased, but many of the additional jobs are lower skill and part-time. Many younger people of working age are leaving the Surf Coast as the career prospects are unclear. If we don't find ways to create new jobs in future, more people will need to travel outside of Surf Coast for work, which reduces their quality of life and forces our young people to leave in search of opportunity.

The surfing industry has experienced recent structural changes and the rapid growth of non-traditional sectors present new opportunities for work. People with industry experience are moving in for lifestyle reasons with the intention of running their business from the coast or creating new ventures.



**If we don't find ways to create new jobs in future, more people will need to travel outside of Surf Coast for work, which reduces their quality of life.**

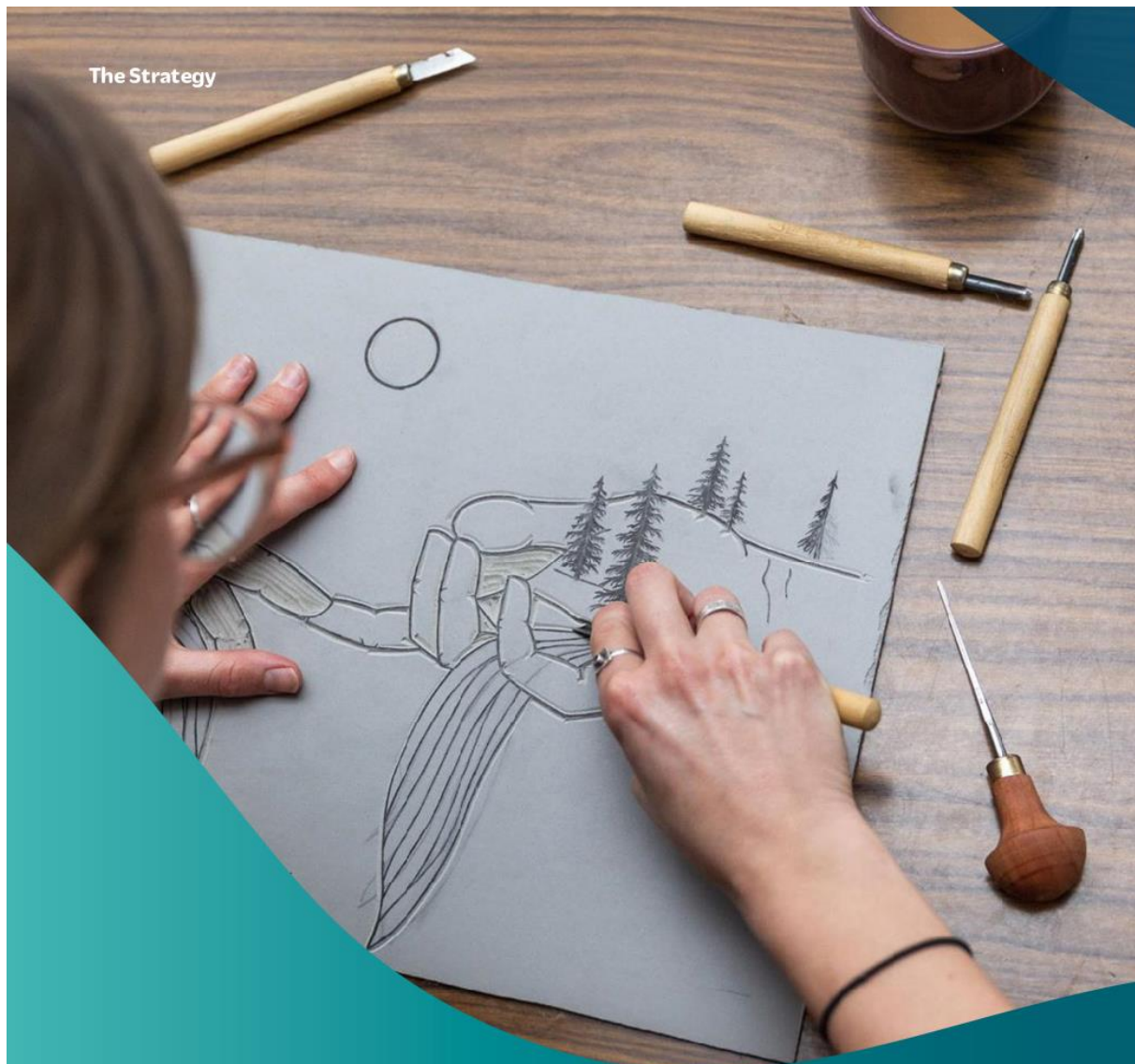
## 5.2 Economic Development Strategy 2021-2031

### The Economy We Have VS the Economy We Need

**There are strong positives for the future and an opportunity right now to consider: do we want to continue with the economy we have; or do we see greater opportunity for an economy we need?**

The Economy We Have:	The Economy We need:
<ol style="list-style-type: none"> <li>1. Has a traditional economic development focus (jobs &amp; growth) – separate to the community.</li> <li>2. Reliant on traditional industry sectors such as construction, tourism and retail for jobs and expenditure.</li> <li>3. A history of innovation in surfing.</li> <li>4. Deeply integrated with Geelong and Melbourne where our knowledge and skills are exported to for work</li> <li>5. Attracts skilled people and business from Melbourne and beyond because of its lifestyle.</li> <li>6. Has lesser known drivers such as home based businesses, surfing, creative and events.</li> <li>7. Shows signs of a desire to be a more ethically conscious and environmentally sustainable</li> <li>8. Dominated by summer day trip visitation that can cause congestion at peak times.</li> <li>9. Situated between Melbourne's growth corridor and an internationally recognised visitor destination – The 12 Apostles – on an iconic Road.</li> <li>10. Has under employment challenges due to the seasonality of key sectors such as tourism</li> <li>11. Has a Hinterland that is capable of making a significant contribution</li> <li>12. Tourism is our business and we invest in tourism marketing</li> <li>13. Townships with limited commercial land</li> <li>14. An increasing number of people who have to work outside the Surf Coast</li> <li>15. Rapid home-based business growth in Torquay</li> </ol>	<ol style="list-style-type: none"> <li>1. Delivers a contemporary economic development strategy which considers how the whole community can prosper as a result of economic development</li> <li>2. Proudly Surf Coast – strong sense of place and shapes its own identity.</li> <li>3. Combines lifestyle, environment and business successfully</li> <li>4. Responds to the climate emergency and shows others what is possible.</li> <li>5. Fosters innovative, niche industries and offers opportunity to scale up locally.</li> <li>6. Has high quality, appropriate infrastructure</li> <li>7. A globally connected Surf Coast</li> <li>8. Recognises tourism is vital and inevitable. Balances its potential and mitigates challenges through clear policy and actions.</li> <li>9. Has a strong creative and cultural sector that is a key driver of growth in jobs and output.</li> <li>10. Supplies a stable workforce year-round.</li> <li>11. Retains more skilled workers locally.</li> <li>12. Maximise the productive capacity of our farmland for agribusiness, tourism and experiences.</li> <li>13. Our reputation for innovation and entrepreneurship attracts like-minded investment</li> <li>14. Non-traditional sectors such as home based businesses, surfing, creative and events provide our future jobs and output.</li> <li>15. Leverage the benefits that close proximity to Geelong &amp; Melbourne offer</li> <li>16. Career progression in a range of industries is available</li> </ol>

## 5.2 Economic Development Strategy 2021-2031



The Strategy

# The Strategy

This document outlines Council's role in shaping our identity to achieve the economy we need.

18 Growing a Prosperous Economy • Economic Development Strategy



## 5.2 Economic Development Strategy 2021-2031

### Vision

## Vision

**By 2031, The Surf Coast is prosperous and has shaped its own identity that successfully combines lifestyle, environment, business and a strong sense of place.**

**We want to work together with the community and stakeholders to take deliberate steps towards growing the prosperous economy we need in the Surf Coast to improve our quality of life.**



## 5.2 Economic Development Strategy 2021-2031

### The Strategy

## Principles

There are four principles that guide the vision, the strategic areas, goals and any actions.

### 1. Prosperity equals quality of life for community:

- There are three parts to our economy: People, Businesses and Place.

Each part of the economy prospers when connected.

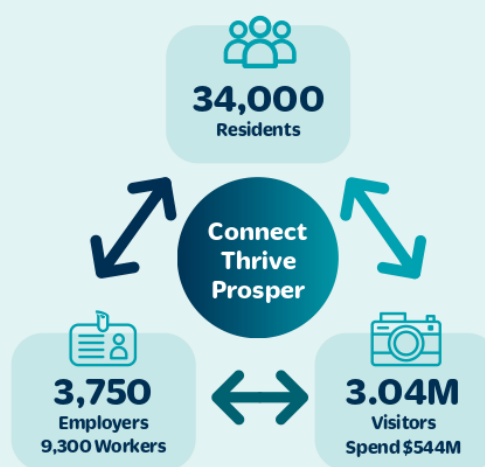


The success of this strategy will be measured in terms of prosperity. The things that make our lifestyle great now, can't be lost. The actions taken will be done so with a view towards achieving a better quality of life, balance and a sustainable economy.

### 2. Community includes residents businesses and visitors:

- There are three parts of our Community: residents, employers and visitors.

Each part of the community prospers when connected.



The success of this strategy will be measured in terms of prosperity. The things that make our lifestyle great now, can't be lost. The actions taken will be done so with a view towards achieving a better quality of life, balance and a sustainable economy.

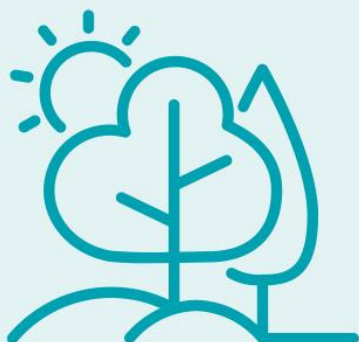
## 5.2 Economic Development Strategy 2021-2031



### 3. The natural environment has an intrinsic value that cannot be replaced by economic development.

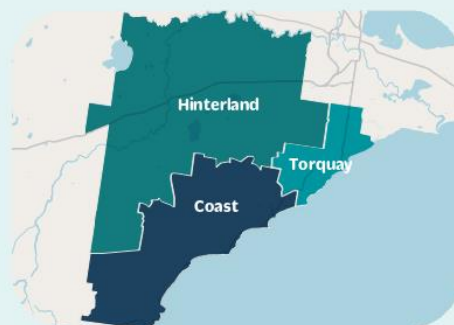
- Our community values our connection to the natural environment. Human needs can be met in a way that sustains natural resources and the environment for future generations.

We are custodians. Our resources are finite and we need to look after our region for future generations to benefit.



### 4. The Surf Coast has three separate and distinct local economies

- The Surf Coast is one region with three separate and distinct sub-economies that have emerged as a result of long term growth patterns over the last 20 years. They differ in scale, population size, industry mix, growth trends and outlook. They have different challenges and opportunities that need to be understood and considered if they are to prosper.



The three areas are: **Torquay, Coast, and Hinterland.**

Their boundaries are based on the Statistical Area 2 (SA2) areas used by the Australian Bureau of Statistics to define significant urban areas and tourist regions.



## 5.2 Economic Development Strategy 2021-2031

### Strategic Areas



# Strategic Areas

The Strategy has been developed through three lenses, or strategic areas of the economy. Each of these allows a focus on a critical element of economic success.

The three strategic areas are:



## Place

- The Shire is not a single place, rather it is a combination of distinct places – towns, villages, precincts and hubs, all within an amazing natural environment. Each place has a different character and identity. People live, work and visit these places and they have great meaning for the community.



## People

- Nothing happens without people who are inspired, talented, experienced, supportive and willing to invest time and money. People are the lifeblood. More is achieved together and cooperatively, and relationships are critical.



## Business

- Successful, profitable businesses are the cornerstones of the economy. Existing, new and emerging businesses will drive regional prosperity. They will attract desired and complementary investment and create jobs. They allow residents to maintain their Surf Coast lifestyle.

## 5.2 Economic Development Strategy 2021-2031

### Strategic Areas

Goals have been developed to summarise actions that will be taken under these three strategic areas to support the economy we need.

Strategic Areas:		
<b>1. Place</b> 	<b>2. People</b> 	<b>3. Business</b> 
Goals		
<b>1.1</b> Events that create a sense of place, community connection and thriving businesses  <b>1.2</b> Connected and inspiring Places	<b>2.1</b> Slow and purposeful tourism <b>2.2</b> Our culture and identity is shared and celebrated <b>2.3</b> Jobs for current and future generations	<b>3.1</b> An economy with a conscience <b>3.2</b> A thriving, connected business network <b>3.3</b> A destination of choice for emerging and innovative industries

Actions are listed on the following pages under each of the goals.

**They are reasonably broad and describe Council's efforts to deliver the economic development strategy over the next 3-5 years.**

The Strategy is designed to propel the Surf Coast Shire economy into the future for the next ten years.

During that time, we can expect more change, both incremental and disruptive. The Strategy must be strong, but flexible. It has 2 horizons. The detail of this strategy and actions focuses on the critical next 5 years.

### • Years 1-5

Recovery from Covid-19 and setting a new direction and foundations for the economy we need. The actions proposed for this 5-year period will build the foundations for a prosperous longer-term future and recognise opportunities that need nurturing.

### • Years 6-10

Reviewing and taking the next steps towards a resilient economy. This period would see a consolidation of the gains in the local economies from the first phase and the driving of growth in new and emerging industries.

After this time, there will be a review point. The strategic areas and goals are expected to remain the same, however the actions might be adjusted in response to new opportunities and challenges.

**An implementation plan** will be developed as an internal Council document capturing the actions we're committed to in any given year.



## 5.2 Economic Development Strategy 2021-2031



**Actions are listed on the following pages under each of the goals.**

**They are reasonably broad and describe Council's efforts to deliver the economic development strategy over the next 3-5 years.**

## 5.2 Economic Development Strategy 2021-2031

### Goals

## Measures of economic success



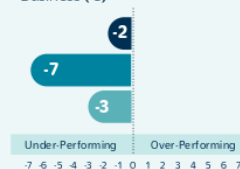

### How do we measure prosperity?

In achieving the vision, the following measures will help to track our progress towards the economy we need.

They involve achieving slower and more meaningful tourism and ensuring job creation occurs in the emerging sectors where we believe there will be greatest benefit for the economy, community and environment.

The measures focus mostly on increased yield (benefit) from the activities delivered to support a better quality of life on the Surf Coast.

Several measures are new and benchmarks need to be established. This is especially true for choosing a benchmark to measure environmental / climate action from an economic perspective. These new measures of success for the economy will be finalised in the next 12-18 months.

Strategic Area	2021	By 2026	By 2031
<b>People</b> 	<p><b>There are 9,300 jobs in the Surf Coast</b></p> <p>Domestic overnight visitation represents 38% of the <b>total</b> share of tourism visitation</p>	<p><b>The Surf Coast accommodates 10,100 jobs</b></p> <p>Domestic overnight visitation has risen to 40% of the <b>total</b> share of tourism visitation</p>	<p><b>The Surf Coast accommodates 10,800 jobs</b></p> <p>Domestic overnight visitation has risen to 42% of the <b>total</b> share of tourism visitation</p>
<b>Place</b> 	<p>Establish a benchmark for direct economic benefit for events</p> <p>Audience reach for major events is 12 million people</p> <p>'People Place Future' Score community values are not matching current performance in the Strategic Areas:</p> <ul style="list-style-type: none"> <li>• People (-2),</li> <li>• Place (-7) and</li> <li>• Business (-3)</li> </ul> 	<p>Increased direct economic benefit of events by 10%</p> <p>Audience reach is increased by 5%</p> <p>Scores in all three Strategic Areas are -3 or better.</p>	<p>Increased direct economic benefit of events by 10%</p> <p>Audience reach is increased by a further 5%</p> <p>Scores in all three Strategic Areas are 0 or better. (meaning performance matches expectation)</p>
<b>Business</b> 	<p>Significance in contribution of emerging industries and non-traditional sectors established</p> <p>Establish a benchmark for measuring environmental/climate action from an economic perspective</p>	<p>The proportion of emerging industries and non-traditional sectors has increased by 5% of the total business mix.</p> <p>Surf Coast is recognised nationally for its sustainable economic leadership with a growing number of BCorp enterprises.</p>	<p>The proportion of emerging industries and non-traditional sectors has increased by 10% of the total business mix.</p> <p>Surf Coast has achieved an international standard in environmental accreditation for the economy</p>

## 5.2 Economic Development Strategy 2021-2031

# 1. Place



## Goal 1.1

### Events that create a sense of place, community connection and thriving businesses

*Events on the Surf Coast play an integral role in creating a sense of place, inspiration, fun, pride, vibrancy and community connectedness in our townships.*

*They attract visitors and sustain local economies (particularly in the off peak periods) and create purposeful, high yield visitation.*

*We have an enviable calendar of events that aligns with our values and celebrates our natural assets. This is supported by outdoor active, ocean, culture, food and wine and community events that reinforce the aspects that are special to our community.*

*We will curate and promote a calendar of events that balances the needs of community, showcases the Surf Coast and maximises the benefits to the broader region.*

*Where possible we will encourage events to provide greater access opportunities for all.*

#### Actions: 1-5 years

- 1.1a** Deliver an Event Grants Program that aligns with Surf Coast's and quantify the benefits of these events.
- 1.1b** Invest in major events that celebrate our identity and align with our environmental values and key event strengths of surfing, trails, arts, food and community.
- 1.1c** Develop case studies to showcase the strengths of Surf Coast as a major event hosting destination.
- 1.1d** Identify event acquisition opportunities and secure a minimum of 2 additional national or international level off peak season events by 2026
- 1.1e** Good calendar management for events to encourage off-peak visitation.
- 1.1f** Leverage major events to increase the awareness of Surf Coast as a visitor destination including use of the Surf Coast Events platform.



## 5.2 Economic Development Strategy 2021-2031



### Goal 1.2

#### Connected and inspiring places

*Our lifestyle is a key factor to prosperity on the Surf Coast. It is defined in part by our love of the natural environment and active, outdoor lifestyle.*

*Our public places and spaces can enhance our livability through integrated planning and a focus on equity of access and quality delivery. Space is limited so we need to make the best use of what we have.*

*Important attributes of place are: look and function, a sense of welcome, accessibility and universal design, things to do, uniqueness and care. We need public meeting places that welcome residents, businesses, workers or visitors. Places that are well planned to support rich multi-layered experiences for shopping, dining, events, meeting-up and adventure.*

*Connections between these places will reduce our reliance on cars, encourage incidental exercise and promote the use of alternative transport within our desired 20 minute neighbourhoods. Well planned, multi-functional and high-traffic areas will take pressure off environmentally sensitive areas and improve overall connectivity and accessibility.*

*We will seek to have influence over planning, infrastructure, management, activation and wayfinding to deliver and promote great places and spaces.*

*We need to consider the current demand placed on our public places and plan for future or event-related demand.*

#### Actions: 1-5 years

- 1.2a** Develop thriving precincts within towns, in collaboration across Council and other agencies such as GORCAPA that support and connect the whole community to access, live, visit and play.
- 1.2b** Influence, develop and cost 'shovel ready' projects in our public realm and town centres to maximise potential grant funding opportunities.
- 1.2c** Invest in our pathways and off road infrastructure to create better connectivity between our homes, employment precincts, schools and key visitor destinations.
- 1.2d** Deliver high quality, place-appropriate infrastructure for our active outdoor lifestyle including:
  - Prioritising the Surf Coast Walk and Anglesea MTB Trails identified in the Barwon South West Regional Trails Master Plan 2009.
  - Designing open spaces and infrastructure with the flexibility to accommodate community and major events.
  - Tourism products and experiences to support hinterland and off-peak visitation such as the Sea to Tree Horse Riding Trail.
- 1.2e** Deliver the Hinterland Futures Strategy and G21 Sustainable Agribusiness Strategy



## 5.2 Economic Development Strategy 2021-2031

# 2. People



## Goal 2.1

### Slow and purposeful tourism

*Tourism is a cornerstone to our economy and business creating and sustaining thousands of jobs.*

*Sustainable tourism is purposeful and benefits the destination and visitor. This type of tourism prioritises length of stay and authentic experience over mass visitation. We will continue to move from a destination marketing to a destination management focus.*

*Effective visitor servicing connects people to places – sharing great quality, authentic experiences of our region. This in turn fosters a greater appreciation and respect for place.*

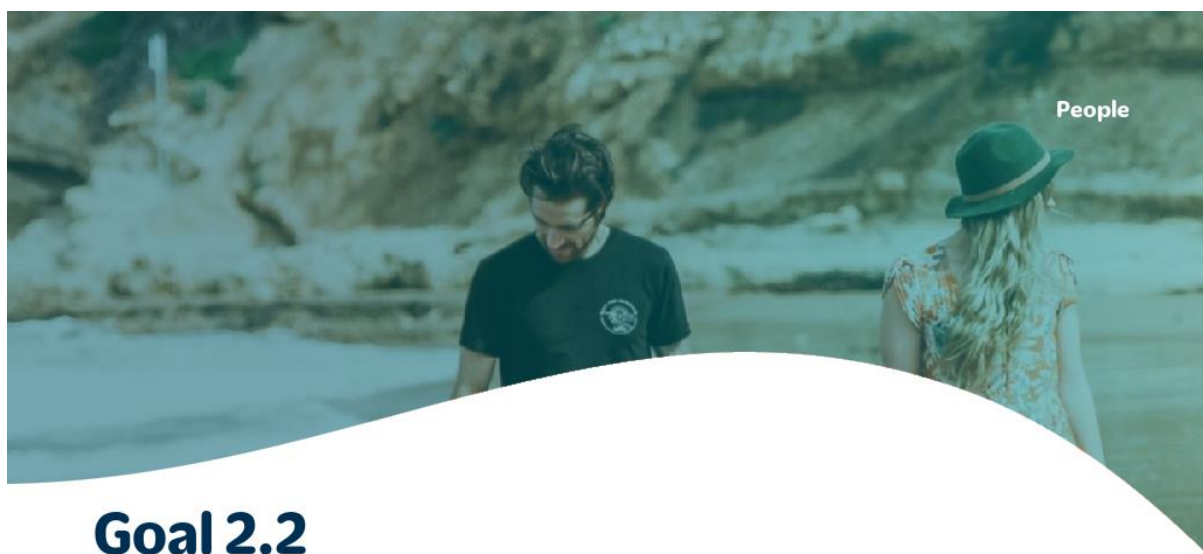
*We will manage the busy periods and encourage people to visit outside of peak times. Effective destination marketing to niche audiences will encourage visitors to spend more and stay locally.*

*This will strike a balance between the benefits and the impacts of tourism and help to preserve the lifestyle that attracted our residents in the first place.*

#### Actions: 1-5 years

- 2.1a** Implement a visitor servicing strategy with a focus on provision of digital visitor information and provide key information products online and in print.
- 2.1b** Invest in niche tourism marketing targeting audiences in the dreaming and planning phases of their journey, focused on our nature-based, event and cultural experiences to attract visitors for longer stays in region outside of peak times.
- 2.1c** Work in partnership with relevant organisations such as Great Ocean Road Coast and Parks Authority (GORCPA) and Great Ocean Road Regional Tourism (GORT) for positive tourism outcomes at the State and Federal levels – including identifying pressure on infrastructure caused by day tour operators.
- 2.1d** Support tourism opportunities that deliver a quality, low impact, year-round experience, such as our nationally significant stories – the Australian National Surfing Museum (Torquay) and Great Ocean Road Heritage Centre (Lorne).

## 5.2 Economic Development Strategy 2021-2031



### Goal 2.2

#### Our culture and identity is shared and celebrated

*The Surf Coast community has distinct values. Our connections with surfing and the natural environment, together with our focus on arts, health and wellbeing inspires our community. We have a history of innovation expressed through successful businesses including Bellroy, XTM, Yogi Peace Club and Rip Curl.*

*Our talented and creative people care deeply about our region and the stories we tell.*

*We will recognise our strengths and foster new talent to create future pathways for business and community connection.*

*We will provide opportunities and places for people to engage with and express their culture and creativity.*

#### Actions: 1-5 years

- 2.2a** Operate nationally significant stories at the Australian National Surfing Museum and Great Ocean Road Story to celebrate and promote the history and identity of the Surf Coast.
- 2.2b** Support the development of the Torquay Library and Cultural Facility to become the region's major cultural hub, supporting local creative industries, and as a tourism product and council asset telling regionally and nationally significant stories.
- 2.2c** Advocate for and deliver closer engagement with the Wadawurrung Traditional Owners Aboriginal Corporation and the Eastern Maar Aboriginal Corporation representatives regarding tourism and cultural interpretation and celebration.
- 2.2d** Support the development of policy that allows greater investment into the creative sector and trial programs that encourage collaboration between businesses, public spaces, cultural and creative practitioners.

## 5.2 Economic Development Strategy 2021-2031

# People



## Goal 2.3

### Jobs for current and future generations

*In order to maintain our quality of life as it is now, we need to create more local jobs. This will prevent more residents from having to travel outside of Surf Coast for work and career progression.*

*Geelong remains an important connection for education and workers.*

*Covid-19 has brought forward flexibility in workplace arrangements and new ways of working which may allow us to retain more skilled workers locally.*

*We will ensure that there is good connection between education providers and local businesses.*

*We will help deliver projects that create year round jobs for our community in the right places and sectors.*

*This will create opportunities for the next generation to develop careers locally.*

#### Actions: 1-5 years

- 2.3a** Secure key projects that generate year round employment opportunities in key sub economy sectors of agriculture, tourism, professional services, co working and health.
- 2.3b** Develop advocacy documents that support the need for job creating enabling infrastructure such as high speed broadband services and recycled water infrastructure.
- 2.3c** Facilitate links between education providers and business to create more local job opportunities for young people.
- 2.3d** Ensure adequately zoned land to cater for local business scale up, job creation requirements in our townships and the evolving needs of our emerging industries and businesses.



## 5.2 Economic Development Strategy 2021-2031



People

**Covid-19 has brought forward flexibility in workplace arrangements and new ways of working which may allow us to retain more skilled workers locally.**

Growing a Prosperous Economy Economic Development Strategy 31

## 5.2 Economic Development Strategy 2021-2031

# 3. Business



## Goal 3.1

### An economy with a conscience

*Many local businesses share a strong value set based around social, ethical, corporate and environmental responsibility. This reflects many of the key values of the broader community.*

*A key attractor for businesses to this region is the natural environment and lifestyle. We can't stuff it up.*

*We want to set in motion a ground swell of social, sustainable and environmentally-centred businesses.*

*We live local and think global. The example our businesses set can make a difference and have a broader positive impact across their workers, customers, suppliers, community and environment.*

*Businesses can be profitable and save the planet at the same time.*

*We will respond to the climate emergency through all economic activities including events, visitor information and business.*

*We will re-set the measures of success for economic development.*

*This will bring us closer to the economy we need.*

#### Actions: 1-5 years

- 3.1a** Develop new measures of success for the economy in the next 12-18 months based on prosperity and sustainability.
- 3.1b** Identify opportunities to reduce commercial waste and emissions to address the climate emergency.
- 3.1c** Seek accreditation that benchmarks the Surf Coast environmental and sustainable economic credentials.
- 3.1d** Share and celebrate examples of businesses setting new standards in social, ethical, corporate and environmental responsibility.
- 3.1e** Achieve recognition as a sustainable events destination by a recognised accreditation program.

## 5.2 Economic Development Strategy 2021-2031



### Goal 3.2

#### A thriving, connected business network

*Businesses in the Surf Coast can start-up, adapt, grow and stay in the Surf Coast.*

*Small business are the resilient backbone of the modern Australian economy and with more than 90 per cent of registered businesses on the Surf Coast being small, it is vitally important for Council to deliver programs, initiatives and support for local business to enable them to grow, employ and thrive.*

*The innovative identity of the Surf Coast attracts a higher-than-usual proportion of people prepared to try something new or different to turn their passion into enterprise.*

*Our business owners are high performing, understand the 'business of doing business' and have a strong business support network.*

*We will provide support programs relevant to each phase of business, reducing red-tape and improving professional development and connections to help them to do their best.*

#### Actions: 1-5 years

- 3.2a** Provide support for businesses to start up, adapt and thrive such as; the Business Concierge program; business training; the Surf Coast Business Collective communications; and the Inspired by Surf Coast buy-local campaign.
- 3.2b** Provide services that support business expansion and retention in the Surf Coast.
- 3.2c** Provide tailored demographic and economic research to businesses considering relocating, for business planning or grant funding applications.
- 3.2d** Further develop relationships with state and federal governments to add value to business related grant programs through connection and advocacy.



## 5.2 Economic Development Strategy 2021-2031

# Business



## Goal 3.3

### A destination of choice for emerging and innovative industries

*High-value, innovation-oriented emerging industries have the greatest potential to generate enduring career opportunities and higher paying jobs for the local community.*

*They have great capacity to enable the shift to the economy we need, play to our strengths in knowledge-based workers and will further attract and develop a highly skilled workforce.*

*The Surf Coast does not have large amounts of new land available for commercial and industrial purposes so job creation must come from doing better and smarter, not by doing more.*

*We will recognise these niche and emerging industries as priority sectors:*

- Home based businesses
- Digital Nomads
- Knowledge based professionals
- Creative Industries
- Surfing
- Health & wellness

#### Actions: 1-5 years

- 3.3a** Grow our reputation as a creative, entrepreneurial and innovative region by sharing Our Economic Story and seek new collaborations within the creative, innovative and entrepreneurial sectors e.g. UNESCO.
- 3.3b** Progress the delivery of high speed internet to support co-working, professionals and home-based businesses.
- 3.3c** Adopt and implement the Torquay - Jan Juc Retail and Employment Land Study to establish a clear future strategic business use for our land around Torquay.
- 3.3d** Develop campaigns to promote the benefits of remote working from the Surf Coast.
- 3.3e** Strengthen linkages between existing education and research centres and Surf Coast businesses to support innovation in research and product development.
- 3.3f** Understand and support new ways of meeting and working, staying agile and open to future flexible workforce demands.

## 5.2 Economic Development Strategy 2021-2031

### Conclusion

# Conclusion

**The Surf Coast is a great place to live. It is a place blessed with unique qualities – coastal and hinterland environments, towns and villages with their own character and lifestyles.**

**It has a special economic eco-system that is highly connected to the prosperity and quality of life of our community.**

**We have living here people with a passion for the environment and an active outdoor lifestyle. Businesses servicing local, national and international markets. A history of innovation and entrepreneurship, and a strong visitor economy.**

**It is, more than ever, a place where people want to live, work and visit.**

**It is a prosperous place.**

Council has a significant role to play in shaping our identity as a shire to achieve the economy we need now and for generations to come.

Prior to the onset of Covid-19, the Surf Coast shire had developed into a \$2.7 billion regional economy, with over 9,200 local jobs. It has three distinct local economies and strong connections to Geelong and Melbourne.

The natural environment and our active outdoor lifestyle are key attractors to new investment. Both must be valued and supported.

The region has a history of creativity and innovation. This has been associated with the surf industry and now continues with new industries emerging and a 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 in creative services such as graphic design, architecture and product design.

The current crop of emerging businesses has a connection to the coastal lifestyle and active experiences. They are in several industry sectors including: Food and drink production, wellness, active outdoor products and experiences, fashion, design and digital content.

The Surf Coast community values this regional context. The natural environment and lifestyle, the sense of connection and working together, the tradition of creativity and innovation and the opportunity to access local and global markets.

Ultimately, we want to strike the right balance where we continue to see innovative local businesses and skilled people with great job opportunities – all while retaining the coastal character and hinterland charm that our towns and communities are renowned for.

We need to carefully plan now for the future we want to see - to ensure everyone in the community enjoys prosperity, while allowing us to grow in a sustainable way.



## 5.2 Economic Development Strategy 2021-2031

***“Local economic development is a way to build up the economic capacity of an area in order to improve quality of life”***

**- World Bank**

### 5.3 Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report

**Author's Title:** Coordinator Environmental Sustainability

**General Manager:** Ransce Salan

**Department:** Environment & Community Safety

**File No:** F20/845

**Division:** Environment & Development

**Trim No:** IC21/1644

**Appendix:**

1. Climate Emergency Corporate Response Plan October 2021 Update (D21/191558)

**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 provide a quarterly update on the progress of Council's Climate Emergency Corporate Response Plan 2021 – 2031.

#### Summary

Surf Coast Shire Council declared a climate emergency in 2019, acknowledging the need for more urgent and extensive action to reduce emissions and respond to local climate change impacts. The Climate Emergency Corporate Response Plan 2021-2031 (the Plan) is Council's 10 year commitment for climate action. The Plan, along with an accompanying 2021 – 2023 Climate Emergency Action Plan, was adopted by Council at the 24 June 2021 Council Meeting. Council committed to reporting quarterly on our progress. Delivery of the 2021 – 2023 Action Plan has commenced; 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.

#### Recommendation

That Council notes the quarterly progress report on the Climate Emergency Corporate Response Plan 2021 – 2031 as attached at Appendix 1.



### 5.3 Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report

#### Report

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

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

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

Surf Coast Shire Council declared a climate emergency in 2019, responding to significant petitioning from our community. Council made its declaration at the 27 August 2019 Council Meeting, and acknowledged the need for more urgent and extensive action to reduce emissions and respond to local climate change impacts. The Climate Emergency Corporate Response Plan 2021-2031 (the Plan) is Council's 10 year commitment for climate action. Six goals are set out in the Plan:

- Goal 1 – Our organisation is carbon neutral
- Goal 2 – Our organisation generates, stores and uses renewable electricity
- Goal 3 – Our organisation is adapting well to a changing climate
- Goal 4 – Our organisation aligns with Registered Aboriginal Parties Country Plans
- Goal 5 - Our organisation facilitates and empowers community-led responses to the climate emergency
- Goal 6 - Our organisation is a climate emergency leader

The Plan, along with an accompanying 2021 – 2023 Climate Emergency Action Plan (the Action Plan), was adopted by Council at the 24 June 2021 Council Meeting. The Action Plan has 67 actions across the areas of mitigation, adaptation and mobilisation, as well as 10 identified advocacy priorities. Delivery of the Plan is shared, with departments across the organisation responsible for various actions. We are committed to reporting quarterly to Councillors and the community on our progress.

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

The [United Nation's Intergovernmental Panel on Climate Change \(IPCC\) sixth assessment report](#) finds that: the last five years have been the hottest on record; Earth is likely to reach 1.5°C warming by the early 2030s; and both sea level rise and warming are occurring at faster rates in Australia than the global average. "Strong, rapid and sustained reductions" in greenhouse gas emissions are required to avoid climate catastrophe. Our decisions this decade will be the difference between a liveable future for today's young people, and a future that is incompatible with well-functioning human societies." The IPCC sixth assessment report is a confronting reminder for to us to remain committed to our climate action.

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. The table below captures this and other highlight actions delivered in the reporting period from July – September 2021, against the objectives outlined under our six goals.

<b>Goal 1 – Our organisation is carbon neutral</b>		
<b>Objectives</b>	<b>Status</b>	<b>Highlight actions this quarter</b>
<b>Reduce GHG emissions</b>	On track	<ul style="list-style-type: none"> <li>• We are one of 46 Victorian councils participating in the Victorian Energy Collaboration (VECO), the largest emissions reduction project ever undertaken by the local government sector in Australia (M3)</li> <li>• Council's light fleet transition to hybrid vehicles has commenced – all new light vehicles are hybrids (M10)</li> <li>• The introduction of the four bin system, including FOGO shire wide will significantly reduce landfill emissions</li> </ul>
<b>Offset all of Council's residual greenhouse</b>	On track	<ul style="list-style-type: none"> <li>• Revenue has started to be collected from the landfill carbon levy</li> <li>• 'Climate Active' accreditation process will commence next quarter</li> </ul>



### 5.3 Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report

gas emissions		(M1, M2)
<b>Goal 2 – Our organisation generates, stores and uses renewable electricity</b>		
<b>Objectives</b>	<b>Status</b>	<b>Highlight actions this quarter</b>
Increase the renewable energy generation and storage capacity each year at Council sites and facilities	On track	<ul style="list-style-type: none"> <li>9 new installs nearing completion, including: <ul style="list-style-type: none"> <li>130kW of solar</li> <li>43.3kWh of battery storage</li> <li>Enhanced energy monitoring capabilities (M12)</li> </ul> </li> </ul>
Consume only renewable electricity and avoid consuming electricity and fuels from fossil free sources	On track	<ul style="list-style-type: none"> <li>Now purchasing 100% renewable electricity through VECO (M3)</li> <li>Currently developing a program of works for increased energy efficiency and gas transition in civic precinct (M14)</li> </ul>
<b>Goal 3 – Our organisation is adapting well to a changing climate</b>		
<b>Objectives</b>	<b>Status</b>	<b>Highlight actions this quarter</b>
Update Council's draft Climate Change Adaptation Plan	Delayed	<ul style="list-style-type: none"> <li>Review to commence early 2022 (A1)</li> </ul>
Update the Surf Coast Shire Strategic Bushfire Management Plan	On track	<ul style="list-style-type: none"> <li>New plan has been developed and scheduled to be adopted formally at the regional level in November 2021 (A2)</li> </ul>
Update the Surf Coast Shire Heatwave Plan	On track	<ul style="list-style-type: none"> <li>Annual review will be complete by December 21 (A3)</li> </ul>
Other adaptation actions		<ul style="list-style-type: none"> <li>Climate adapted building demonstration site established at Aireys Inlet Hall (A8)</li> <li>Adapting Council mosquito program to respond to climate change and Ross River outbreaks (A5)</li> </ul>
<b>Goal 4 – Our organisation aligns with Registered Aboriginal Parties Country Plans</b>		
<b>Objectives</b>	<b>Status</b>	<b>Highlight actions this quarter</b>
Work in partnership with local Registered Aboriginal Parties in the management of Council land	On track	<ul style="list-style-type: none"> <li>Work in progress with Wadawurrung Traditional Owners to review and amend the heritage listing for Bells Beach Surfing Recreation Reserve and complete the archaeological assessment of the midden site. Both of these actions have been requested by Traditional Owners. (MO11)</li> </ul>
Protect culturally significant sites on Council managed land under threat from climate change impacts		
Involve representatives of local Registered Aboriginal Parties in Council-initiated climate change and environmental advisory groups, and in relevant decision making	On track	<ul style="list-style-type: none"> <li>The Climate Emergency Corporate Response Plan 2021-2031 aligns with Country Plans (C4)</li> <li>Looking for opportunities to engage Traditional Owners in mobilisers and other programs (MO1)</li> </ul>
Council's Reconciliation Action Plan and processes recognise and elevate Aboriginal and Torres	On track	<ul style="list-style-type: none"> <li>Reflect Reconciliation Action Plan drafted including with reference to Traditional Owner Country Plans (C4)</li> </ul>

### 5.3 Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report

Strait Islander peoples' knowledge and abilities in the context of the climate emergency.		
<b>Goal 5 - Our organisation facilitates and empowers community-led responses to the climate emergency</b>		
<b>Objectives</b>	<b>Status</b>	<b>Highlight actions this quarter</b>
Deliver the Council endorsed role in, and approach to, community action for the climate emergency response	On track	<ul style="list-style-type: none"> <li>Delivered Climate Mobiliser program – Zero Emissions Surf Coast community group formed (MO1 MO2)</li> <li>2021 Youth for Climate program development (MO4)</li> <li>Ongoing community development support through small grants, Casuarina etc. (MO1)</li> </ul>
<b>• Goal 6 - Our organisation is a climate emergency leader</b>		
<b>Objectives</b>	<b>Status</b>	<b>Highlight actions this quarter</b>
The actions in this Climate Emergency Action Plan 2021-2023 and future plans are delivered	On track	<ul style="list-style-type: none"> <li>10% actions completed</li> <li>70% actions on track</li> <li>Successful budget bids for actions: M1, M4, M12, C9</li> </ul>
Advocate for climate emergency policy improvements at regional, state and national levels	On track	<ul style="list-style-type: none"> <li>Advocacy on Offshore Gas in the Otway Basin</li> <li>Input on State Government Climate Change Adaptation Plans 2022-2026</li> <li>CECRP submitted as Council's emissions reduction pledge under the Climate Change Act 2017</li> </ul>
Reaffirm and/or establish new formal partnerships with other organisations for mutual progress on climate action	On track	<ul style="list-style-type: none"> <li>Committed to being Founding Members of the Barwon South West Climate Alliance (C10)</li> <li>Members of Climate Emergency Australia (C10)</li> </ul>

\*these letters/numbers correspond to the action number in Climate Emergency Response Action Plan 2021-2023

The Climate Emergency Corporate Response Plan October 2021 Update as attached in Appendix 1 will be shared via Council's website, social media, and the Towards Environmental Leadership website.

#### **Council Plan**

Theme 3 Environmental Leadership

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

Theme 2 A Healthy Connected Community

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

Theme 3 Environmental Leadership

Strategy 10 Adapt to a changing climate

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

Local Government Act 2020 – LGA 2020

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes

### 5.3 Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report

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

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

The Climate Emergency Corporate Response Plan 2021 – 2031 relates to Section 9(2c) 'the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted'.

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

The Plan aligns with and complements the Council Plan, and actions contained within it do not exceed Council's legislative power.

Local governments have roles and responsibilities to take action on climate change under Victoria's *Climate Change Act 2017*. Our Plan aligns with Victoria's Climate Change Strategy – the Government's long-term vision and approach to climate change – including targets to reduce emissions by 28-33 per cent by 2025 and 45-50 per cent by 2030.

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

The Plan demonstrates Council's commitment to mitigate and plan for climate change risks, with consideration for the economic, social and environmental sustainability of the municipality.

#### **Community Engagement**

Broadly speaking, while the Plan focuses on Council's corporate response, it outlines approaches and actions for engaging our communities and preparing them to respond to our changing climate. The level of engagement ranges from Inform through to Empower, and over time we will deliver community engagement activities that correspond to the appropriate level of engagement.

In accordance with Council's Community Engagement Policy SCS-017, the engagement level specifically for this quarterly progress report is Inform, as shown below.

Engagement Level	Promise to the Community	Role of Community	Example of Activities
Inform	Council will keep you informed of our progress on our Climate Emergency Corporate Response Plan 2021 – 2031	Receive information	Provide information via media Social media posts Project updates

#### **Public Transparency**

Council officers have taken a collaborative approach to developing this plan and Council's broader response to the climate emergency. The Plan will be available to our community and shared more widely.

### 5.3 Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report

#### **Financial Management**

The Plan commits Council to developing an action plan every two years, and while many actions will be undertaken with existing resources, some will require funding. Funding and resourcing will be through the Towards Environmental Leadership program budget, other existing budgets, and external opportunities (e.g. grants). 15% of actions in the current Action Plan are subject to funding.

#### **Service Performance**

The Plan considers equity, accessibility and cost impacts on individuals and local communities. Many initiatives will improve Council's services and reduce operating costs, for example through preparations for bushfires and heatwaves, installing solar systems and improving efficiencies.

#### **Risk Assessment**

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

The Victorian Government's 'Local Government Climate Change Adaptation Roles and Responsibilities under Victorian legislation – guidance for local government decision-makers' (2020) outlines climate change risks to communities, along with risks associated with inaction. The Plan recognises and responds to a number of such risks to our community, human resources, environment, operations, systems and reputation.

#### **Communication**

Council's Climate Emergency Corporate Response Plan 2021-2031 has been shared with our community, Registered Aboriginal Parties (Wadawurrung Traditional Owners Aboriginal Corporation and Eastern Maar Aboriginal Corporation), other councils, partner agencies, and forms part of the global response to climate change. Council's website, our Towards Environmental Leadership website, climate change and council networks, local publications and social media are key communication channels. The Climate Emergency October 2021 Quarterly Report Public Summary as attached in Appendix 1 will be shared via these channels.

#### **Human Rights Charter**

Governments and decision-makers have a responsibility to take action to secure a safe future for generations to come, including responding to the threats of climate change.

#### **Options**

Option 1 – That Council notes the quarterly progress report on the Climate Emergency Corporate Response Plan 2021 – 2031.

This option is recommended by officers as Council has committed to reporting our progress on our Climate Emergency Corporate Response Plan 2021 – 2031. Regular updates provide transparency on how we are progressing toward our identified climate goals and demonstrates leadership on climate action.

Option 2 – That Council does not note the quarterly progress report on the Climate Emergency Corporate Response Plan 2021 – 2031.

This option is not recommended by officers as it would not fulfil Council's commitment to report quarterly. It would also hamper the ability to effectively communicate and celebrate the achievements delivered to date.

#### **Conclusion**

Surf Coast Shire Council declared a climate emergency in 2019, acknowledging the need for more urgent and extensive action to reduce emissions and respond to local climate change impacts. The Climate Emergency Corporate Response Plan 2021-2031 (the Plan) is Council's 10 year commitment for climate action. The latest IPCC report reaffirms the need for urgent climate action. Delivery of the 2021 – 2023 Action Plan is underway with 9% of actions have been completed, 76% of actions are on track to be delivered 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).

**5.3 Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report**

**APPENDIX 1 CLIMATE EMERGENCY CORPORATE RESPONSE PLAN OCTOBER 2021 UPDATE**





## Climate Emergency Corporate Response Plan 2021-2031

### October 2021 update

Learn about the progress of our **Climate Emergency Corporate Response Plan** here.

View the Plan at:  
**[environmentsurfcoast.com.au](https://environmentsurfcoast.com.au)**



powering the  
**Surf Coast Shire**  
with renewables

We are proud to be one of 46 Victorian councils participating in the Victorian Energy Collaboration (VECO), the largest emissions reduction project ever undertaken by the local government sector in Australia

**Lead team:** Environmental Sustainability

On Council facilities we installed an additional:

- 130kW of solar,
- 43.3kWh of battery storage and
- UBI monitoring capabilities

**Lead team:** Environmental Sustainability

To support community climate action, we delivered the 2021 Climate Mobiliser Program, from which a new community group has formed: Zero Emissions Surf Coast. They're currently seeking community ideas – fill out their survey [here](#).



Towards **Environmental** Leadership

### 5.3 Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report

## Climate Emergency Response

October 2021 update



Council's light fleet transition to hybrid vehicles has commenced

**Lead Team:** Fleet

We're working with Wadawurrung Traditional Owners to review and amend the heritage listing for Bells Beach Surfing Recreation Reserve and complete the archaeological assessment of the midden site

**Lead team:** Environment

We've established a climate adapted building demonstration site at Aireys Inlet Hall

**Lead teams:** Environmental Sustainability and Emergency Management

Council advocated against Offshore Gas in the Otway Basin

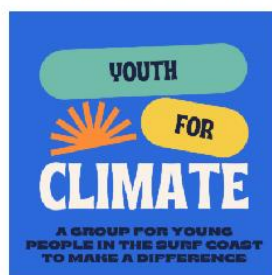
**Lead Team:** Environment

We're adapting Council's mosquito program to respond to climate change and Ross River outbreaks

**Lead Team:** Environmental Health

The 2021 Youth for Climate Program commenced.

**Lead team:** Youth Development



Council committed to being Founding Members of the Barwon South West Climate Alliance

**Lead Team:** Environmental Sustainability

Contact Lauren Watt at [lwatt@surfcoast.vic.gov.au](mailto:lwatt@surfcoast.vic.gov.au) for further information on our climate emergency response.

## 5.4 SCS-026 Circus Policy Review

**Author's Title:** Practise Development Manager

**Department:** Planning & Development

**Division:** Environment & Development

**Appendix:**

1. SCS-026 Circus Policy 2021 to 2024 (D21/191825)

**Officer Conflict of Interest:**

In accordance with Local Government Act 2020 –  
Section 130:

☐

Yes

☒

No

**Reason:** Nil

**General Manager:** Ransce Salan

**File No:** F12/406

**Trim No:** IC21/1661

**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 review the SCS-026 Circus Policy.

### Summary

The Circus Policy was first adopted by Council in December 2014. It applies to the use of council land or a reserve for a circus. The policy is specifically related to one issue being the keeping and use of caged animals for entertainment being exotic animals in the main. The policy is periodically reviewed by Council.

The context of the policy has not changed since first adopted and was last reviewed in 2017. However the revised policy attached has been changed into the current policy format with a slight change to the policy owner due minor organisational structural changes in the intervening period and other editorial changes. It is recommended the policy be retained.

### Recommendation

That Council adopts SCS-026 Circus Policy as attached at Appendix 1.

### Report

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

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

#### ***Background***

The Circus Policy was first adopted by Council in December 2014. It applies to the use of a council reserve or council land for a Circus. The policy is specifically related to one issue being the keeping and use of caged animals for entertainment being exotic animals in the main. The call for a policy commenced as a Notice of Motion to the 27 May 2014 council meeting. At the time the issue generated a number of submissions (16) of which 50% supported a ban and 50% were opposed to the idea.

After receiving briefing reports and a council report, Council resolved to adopt a new policy placing a ban on the use to council land and sought to gain the support of the then Great Ocean Road Management Committee (GORCC) to adopt a similar position. The policy is in line with the Royal Society for the Prevention of Cruelty to Animals (RSPCA) policy Co 2 Performing Animals and Policy Co 5 Public Exhibition of Wild Animals. Policy Co2 states at 2.2.2 that “*the requirements of circus life are not compatible with the physiological, social and behavioural needs of most animals*”.

The council policy SCS-026 was last reviewed in 2017 and adopted for a further three years.

#### ***Discussion***

There are two main public land sites that are regularly used by circuses in Surf Coast Shire being the Anglesea Green (Council land) and the Torquay Common managed by the Great Ocean Road Coast and Parks Authority (GORCAPA).

## 5.4 SCS-026 Circus Policy Review

Over the last six years the policy SCS-026 has provided clear guidance to the council events officers responding to enquiries made by circuses to use council land. It is believed the policy position has led to the circus industry and the community being accepting of the policy position. The policy is consistent with the policy position of the RSPCA a peak body in regard to animal cruelty matters in Victoria.

### Council Plan

Theme 4 Sustainable Growth

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

### Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

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

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

The policy has been an important initiative consistent with the RSPCA policy position that does not support the keeping and performing with wild exotic animals in a circus environment. The RSPCA is a not for profit organisation with delegated responsibilities under the Prevention of Cruelty to Animals Act 1986 (POCTA Act) to respond to reports of animal cruelty. The RSPCA operates a Victorian Inspectorate, whom from time to time work with council authorised officers (working under the Domestic Animals Act) if cruelty is observed to be occurring toward animals. This policy reflects a proactive collaboration with the RSPCA.

### Policy/Relevant Law

At the time the policy was developed investigations into the appropriate mechanism to achieve the banning of circuses with caged wild animals on council land confirmed the following:

- The land use approval of circuses is controlled broadly through Planning Schemes in Victoria where no permit is required for circuses to operate on land provided provisions in the document A 'Good Neighbour' Code of Practice for a Circus or Carnival, October 1997 are met. The Code of Practice does not manage the types of animals a circus may have or the types of performances undertaken.
- Use of a Council Local Law is not appropriate as a local law cannot conflict with or duplicate other legislative controls.
- Council adopting a policy for use of circuses on council land has been the most effective way to manage the types of animals and circuses that can use the land.

## 5.4 SCS-026 Circus Policy Review

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

The policy does not prohibit all circuses. Circuses can provide social and economic benefits to the municipal community of Surf Coast. The policy is targeted only to restrict some circuses from using council land for performances.

### ***Community Engagement***

The revised policy has not been through a public consultation process. Council could consider deferring the report to allow for public comment however this is not recommended as the policy does not really have a community impact.

In accordance with Council's Community Engagement Policy SCS-017, the engagement level is to "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	Submission processes

### ***Public Transparency***

The intention and recommendation to readopt the policy is being reported to council and is therefore a decision being made through a public process.

### ***Service Performance***

A policy provides clear direction to officers for consistency in decision making over time which improves performance of services to events.

### ***Risk Assessment***

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

The use of council land for a purpose that has been identified by the RSPCA as animal cruelty could be construed as involvement in that practise by being aware (as the land owner) and allowing the practise to take place on land it owns or manages. This is a risk to council.

### ***Communication***

The policy if readopted will be made available on the council website.

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

The policy has been assessed as not having an impact on the Human Rights Charter.

### ***Options***

#### Option 1 – Readopt the policy

This option is recommended by officers as the policy has been applied successfully for a number of years.

#### Option 2 – Defer a decision on the policy to allow for the public exhibition / notice of the policy

This option is not recommended by officers as the application of the policy does not really have an impact on the community.

#### Option 3 – Not adopt the policy

This option is not recommended by officers as the policy has provided clear direction on this issue for officers who have to respond to enquiries by circuses seeking to hold performances on the Surf Coast. Repealing the policy would result in the decision to allow circuses with exotic animals to use council land needing to be reported to council each time an enquiry is made. This is a more resource intensive way of responding to an enquiry.

### ***Conclusion***

The policy has served Surf Coast well for the last six years. There appears to be no reason to not continue with the policy position which is consistent with the policy position of the RSPCA in Victoria, being the peak

#### **5.4 SCS-026 Circus Policy Review**

body for protection of cruelty to animals. It is recommend that the policy be readopted in the new policy format.



**5.4 SCS-026 Circus Policy Review**

**APPENDIX 1 SCS-026 CIRCUS POLICY 2021 TO 2024**



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

## COUNCIL POLICY

# SCS-026 Circus Policy

TRIM Reference: D21/191825 Due for Review: October 2024  
Responsible Officer: Manager Economic Development & Tourism

## Purpose

To outline that Council will not support circuses or other events with caged or restrained wild/exotic animals to be located or perform on Council owned or managed land.

## Policy Principles

This policy provides for consistent decision making and direction in relation to the use of council land for circuses and other events using exotic animals.

## Scope

This policy applies to Council, its employees, and all events conducted on land owned or managed by the Surf Coast Shire.

## Policy

Surf Coast Shire Council will not allow circuses or events to be hosted or performed on Council owned or managed land where that circus or event includes caged or restrained wild/exotic animals.

This policy will be implemented by advising circuses of the policy and advising applicants at the time of a booking enquiry that the policy prevents the use of Council owned or managed land from hosting circuses and events with caged or restrained wild/exotic animals.

## Local Government Act 2020 Principles

Principles	Applicable to policy	If yes, provide details
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes	Collaboration with the RSPCA
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	Yes	The policy has not been through a formal community consultation process as it is not considered to impact on the community
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes	The decision to adopt a council policy is a public process
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No	
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	No	
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes	A policy provides clear direction to officers for consistency in decision making over time which improves the performance of services

## 5.4 SCS-026 Circus Policy Review



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

### COUNCIL POLICY

#### Definitions

For the purposes of this policy, the definition of an **event** means:

*"Any planned activity where any structure (permanent or temporary), open area, road way, fenced or unfenced will contain a number of persons greater than that normally found in that area or location at one time. This activity may affect the location surrounding the area prior to, during or after the event."*

(Event Management: Planning Guide for Event Managers in Victoria, 2002).

For the purpose of this policy, the definition of a **wild or exotic animal** is:

- Any non-domesticated animal

#### Related Procedure

SCS-022 Events Policy

#### References

Royal Society for the Prevention of Cruelty to Animals (RSPCA) Policy Co 2 Performing Animals

RSPCA Policy Co 5 Public Exhibition of Wild Animals

Event Management - Planning Guide for Event Managers in Victoria 2002

#### Document History

Version	Document History	Approved by – Date
1	<i>Adopted</i>	<i>Council Resolution – 9 December 2014</i>
2	<i>Re-Adopted</i>	<i>Council Resolution – 24 October 2017</i>
3	<i>Amended New format</i>	<i>For Consideration – 26 October 2021</i>

## 6. CULTURE & COMMUNITY

### 6.1 COVID Recovery Program Report October 2021

**Author's Title:** Manager Community Strengthening

**Department:** Culture & Community

**Division:** Culture & Community

**Appendix:**

1. Appendix 1 Council Report October 2021 (D21/186072)

**Officer Conflict of Interest:**

In accordance with Local Government Act 2020 –  
Section 130:

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Yes

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No

**Reason:** Nil

**General Manager:** Chris Pike

**File No:** F20/425

**Trim No:** IC21/1570

**Status:**

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

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Yes

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No

**Reason:** Nil

#### Purpose

The purpose of this report is to receive an update on funding allocations from the COVID-19 Recovery Assistance Program, principally COVID-19 Recovery Assistance Grants.

#### Summary

Council's COVID-19 Recovery Assistance funding program opened on 25 June 2020 after COVID-19 Recovery Assistance Guidelines (the Guidelines) were adopted in May 2020, committing \$1 million to the COVID-19 Support Allocation in the 2020-21 Budget.

The adopted guidelines identify two focus areas: Business Support and Community Support. In recognition of the evolving impact of the pandemic two additional sub programs were released in March 2021 being an Individual Small Business Support Fund and a Creative Communities Fund.

Since the commencement of the COVID-19 Recovery Assistance program

- 149 applications have been submitted and assessed
- 60 projects have been funded
- 20 grants have been acquitted

Table 1 in this report provides the details of grants funded and acquitted since the commencement of the program and Appendix 1 contains information on the diversity and scope of the projects and programs funded to date and their impact on the community.

As at 30 September 2021 the total funding allocated was \$936,780 to support COVID recovery initiatives with a balance of \$63,220.

This report notes that since the August 2021 report one additional Small Business Grant has been allocated by officers at a value of \$4,850, two Rapid Response Grants valued at \$5000 each are currently under review and one application to the value of \$12,060 is for determination by Council.

Should the additional projects under review be supported total funding allocated from the COVID-19 Recovery Assistance program will be \$958,840. This would result in a balance of \$41,160 unallocated. Given the uncertainty of the next few months it is recommended that these funds remain available for potential future COVID Recovery projects.

## 6.1 COVID Recovery Program Report October 2021

### Recommendation

That Council:

1. Approves the allocation of \$12,060 to the Rebecca Hosking Illumination project from the COVID-19 Support Allocation.
2. Notes that since the 24 August 2021 report, officers have determined the Moshulu Wines application under the Rapid Response process, valued at \$4,850.
3. Notes the diversity of programs, grants and initiatives funded through the COVID-19 Recovery Assistance Program as illustrated in Appendix 1.
4. Notes that a Program Evaluation Report will be presented at the March 2022 Council Meeting.

### Report

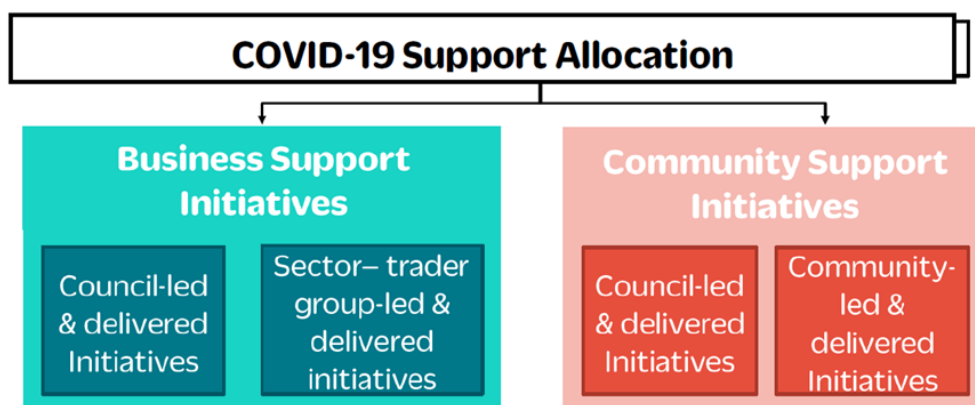
#### Officer Direct or Indirect Interest

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

#### Background

Council's COVID-19 Recovery Assistance funding program opened on 25 June 2020 after COVID-19 Recovery Assistance Guidelines (the Guidelines) were adopted in May 2020. This program is designed to assist business and community recovery from the COVID-19 pandemic throughout the 2020-21 financial year.

Council has allocated \$1 million to the COVID-19 Support Allocation in the 2020-21 budget which funds this program. Council adopted funding guidelines at the May council meeting and these guidelines are the basis for assessing grants. The adopted guidelines identify two focus areas for the COVID-19 Recovery Assistance Program:



The objective of the COVID-19 Recovery Grants Program has been to deliver initiatives that:

- address evidence based issues and deliver a new and better state
- build community skills with a clear return on investment for either community or industry sectors
- demonstrate clear benefits with either economic or social returns
- encourage new partnerships
- are well planned for local residents and are equitable

The program was promoted, print media, direct email via council databases for community and business groups, Webinar, Social Media.

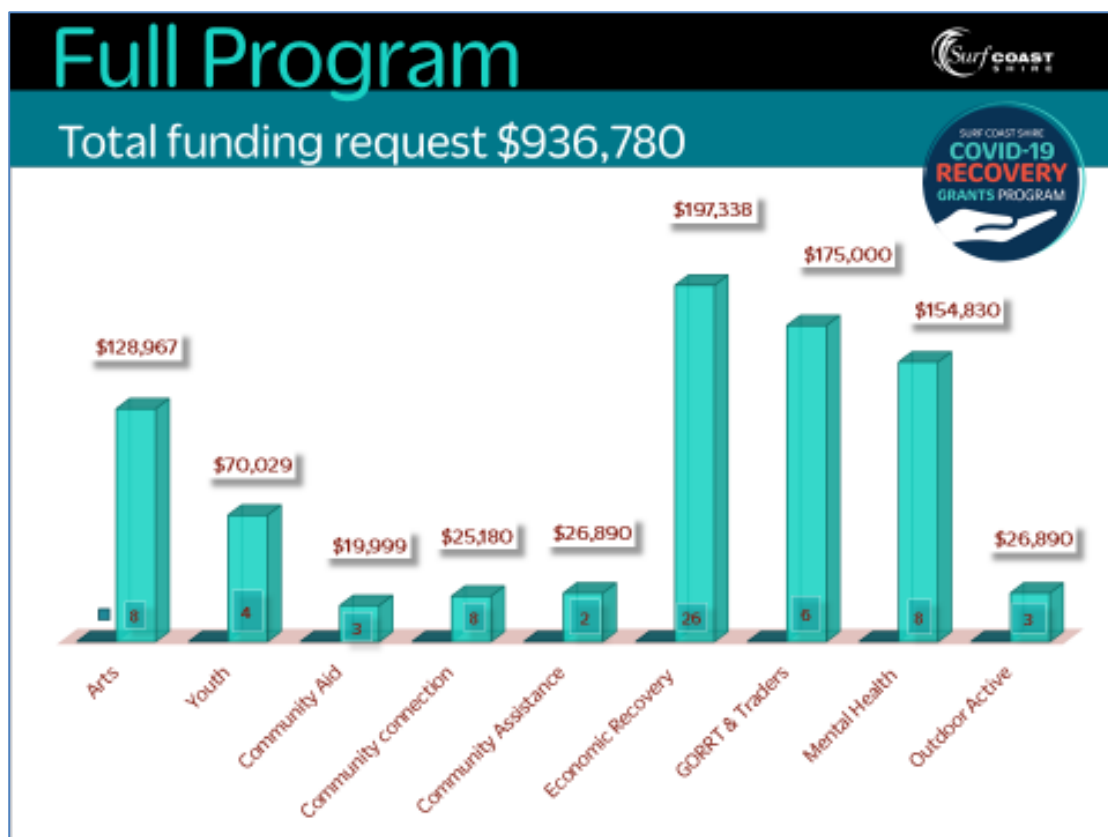
Since the commencement of the program:

- 400+ project queries have been received
- 149 applications have been submitted and assessed
- 1200+ documents recorded
- 60 projects have been funded
- 20 grants have been acquitted
- 3 applications are under consideration

## 6.1 COVID Recovery Program Report October 2021

The total amount allocated from the \$1million COVID-19 Support Allocation is \$936,780 leaving a total of \$63,220 available from the original allocation.

The COVID Recovery program has supported a diverse range of programs and initiatives that increase the capacity of both businesses, individuals and community groups, with 48.7% of the funds allocated to date are supporting Business initiatives and 51.3% funding Community recovery programs.



**Table 1: Projects Approved For Funding as at 30 September 2021**

Projects >\$5,001 - \$50,000			
Grant	Project name	Description	*Project Acquired Amount
Council Resolution	5 X Trader Associations	Funds to deliver project for Economic Recovery. Acquitted <ul style="list-style-type: none"> <li>Aireys Inlet Trader Association</li> <li>Lorne Business and Tourism</li> </ul>	\$100,000
Council Resolution	Great Ocean Road Regional Tourism	Activate marketing opportunities across our Shire.	\$75,000
1	Otway Wine Co-Op	To establish a Local Wine producer co-op to market and sell online wine sales.	\$20,000
2	Let's Go Outside	5xCommunity Houses collaborating to conduct a suite of outside physical activity classes.	*\$20,000
Council Resolution	Council Community Facilities Fund	Financial support for Users of Council Facilities.	\$90,000
3	PORTAL	Online Arts community program and Arts awareness initiatives.	\$28,967



## 6.1 COVID Recovery Program Report October 2021

4	Winchelsea Primary School	Sensory Garden to combat mental health in youth post pandemic.	\$50,000
5	Feed Me Surf Coast	Funding of a large commercial refrigerator to meet demand.	*\$10,000
Council Resolution	Summer Shuttle Bus	Bus loop services Torquay/Jan Juc in peak summer initiative.	*\$48,547
6	YMCA Skate to Recovery	Skate program including traineeship for young coaches.	\$47,699
7	Wellness tours pilot	Pilot wellness package tours in collaboration Surf Coast Tourism, Wellness & Social media businesses.	*\$14,786
Council Resolution	Explore Your Back Yard	A marketing initiative to promote Surf Coast to Western Melbourne and surrounds.	\$35,000
8	Ocean Mind Organisation	Not for Profit mental health program for Surf Coast Youth.	\$18,260
9	Lorne Sculpture Exhibition Inc.	Sculpture Exhibition support includes commissioning works from local Artists.	\$30,000
10	Surf Coast Youth Survey	Large Shire wide youth survey to understand support for youth during and post pandemic.	\$50,000
11	Torquay Bike Hub	New pilot program to support youth via skills training and repurposing bikes in Surf Coast.	\$12,330
12	Ripple Surf Coast B-Corp chapter	To set up and launch a *B-Corporation Chapter (*certification awarded to businesses who meet high standards of social and environmental performance, accountability, and transparency).	\$20,000
13	IAMWORTH	Capacity building program via seminars and mentoring.	\$14,850
14	UNGRIND your Mind	Mental Health Seminar.	\$7,600
<b>Total FULL program applications</b>			<b>\$693,039</b>
<b>Rapid Response Projects &lt;\$5,000</b>			<b>*Project Acquitted</b>
15	Anglesea Men's Shed check in iPad	To aid contact tracing to have a dedicated COVID check in iPad.	*\$773
16	COOKED Youth documentary	Young local film maker documenting the effects of first lock down with Local and South Australian Children.	*\$5,000
17	Torquay Food Aid	Upgrade refrigeration to meet demand.	*\$5,000
18	Anglesea Community Network	Local Leader Forum to explore strategies, assist Anglesea clubs/groups to continue to connect, prepare for issues and plan for potential long term issues.	*\$1,800
19	ANGAIR	Taking flower show online in 2020 to be replicated again in 2021 during lockdowns.	*\$4,960
20	Sharing the Love Lorne	Volunteer picking, bagging, and delivering daffodils donated by local farm to residents of Lorne in the 2020 Lockdowns.	*\$5,000
21	The 5C's for mental health	A promotional activity during Mental Health month using colouring competition of Starfish Mandala and other activities.	*\$5,000
22	Return to Patrol	An Anglesea Surf Life Saving initiative other local clubs to help get leaders properly trained in mental health in pandemic climate.	*\$4,727
23	Shop Local Campaign	Promoting local businesses via social media	*\$5,000

## 6.1 COVID Recovery Program Report October 2021

	Anglesea	and encourage local and metropolitan spend.	
24	Billabong place making	Winchelsea billabong walk to incorporate a seat and picnic table to aid outdoor movements especially during lockdowns.	*\$4,402
25	Men's Shed Singers	Purchase equipment to pivot to outdoor entertainment and record to aid in entertaining aged care during the pandemic.	*\$3,729
26	Surf Coast Music Festival	Originally and online program that included a live performance for young Surf Coast Musicians.	*\$5,000
27	Help feed me Surf Coast	Torquay Lions and Feed me Surf Coast pilot initiative to support the delivery of meals during the initial lockdowns in 2020.	*\$4,999
28	Resurfacing Mental Health program	A month long program of various mental health initiatives to support families to increase parenting capacity, as well as child-focused programming.	*\$4,393
29	COVID Safe Marquee registration	Surf Coast cycling to manage the COVID safe movements of members creating a single outside point during race-day activities.	*\$2,488
30	COVID safe event signage kits	A suite of Signs, hygiene stations, and other collateral for COVID safe event delivery.	*\$4,456
31	B-Alternative Waste Audits	10 Local businesses waste audited to assess and find alternatives to managing landfill	*\$5,000
32	Farm Gate Project	Deans Marsh Primary School initiative to decorate Farm Gates and Art installation for community connection.	\$5,000
33	Deans March Festival Stand	Due to COVID disruption on this project, financial aid to complete project.	\$5,000
34	U3A Computer Upgrade	COVID has seen an increase of membership and the need for dedicated office computer	\$2,878
35	Surf Coast Toy Library	Meet a growing need for improved service delivery of toys and registrations	\$1,000
<b>Total Rapid Response Grants</b>			<b>\$85,605</b>
<b>Individual Small Business Grants</b>			
36	F45 Torquay Fitness	Online Marketing	\$5,000
37	Happy Spaces Coworking Group	Online Marketing	\$5,000
38	Summer Skin	Online Marketing	\$3,250
39	Honu Honi Surf Camps	Online Marketing	\$5,000
40	Peggy & Finn	Online Marketing	\$5,000
41	The Hermosa Co	Online Marketing	\$5,000
42	Cara Johnson	Change business model / marketing	\$3,574
43	Okki & OkkiD	Marketing	\$5,000
44	Moksha Project	Online Marketing	\$4,345
45	Anglesea Backpackers	Environmental heater upgrade	\$3,266
46	Mideka Gifts	POS and accounting software	\$2,551
47	Hilbilby Cultured Foods	R&D and Marketing	\$5,000
48	Kingwell Designs	Marketing	\$3,500
49	AD Architecture	Software Upgrade	\$5,000
50	Hasting Ostrich Services	Website development	\$5,000
51	Great Ocean Road Gin	Marketing	\$3,800
52	Bellbrae Wines	New Strategic Plan	\$4,000

## 6.1 COVID Recovery Program Report October 2021

53	Moongate Studios	Pivoting business model to publishing	\$5,000
54	Guidify	New tourism adventure app	\$5,000
55	Moshulu Wines	Website development	\$4,850
	<b>Total Individual Small Business grants</b>		<b>\$88,136</b>
	<b>Creative Communities grants</b>		
56	Juc Media	Skate documentary	\$5,000
57	Lucy O'Grady	Album and album release	\$5,000
58	Meaghan Shelton	Artist in Residence (AIR) Lorne	\$20,000
59	Ferne Millen Photography	Aboriginal first nation photo exhibition 'Journey on Wadawurrung Country'	\$20,000
60	Martinich & Curran	Collective exhibition of Surf Coast Art at Affordable Art Fair	\$20,000
	<b>Total Creative Communities grants</b>		<b>\$70,000</b>
	<b>TOTAL</b>		<b>\$936,780</b>

### **Discussion**

In March 2021 Council created two sub programs: the Individual Small Business Fund and the Creative Communities Fund in recognition of the evolving impacts of COVID on the community. Each fund was allocated \$100,000


#### Creative Communities Fund

There is a total of \$30,000 remaining for Creative Communities Fund with one new application to be considered by Council in this report valued at \$12,060 which if supported would leave a balance of \$17,940 in this fund.

The project proposed is a public digital protection initiative proposed to take place in Torquay titled: "Illumination"

## 6.1 COVID Recovery Program Report October 2021


### Creative Communities



**Rebecca Hosking - \$ 12,060**  
A community illuminated large (nighttime) projection installation

**Rationale:**

- To help rejuvenate and strengthen local artist and cultural opportunities
- Encourage initiative that celebrates Aboriginal cultural heritage and increases awareness
- Provide opportunities for emerging artists to showcase their work
- Provide opportunity for emerging artists to learn from leading artists
- Strengthen community connection via the creative arts



**Project Objectives**

- To honour the ancient culture of our First Nations People, Bunjil Dreaming will deliver a large scale film compilation and immersive projection installation that explores our land and the constellations beyond, via the eyes and form of Bunjil, created with moving paint landscapes
- To utilise and manipulate the physical movement of paint, land and water landscapes to merge, blending the magic of interstellar constellations forming, coloured paint rivers meeting the ocean, captured on Film utilising macro lenses
- Wadawurrung Traditional Artist Norman Stanley's music to accompany the soundtrack

**Measurable Project Outcomes**

- Community participation numbers
- Recording of installation experience promoted interstate and internationally
- Number of Youtube views of the installation
- Number of artists in community collaborating to complete the project & named feature credits in the film, social media, websites and print media

### Individual Small Business Grants

Since the 24 August 2021 report officers have approved a grant to the value of \$4,850 to Mosulu Wine Estate under the Small Business Support Program to redesign and improve their retail website. The balance remaining in this program is \$11,864.

### Rapid Response Category

Included in the COVID-19 Recovery program is the Rapid Response category for applications up to \$5,000 that can be approved by an officer assessment panel. This involves assessing applications against funding criteria in the Guidelines. Council allocated \$50,000 for Rapid Response grants in June 2020 and a further \$50,000 in September 2020. There is a total of \$14,395 remaining for general Rapid Response proposals.

Two new "Adopt a Worker" pilot programs for Lorne and Anglesea are under consideration which if supported would bring the balance in this category to \$4,395.

## 6.1 COVID Recovery Program Report October 2021

# Economic Recovery

## “Adopt a Worker” pilot program \$ 5,000 X 2

**Rationale:**

- COVID has meant Victorians will be travelling locally this summer
- A shortage of workers already exists and will only increase over the summer months
- Accommodation is in short supply in all towns but especially coastal towns from Anglesea to Lorne
- To market via Local Champions the opportunity to keep towns vibrant by offering a bed to a worker

**Project Objectives**

- Run a marketing campaign to entice locals to offer a bed, a spare room or other accommodation to a worker so that local businesses can properly operate
- Campaign managed by Lorne Business and Tourism and Business and Tourism Anglesea
- Produce a Logo and campaign promoted via local databases, print and social media to garner support

**Measurable Project Outcomes**

- Develop an “Adopt a Worker” marketing campaign
- Set up database of possible house options
- Understand the recruitment needs of individual businesses to assist with housing essential workers
- Understanding the requirements and obligations under COVID safety rules

### Impact and Acquittals

The COVID Recovery program has already shown success in being able to deliver to the community many support programs that increase the capacity of both businesses, individuals and community groups.

At the time of this report 20 projects have been acquitted and of the remaining 41 many have only recently received funds, whilst other projects have been delayed due to ongoing restrictions brought on by the pandemic. Many of the projects will not be completed until the middle year 2022. The agreements entered into with Council require acquittal reporting of outcomes to be provided on completion of each program or initiative. An Interim Evaluation Report is to be presented to Council in March 2022.

Appendix 1 highlights the diversity of the funded programs and the impact on the community.

### 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	5 Robust and Diverse Economy
Strategy	14 Enable people to run successful local businesses that grow and create jobs in our changing economy
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

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b>	No

## 6.1 COVID Recovery Program Report October 2021

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

### **Policy/Relevant Law**

The Surf Coast COVID-19 Recovery Assistance Guidelines consider Council's recovery obligations in the Victorian *Emergency Management Act 2013*. There are 46 responsibilities and actions required of Victorian Councils in current emergency management legislation (such as *The Emergency Management Act 1986* and the *Country Fire Authority Act 1958*), regulations, policy (such as the Emergency Management Manual Victoria) and plans (such as the State Emergency Response Plan and State Emergency Relief and Recovery Plan).

The Department of Environment Land Water and Planning (DELWP) describe a council's role in economic recovery as 'Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities' DELWP describe a council's role in social recovery as 'The longer term provision of assistance and access to services that allows individuals, families and communities to achieve an effective level of functioning after an emergency event.' The COVID-19 Recovery Assistance Program helps Council fulfil this role.

### **Environmental/Sustainability Implications**

There are no adverse environmental implications in considering this report. Successful applicants will be asked to adhere to Council's environmental policies in the delivery of funded initiatives. Environmental sustainability is a question in the grant application that influences the overall score of the application.

Business support is one of the focus areas of the program. The guidelines provide advice and assessment criteria that are designed to deliver economic sustainability in sectors impacted by COVID-19.

### **Community Engagement**

Council's Guidelines were informed by engaging with the place based Community Action Networks, Economic Support Team, five Trader Groups, sector specific business groups and individual businesses in Surf Coast Shire.

Advertising for the COVID-19 Recovery Assistance Program has been undertaken in local newspapers, social media, Mayors Column, Council website and direct emails to community groups and past grant recipients.

In addition, engagement continues to take place with trader groups, community groups and business sectors to discuss potential recovery projects.



## 6.1 COVID Recovery Program Report October 2021

Direct conversations have taken place between officers and prospective applicants since the grants opened. Council officers conducted an online grant writing workshop in August 2020 attended by 50 prospective applicants. The program has been communicated on Council's website.

### **Financial Management**

The \$1million COVID-19 Support Allocation is identified in Council's Budget 2020-21. It is the source of funding for all recommendations within this report.

Prior to this report the total funding allocated was \$936,780 with a balance unallocated of \$63,220.

This report notes two additional Rapid Response applications under review by officers totalling \$10,000 and a further application for \$12,060 for determination by Council. Should all projects be supported the funding allocated would be \$958,840, with a remaining balance of \$41,160

### **Service Performance**

Council's guidelines and application process require each applicant to identify measurable outcomes for each initiative. The Guidelines also identify key business support assessment criteria and community support assessment criteria to guide applicants and ensure initiatives remain focussed on COVID-19 recovery.

Projects will be reported on in order to keep track of benefits achieved as a result of the COVID-19 Support Allocation.

Funding agreements are finalised with successful applicants that identify:

- the purpose of funding (project)
- quantum of funding, and
- measurable benefits.

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

The program is competitive and there is a risk of dissatisfaction with business and community groups when initiatives are deemed unsuccessful.

The Guidelines and application process mitigate risks associated with a large funding allocation by providing a funding framework, principles, objectives and assessment criteria. The Guidelines outline the assessment process which provides clarity and includes officer assessment resulting in advice to Council to enable well considered funding decisions.

The Guidelines identify that applicants must speak to an officer prior to commencing their application to provide additional guidance to applicants and reduce the chance of ineligible or irrelevant applications being submitted.

Officers assess and score submissions and are able to approve funding up to \$5,000. Officers provide recommendations to Council for initiatives above \$5,000.

The assessment panel has determined 60% is the minimum score for an application to be considered successful. This demonstrates strong alignment with the assessment criteria and ensures projects are well scoped and deliverable.

Feedback is provided to those organisations with unsuccessful applications. So far, the overwhelming majority of feedback has been well received.

### **Communication**

Successful applicant will be notified confirming the amount of funding awarded and the requirement to enter into a funding agreement.

Unsuccessful applicants are contacted via phone and email advising their submission did not receive funding. Feedback is provided to all applicants.

## 6.1 COVID Recovery Program Report October 2021

All successful and unsuccessful applications will be contained in Council minutes on the Council's website, including the amounts funded.

Funded groups and initiatives may be featured in Council communication channels and via local media as there will be high interest in local COVID-19 recovery efforts.

### **Options**

Option 1 – Note that officers have determined one Individual Small Business grant application to be successful at a value of \$4,850 since the August 2021 report and approve funding for one project to the value of \$12,060. This option **is recommended** as each application has been assessed under the relevant Guidelines and achieved a score of higher than 60 (the benchmark for support). The recommended project has demonstrated an ability to assist the communities' recovery from COVID in the Creative Communities category.

Option 2 - Note that officers have determined one Individual Small Business grant application to be successful at a value of \$4,850 since the August 2021 report and **not** approve funding for one project to the value of \$12,060. This option is **not recommended** as the project has demonstrated merit against the Guidelines, attracting a score of above 60. The recommended project has demonstrated an ability to assist the communities' recovery from COVID in the Creative Communities category.

### **Conclusion**

Council has created financial capacity to assist with business and community recovery. The funding allocated from the COVID -19 Recovery Assistance Program as at 30 September 2021 is date is \$936,780 and a balance of \$63,220 unallocated and available.

This report notes two additional Rapid Response applications under review by officers totalling \$10,000 and a further application for \$12,060 for determination by Council. Should all projects be supported the funding allocated would be \$958,840, with a remaining balance of \$41,160.

Given the uncertainty of the next few months it is recommended that these funds remain available for potential future COVID Recovery projects.

**6.1 COVID Recovery Program Report October 2021**

**APPENDIX 1 APPENDIX 1 COUNCIL REPORT OCTOBER 2021**



# COVID Recovery Assistance Grant Program



6.1 COVID Recovery Program Report October 2021

# Objectives



- Address evidence based issue(s) and deliver a new and better state;
- Build community skills with a clear return on investment for either community or industry sectors;
- Demonstrate clear benefits either economic or social returns;
- Encourage new partnerships;
- Well planned, for local residents and are equitable.

- 400+ project queries have been received
- 149 applications have been submitted and assessed
- 1200+ documents recorded
- 60 projects have been funded
- 20 grants have been acquitted
- 3 grants for consideration



6.1 COVID Recovery Program Report October 2021

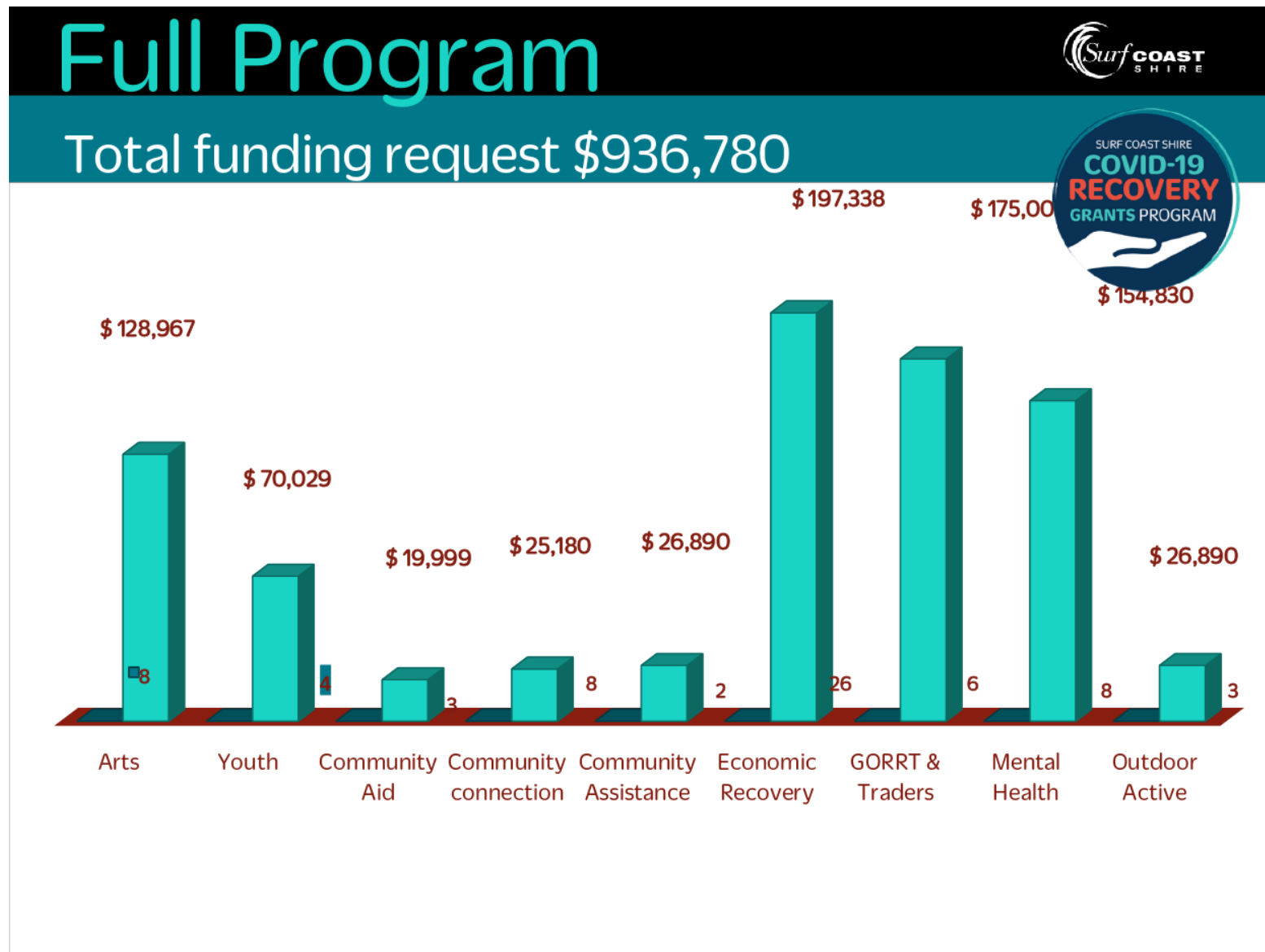




## 6.1 COVID Recovery Program Report October 2021

BUSINESS		COMMUNITY	
Council-Led	Sector - Led	Council-Led	Community - Led
<ul style="list-style-type: none"> <li>Explore your backyard marketing</li> <li>Community bus</li> <li>Individual Small Business support Grants program <ul style="list-style-type: none"> <li>F45 Fitness</li> <li>Happy Spaces Group</li> <li>Summer skin</li> <li>Honu Honi</li> <li>Peggy &amp; Finn</li> <li>The Hermosa Co</li> <li>Cara Johnson</li> <li>Okki and OkkiD</li> <li>Moksha Project</li> <li>Anglesea Backpackers</li> <li>Mideka gifts</li> <li>Hilbilby cultured foods</li> <li>Kingwell designs</li> <li>AD Architecture</li> <li>Hastings Ostrich services</li> <li>Great Ocean Road Gin</li> <li>Guidify</li> <li>Moongate studio</li> <li>Moshulu wines</li> </ul> </li> </ul> <p>\$171,683</p>	<ul style="list-style-type: none"> <li>Trader Groups</li> <li>GORRT marketing</li> <li>Otway Wine Co-Op</li> <li>Anglesea Shop Local</li> <li>Business waste audits</li> <li>Wellness tours marketing</li> <li>Lorne Sculpture Festival</li> <li>BCorp Chapter "RIPPLE"</li> <li>#IAMWORTH</li> </ul> <p>\$284,636</p>	<ul style="list-style-type: none"> <li>Community building fee offset</li> <li>PORTAL</li> <li>Resurfacing</li> <li>Event COVID Kits</li> <li>Youth Survey</li> <li>Creative Communities Grants program <ul style="list-style-type: none"> <li>Juc Media</li> <li>Lucy O'Grady</li> <li>Meaghan Shelton</li> <li>Ferne Millen</li> <li>Martinich &amp; Curran</li> </ul> </li> </ul> <p>\$247,816</p>	<ul style="list-style-type: none"> <li>Deans Marsh Primary School</li> <li>Torquay Food Aid</li> <li>Youth COVID movie</li> <li>Anglesea Community House</li> <li>ANGAIR</li> <li>LBTA- community stream</li> <li>Anglesea Surf Lifesaving</li> <li>Art of the Minds</li> <li>Growing Winchelsea</li> <li>Torquay Community House</li> <li>Men's Shed</li> <li>Chris Hay</li> <li>Torquay Lions Club</li> <li>Winchelsea Primary School</li> <li>Geelong and Surf Coast Riding Club</li> <li>Feed me surf coast</li> <li>YMCA Skate Surf Coast</li> <li>Rachael Parker Ocean Mind</li> <li>Deans Marsh Cricket Club</li> <li>Dominik Zylka</li> <li>University of the Third Age</li> <li>Anglesea Mens Shed</li> <li>Surf Coast Toy Library</li> <li>UNGRIND your mind</li> </ul> <p>\$232,645</p>

6.1 COVID Recovery Program Report October 2021





6.1 COVID Recovery Program Report October 2021

# 8 ART Programs = \$128,967

## 1 Acquitted - \$28,967

### 1. PORTAL



#### OBJECTIVES

- Maintain awareness of the Arts Sector during the pandemic
- To increase partnerships to support the Arts
- To provide paid opportunities to artists
- Curated arts offerings to highlight art on the Surf Coast

#### 1. PORTAL \$28,967


**PORTAL** upskilled artists Surf Coast to share their expertise and skills via live-streamed panel sessions:

2000 people engaged with **PORTAL** Street via Council website in April 2020

**PORTAL** provided paid work directly to the local creative industries sector through the employment of 5 part time project officers, 10 creative industries professionals and 5 artists


**PORTAL** Street pavement exhibition featured 3 local photographers celebrating the unique identity, character across Torquay, Lorne and Deans Marsh

The virtual exhibition received tremendous engagement








6.1 COVID Recovery Program Report October 2021

# 4 Youth Programs = \$70,029



## 2 Projects acquitted - \$10,000

### 1. COOKED 2. Surf Coast Music Festival



#### OBJECTIVES

- Support youth focused activities and challenges due to COVID
- Support ongoing youth employment and pursuits
- Support & promote youth and adult collaboration

#### 1. COOKED - \$5,000

Young filmmaker documentary comparing the views of COVID in the early days of the pandemic. South Australian and Surf Coast Shire youth.  
Film maker (Ellie Cheeseman) is researching the possibility of revisiting the young participants now 18 months into this pandemic as a comparative documentary.

#### 2. SURF COAST MUSIC FESTIVAL - \$5,000



30 local music students show cased their music Live at ASNM  
Live Streamed + Live Event Sold Out  
Online audience helped rebuild confidence with local musician  
Volunteer songwriters upskilling young songwriters



6.1 COVID Recovery Program Report October 2021

# Key Example - Youth

## Surf Coast Music Festival - \$5,000



### OBJECTIVES

- Not-for-profit live streamed Music festival for young musicians during the pandemic
- Raise funding for Indigenous groups
- Support & promote young Surf Coast music talent
- Highlight music culture on the Surf Coast

**Surf Coast Music Festival (SCMF)** 30 young local students show cased their music Live at ASNM

**SCMF Live Event** 70 tickets Sold Out  
Live Streamed (650 views of BB brewery - 573 views ANSM)


**SCMF** 100% funds raised via sale of merchandise supported

- \$500 - local Indigenous groups \*Deadly connections
- \$500 - external indigenous groups

**SCMF** had Strong volunteer support from local music teachers and adult local musicians including upskilling in songwriting

**Lasting legacy** - musicians to play locally


- Indigenous King Stingray Headline at Torquay Hotel 2021.
- Jothi played Aireys inlet music festival 2021



\*Deadly Connections is an Aboriginal Community-led, not for profit organisation breaking the cycles of disadvantage and trauma to directly address the over-representation of Aboriginal people in the child protection and justice system/s.





6.1 COVID Recovery Program Report October 2021

# 3 Community Aid = \$19,999



## \*3 Projects Acquitted - \$19,999

### 1. Feed Me Surf Coast 2. Help Feed Me Surf Coast (Lions Club) 3. Torquay Food Aid



#### OBJECTIVES

- Respond to increase demand due to the lockdowns
- Increase supply of fresh food
- Create new partnerships during and post COVID
- Install new refrigerators

#### 1. Feed Me Surf Coast (FMSC) - \$10,000 New refrigeration

Vastly improved the quality and freshness of fresh food & pantry items improving dietary outcomes

420 tonnes of food waste redirected from landfill

FMSC Youth working with older volunteers supporting a common cause


FMSC Delivery partnership collaboration being adopted in Portarlington

#### 2. Help Feed Me Surf Coast LIONS Club - \$4,999

Delivered up to 120 food boxes weekly

#### 3. Local Torquay Food Aid - \$5,000 – New refrigerator & supplies

TORQUAY Food Aid provide a minimum 300 meals weekly responding to 50% increase in demand since COVID





6.1 COVID Recovery Program Report October 2021

## 4 Community Connection = \$25,180



4 Projects Acquitted - \$11,303

1. Anglesea Community Forum 2. Mens Shed Singers 3. iPad contract tracing support  
4. Sharing the Love Lorne



### OBJECTIVES

- Support community coming together in first lockdown
- Support organisation & members with IT upgrades
- Create new partnerships during and post COVID
- Support organisations to keep their community connected

#### 1. Anglesea Community Forum – \$1,800

Community walking groups & zoom lessons were offered, supporting community to access both new technology and stay connected during lockdowns.

59 Members from across 50 community and sporting groups to collaborate on recovery plans

#### 2. Mens Shed Singers – \$3,729

Audio equipment purchased, new skills developed & a local recording release to follow post lockdowns. Project allowed group to keep working and learning new ways to entertain their fan base

#### 3. Anglesea Mens Shed iPad for contact tracing – \$774


Efficient, effectively contact tracing to support DHHS and local confidence

#### 4. Sharing the Love Lorne – \$5,000


Delivered daffodils to all occupied household in Lorne using volunteers, September 2020

6.1 COVID Recovery Program Report October 2021

# Key example – Community Connect



## Sharing the love Lorne – \$5,000



### OBJECTIVES

- Support community coming together in first lockdown
- Increase community engagement and pride
- Improve publicity to encourage visitation post lockdown

**Sharing the Love Lorne** – Delivered daffodils to every occupied household in September 2020


Recipients overjoyed and emotional at the care shown to them by their community

Children accompanied their volunteering parents introducing a new audience to the mental health benefits of supporting others & gratitude

ABC radio interview on drive program (average audience 41,000) - online article & follow up  
Story received over 41,000 reads, social media stories reached 120,000

#welovelorne social media posts reached approx. 15k audience increase of 75%

The Surf Coast Times - 3CS Colac radio as well as the Colac Herald, ABC Perth, and various other online media








6.1 COVID Recovery Program Report October 2021

# 26 Economic Recovery = \$138,547

## 5 Projects Acquitted - \$29,242

1. ANGAIR Flower Show 2. Anglesea Buy Local 3. B-alternative waste audits 4. Wellness tours pilot 4. COVID Safe event signage



### OBJECTIVES

- Support initiatives to bounce back better
- Support initiatives to adapt to the a COVID environment
- Encourage partnerships & business collaborations

#### 1. ANGAIR – \$5,000

6 researched self-guided local Spring walks via digital platform  
5,800 views with 194 downloads, over 11 new software applications were used and mastered to achieve results

#### 2. Anglesea Buy Local – \$5,000

Facebook went from 430 followers with a reach of 3000 to 948 followers and reach of 45,305

#### 3. B-Alternative Waste Audits-\$5,000

10 audits, 717 KG of organic waste removed, 26,400compostable packing items supplied

#### 4. Wellness Tours – \$14,786

10 businesses collaborated to promote visitation and employment - 10 written media articles, 2 podcasts, plus radio & TV promotions, booked out tours postponed due to new lockdowns

#### 5. COVID safe event Signage – \$4,456

Professional looking signs for event organisers, hand sanitizer stations, digital assets and bunting already widely appreciated. Waste minimized.



6.1 COVID Recovery Program Report October 2021

# Key Example= Economic Recovery



## Anglesea Buy Local Campaign - \$5,000



### OBJECTIVES

- To build unity & a sense of pride throughout the local community & reward champion loyal shopper
- Attract infrequent shoppers & Melbourne's online
- Keep Anglesea retailers front of mind in the community
- Increase the profile of local retailers through storytelling

Design collateral including logo, digital tool kit for retailers & print advertising

30.5 Hours weekly Volunteering

Facebook went from 430 with a reach of 3000 to 948 followers and reach of 45,305

Supported Council's "Inspired by Surf Coast" Campaign

Increased telephone sales from Melbourne and interstate for Christmas

Local media company (Chatterbox) has agreed to continue beyond the 6 months for an additional 6 months free of charge

8 weekly specials during the campaign & monthly giveaways

Kids activities- treasure hunt style amongst Anglesea retailers



## 6.1 COVID Recovery Program Report October 2021

# 8 Mental Health support = \$154,830

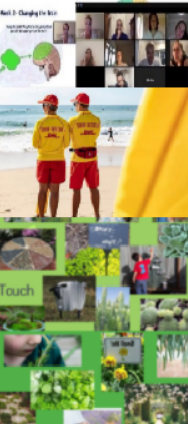


3 Projects Acquired - \$14,393

1. Resurfacing mental health month 2. 5C's Mental health awareness month  
3. Return to Patrol Surf Lifesaving



Art of the Minds  
Colouring Star  
A month of FREE mental health and well-being events for Surf Coast families.



## OBJECTIVES

- Improve knowledge of support service
- To reduce the anxiety associated with COVID
- To give evidence based information & strategies

### 1. RESURFACING – \$4,393

Increased health literacy of parents in regards to their own mental health, and that of their children. Increased awareness of local supports and services available for parent and child mental health

### 2. 5 C's for Mental Health - \$5,000

Promoted the Red Biscuit Sea Star and friends (linked personal resilience and community gathering to the red biscuit star). Torquay College displayed the coloured mandala sea stars with positive affirmations. Biscuits sold in local restaurants, mandala roadside signs placed around Surf Coast to increase mental health awareness

### 3. Return to patrol – \$5,000

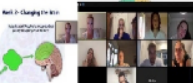
3 Surf clubs (Anglesea, Fairhaven & Torquay) collaborated to run team building, leadership and mental health sessions to give active patrolling members, particularly patrol leaders, the best possible preparation prior to 'return to patrol' for the 2020/21 season in a new COVID environment

6.1 COVID Recovery Program Report October 2021

# Key Example = Mental Health



## RESURFACING – Young Family Mental Health Support - \$4,393



### OBJECTIVES

- A Month of initiatives for young families and children
- To reduce the anxiety associated with parenting during COVID.
- To give evidence based information & strategies to support young families

Provided engaging, evidence-based positive mental health strategies for parents

Increased health literacy of parents in regards to their own mental health, and that of their children

Increased awareness of local supports and services available to parent and child mental health. Feedback from program : 92% found session/s helpful

284 online registrations, 155 attendees, 17 pram walks many (new social connections where made by attendees), 89 viewed online recorded sessions

Increased visibility of local services – despite wait list for family support & specialist services increasing, the accessibility in ‘Resurfacing’ provided support for the more common issues

The grant has enabled Council to be able to say throughout COVID we have been smart to use resources like Resurfacing, as part of a larger puzzle

*“I had no idea what to do with a suspected mental health challenge, and this was really helpful. I now know what we should do as next steps”*





6.1 COVID Recovery Program Report October 2021

# 3 Outdoor Active = \$26,887



3 Projects Acquired - \$14.393

1. Winchelsea Billabong seating
2. Let's Go Outside Community House initiative
3. Geelong/Surf Coast Cycling Club COVID registration marquee



## OBJECTIVES

- Improve access to the outdoors to promote health and wellbeing for all abilities
- Reduce constraints, including financial for Surf Coast residents accessing physical activity during lockdowns and restrictions
- Maintain activities and programs in a COVID safe environment

### 1. Billabong Seating – \$4,402

Increased outside activity for all abilities and young families during extensive lockdowns. Seating and tables widely used and supported in Winchelsea

### 2. Let' Go Outside - \$20,000

5 Community Houses across the Shire ran a series of FREE activities to promote health and wellbeing especially when indoor activities have been restricted in past 12 months

### 3. Cycling registration marquee– \$2,485

Allow cyclists to register and maintain competitions during COVID in a safe environment with appropriate signage for sanitation and maintaining distances.


Increased number of racing days, club member interactions and community connections strengthened.

A strong resurgence in membership and racing in 2021 including many new members signing up.

6.1 COVID Recovery Program Report October 2021


# Key Example = Outdoor Active

## Let's Go Outside - \$20,000



### OBJECTIVES

- All people regardless of age, circumstance or ability - are able to access services they need to maintain or increase their independence, health and wellbeing during COVID.
- Provide free classes within walking distance in a safe public open space.
- Classes accessible to all and no prior experience or level of ability required.



20 different sessions were accessible to all through free classes and no prior experience was required.

Tutors catered for activities to suit all abilities – From babies to those in their eighties improving or maintaining their physical and mental wellbeing and to get out in the fresh air

Torquay had approximately 160 volunteer hours – over 800 participants across the program. People who could not access regular programs due to closures or cancelled programming could attend

Local businesses. All Houses used local tutors for sessions where possible

Torquay continue to do "Walk The Talk" program when possible to connect with others when restrictions allow, meeting each Wednesday to walk and catch up for an hour at the beach

## 6.2 SCS-032 Complaint Handling Policy Review

**Author's Title:** Customer Experience Coordinator

**Department:** Community Relations

**Division:** Culture & Community

**General Manager:** Chris Pike

**File No:** F18/254-3

**Trim No:** IC21/874

**Appendix:**

1. SCS 032 Complaint Handling Policy Review 2021- New Template Clean Copy - Appendix 1 (D21/191898)
2. Surf Coast Shire Council Complaint Handling Policy Review 2021 - Marked Up Copy - Appendix 2 (D21/90714)

**Officer Conflict of Interest:**

In accordance with Local Government Act 2020 – Section 130:

☐

Yes

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No

**Reason:** Nil

**Status:**

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

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Yes

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No

**Reason:** Nil

### Purpose

The purpose of this report is to adopt the revised Complaint Handling Policy SCS-032.

### Summary

The purpose of the Complaint Handling Policy is to ensure that Surf Coast Shire Council outlines an open and transparent approach to handling complaints. The policy supports the fair and objective handling of complaints.

The review recommends minor changes to improve the existing policy. A key improvement includes implementing requirements of Local Government Act 2020. Other improvements include additional definitions, clarity on roles and responsibilities and detail on what is in and out of scope in applying the policy.

The reviewed policy continues to be based on the guidance of the Victorian Ombudsman. The intention is to provide an increased level of community confidence, in that Council recognises people's right to complain, and considers complaint handling to be part of the core business of serving the community and improving service delivery.

The review policy has been transferred to Council's new policy template resulting in minor changes of content order in the policy.

### Recommendation

That Council adopts SCS-032 Complaint Handling Policy as attached at Appendix 1.

### Report

#### Officer Direct or Indirect Interest

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

#### Background

Council first adopted the Complaint Handling Policy SCS-032 in June 2017 and has applied learning from handling complaints when undertaking both the 2019 and 2021 policy reviews. Twice reviewed since 2017 the policy has produced positive advances resulting in a number of process improvements within Council particularly around communication with customers, timeliness of action and helping staff understand their obligations.

## 6.2 SCS-032 Complaint Handling Policy Review

The Complaint Handling Policy continues to be based on the sound guidance of the Victorian Ombudsman. The intention is to provide an increased level of community confidence, in that Council recognises people's right to complain, and considers complaint handling to be part of the core business of serving the community and improving service delivery.

Since 2015 the Victorian Ombudsman has released several of complaints guidance documents on how councils should handle complaints with the latest 'Good practice guide' released in July 2021.

### Discussion

A key improvement for Victorian councils is the inclusion of complaint handling in Local Government Act 2020, this will result in consistency across the sector in how councils receive, handle and respond to complaints.

The changes in the revised policy stem from changes to the Local Government Act 2020 or advice / recommendations from the Victorian Ombudsman's 'Councils and complaints – A good practice guide 2<sup>nd</sup> Edition; July 2021.'

Officers will continue to provide customer experience performance reports to Council bi-annually. Reporting will provide analysis of complaint trends and suggested responses to help Council continually improve. These reports will also contain customer feedback ratings and customer request completion performance.

Note the revised policy will be transferred to a new Council policy template, the content order differs slightly to the 2019 policy. For the purpose of highlighting the changes it is laid out below against the 2019 policy structure.

The key changes to the revised Complaints policy including the rationale for the change include:

Existing Policy adopted in 2019	Revised policy proposed changes (2021)
<b>Section 2. – Scope</b> <ul style="list-style-type: none"> <li>This policy applies to complaints received from the general public.</li> </ul>	<p><i>Proposed change to align with recommended text by the Victorian Ombudsman</i></p> <p>Dealing with complaints is a core part of Council business. We value complaints and encourage people to contact us when they have a problem with our services, actions, decisions, and policies.</p> <p>We are committed to:</p> <ul style="list-style-type: none"> <li>enabling members of the public to make complaints about the Council</li> <li>responding to complaints by taking action to resolve complaints as quickly as possible</li> <li>learning from complaints to improve our services.</li> </ul> <p>We treat every complaint we receive on its individual merits, through clear and consistent processes.</p>
<b>Timeframes (throughout policy)</b> Complaint to be: <ul style="list-style-type: none"> <li>Acknowledged within 5 business days</li> <li>Investigated within 20 business days</li> </ul>	<p><i>Keep existing</i></p>
<b>Section 3. – Application</b> This policy applies to all Council staff, Councillors, volunteers and contractors carrying out work on Council's behalf. This policy is not applicable to: <ul style="list-style-type: none"> <li>People complaining about third parties (unless it involves contractors carrying out work on Council's behalf), except when Council has a legal responsibility to report</li> </ul>	<p><i>Proposed change to align with Victorian Ombudsman recommendation to remove complaints about Councillors. Keep existing section on areas previously stated where the policy does not apply.</i></p> <p>Our complaints policy applies to all complaints from members of the public about Council staff, volunteers, Council contractors and decisions made</p>

## 6.2 SCS-032 Complaint Handling Policy Review

Existing Policy adopted in 2019	Revised policy proposed changes (2021)
<p>complaints, for example Child Safe Standards.</p> <ul style="list-style-type: none"> <li>This policy will be implemented through the accompanying Complaints Handling Procedure.</li> <li>A complaint does not include a request for service or reporting infrastructure damage in the first instance.</li> <li>Comments or submissions received during formal consultation or community engagement, which has a specific process for receiving community feedback and comments.</li> <li>Lodging an appeal in accordance with other policies, procedures and legislation, such as a matter that has been, or is scheduled to be before a court, panel, coroner or tribunal.</li> <li>A petition to Council about a certain matter.</li> </ul> <p>For the purposes of this policy, an issue that is resolved at the first point of contact is not recorded as a complaint.</p>	<p>at Council meetings.</p> <p>This policy does not apply to complaints about individual Councillors.</p>
<p><b>4. Definitions:</b></p> <p><b>Complainant</b></p> <ul style="list-style-type: none"> <li>A person, organisation or their representative making a complaint</li> </ul> <p><b>Complaint</b></p> <ul style="list-style-type: none"> <li>An expression of dissatisfaction with:</li> <li>The quality of an action taken, decision made, or service provided by Council or its contractor</li> <li>A delay or failure in providing a service, taking an action, or making a decision by Council or its contractor</li> </ul> <p><b>Complaint handling system</b></p> <p>The way individual complaints are dealt with by Council, including policy, procedure, technology, reporting, evaluation and improvement.</p> <p><b>Complex Complaint</b></p> <p>Complex complaints are those which cannot be resolved/managed at the first point of contact and are generally of a more serious or complex nature than simple complaints</p> <p>Complex complaints are to be acknowledged within 5 business days and resolved within 20 business days, except those with extenuating circumstances</p> <p><b>Council</b></p>	<p><b>Complainant</b></p> <p><i>No changes proposed</i></p> <p><b>Complaint</b></p> <p><i>Modify existing slightly to align with LG Act 2020</i></p> <p>An expression of dissatisfaction with:</p> <ul style="list-style-type: none"> <li>The quality of an action taken, decision made or service provided by a member of Council staff or a contractor engaged by the Council; or</li> <li>The delay by a member of Council staff or a contractor engaged by the Council in taking an action, making a decision or providing a service; or</li> <li>A policy or decision made by Council or a member of Council staff or a contractor.</li> </ul> <p><b>Complaint handling system</b></p> <p><i>No changes proposed</i></p> <p><b>Complex Complaints</b></p> <p><i>Keep existing definition and add</i></p> <p>Complex complaints typically require cross functional collaboration to resolve, a number of interactions or discussions with the complainant and may involve commitment of resource</p> <p><b>Council</b></p>



## 6.2 SCS-032 Complaint Handling Policy Review

Existing Policy adopted in 2019	Revised policy proposed changes (2021)
<p>A Council consists of Councillors who are democratically elected by the residents and ratepayers of a municipality in accordance with the Local Government Act 1989, to set the overall direction for the municipality through long-term planning and decision making In the context of this Policy, the Council refers to Surf Coast Shire Council.</p> <p><b>Customer</b> An individual, business organisation that utilizes a service or asset of the Council</p> <p><b>Feedback</b> Feedback may take the form of positive and negative comments about a service, product, experience or process of Council The feedback may not require corrective action Feedback may be used to influence future service reviews and delivery methods</p> <p><b>First Contact Staff</b> Any staff member who takes initial receipt of a complaint</p> <p><b>Internal Review</b> Internal review can be requested if the complainant is not satisfied with the complaint outcome or the way it was resolved or handled Internal reviews will be handled by an officer who is independent of the original decision, action or investigation</p> <p><b>Service Request</b> A formal request for something to be provided</p> <p><b>Simple complaint</b> Straight-forward expressions of dissatisfaction which may be managed and resolved at the first point of contact by frontline staff or the subject matter expert</p>	<p><i>Keep existing definition update LG Act to 2020</i></p> <p><b>Customer</b> <i>No changes proposed</i></p> <p><i>Additional definition proposed</i> <b>External Review</b> External Reviews are conducted by the Victorian Ombudsman. External reviews are an avenue of recourse for complainants who are dissatisfied with the outcome of a complaint or the way it was handled. A complainant is not required as prerequisite to seek an Internal Review before requesting an External Review. The Victorian Ombudsman investigate complaints about an action or decision made by a Victorian public organisation.</p> <p><b>Feedback</b> <i>No changes proposed</i></p> <p><b>First Contact Staff</b> <i>No changes proposed</i></p> <p><b>Internal Review</b> <i>No changes proposed</i></p> <p><b>Service Request</b> <i>No changes proposed</i></p> <p><b>Simple Complaint</b> <i>No changes proposed</i></p>
	<p><i>Additional definition proposed</i> <b>Statutory Review</b></p>

## 6.2 SCS-032 Complaint Handling Policy Review

Existing Policy adopted in 2019	Revised policy proposed changes (2021)
	Means a decision that is able to be reviewed by an independent statutory body set up for that purpose such as the Victorian and Civil Administrative Tribunal (VCAT).
<b>5. Principles</b> <u>Commitment</u> <u>Accessibility</u> <u>Transparency</u> <u>Objectivity and fairness</u> <u>Confidentiality</u>	<i>No changes proposed however included directly after policy's Purpose.</i>
<b>6. Roles and responsibilities:</b> <b>Councillors</b> <ul style="list-style-type: none"> <li>Councillors guide customers to lodge complaints directly with Council.</li> <li>Councillors may be contacted as part of an investigation</li> <li>In some instances Councillors will be advised of the outcome of the complaint, if it is not a personnel related matter.</li> </ul> <b>Chief Executive Officer</b> <ul style="list-style-type: none"> <li>Manages complaints about Councillors in accordance with the Councillor Code of Conduct. Legislation requires that the CEO must notify the Independent Broad Based Anti-Corruption Commission (IBAC) of any matter they suspect on reasonable grounds to involve corrupt conduct.</li> <li>Manages complaints about General Managers. Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).</li> </ul> <b>General Managers</b> <ul style="list-style-type: none"> <li>Deal with complaints escalated to them, generally where they were unable to be resolved by others.</li> <li>Responsible for Internal Review of complaints, provided they do not have a significant connection to the subject matter of the complaint.</li> <li>Write to the complainant to advise them of the outcome.</li> <li>Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).</li> <li>Report on complaints handling to Council bi-annually.</li> <li>Will consider requests from investigating officers to extend a complaint investigation beyond 20 days in extenuating circumstances.</li> </ul> <b>Managers (or delegated officers)</b>	<b>Councillors</b> <i>No changes proposed</i>  <b>Chief Executive Officer</b> <i>No changes proposed</i>  <b>General Managers: keep existing and add:</b> <ul style="list-style-type: none"> <li>For complex complaints across multiple departments will determine the most appropriate department to take the lead investigation role.</li> <li>Exercise discretion on matters subject to statutory review (Section 107 of the Local Government Act 2020).</li> </ul> <b>Managers (or delegated officers): keep existing</b>

## 6.2 SCS-032 Complaint Handling Policy Review

Existing Policy adopted in 2019	Revised policy proposed changes (2021)
<ul style="list-style-type: none"> <li>Investigate complaints referred to them. Contact complainant providing contact person and how long it will take to resolve, aiming for within 28 days.</li> <li>Write to the complainant to advise them of the outcome.</li> </ul> <p><b>First Contact Staff</b></p> <ul style="list-style-type: none"> <li>Assess complaint and resolve immediately if possible.</li> <li>If more information is required, and customer is on the telephone make every effort to connect with subject matter expert (SME).</li> <li>If not possible to connect to SME, or SME not able to resolve in the first instance First Contact staff will record the complaint in Customer Request Management system for investigation.</li> </ul> <p><b>Customer Experience Coordinator</b></p> <ul style="list-style-type: none"> <li>Responsible for overseeing implementation of the policy</li> <li>Ensuring staff are adequately trained to handle complaints</li> <li>Providing assistance to other staff in the handling of complaints</li> <li>Undertaking internal reviews of complaints as required</li> <li>Analyse data, monitor performance, prepare, and present reports relating to customer experience.</li> </ul> <p><b>Third party contractors</b></p> <ul style="list-style-type: none"> <li>Refer complaints to a First Contact staff member.</li> </ul> <p><b>Volunteers</b></p> <ul style="list-style-type: none"> <li>Refer complaints to a First Contact staff member.</li> </ul>	<p><i>and add:</i></p> <ul style="list-style-type: none"> <li>Where possible identify and implement improvement opportunities from handling complaints.</li> <li>Exercise discretion on matters subject to statutory review (Section 107 of the Local Government Act 2020).</li> </ul> <p><b>First Contact Staff</b> <i>No changes proposed</i></p> <p><b>Customer Experience Coordinator</b> <i>No changes proposed</i></p> <p><b>Third Party Contractors and Volunteers</b> <i>No changes proposed</i></p>

The Complaint Handling Procedure will be revised following the adoption of the policy. The revised procedure provides staff with context to better understand the customers' perspective when handling complaints and includes process refinements as identified over the past 24 months.

### 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
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes

## 6.2 SCS-032 Complaint Handling Policy Review

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

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

Adoption of the revised policy affirms council's commitment to achieve the best outcomes and seek continuous improvement opportunities for the community in our complaint handling management.

### Policy/Relevant Law

Development and adoption of this policy provides good governance in handling complaints helping achieve the requirement of the *Local Government Act 2020*.

### Public Transparency

Revising the policy in a Council meeting provides transparency about how Council will continue to handle complaints. The Complaint Handling Policy is available on Council's website. Council's complaint handling performance will be reported bi-annually to Council.

### Service Performance

This policy aligns to the service principles under the *Local Government Act 2020* to account for council's service performance and provide an avenue of recourse for dissatisfied customers.

### Risk Assessment

It is important that Council has a contemporary policy and practices to respond to complaints in a consistent and timely manner to manage reputational risk. Adopting a revised policy and consistent processes helps strengthen Council's reputation and the helps manage risks should any complaints be escalated to external bodies.

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

### Communication

The updated policy and information on how to make a complaint will be made available on Council's website. The Complaint Handling Policy and Management Procedure will be communicated to staff accompanied by appropriate training.

### Human Rights Charter

This policy is underpinned by the principles of fairness and transparency. No human rights are impinged by this report. The policy recognises access to complain is a human right.

### Option 1 – Council adopt the revised Complaint Handling Policy

This option is recommended by officers as the *Local Government Act 2020* requires Council to adopt a Complaint Handling Policy and the policy is consistent with the Victorian Ombudsman's guidelines.

### Option 2 – Council adopt a different Complaint Handling Policy.

This option is not recommended as the revised policy is based on the Victorian Ombudsman's guidelines and legislative requirements in additions to learning from the past two years of applying the existing policy.

## **6.2 SCS-032 Complaint Handling Policy Review**

### Option 3 – Council do not adopt the Complaints Handling Policy.

This option is not recommended by officers as this would not provide a consistent approach for customers when handling complaints and would not uphold a requirement of the Local Government Act 2020.

### **Conclusion**

The revised Complaint Handling Policy will provide an increased level of community confidence that Council recognises people's right to complain, and considers complaint handling to be part of the core business of serving the community and improving service delivery. Council will continue to receive bi-annual reports on customer experience performance including the handling of complaints.



## **6.2 SCS-032 Complaint Handling Policy Review**

### **APPENDIX 1 SCS 032 COMPLAINT HANDLING POLICY REVIEW 2021- NEW TEMPLATE CLEAN COPY - APPENDIX 1**



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

COUNCIL POLICY

## SCS-032 Complaint Handling Policy

TRIM Reference:

Due for Review: 26 October 2021

**Responsible Officer:** Coordinator Customer Experience

### Purpose

This policy outlines Surf Coast Shire Council's (Council) commitment to an open and transparent complaint handling system which ensures all complaints are handled fairly and objectively.

The policy meets requirements of Local Government Act 2020 and includes best practice recommendations made to local government by the Victorian Ombudsman

### Policy Principles

This policy is based on seven principles for effective complaints handling, as outlined in the Victorian Ombudsman's – *Good Practice Guide to Handling Complaints*:

#### Commitment

Council is committed to resolving complaints that are received in a timely manner. Council recognises people's right to complain and considers complaint handling to be part of the core business of serving the community and improving service delivery.

#### Accessibility

People can easily find out how to make a complaint and be supported through the complaint process.

#### Transparency

The complaint handling system clearly sets out how to complain, where to complain and how the complaint will be handled. The steps taken to respond to a complaint are recorded and will stand up to scrutiny.

#### Objectivity and fairness

Under the complaint handling system, complainants and staff are treated with respect and courtesy. Complaints are judged on merit and fact.

#### Confidentiality

The complaint handling system protects the personal information of people making a complaint, and council staff will be informed on a 'need to know' basis.

#### Accountability

Council is accountable, both internally and externally, for its decision making and complaint handling performance. Council provides explanations and reasons for decisions, and ensures that decisions are subject to appropriate review processes.

#### Continuous Improvement

Council regularly analyses complaint data to find ways to improve how it operate and how it delivers services.

## 6.2 SCS-032 Complaint Handling Policy Review



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

### COUNCIL POLICY

#### Scope

Dealing with complaints is a core part of Council business. We value complaints and encourage people to contact us when they have a problem with our services, actions, decisions, and policies. We are committed to:

- enabling members of the public to make complaints about the Council
- responding to complaints by taking action to resolve complaints as quickly as possible
- learning from complaints to improve our services.

We treat every complaint we receive on its individual merits, through clear and consistent processes.

This policy applies to all complaints from members of the public about Council services, staff, volunteers, Council contractors and decisions made at Council meetings.

This policy does not apply to complaints about individual Councillors.

This policy is not applicable to:

- Complaints about third parties (unless it involves contractors carrying out work on Council's behalf), except when Council has a legal responsibility to report complaints, for example Child Safe Standards.
- A request for service or reporting infrastructure damage in the first instance.
- Comments or submissions received during formal consultation, which has a specific process for receiving community feedback and comments.
- Lodging an appeal in accordance with other policies, procedures and legislation, or otherwise subject to statutory review, examples include:
  - complaints/objections relating to a planning application decision
  - complaints/appeals relating to parking infringements
- A petition to Council about a certain matter.
- Complaints that have already been reviewed by an external agency

The above issues are still valid and are managed separately from the complaint handling process.

For the purposes of this policy, an issue that is resolved at the first point of contact is not recorded as a complaint.

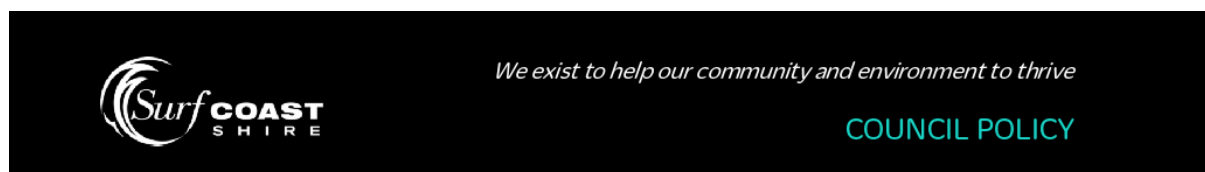
#### Policy

The policy commits Surf Coast Shire Council to deal effectively with complaints and guides how complaints handling procedures are implemented.

#### Local Government Act 2020 Principles

Principles	Applicable to policy	If yes, provide details
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes	The policy affirms council's commitment to achieve the best outcomes and seek continuous improvement opportunities for the community in our complaint handling management.
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020)	No	
<b>Public Transparency</b>	Yes	Adopting the policy in a Council meeting provides transparency about how

## 6.2 SCS-032 Complaint Handling Policy Review



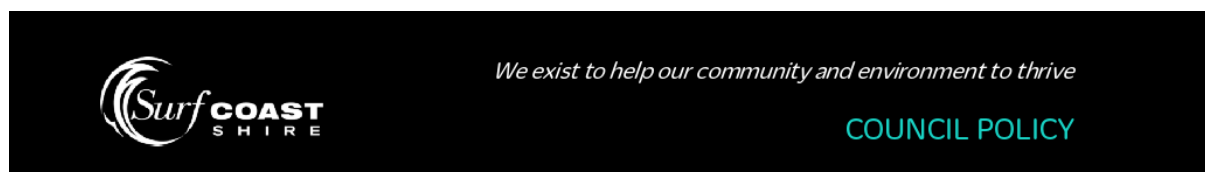
(Consideration of Public Transparency Principles under s.58 of LGA 2020)		Council will continue to handle complaints. The Complaint Handling Policy is available on Council's website. Council's complaint handling performance will be reported bi-annually to Council.
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	No	
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	No	
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes	This policy aligns to the service principles under the <i>Local Government Act 2020</i> to account for council's service performance and provide an avenue of recourse for dissatisfied customers.

### Definitions

For the purposes of this policy, the following definitions apply:

<b>Complainant</b>	<b>A person, organisation or their representative making a complaint</b>
<b>Complaint</b>	An expression of dissatisfaction with: <ul style="list-style-type: none"> <li>the quality of an action taken, decision made or service provided by a member of Council staff or a contractor engaged by the Council; or</li> <li>the delay by a member of Council staff or a contractor engaged by the Council in taking an action, making a decision or providing a service; or</li> <li>a policy or decision made by Council or a member of Council staff or a contractor.</li> </ul>
<b>Complaint handling system</b>	The way individual complaints are dealt with by Council, including the policy, procedure, technology, reporting, evaluation and improvement
<b>Complex complaint</b>	Complex complaints are those which cannot be resolved/managed at the first point of contact and are generally of a more serious or complex nature than simple complaints.  Complex complaints typically require cross functional collaboration to resolve, a number of interactions or discussions with the complainant and may involve commitment of resources.  Complex complaints are to be acknowledged within 5 business days and resolved within 20 business days, except those with extenuating circumstances.
<b>Council</b>	A Council consists of Councillors who are democratically elected by the residents and ratepayers of a municipality in accordance with the Local Government Act 2020, to set the overall direction for the municipality through long-term planning and decision making.  In the context of this Policy, the Council refers to Surf Coast Shire Council
<b>Customer</b>	An individual, business organisation that utilizes a service or asset of the Council.

## 6.2 SCS-032 Complaint Handling Policy Review



<b>Days</b>	Any references to days in this document are business days.
<b>Decisions</b>	Are decisions made by the Council, or an officer under delegated authority (on behalf of the Council).
<b>External Review</b>	<p>External Reviews are conducted by the Victorian Ombudsman.</p> <p>External reviews are an avenue of recourse for complainants who are dissatisfied with the outcome of a complaint or the way it was handled.</p> <p>A complainant is not required as prerequisite to seek an Internal Review before requesting an External Review.</p> <p>The Victorian Ombudsman investigate complaints about an action or decision made by a Victorian public organisation.</p>
<b>Feedback</b>	<p>Feedback may take the form of positive and negative comments about a service, product, experience or process of Council.</p> <p>The feedback may not require corrective action.</p> <p>Feedback may be used to inform or influence future service reviews and delivery methods.</p>
<b>First Contact staff</b>	Any staff member who takes initial receipt of a complaint.
<b>Internal review</b>	<p>Internal review can be requested if the complainant is not satisfied with the complaint outcome or the way it was resolved or handled.</p> <p>Internal reviews will be handled by an officer who is independent of the original decision, action or investigation.</p>
<b>Request for service</b>	A request for service is when a customer asks the Council to provide a service, or asks for an action to be taken to address a problem.
<b>Simple complaint</b>	Straight-forward expressions of dissatisfaction which may be managed and resolved at the first point of contact by frontline staff or the subject matter expert.
<b>Statutory Review</b>	Means a decision that is able to be reviewed by an independent statutory body set up for that purpose such as the Victorian and Civil Administrative Tribunal (VCAT).

Unlike a complaint, a service request is raised when a customer wants Council to provide something, generally information or a service, or similarly report a fault by a maintenance request.

The following are examples of service requests:

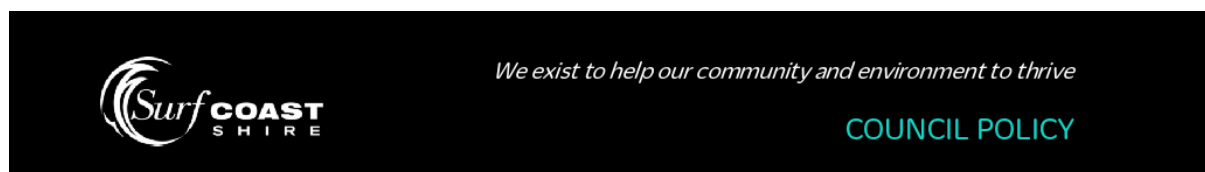
- an insurance claim
- a request for information or explanation of policies or procedures
- reports of damaged or faulty infrastructure (i.e. potholes)
- reports of hazards (e.g. fallen trees)

A complaint, on the other hand, deals with a failure (in the eyes of the customer) to satisfactorily respond to a request or expectation that a service will be provided.

### Roles and Responsibilities

<b>Councillors</b>	<p>Councillors guide customers to lodge complaints directly with Council.</p> <p>Councillors may be contacted as part of an investigation.</p>
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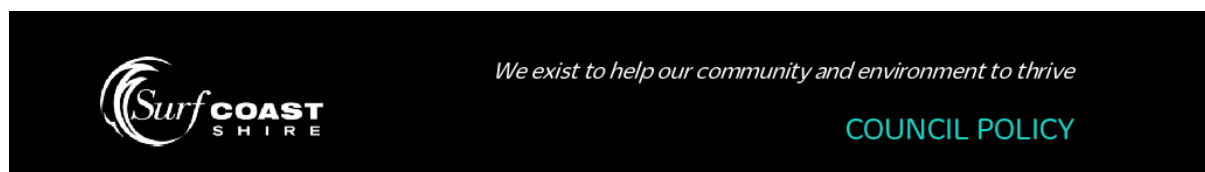
## 6.2 SCS-032 Complaint Handling Policy Review



	In some instances Councillors will be advised of the outcome of the complaint, if it is not a personnel related matter.
<b>Chief Executive Officer (CEO)</b>	<p>Manages complaints about Councillors in accordance with the Councillor Code of Conduct.</p> <p>Legislation requires the CEO must notify the Independent Broad Based Anti-Corruption Commission (IBAC) of any matter they suspect on reasonable grounds to involve corrupt conduct.</p> <p>Manages complaints about General Managers.</p> <p>Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).</p>
<b>General Managers</b>	<p>Deal with complaints escalated to them, generally where they were unable to be resolved by others.</p> <p>For complex complaints across multiple departments will determine the most appropriate officer to take the lead investigation role.</p> <p>Responsible for Internal Review of complaints, provided they do not have a significant connection to the subject matter of the complaint.</p> <p>Write to the complainant to advise them of the outcome.</p> <p>Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).</p> <p>Report on complaints handling to Council bi-annually.</p> <p>Will consider requests from investigating officers to extend a complaint investigation beyond 20 days in extenuating circumstances.</p> <p>Exercise discretion on matters subject to statutory review (Section 107 of the Local Government Act 2020).</p>
<b>Managers (or delegated Officers)</b>	<p>Investigate complaints referred to them.</p> <p>In first instance contact complainant by phone (or request telephone number if via another channel). And, if appropriate (simple complaint) resolve complaint immediately. If more complex ascertain details and confirm outcome complainant is seeking.</p> <p>If complaint is complex acknowledge it in writing within 5 days, providing officer contact details and expected time to resolve, aiming for within 20 days.</p> <p>Telephone complainant advising outcome before delivering outcome in writing.</p> <p>Identify, implement and report on improvement opportunities from handling complaints.</p>



## 6.2 SCS-032 Complaint Handling Policy Review



	Exercise discretion on matters subject to statutory review (Section 107 of the Local Government Act 2020).
<b>First Contact staff</b>	<p>Assess complaint.</p> <p>Resolve immediately if possible.</p> <p>If more information is required, and customer is on the telephone make every effort to connect with subject matter expert (SME).</p> <p>If not possible to connect to SME, or SME not able to resolve in the first instance First Contact staff will record the complaint in Customer Request Management system for investigation.</p>
<b>Coordinator Customer Experience</b>	Responsible for overseeing implementation of the policy; ensuring staff are adequately trained to handle complaints; providing assistance to other staff in the handling of complaints; undertaking internal reviews of complaints as required; analyse data, monitor performance and prepare reports relating to customer experience.
<b>Third party contractors</b>	Refer complaints to a First Contact staff member.
<b>Volunteers</b>	Refer complaints to a First Contact staff member.

### Exercising discretion where matters are subject to statutory review

This means complaints where there is a review or appeal to a tribunal, eg the Victorian Civil and Administrative Tribunal ('VCAT') or a court, under an Act or regulation. Complaints of this type usually concern a particular subject matter, such as infringements, planning, or public health.

Council's reasons for refusing to deal with a complaint which is otherwise subject to statutory review might include:

- the statutory review process is already underway
- it is reasonable in the circumstances to expect the complainant to go through that review process
- a tribunal or court will settle or determine the matter faster
- the complaint relates to a specialised area, and it is proper that a tribunal or court make a binding determination on the matter (noting the determination's possible precedential effect).

Where the discretion to refuse these complaints is exercised, reasons will be provided.

### How to make a complaint

Council will deal with all complaints it receives. A person can make a complaint in a number of ways.

Channel	Access
Mail	PO Box 350, Torquay, VIC, 3228
Telephone	5261 0600
Email	<a href="mailto:info@surfcoast.vic.gov.au">info@surfcoast.vic.gov.au</a>
In person	1 Merrijig Drive, Torquay, VIC, 3228 or a Council satellite office
Online	<a href="http://www.surfcoast.vic.gov.au">www.surfcoast.vic.gov.au</a> or direct message through Council's social media platforms

The complaint should include the following information if relevant:

- The date, time, location or event;
- The nature and description of the complaint; and

## 6.2 SCS-032 Complaint Handling Policy Review



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### COUNCIL POLICY

- A statement identifying what the complainant seeks as an acceptable outcome to the complaint by way of resolution.

#### Anonymous Complaints

Council will accept anonymous complaints provided enough information is provided to do so.

Officers are encouraged to advise the Complainant that providing information will assist Council in administering the complaint handling policy. Where a Complainant is unwilling to disclose their details the investigation process is disadvantaged because:

- anonymity generally reduces Council's ability to properly investigate a matter, and,
- it can be difficult to clarify the nature of the complaint and obtain additional information from the complainant
- Council is unable to contact or provide the person(s) with reasons for any decision made about their complaint.

Notwithstanding the above constraints, Council will endeavor to address anonymous complaints in a manner consistent with the principles and processes applied to other complaints.

A Complainant may use an advocate or authorized personal representative to progress their complaint.

If required an interpreting service will be provided to facilitate the complaint.

#### Non-specific complaints

Correspondence received that is non-specific in nature, or not relevant to the operations of Council will be received and recorded, but not always via the complaint handling process. Reasons for the determination will be filed along with the correspondence.

#### Complaints about allegations of corrupt conduct

Where a complaint involves allegations of corrupt conduct, it will be handled in accordance with the Independent Broad-based Anti-corruption Commission (IBAC) complaints process.

The Chief Executive Officer has legislated obligations in respect of mandatory reporting of suspected corruption that operate outside of this policy.

### Monitoring and Reporting

Council will proactively monitor performance via a set of KPIs and by analysing trends in complaints at least bi-annually.

### Related Procedure

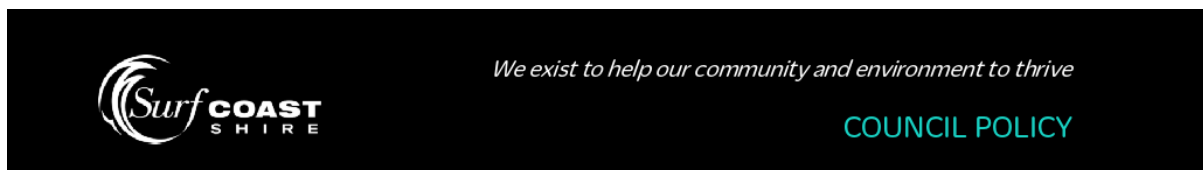
Complaints Handling Procedure

Staff Code of Conduct

### References

Victorian Ombudsman	Councils and complaints – A good practice guide 2 <sup>nd</sup> Edition; July 2021
Victorian Ombudsman	Revisiting Councils and Complaints: October 2019

## 6.2 SCS-032 Complaint Handling Policy Review



Victorian Ombudsman	Good Practice Guide to Handling Complaints Report and Guide; September 2016
Victorian Ombudsman	Councils and complaints – A good practice guide; February 2015
AS/NZS 10002:2014	Guidelines for complaint handling in organisations
	Privacy and Data Protection Act 2014
	Equal Opportunity Act 2010 (Vic)
	Infringements Act 2006 (Vic)
	Charter of Human Rights and Responsibilities
	Health Records Act 2001
	Local Government Act 2020
	Public Interest Disclosures 2012 (Vic)
	FOI Solutions Complaints Training Guidelines

### Document History

Version	Document History	Approved by – Date
1	<i>Amended</i>	<i>Council Resolution – 23 July 2019</i>

**6.2 SCS-032 Complaint Handling Policy Review**

**APPENDIX 2 SURF COAST SHIRE COUNCIL COMPLAINT HANDLING POLICY REVIEW 2021 -  
MARKED UP COPY - APPENDIX 2**

## COUNCIL POLICY



The reviewed policy has been transferred to Council's new policy template resulting in minor changes of content order in the policy.

<b>Complaint Handling Policy</b>	Document No:	SCS 032
	Approval Date:	
	Approved By:	
	Review Date:	October 2021
	TRIM Reference	D21/90714D19/67640
Responsible Officer: Coordinator Customer Experience		
Authorising Officer: Chief Executive Officer		

### 1. Purpose

This policy outlines an open and transparent complaint handling system which ensures all complaints are handled fairly and objectively.

The policy commits Council to deal effectively with complaints and guides how complaints handling procedures are implemented.

The policy meets requirements of Local Government Act 2020 and includes best practice recommendations made to local government by the Victorian Ombudsman.

### 2. Scope

Dealing with complaints is a core part of Council business. We value complaints and encourage people to contact us when they have a problem with our services, actions, decisions, and policies. We are committed to:

- enabling members of the public to make complaints about the Council
- responding to complaints by taking action to resolve complaints as quickly as possible
- learning from complaints to improve our services.

We treat every complaint we receive on its individual merits, through clear and consistent processes.

~~3. This policy applies to complaints received from members of the public.~~

### ~~4.3.~~ Application

Our complaints policy applies to all complaints from members of the public about Council services, staff, volunteers, Council contractors and decisions made at Council meetings.

This policy does not apply to complaints about individual Councillors. This policy applies to all Council staff, Councillors, volunteers and contractors carrying out work on Council's behalf.

This policy will be implemented through the accompanying Complaints Handling Procedure.

This policy is not applicable to:

- Complaints about third parties (unless it involves contractors carrying out work on Council's behalf), except when Council has a legal responsibility to report complaints, for example Child Safe Standards.
- A request for service or reporting infrastructure damage in the first instance.
- Comments or submissions received during formal consultation, which has a specific process for receiving community feedback and comments.
- Lodging an appeal in accordance with other policies, procedures and legislation, such as a matter that has been, or is scheduled to be before a court, panel, coroner or tribunal or otherwise subject to statutory review, examples include:
  - complaints/objections relating to a planning application decision
  - complaints/appeals relating to parking infringements.

## 6.2 SCS-032 Complaint Handling Policy Review

### COUNCIL POLICY



- A petition to Council about a certain matter.
- Complaints that have already been reviewed by an external agency

The above issues are still valid and are managed separately from the complaint handling process.

The policy will be implemented through a Complaints Handling Procedure.

For the purposes of this policy, an issue that is resolved at the first point of contact is not recorded as a complaint.

#### 6.4 Definitions

For the purposes of this policy, the following definitions apply:

<b>Complainant</b>	A person, organisation or their representative making a complaint
<b>Complaint</b>	<p>An expression of dissatisfaction with:</p> <ul style="list-style-type: none"> <li>• <u>the quality of an action taken, decision made or service provided by a member of Council staff or a contractor engaged by the Council; or</u></li> <li>• <u>the delay by a member of Council staff or a contractor engaged by the Council in taking an action, making a decision or providing a service; or</u></li> <li>• <u>a policy or decision made by Council or a member of Council staff or a contractor.</u></li> </ul> <p><del>• The quality of an action taken, decision made, or service provided by Council or its contractor</del></p> <p><del>• A delay or failure in providing a service, taking an action, or making a decision by Council or its contractor</del></p>
<b>Complaint handling system</b>	The way individual complaints are dealt with by Council, including the policy, procedure, technology, reporting, evaluation and improvement
<b>Complex complaint</b>	<p>Complex complaints are those which cannot be resolved/managed at the first point of contact and are generally of a more serious or complex nature than simple complaints.</p> <p><u>They—Complex complaints typically require cross functional collaboration to resolve, a number of interactions or discussions with the complainant and may involve commitment of resources.</u></p> <p>Complex complaints are to be acknowledged within 5 business days and resolved within 20 business days, except those with extenuating circumstances.</p>
<b>Council</b>	<p>A Council consists of Councillors who are democratically elected by the residents and ratepayers of a municipality in accordance with the Local Government Act <del>2020-1989</del>, to set the overall direction for the municipality through long-term planning and decision making.</p> <p>In the context of this Policy, the Council refers to Surf Coast Shire Council.</p>
<b>Customer</b>	An individual, business organisation that utilizes a service or asset of the Council.
<b>Days</b>	<u>Any references to days in this document are business days.</u>
<b>Decisions</b>	<u>Are decisions made by the Council, or an officer under delegated authority (on behalf of the Council).</u>



## 6.2 SCS-032 Complaint Handling Policy Review

### COUNCIL POLICY



<b>External Review</b>	<p>External Reviews are conducted by the Victorian Ombudsman.</p> <p>External reviews are an avenue of recourse for complainants who are dissatisfied with the outcome of a complaint or the way it was handled.</p> <p>A complainant is not required as prerequisite to seek an Internal Review before requesting an External Review.</p> <p>The Victorian Ombudsman investigate complaints about an action or decision made by a Victorian public organisation.</p>
<b>Feedback</b>	<p>Feedback may take the form of positive and negative comments about a service, product, experience or process of Council.</p> <p>The feedback may not require corrective action.</p> <p>Feedback may be used to <u>inform or</u> influence future service reviews and delivery methods.</p>
<b>Days</b>	<del>Any references to days in this document are business days</del>
<b>Decisions</b>	<del>Are decisions made by the Council, or an officer under delegated authority (on behalf of the Council)</del>
<b>Dispute</b>	<del>An unresolved complaint escalated internally, externally or both</del>
<b>First Contact staff</b>	Any staff member who takes initial receipt of a complaint.
<b>Internal review</b>	<p>Internal review can be requested if the complainant is not satisfied with the complaint outcome or the way it was resolved or handled.</p> <p>Internal reviews will be handled by an officer who is independent of the original decision, action or investigation.</p>
<b>Request for service</b>	A request for service is when a customer asks the Council to provide a service, or asks for an action to be taken to address a problem.
<b>Simple complaint</b>	Straight-forward expressions of dissatisfaction which may be managed and resolved at the first point of contact by frontline staff or the subject matter expert.
<b>Statutory Review</b>	<u>Means a decision that is able to be reviewed by an independent statutory body set up for that purpose such as the Victorian and Civil Administrative Tribunal (VCAT).</u>

Unlike a complaint, a service request is raised when a customer wants Council to provide something, generally information or a service, or similarly report a fault by a maintenance request.

The following are examples of service requests:

- an insurance claim
- a request for information or explanation of policies or procedures
- reports of damaged or faulty infrastructure (i.e. potholes)
- reports of hazards (e.g. fallen trees)

A complaint, on the other hand, deals with a failure (in the eyes of the customer) to satisfactorily respond to a request or expectation that a service will be provided.

#### 5. Principles

The new policy template moves this section towards the beginning of the policy.

6:

This policy is based on seven principles for effective complaints handling, as outlined in the Victorian Ombudsman's – *Good Practice Guide to Handling Complaints*:

## 6.2 SCS-032 Complaint Handling Policy Review

### COUNCIL POLICY



#### 6-4-5.1. Commitment

Council is committed to resolving complaints that are received in a timely manner. Council recognises people's right to complain and considers complaint handling to be part of the core business of serving the community and improving service delivery.

#### 6-2-5.2. Accessibility

People can easily find out how to make a complaint and be supported through the complaint process.

#### 6-3-5.3. Transparency

The complaint handling system clearly sets out how to complain, where to complain and how the complaint will be handled. The steps taken to respond to a complaint are recorded and will stand up to scrutiny.

#### 6-4-5.4. Objectivity and fairness

Under the complaint handling system, complainants and staff are treated with respect and courtesy. Complaints are judged on merit and fact.

#### 6-5-5.5. Confidentiality

The complaint handling system protects the personal information of people making a complaint, and council staff will be informed on a 'need to know' basis.

#### 6-6-5.6. Accountability

Council is accountable, both internally and externally, for its decision making and complaint handling performance. Council provides explanations and reasons for decisions, and ensures that decisions are subject to appropriate review processes.

#### 6-7-5.7. Continuous Improvement

Council regularly analyses complaint data to find ways to improve how it operate and how it delivers services.

### 6. Roles and responsibilities

<b>Councillors</b>	<p>Councillors guide customers to lodge complaints directly with Council.</p> <p>Councillors may be contacted as part of an investigation.</p> <p>In some instances Councillors will be advised of the outcome of the complaint, if it is not a personnel related matter.</p>
<b>Chief Executive Officer (CEO)</b>	<p>Manages complaints about Councillors in accordance with the Councillor Code of Conduct.</p> <p>Legislation requires the CEO must notify the Independent Broad Based Anti-Corruption Commission (IBAC) of any matter they suspect on reasonable grounds to involve corrupt conduct.</p> <p>Manages complaints about General Managers.</p> <p>Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).</p>

## 6.2 SCS-032 Complaint Handling Policy Review

### COUNCIL POLICY



<b>General Managers</b>	<p>Deal with complaints escalated to them, generally where they were unable to be resolved by others.</p> <p><u>For complex complaints across multiple departments will determine the most appropriate officer to take the lead investigation role.</u></p> <p>Responsible for Internal Review of complaints, provided they do not have a significant connection to the subject matter of the complaint.</p> <p>Write to the complainant to advise them of the outcome.</p> <p>Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).</p> <p>Report on complaints handling to Council bi-annually.</p> <p>Will consider requests from investigating officers to extend a complaint investigation beyond 20 days in extenuating circumstances.</p> <p><u>Exercise discretion on matters subject to statutory review (Section 107 of the Local Government Act 2020).</u></p>
<b>Managers (or delegated Officers)</b>	<p>Investigate complaints referred to them.</p> <p>In first instance contact complainant by phone (or request telephone number if via another channel). And, if appropriate (simple complaint) resolve complaint immediately. If more complex ascertain details and confirm outcome complainant is seeking.</p> <p>If complaint is complex acknowledge it in writing within 5 days, providing officer contact details and expected time to resolve, aiming for within 20 days.</p> <p>Telephone complainant advising outcome before delivering outcome in writing.</p> <p><u>Identify, implement and report on improvement opportunities from handling complaints.</u></p> <p><u>Exercise discretion on matters subject to statutory review (Section 107 of the Local Government Act 2020).</u></p>
<b>First Contact staff</b>	<p>Assess complaint.</p> <p>Resolve immediately if possible.</p> <p>If more information is required, and customer is on the telephone make every effort to connect with subject matter expert (SME).</p>

## 6.2 SCS-032 Complaint Handling Policy Review

### COUNCIL POLICY



	If not possible to connect to SME, or SME not able to resolve in the first instance First Contact staff will record the complaint in Customer Request Management system for investigation.
<b>Customer Experience Coordinator</b>	Responsible for overseeing implementation of the policy; ensuring staff are adequately trained to handle complaints; providing assistance to other staff in the handling of complaints; undertaking internal reviews of complaints as required; analyse data, monitor performance and prepare reports relating to customer experience.
<b>Third party contractors</b>	Refer complaints to a First Contact staff member.
<b>Volunteers</b>	Refer complaints to a First Contact staff member.

#### 7. Exercising discretion where matters are subject to statutory review

This means complaints where there is a review or appeal to a tribunal, eg the Victorian Civil and Administrative Tribunal ('VCAT') or a court, under an Act or regulation. Complaints of this type usually concern a particular subject matter, such as infringements, planning, or public health.

Council's reasons for refusing to deal with a complaint which is otherwise subject to statutory review might include:

- the statutory review process is already underway
- it is reasonable in the circumstances to expect the complainant to go through that review process
- a tribunal or court will settle or determine the matter faster
- the complaint relates to a specialised area, and it is proper that a tribunal or court make a binding determination on the matter (noting the determination's possible precedential effect).

Where the discretion to refuse these complaints is exercised, reasons will be provided.

#### 7.8. How to make a complaint

Council will deal with all complaints it receives. A person can make a complaint in a number of ways.

Channel	Access
Mail	PO Box 350, Torquay, VIC, 3228
Telephone	5261 0600
Email	<a href="mailto:info@surfcoast.vic.gov.au">info@surfcoast.vic.gov.au</a>
In person	1 Merrijig Drive, Torquay, VIC, 3228 or a Council satellite office
Online	<a href="http://www.surfcoast.vic.gov.au">www.surfcoast.vic.gov.au</a> or direct message through Council's social media platforms

The complaint should include the following information if relevant:

- The date, time, location or event;
- The nature and description of the complaint; and
- A statement identifying what the complainant seeks as an acceptable outcome to the complaint by way of resolution.

## 6.2 SCS-032 Complaint Handling Policy Review

### COUNCIL POLICY



#### Anonymous Complaints

Council will accept anonymous complaints provided enough information is provided to do so.

Officers are encouraged to advise the Complainant that providing information will assist Council in administering the complaint handling policy. Where a Complainant is unwilling to disclose their details the investigation process is disadvantaged because:

- anonymity generally reduces Council's ability to properly investigate a matter, and,
- it can be difficult to clarify the nature of the complaint and obtain additional information from the complainant
- Council is unable to contact or provide the person(s) with reasons for any decision made about their complaint.

Notwithstanding the above constraints, Council will endeavor to address anonymous complaints in a manner consistent with the principles and processes applied to other complaints.

A Complainant may use an advocate or authorized personal representative to progress their complaint.

If required an interpreting service will be provided to facilitate the complaint.

#### Non-specific complaints

Correspondence received that is non-specific in nature, or not relevant to the operations of Council will be received and recorded, but not always via the complaint handling process. Reasons for the determination will be filed along with the correspondence.

#### 8.9 Complaints about allegations of corrupt conduct

Where a complaint involves allegations of corrupt conduct, it will be handled in accordance with the Independent Broad-based Anti-corruption Commission (IBAC) complaints process.

The Chief Executive Officer has legislated obligations in respect of mandatory reporting of suspected corruption that operate outside of this policy.

#### 9.10 Monitoring and Reporting

Council will proactively monitor performance via a set of KPIs and by analysing trends in complaints at least bi-annually.

#### 10.11 Records

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

	Retention/Disposal Responsibility	Retention Period	Location
Complaint and related	PROS 07/01	Permanent	State Archives

#### 14.12 Related documents

- 10.1 Complaints Handling Management Procedure
- ~~10.2 Customer Service Charter~~
- ~~10.3 Customer Service Strategy~~
- 10.2 Councillor Code of Conduct
- ~~10.4~~10.3 Code of Conduct Policy (staff)

## 6.2 SCS-032 Complaint Handling Policy Review

### COUNCIL POLICY



#### 12.13. References & Relevant Legislation

<a href="#">Victorian Ombudsman</a>	<a href="#">Councils and complaints – A good practice guide 2<sup>nd</sup> Edition; July 2021</a>
<a href="#">Victorian Ombudsman</a>	<a href="#">Revisiting Councils and Complaints: October 2019</a>
Victorian Ombudsman	Good Practice Guide to Handling Complaints Report and Guide; September 2016
<a href="#">Victorian Ombudsman</a>	<a href="#">Councils and complaints – A good practice guide; February 2015</a>
<a href="#">Victorian Ombudsman</a>	<a href="#">Councils and complaints – A good practice guide; February 2015</a>
AS/NZS 10002:2014	Guidelines for complaint handling in organisations
	Privacy and Data Protection Act 2014
	<a href="#">Equal Opportunity Act 2010 (Vic)</a>
	<a href="#">Infringements Act 2006 (Vic)</a>
	<a href="#">Charter of Human Rights and Responsibilities</a>
	Health Records Act 2001
	Local Government Act <del>1989</del> 2020
	<a href="#">Public Interest Disclosures 2012 (Vic)</a>
	FOI Solutions Complaints Training Guidelines



### 6.3 G21 and AFL Barwon Towards 2030: Strategy

**Author's Title:** Recreation Development Officer  
**Department:** Social Infrastructure Planning  
**Division:** Culture & Community

**General Manager:** Chris Pike  
**File No:** F12/1588  
**Trim No:** IC21/1532

**Appendix:**

1. FINAL G21 and AFL Barwon Regional Towards 2030 Strategy - August 2021 (D21/168700)
2. G21 AFL Barwon Towards 2030 Strategy - Public Exhibition Consultation Summary (D21/166085)

**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 seek Council endorsement of the G21 and AFL Barwon Towards 2030: Strategy.

#### Summary

AFL Barwon in partnership with local government authorities within the G21 region via the Sport and Recreation Pillar commissioned insideEDGE Sport and Leisure Planning to develop the G21 and AFL Barwon Towards 2030: Strategy. The Strategy (Appendix 1) builds upon the success of the initial G21 and AFL Barwon Regional Strategy (2015) and updates the key focus areas and actions to continue to guide the future planning and development of club based football and netball for the next 10 years.

The Strategy development process was very collaborative and equitable to all stakeholders, which led to unanimous support for the final draft to go out for public exhibition in May 2021. The Project Control Group (PCG) endorsed the final Strategy on 26th August 2021 and the G21 Sport & Recreation Pillar provided their endorsement on 30th August 2021. Once each Council has received and endorsed or noted the Strategy in October/November it will be presented to the G21 Board for noting.

The G21 and AFL Barwon Towards 2030: Strategy will provide clear strategic direction for AFL and Netball in our region for the next ten years. The Strategic Recommendations for Surf Coast Shire are important in ensuring that Council supports the continued growth of football and netball in our catchment and provides opportunities for our community to participate in physical activity and experience the associated benefits. The endorsement of the Strategy will enable Council to begin implementation on relevant Strategic Recommendations.

#### Recommendation

That Council:

1. Endorses the G21 and AFL Barwon Towards 2030: Strategy as attached at Appendix 1.
2. Receives and notes the summary report on the findings of the consultation process and the implications for the G21 and AFL Barwon Towards 2030: Strategy as attached at Appendix 2.
3. Notes that strategic recommendations with financial implications for Council will be considered through annual project prioritisation and budget processes.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### Report

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

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

#### ***Background***

AFL Barwon in partnership with local government authorities within the G21 region via the Sport and Recreation Pillar commissioned insideEDGE Sport and Leisure Planning to develop the G21 and AFL Barwon Towards 2030: Strategy. The Strategy (Appendix 1) builds upon the success of the initial G21 and AFL Barwon Regional Strategy (2015) and updates the key focus areas and actions to continue to guide the future planning and development of club based football and netball for the next 10 years.

Several shifting trends over the last five years has driven the need for G21 and AFL Barwon Towards 2030: Strategy. These changes include substantial growth in female football, which has seen participation exceed all forecasted expectations. Other emerging challenges influencing the requirement for the refresh of the 2015 Strategy, now known as the Towards 2030 Strategy, include:

- Population and participation forecasts, particularly in growth areas, seeing increased demand and pressure for the delivery of new football and netball facilities.
- Participation increases across both football and netball creating greater demand for access to facilities that can cater for increased capacity for training, games and events.
- Socio-economic and diversity in population which sees niche areas of the Region experiencing participation stagnation or decline.
- Fair Go Rates System – rate capping for Local Government Authorities (LGAs), limiting Council's capacity to fund discretionary projects.
- 2015 Action Plan implementation status – whilst 86% of strategic actions identified are either in progress or complete, there are a number which have not yet started.
- COVID-19 – the pandemic has caused significant disruption to community sport including AFL Victoria, AFL Barwon and Netball Victoria which has seen participation and club operations severely affected for season 2020. This will also result in some challenges around forecasting participation for 2021.

#### ***Discussion***

The Strategy development included select consultation with key stakeholders, and in May 2021 G21 Council's approved a 6 week public exhibition period from Monday 31 May 2021 to Sunday 11 July 2021.

The public exhibition of the draft Strategy received 174 hits on the G21 Strategy webpage and a total of 21 submissions from both individuals and clubs. The submissions, attached to this report (Appendix 2), resulted in four minor wording changes relating to netball development, shared umpire change spaces and Football Integration Development Association (FIDA vision impaired) which were approved by the Project Control Group (PCG). Although there was a low engagement response, AFL Barwon have provided a letter confirming their satisfaction with the Strategy development process.

The Project Control Group (PCG) endorsed the final Strategy on 26th August 2021 and the G21 Sport & Recreation Pillar provided their endorsement on 30th August 2021. Once each Council has received and endorsed or noted the Strategy in October/November it will be presented to the G21 Board for noting.

The strategic recommendations for Surf Coast Shire are important in ensuring that Council supports the continued growth of AFL and netball in our catchment and provides opportunities for our community to participate in physical activity and experience associated benefits.

#### Strategy Implications for the Surf Coast Shire

Various Strategic Recommendations in the Strategy require the support of Surf Coast Shire in order to realise the intended outcomes:

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	SURF COAST SHIRE RESPONSIBILITY (Initiator, Deliverer, Supporter)
1.2	Project partners and the G21 Sport & Recreation Pillar to work	Critical	Deliverer

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	SURF COAST SHIRE RESPONSIBILITY (Initiator, Deliverer, Supporter)
	collaboratively in advocating for the continuation of existing, and identification of alternate, funding streams to support infrastructure investment, including the Country Football and Netball Program (CFNP).		
1.5	Project partners to educate venue users on the benefits of collaborative planning of sporting facilities and accessing school venues via successful case studies.	High	Initiator, Deliverer
2.1	Utilising facility audit information provided within the Strategy, prioritise collaborative investment with project partners into core facility upgrades where facility gaps are evident.	Critical	Initiator, Deliverer
2.2	A collective, region-based approach with project partners to develop partnerships with schools to advocate for access to facilities where adequate provision is available to meet demand. Consider collaborative investment into school facilities where increased usage outcomes can be demonstrated, and promote and advertise accordingly.	Critical	Initiator, Deliverer
2.3	Develop all facilities to include lighting to a minimum training level standard – this will help to alleviate demand and capacity issues experienced across the Region.	Critical	Initiator, Deliverer
2.4	AFL Barwon and LGAs to work in partnership in the fixturing of night games to ensure venues that have competition lighting capacity are prioritised. Should existing competition lit facilities not suffice, project partners to collaboratively identify venues which should have lighting provision increased.	Medium	Initiator, Deliverer
2.5	AFL Barwon and LGAs to promote and educate clubs on the use of overflow and alternate non-traditional venues to accommodate training and to reduce the over-use of ovals. Investment into non-aligned venues with required ground surface, lighting and basic amenities to assist and support identified demand.	Medium	Initiator, Deliverer
2.6	AFL Barwon and project partners including LGAs to support, encourage and provide feedback on strategic club-driven infrastructure development plans and encourage the identification of cash and/or in-kind contributions.	Medium	Initiator, Deliverer
3.1	All new and redeveloped facilities must meet the requirements in the AFL's Preferred Facility Guidelines including the provision of gender neutral facilities for football and netball players as well as umpires.	Critical	Deliverer
3.2	In conjunction with facility audit data, female participation information and map on page 49, prioritise gender neutral facility developments that address facility gaps.	Critical	Initiator, Deliverer
3.3	In conjunction with facility audit data, continue to improve the quality of netball player and umpire change facilities in the Region to enhance participant experience and opportunity	Critical	Initiator, Deliverer
3.5	Consider modular facilities as an alternate to traditional construction where applicable and to assist in servicing increased demand including where back to back games are played.	Medium	Initiator, Deliverer
3.6	Include multi-use and flexible design spaces in change rooms and social room developments that can be modified for a range of uses and that will encourage broader community use.	Medium	Initiator, Deliverer
4.2	LGAs, AFL Barwon and Leisure Networks, identify vulnerable areas experiencing participation decline. Develop participation strategies that identifies actions for improvement, resource requirements and a focus on school participation and linkages.	Critical	Deliverer
4.4	AFL Barwon and LGAs collaborate in analysing the impacts of COVID-19 on clubs once regular play resumes. This analysis should extend to all five municipalities and in areas of identified growth, decline and stagnation.	Critical	Initiator
4.6	LGAs, AFL Barwon and Leisure Networks partner to deliver quarterly (or as agreed) club development seminars either as	High	Initiator

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

TASK	STRATEGIC RECOMMENDATIONS	TIMELINE	SURF COAST SHIRE RESPONSIBILITY (Initiator, Deliverer, Supporter)
	a Region or per each individual LGA. Seminars to focus on the delivery of information relating to items such as governance, volunteer retention, diversity and inclusion, financial management, infrastructure planning, infrastructure use and participation strategies.		
5.1	LGAs, AFL Barwon and project partners successfully provide access to additional football and netball facilities identified by LGA in the Appendices of this Report.	Critical	Initiator, Deliverer
5.2	AFL Barwon, Netball Victoria, Leisure Networks and LGAs to develop sport development strategies to identify, develop and support newly established clubs in new facilities, particularly within growth areas.	High	Deliverer
5.3	LGAs, AFL Barwon and project partners to preference the development of multi-oval facilities over single oval facilities in growth areas consistent with the AFL Growing the Heartland Strategy.	Medium	Deliverer
6.1	AFL Barwon and LGAs utilise and program the three identified regional level facilities; Spring Creek Reserve, Colac Central Reserve and West Oval to host higher level games and/or events.	Critical	Deliverer
6.4	AFL Barwon, LGAs and Deakin University to work in collaboration to facilitate access to the oval and facilities at the Waurin Ponds campus to assist in additional provision across the network.	Medium	Deliverer

#### Council Plan

Theme 2 A Healthy Connected Community  
Strategy 6 Enable communities to strengthen their social connections and participate in community life

Theme 2 A Healthy Connected Community  
Strategy 4 Improve access to local services and programs that support people to be healthy and well

Theme 4 Sustainable Growth  
Strategy 3 Facilitate the provision of social infrastructure and open space to enable healthy lifestyles

#### Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

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

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

Communication	Yes
Human Rights Charter	No

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

Implementing strategic recommendations from the Strategy will ensure that positive participation and social outcomes will be provided for clubs within the community. Future facility improvements will need to consider innovations in construction and materials that provide better functional, environmental, maintenance and renewal outcomes.

#### **Community Engagement**

The project was overseen by a PCG with representatives from AFL Barwon, Netball Victoria and the five G21 Council's. The Strategy development included select consultation with key stakeholders, and in May 2021 G21 Council's approved a 6 week public exhibition period from Monday 31 May 2021 to Sunday 11 July 2021.

The public exhibition of the draft Strategy received 174 hits on the G21 Strategy webpage and a total of 21 submissions from both individuals and clubs. The submissions, attached to this report (Appendix 2), resulted in four minor changes to the document content being approved by the PCG. Although there was a low engagement response, AFL Barwon provided a letter confirming their satisfaction with the Strategy development process.

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.	Direct engagement with AFL Barwon, Netball Victoria and G21 clubs. 'Have your say' public exhibition process.

#### **Public Transparency**

The Strategy is an appendix to this Council Report and will be available to the community. This will aid in understanding the purpose of the review, the outcomes of the process and the strategic recommendations to support football and netball towards 2030.

#### **Strategies/Plans**

The Strategy is a review of the 2015 original document. There is strong alignment to the Council Plan as noted above. The facility assessments within the Strategy include a range of infrastructure improvements that have been implemented as a result of previous Council master plans.

#### **Financial Management**

There are no financial implications for Council in endorsing the Strategy.

The G21 and AFL Barwon Towards 2030: Strategy was funded by AFL Barwon as a refresh of the 2015 Strategy. In terms of financial implications for implementing the Strategy, the strategic recommendations include identifying and implementing ongoing improvements to facilities. Future infrastructure projects will be considered through annual project prioritisation and budget processes.

#### **Service Performance**

Council's provision of outdoor sporting facilities and built infrastructure to support AFL and Netball is of a good standard. Projects in recent years have constructed new pavilions and redeveloped existing pavilions, upgraded lighting, improved sports fields and renewed equipment. While Surf Coast Shire clubs have experienced a good level of improvement projects, the level of provision will need to be maintained and renewed as required. Further, growth of the population and club membership will continue to create demand for new and upgraded facilities.

### **6.3 G21 and AFL Barwon Towards 2030: Strategy**

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

There are no identified risks for Council with endorsing this strategy. There are also no identified Workplace Health and Safety implications associated with this report.

#### ***Communication***

G21, AFL Barwon, Netball Victoria and each Council will undertake their own promotion of the Strategy once endorsed or noted by all Councils. This may include website, social media, print media and direct promotion to relevant clubs. AFL Barwon will play a critical role in ensuring that the football and netball community are aware of the Strategy.

AFL Barwon may choose to facilitate periodic meetings with PCG representatives to monitor the progress of the Strategy implementation.

#### ***Options***

##### Option 1 – endorse the G21 and AFL Barwon Towards 2030: Strategy

This option is recommended by Officers as it will ensure that the Strategy has the full support of Council and implementation can begin on relevant recommendations. This option will follow the endorsement of the Strategy by the PCG and G21 Sport & Recreation Pillar, and preclude the noting of the document by the G21 Board.

##### Option 2 – do not endorse the G21 and AFL Barwon Towards 2030: Strategy

This option is not recommended by Officers as it will delay the project and not support the endorsement of the Strategy by the PCG and G21 Sport & Recreation Pillar.

#### ***Conclusion***

The G21 and AFL Barwon Towards 2030: Strategy will provide clear strategic direction for Football and Netball in our region for the next ten years. The development of the document has included extensive consultation with the football and netball community and input from key stakeholders.

The Strategic Recommendations for Surf Coast Shire are important in ensuring that Council supports the continued growth of football and netball in our catchment and provides opportunities for our community to participate in physical activity and experience the associated benefits. The endorsement of the Strategy will enable Council to begin implementation on relevant Strategic Recommendations.



### **6.3 G21 and AFL Barwon Towards 2030: Strategy**

#### **APPENDIX 1 FINAL G21 AND AFL BARWON REGIONAL TOWARDS 2030 STRATEGY - AUGUST 2021**



Geelong West Giants  
Football Club players

# G21 AND AFL BARWON TOWARDS 2030: STRATEGY

AUGUST 2021

SPORT & RECREATION PILLAR



### 6.3 G21 and AFL Barwon Towards 2030: Strategy



## CONTENTS

### SECTION

### PAGE

▶ WELCOME FROM AFL BARWON	3
▶ SUMMARY OF KEY FINDINGS	4
▶ INTRODUCTION	5
▶ PROJECT METHODOLOGY	6
▶ PROJECT STUDY AREA	7
▶ 2015 STRATEGY – HIGHLIGHTS AND ACHIEVEMENTS	8
▶ WHAT'S CHANGED SINCE 2015	12
▶ STATE OF PLAY	22
▶ TOWARDS 2030: STRATEGY	37
▶ STRATEGY IMPLEMENTATION	58
▶ APPENDICES	70
▶ POPULATION AND PARTICIPATION PROJECTIONS	71
▶ FACILITY CONDITION RATINGS	74
▶ FACILITY PROVISION FORECASTS	83
▶ FOOTBALL AND NETBALL CLUB PROJECT DEVELOPMENT FRAMEWORK	92
▶ CASE STUDIES	94

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



## WELCOME FROM AFL BARWON

As we rebound from COVID-19, one of the most significant crises that AFL Barwon has seen, football and netball clubs will be pivotal in continuing to connect and enhance communities through our great games. Now more than ever is the time to focus on community sport, and to deliver high quality and inclusive infrastructure to enable continued growth in participation.

The COVID-19 pandemic has presented significant challenges to communities and our industry, and AFL Barwon will play a key role in the re-emergence of sport once government restrictions ease. Throughout 2020, AFL Barwon has maintained that its number one priority is the health and safety of players, coaches, umpires, officials, volunteers and the community, and we will continue to ensure this occurs. To support this approach, senior football and netball seasons were cancelled in 2020, and only a small amount of junior football and netball was played. The affect of 2020 on participation is yet to be determined, however we will rely on the recommendations within this Strategy, and the support of our partners, in driving participant retention and attraction once competition resumes. It is imperative that AFL Barwon remains one of Victoria's strongest regions for football and netball participation moving forward.

AFL Barwon is proud to have experienced significant growth over the last five years with over 23,000 club football and netball participants in 2019. Of these participants, over 2,500 were female footballers, which has seen growth of 424% since 2015. To ensure we are well equipped for the dynamic future of the sport, we must ensure that high quality and inclusive facilities are at the top of our agenda.

The *G21 & AFL Barwon Towards 2030: Strategy* builds on the fantastic efforts and achievements realised since the initial 2015 Strategy, and highlights the success we as a Region, have achieved in partnership with our key stakeholders.

It is important to highlight the financial investment of the five G21 Local Government Authorities, as well as the Victorian and Commonwealth Government's, over the past five years who have significantly contributed to the delivery of facilities and the prosperity of football and netball. A combined total infrastructure investment across the G21 Region of \$67 million demonstrates their commitment to both sports, and has driven the need for AFL Barwon to prioritise the update to the Strategy.

The *Towards 2030 Strategy* aims to provide a roadmap to the continued enhancement of facility provision and participation, as well as an updated strategic framework that guides all project partners in collaboration. In addition, the Strategy provides clubs, leagues, LGAs and other stakeholders the opportunity to align planning, investment and development priorities across the Region.

The Strategy also includes forecasts for population and participation, and aims to assist in managing the future facility requirements to facilitate both sports. The Strategy has been designed to assist the provision of safe, accessible, and welcoming facilities that will keep our players and officials engaged over the next decade.

AFL Barwon would like to thank those who contributed to the development of the *Towards 2030 Strategy*, including financial investment made by Buckley's Entertainment Centre, AFL Victoria, and Netball Victoria.

We look forward to working with all stakeholders to bring the Strategy to life and to deliver the facilities needed to ensure the success of our great games into the future.



AFL Barwon



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# SUMMARY OF KEY FINDINGS

The key findings of the G21 and AFL Barwon Towards 2030: Strategy are:

Sustained growth in participation is being experienced across club-based football and netball throughout the Region, particularly in female football.

There is a healthy provision of modern, regional level facilities which have the capacity to host higher level events, finals, competitions and greater spectator numbers over the next 10 years.

Continuing to provide gender neutral amenities and increasing the capacity of existing facilities to cater for participation growth and future demand is critical.

A coordinated approach to monitoring the impacts of COVID-19 on football and netball clubs and the engagement of players during the cessation of sport is critical.

The provision and improvement of playing surface lighting at existing facilities will create better access, programmability and capacity of venues.

Participation strategies in areas identified as vulnerable are required to ensure club-based football and netball remains viable. This includes creating stronger linkages with schools.

The development of additional football and netball facilities and clubs, particularly in areas of population growth, should reflect population and participation forecasts and provision requirements.

A collaborative approach to investment and the advocacy for the continuation of key funding programs is crucial to deliver new and redeveloped football and netball facilities.



Lorne Football Netball Club – Stribling Reserve

## 6.3 G21 and AFL Barwon Towards 2030: Strategy



Colac Football Club player



St Joseph's Netball Club player

## INTRODUCTION ABOUT THIS DOCUMENT

**The G21 and AFL Barwon Towards 2030: Strategy aims to guide the future planning and development of football and netball throughout the G21 Region for the next 10 years. The Strategy highlights the achievements and challenges of the initial 2015 Strategy, and revisits infrastructure and sport development priorities that are relevant to the game in 2020 and beyond.**

The G21 Region has a strong history of collaboration between project partners to deliver strategies which address infrastructure and sport development initiatives. The success of the 2015 G21 and AFL Barwon Regional Strategy saw it become the blueprint and catalyst for regional sport planning across Victoria. The initial Strategy, through collaboration and partnership, has seen substantial achievements for football and netball via a coordinated approach to infrastructure and sport development.

The 2015 Strategy investigated the issues and opportunities facing club-based football and netball on a regional scale, utilising the knowledge and resources from each of the five represented LGAs along with AFL Barwon, AFL Victoria, Netball Victoria, Leisure Networks, Deakin University and Sport & Recreation Victoria.

Since 2015, the football and netball landscape has changed considerably, and the Region is presented with several opportunities and challenges regarding the provision of facilities, services, support and delivery of both sports that must be addressed.

Towards 2030 highlights the initial Strategy's achievements and understands how changes and trends since this time have impacted and influenced the sports and their facilities. Towards 2030 outlines how the refreshed Strategy will respond to new trends in participation, facilities and demographics. Towards 2030 also reconsiders and refocuses priorities and identifies any new emerging areas which will require strategic action.

The key themes for 2020 and beyond will focus on changes and diversity in participation, enhanced club development and education along with improved infrastructure and access to football and netball facilities across the network.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# PROJECT METHODOLOGY



**AFL Barwon is one of 12 designated AFL Victoria Regional Commissions that are responsible for the promotion, growth and sustainability of community football and netball in regional Victoria.**

AFL Barwon and the G21 Sport & Recreation Pillar identified the need to update the 2015 Strategy to ensure current trends and strategic priorities are reflected throughout.

The initial 2015 Strategy undertook significant consultation with AFL Barwon Clubs, affiliated Leagues and other stakeholders. Towards 2030 has considered the initial consultation findings, recommendations in the 2015 Strategy, and re-engaged with selected stakeholders through a Project Control Group (PCG) and Project Reference Group (PRG). Towards 2030 has also been developed through findings and insights gained via the 2019 AFL National Facility Audit, AFL participation data for the Barwon Region and through consultation with G21 LGAs, G21 Sport & Recreation Pillar, Sport & Recreation Victoria, AFL Victoria, Netball Victoria, AFL Barwon, Deakin University, Leisure Networks and the Geelong and District Football League.

### NATIONAL AFL FACILITIES AUDIT: OCT 2019

- ▶ Audit of all club-based football and netball facilities using the Sports Facility Auditor program

### STAGE ONE: JAN 2020

- ▶ Project initiation
- ▶ Project Control Group meeting
- ▶ Project Reference Group meeting

### STAGE TWO: MAR - MAY 2020

- ▶ Review of 2015 Strategy
- ▶ Facility and participation analysis
- ▶ Review and update 2015 Strategic Framework

### STAGE THREE: AUG - NOV 2020

- ▶ Draft G21 and AFL Barwon Towards 2030: Strategy
- ▶ Project Control Group feedback on Draft
- ▶ Review by AFL Barwon Commission
- ▶ Project Reference Group feedback on Draft

### STAGE FOUR: FEB - MAR 2021

- ▶ Draft Strategy – community feedback and public exhibition

### STAGE FIVE – APR 2021

- ▶ Final G21 and AFL Barwon Towards 2030: Strategy
- ▶ Endorsement by all five G21 LGAs and the G21 Sport and Recreation Pillar

The Updated Strategy will follow a formal public exhibition process through each of the five LGAs which will allow for broader feedback from the football and netball community. The endorsement of Towards 2030 is recommended by all LGAs to ensure the Strategy's timely implementation.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# PROJECT STUDY AREA

The study area for the **G21 and AFL Barwon Towards 2030: Strategy** covers the five municipalities of **City of Greater Geelong, Surf Coast Shire, Golden Plains Shire, Colac Otway Shire and Borough of Queenscliffe.**

The Camgham/Linton and Rokewood Football Clubs are located within the G21 Region however are not affiliated with AFL Barwon. Facility audit information for these venues is included within this report as it contributes to the Region's overall provision. Participation information for these clubs however is not included as it is attributed to the AFL Goldfields Region.

Werribee Centrals and Simpson Football Clubs are not located within the G21 Region but are affiliated with AFL Barwon. Therefore, participation figures are included however facility audit information has not been included.



### AFL BARWON 2020 QUICK FACTS

**5 LOCAL GOVERNMENT AUTHORITIES**

**337,000+ RESIDENTS**

**75KM - 160KM SOUTH WEST OF MELBOURNE**

**23,000+ REGISTERED FOOTBALL AND NETBALL PLAYERS IN SEASON 2019**

**4 SENIOR FOOTBALL AND NETBALL LEAGUES**

**3 JUNIOR FOOTBALL LEAGUES**

**2 UMPIRE LEAGUES/ASSOCIATIONS**

**49 CLUBS**

**485 FOOTBALL TEAMS**

**431 NETBALL TEAMS MANAGED BY AFL BARWON**

### 6.3 G21 and AFL Barwon Towards 2030: Strategy





## 6.3 G21 and AFL Barwon Towards 2030: Strategy



### 2015 STRATEGY – HIGHLIGHTS AND ACHIEVEMENTS

**The implementation of the 2015 Strategy saw a range of highlights and achievements delivered through collaboration and partnership. The following summary demonstrates how a regional approach to sport planning has resulted in widespread community benefit and participation outcomes.**

The initial 2015 Strategy pioneered a new, collective and collaborative framework to guide facility development, investment, partnerships and participation. The sporting landscape has changed considerably since 2015 most notably with the boom in female AFL participation. Whilst the representation of females in sport within G21, particularly within netball, has always been strong, the emergence of female football has resulted in unprecedented growth. Consequently, this has opened a new market for AFL. **From 2015 to 2019, female football in AFL Barwon club competition increased 424% from 474 to 2,482 participants, seeing an increase of 22 female teams from season 2017 to 2019 alone.**

The 2015 Strategy also created better alliances, partnerships and collaboration with a range of stakeholders who have been, and will continue to be, imperative to the Towards 2030 Strategy delivery. The success of the 2015 Strategy has been achieved through the tireless efforts of so many within the Region.

The key strategic priorities identified within the 2015 Strategy delivered a framework resulting in 86% of priority actions being completed or underway. Towards 2030 will consider the reshaping of strategic actions and the subsequent implementation plan to continue the levels of success achieved to date.

A summary of key items and initiatives delivered within the 2015 Strategic Framework is detailed on page 11.

**Since the inception of the 2015 Strategy, over \$67M worth of investment into football and netball facilities occurred across the G21 Region via a range of funding partners including Local Government, Victorian and Commonwealth Governments, AFL, AFL Victoria, Netball Victoria, AFL Barwon and football and netball Clubs. This investment has delivered more than 60 infrastructure projects including 23 change room redevelopments, 9 new AFL ovals, 13 sports lighting upgrades, 6 oval redevelopments and 4 new netball courts.**

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# 2015 STRATEGY – HIGHLIGHTS AND ACHIEVEMENTS

The following summary highlights the key achievements of the 2015 AFL Barwon Regional Strategy.



**OVER 60**

FOOTBALL -  
NETBALL  
PROJECTS  
COMPLETED



**\$67M**

TOTAL COMBINED  
INFRASTRUCTURE  
INVESTMENT  
ACROSS G21



**23**

CHANGE ROOM  
REDEVELOPMENTS



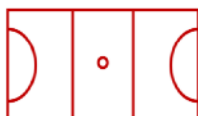
**9**

NEW AFL OVALS



**13**

SPORTS  
LIGHTING  
UPGRADES



**4**

NEW NETBALL  
COURTS



**86%**

OF 2015  
STRATEGIC  
ACTIONS  
COMPLETED OR  
IN PROGRESS



**3,773**

ADDITIONAL AFL  
BARWON CLUB  
PARTICIPANTS  
FROM 2015 -  
2019



**424%**

INCREASE IN  
AFL BARWON  
FEMALE  
FOOTBALL  
PARTICIPATION  
FROM 2015-2019



**65**

FEMALE  
FOOTBALL  
TEAMS IN 2019



**48%**

GROWTH IN  
JUNIOR AFL  
BARWON  
PARTICIPATION  
FROM 2015-2019



**64%**

NETBALL  
PARTICIPATION  
GROWTH FROM  
2015-2019

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# 2015 STRATEGIC FRAMEWORK DELIVERY

The following key outcomes and initiatives have been achieved within each of the six priorities identified in the 2015 Strategy.

<b>PRIORITY 1</b>	<p><b>Support the capacity building of clubs and their people</b></p> <p><b>Key outcomes:</b></p> <ul style="list-style-type: none"> <li>▶ Ongoing improvements and changes to the AFL Barwon competition structure to address sustainability and competition equalisation.</li> <li>▶ Development of five year club strategic plans in partnership with AFL Barwon and Leisure Networks.</li> <li>▶ Annual AFL Barwon Club Health Checks.</li> </ul>
<b>PRIORITY 2</b>	<p><b>Increase the quality and functionality and maximise the carrying capacity of existing facilities</b></p> <p><b>Key outcomes:</b></p> <ul style="list-style-type: none"> <li>▶ \$67M of investment into football and netball facilities including playing surfaces, lights and change rooms across all G21 municipalities through partnerships with LGAs, Victorian and Commonwealth Governments, AFL, AFL Victoria, Netball Victoria, AFL Barwon and local sources.</li> </ul>
<b>PRIORITY 3</b>	<p><b>Plan and develop new facilities in key growth areas across the Region</b></p> <p><b>Key outcomes:</b></p> <ul style="list-style-type: none"> <li>▶ Armstrong Creek East Sporting Precinct (Armstrong Creek) – growth area facility completion</li> <li>▶ Drysdale Sporting Precinct Stage 1 (Drysdale) – growth area facility completion</li> <li>▶ Deakin University Elite Regional Sporting Precinct (Waurn Ponds) – oval completion</li> <li>▶ Spring Creek Reserve (Torquay) - regional level upgrade completion</li> <li>▶ Colac Central Reserve (Colac) - regional level upgrade completion</li> <li>▶ West Oval (Geelong) - regional level upgrade (currently under construction, due for completion by 2021)</li> <li>▶ Banyul-Warri Fields (Torquay) – growth area facility completion</li> </ul>
<b>PRIORITY 4</b>	<p><b>Capitalise on opportunities to create a Regional Administration Centre</b></p> <p><b>Key outcomes:</b></p> <ul style="list-style-type: none"> <li>▶ Upgrades to the existing AFL Barwon and Geelong Falcons administration facility at Highton Reserve including floodlighting to support talent pathway programs.</li> <li>▶ Ongoing upgrades to Kardinia Park (GMHBA Stadium) and linkages with Geelong Football Club and Geelong Falcons to facilitate elite player pathway programs.</li> </ul>
<b>PRIORITY 5</b>	<p><b>Ensure programs and facilities cater for the diversity of participants that are attracted to our game</b></p> <p><b>Key outcomes:</b></p> <ul style="list-style-type: none"> <li>▶ AFL Barwon delivery and support of female football participation and competition to facilitate exponential growth.</li> <li>▶ In partnership with Leisure Networks, delivery of programs including successful FIDA program.</li> <li>▶ Leveraging of funding through Sport &amp; Recreation Victoria and other bodies for the implementation of grassroots programs.</li> <li>▶ In partnership with Leisure Networks, delivery of the Barwon Game Changer program.</li> <li>▶ Considerable improvements made in the provision of gender neutral player and umpire amenities for both football and netball.</li> </ul>
<b>PRIORITY 6</b>	<p><b>Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities</b></p> <p><b>Key outcomes:</b></p> <ul style="list-style-type: none"> <li>▶ Ongoing AFL Barwon annual government forum to share information and discuss Strategy progress and implementation with key stakeholders and project partners.</li> <li>▶ Participation at the G21 Sport &amp; Recreation Pillar Sports Forum.</li> <li>▶ AFL Barwon, Sport &amp; Recreation Victoria, AFL Victoria, Netball Victoria and LGAs partnering in the planning, funding and delivery of facility upgrades and improvements.</li> </ul>



### 6.3 G21 and AFL Barwon Towards 2030: Strategy



Barwon Heads Football Club players

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

**Since the 2015 Strategy's inception, the football and netball landscape within the G21 Region has diversified significantly, resulting in new trends and pressures, particularly surrounding participation, facility design, sports development and competition delivery.**

Several shifting trends over the last five years has driven the need for G21 & AFL Barwon Towards 2030: Strategy. These changes include substantial growth in female football, which has seen participation soar, exceeding all forecasted expectations.

In response, facility design and the AFL's *Preferred Facility Guidelines* (2019) has needed to quickly adapt to highlight the necessary provision of facilities that are accessible, welcoming and inclusive for all. This response, which will be further discussed throughout this report, has placed significant pressure on facilities, their providers and investors. The implications of and predictions for future female growth in the G21 Region will continue the demand for places and spaces that meet the requirements of the modern game.

Other emerging challenges influencing the requirement for the refresh of the 2015 Strategy, now known as the Towards 2030 Strategy, include:

- **Population and participation forecasts, particularly within growth areas**, seeing increased demand and pressure for the delivery of new football and netball facilities.
- **The delivery of additional venues such as those at Deakin University** further assisting in the provision of facilities across the network.
- **Participation increases across both football and netball creating greater demand for access to facilities** that can cater for increased capacity for training, games and events.
- **Socio economic and diversity in population which sees niche areas of the Region experiencing participation stagnation or decline.**
- **Fair Go Rates System - rate capping for Local Government Authorities (LGAs)**, limiting Council's capacity to fund discretionary projects.
- **2015 Action Plan implementation status** - whilst 86% of strategic actions identified are either in progress or complete, there are a number which have not yet started.
- **COVID-19** – at the time of preparing this report, the COVID-19 pandemic has caused significant disruption to community sport including AFL Victoria, AFL Barwon and Netball Victoria which has seen participation and club operations severely affected for season 2020. This will also result in some challenges around forecasting participation for 2021.

Towards 2030 will consider how these challenges are impacting and influencing club-based football and netball and recommend the best strategic response and action plan. The Strategic Framework as presented in the initial Strategy will be updated to reflect current priorities and future need. The actions within will aim to outline a more definitive and measurable mechanism for delivery.



**In June 2020, and in consultation with clubs and community football stakeholders, the AFL Barwon Commission cancelled the 2020 senior and reserve football and netball season as a result of the COVID-19 pandemic. 79% of senior clubs indicated that they did not support the resumption of the 2020 premiership home and away season.**

**The extent of the impacts and effects of having no competitive play in 2020 are unlikely to be known for some time, however G21 football and netball stakeholders agreed that the cancellation of the season was necessary to sustain the viability of the competition moving forward.**



## 6.3 G21 and AFL Barwon Towards 2030: Strategy



## WHAT THE 2030 STRATEGY WILL DELIVER

The **G21 and AFL Barwon Towards 2030: Strategy** investigates the issues and opportunities facing club-based football and netball in the Region. The **Towards 2030 Strategy** considers the recommendations formed within the initial 2015 Strategy, and reshapes them where required to address the current context. Recommendations within **Towards 2030** will continue the legacy of the 2015 Strategy and work to improve the delivery and prosperity of both sports into the future.

Using the knowledge and resources from each of the five represented LGAs, AFL Victoria, Netball Victoria, AFL Barwon and the leagues associated; Geelong Football Netball League (GFNL), Geelong and District Football Netball League (GDFL), Bellarine Football Netball League (BFNL) and Colac and District Football Netball League (CDFNL), the Strategy will assist project partners in delivering, advocating and attracting funding for community football and netball facilities and activities.

The document will create recommendations based on the insights, trends, issues and opportunities emerging throughout the Strategy's development. The Strategy will not provide a prioritised list of facility investment requirements, individual club/venue master plans, infrastructure development pricing structures or proposed capital works programs. These will continue to be developed at the discretion of LGAs, in consultation with users, pending analysis of identified facility gaps and venue usage requirements.

Key actions recommended in the Strategy will be subject to each LGAs prioritisation and annual budget process.

### KEY DELIVERABLES INCLUDE:

- **Auditing of football and netball facilities** in conjunction with AFL Victoria and Netball Victoria throughout the G21 Region.
- **A participation snapshot of football and netball** in the Region and future participation projections.
- **Identifying opportunities to optimise the use of existing facilities** including non-traditional football venues such as schools.
- **Support the capacity, operation, administration and education of clubs** and their people.
- **Identification of the need and potential provision requirement for new facilities** in identified growth areas.
- **The need to identify a future facility that can facilitate a Regional Administration Centre** and enhance talent pathways.

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



## CURRENT STRATEGIC CONTEXT

Since the initial 2015 Strategy, changes in strategic context and supporting documentation have emerged that must be considered in the development of the Towards 2030 Strategy. Summaries of these documents are provided below.

#### AFL VICTORIA'S 'GROWING THE HEARTLAND' FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2017-2022

The initial *Heartland Strategy* was released in 2014. The changing face of football across Australia however led to a review in 2016 to ensure strategic directions evolved to best assist all partners and meet the needs of communities where football is played. These changes were driven through:

- The extraordinary growth of female football which resulted in 100 new female teams in 2016 and 300+ new female teams in Season 2017;
- The need to align the *Heartland Strategy* with strategic priorities in AFL Victoria's Strategic Plan 2017-2022;
- A larger focus being placed by government on areas such as female participation, gender neutral design and access for all abilities;
- Recognising the increased financial pressures being faced by local government through rate capping and reduced funding opportunities;
- Rapid demographic change in some areas of Victoria requiring planning for future communities; and
- The need to explore alternate facility options such as school venues and use of synthetic grounds to ensure participation growth opportunities are capitalised on.

The revised *Heartland Strategy* captures these changes through initiatives such as the inclusion of population and participation projections in growth areas and details the importance of facilities to participation. This will encourage continued stakeholder commitment to ongoing investment and renewal.

New strategic commitments were also established in key areas such as:

- Ongoing facility audits and assessment to understand investment needs;
- Continued promotion of synthetic surfaces to address ground carrying capacity issues;
- Supporting planning processes to prioritise gender neutral change room provision;
- Implementing a venue improvement program for second tier venues to support player pathways and implementation of female football at the elite level;
- Supporting the provision of two oval and two netball venues in greenfield sites;
- Capitalising on school ground access opportunities as they become available and ensuring school venues are fit for purpose; and
- Working with State Government to maximise funding and provide flexibility in funding programs and categories.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### AFL PREFERRED FACILITY GUIDELINES (2019)

Developed after the completion of the initial G21 Strategy and revisited in 2019, the *AFL Preferred Facility Guidelines* outline the preferred facility requirements for venues which are utilised for AFL training and competition. The Guidelines are to be used as a key tool during the planning phase of a project to identify the spatial requirements for facilities to support male and female teams, umpires, officials and the broader AFL community. The Guidelines also provide recommendations for the specification of supporting infrastructure such as floodlights and spectator amenities.

### NETBALL VICTORIA STATEWIDE FACILITIES STRATEGY 2019-2022 AND NETBALL VICTORIA FACILITIES MANUAL 2017

Developed following the delivery of the initial G21 Strategy, both documents assist in the planning of facilities and the facilitation of netball across the State. Netball Victoria's Facilities Manual contains technical information on netball courts and associated infrastructure. It is Netball Victoria's expectation that all new and redeveloped facilities are constructed to meet the standards outlined within this document.

The G21 Region is noted as having the highest number of participants of any rural or regional area in Victoria within the *Statewide Facilities Strategy*, and the development and future provision of facilities will rely on the guidance of the Facilities Manual to ensure compliance.

### ACTIVE VICTORIA: A STRATEGIC FRAMEWORK FOR SPORT AND RECREATION IN VICTORIA 2017-2021

This document aims to provide a consolidated approach to the improvement in participation in sport and recreation from a State-wide perspective.

The vision for participation outcomes in sport within the document are based upon five key areas;

- **More active:** increased proportion of Victorian's regularly participating in sport or active recreation.
- **More diverse and inclusive:** providing opportunities for all to become involved.
- **Robust, flexible, sustainable and affordable:** providing flexible and affordable choices for participants.
- **Collaborative:** well-planned and connected investment that maximises participation and other community benefits.
- **Broad-based and connected:** A system that addresses the different demands, contributors and structure of sport and active recreation and maximises connections across the system.

### AFL BARWON STRATEGIC PLAN 2017-2020 (update currently underway)

This document outlines the key objectives to progress AFL Barwon in achieving its vision of 'to grow and prosper community football and netball in the Barwon Region'. The strategic actions to achieve this vision include:

- **Participation** – develop and support pathways to increase player participation rates at all levels of football and netball in order to facilitate growth of the game.
- **Community** – support communities to provide quality management and environments to motivate volunteers, umpires, coaches, teachers, sports trainers and fans for all levels of football and netball.
- **Engagement** – develop stakeholder and community engagement initiatives that support the vision, mission statement and values of AFL Barwon.
- **Development & Welfare** – provide and promote participant development programs, including talent pathways and facilitate welfare outcomes.
- **Facilities** – promote region wide plans to advocate for and collaborate on facility development for leagues, their clubs, umpires and schools.
- **Sustainability** – ensure that AFL Barwon and its affiliates have a responsible, sound and sustainable business model to enable long term growth of community football and netball in the region.
- **People & Culture** – attract, develop and retain quality people and develop a high-performance culture in line with AFL Barwon's key objectives and values.

### GROWTH AREA PLANNING

Population projections, particularly for the City of Greater Geelong, are largely due to several growth areas, most notably Armstrong Creek, the Bellarine and Lara West. In addition, the recent announcement of a new growth area the 'Northern and Western Geelong Growth Areas' (NWGGA) will further contribute to population projections for the municipality into the future. Areas identified to see significant population growth will likely be required to provide access to, or new, playing surfaces for sport as demand increases. In the context of the Towards 2030 Strategy, population forecasts and potential future provision requirements for the 2025 and 2030 population will be discussed throughout.

### CITY OF GREATER GEELONG'S SOCIAL INFRASTRUCTURE PLAN

The Social Infrastructure Plan guides and prioritises investment into community facilities based on equity and evidence. Five (5) directions for the strategic development of outdoor community sporting facilities are identified in the Plan, including the investment in infrastructure that improves the quality, functionality and carrying capacity of venues and the activation of facilities to increase participation and maximise use.

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



## THE VALUE OF FOOTBALL AND NETBALL BEYOND SPORT

**The benefits of investing in football and netball extend beyond sports participation to providing economic and social outcomes that positively impact the communities that clubs support. These outcomes include inclusiveness, diversity, female participation and commitment to participant welfare and wellbeing.**

The *Value of a Community Football Club* study undertaken by La Trobe University in 2015 found that for every \$1 spent to run a community football club, there is at least a \$4.40 return in social value.

This "social value" is measured in terms of increased social connectedness, wellbeing and mental health status, employment outcomes, personal development, physical health, civic pride and support of other community groups. The study identified that the reach of a football club is significant and extends beyond club players and volunteers; *"for every 1 player, football clubs reach 10 people in their community."*

The economic impact of football is also well known. An independent economic contribution assessment completed during the 2017 season estimated that AFL Goldfields contributed \$51.6 million to their regional economy. This economic contribution had grown 8.29% since the last assessment in 2012 due to the significant increase in participation. With high participation growth, such estimates are comparable for the G21 Region.

AFL Victoria's *Heartland Strategy* estimates that football participation contributes \$3.1 billion per annum across Victoria, with Community Football estimated to account for 45% of the total. This highlights the significant impact the sport has on local communities.

Sport Australia's *The Value of Community Sport Infrastructure (2018)* estimated that the annual valued supported by sport infrastructure in Australia is at least \$16.2 billion. This study also indicates that sport infrastructure is used by over 8 million people annually, and sees a \$6.3 billion economic value contribution, \$4.9 billion health value and \$5.1 billion social value of community sport infrastructure.

Each project partner LGA has their own strategic commitment as to why investing in sport and recreation and associated facility improvement is important. The Region's LGAs have expressed their continued commitment to supporting football and netball in their municipalities. These LGAs provide ongoing investment into sport and recreation infrastructure that addresses facility gaps and provides new development, ensuring opportunities will continue to be offered to their local and regional communities.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy



# FACILITY AUDITS

**The location, provision and condition of 74 football facilities across the G21 Region were audited by AFL Barwon staff during October 2019. Audits were carried out using the AFL National Sports Facility Auditor tool.**

As a sport, the AFL has made a six-year commitment to the AFL National Sports Facility Auditor database and audit program to collect, update and monitor facility provision and their quality and compliance with guidelines. This resource has been made available to AFL Victoria staff and regional commissions to assist in providing empirical evidence to effectively plan and support the delivery of facility improvement and development projects.

The audit program assesses provision and condition and analyses compliance with Australian Standards, *AFL Preferred Facilities Guidelines* and criteria identified during extensive consultation with AFL Barwon and Netball Victoria staff. Audit data is then used to provide a rating for each facility, identifying gaps in provision and standards (condition, size and general provision).

*Facility Condition Ratings* (see Appendices section of this Report) are a guide to identify strengths and gaps in football and netball facility and amenity provision. They will also support prioritisation of investment into facility renewal and development.

Ratings used to determine the condition of club facilities are outlined in the *Criteria for Rating Facility Infrastructure and Amenities* (see Appendices). Where a club has access to multiple facilities, such as two ovals, the rating is based on the primary facility (the main oval).

When reviewing ratings it is important to note that the audits do not consider "functional issues" and that condition ratings relate to cosmetic and non structural issues only. Lux level readings for playing field lighting are estimates only, as night-time light meter readings were not completed.

Priority weighting has been given to amenities and infrastructure that have the greatest influence and directly impact on football participation, competition requirements and growth. These are:

- Home and away player and umpire change rooms as well as the capability of change rooms to cater for female participants.
- Ground surface condition.
- Court condition.
- Pavilion size and condition.
- Lighting lux levels.

Netball facilities have been included within the audits conducted by AFL Victoria staff and verified by Netball Victoria. Only facilities utilised for club-based netball are included within this Report. Association based Netball facilities are not included.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# DATA LIMITATIONS AND IMPLICATIONS

A summary of the study limitations relating to data availability are provided below to ensure a transparent and consistent understanding of the analysis results.



### AFL PARTICIPATION DATA

Football participant data is provided by AFL Victoria for seasons 2015 to 2019. Analysis of club participation as well as resident participation (all known participant data) across project partner LGAs has been undertaken. Participation data has been analysed by LGA regardless of league affiliation. Analysis has also been included based on the 5 to 39 age and gender cohorts.

Participation data for Linton, Rokewood and Smythesdale Football Clubs **is not** included within this report as, although part of Golden Plains Shire, all three Club's compete within the AFL Goldfields Region.

Simpson Football Netball Club and Werribee Centrals Football Club participation data **is** included within this report as, although located outside of the G21, both Clubs compete within the AFL Barwon Region.

Participant data is based on registered members and does not include school football participation.

**Please note that 2020 participation data has been excluded from this report due to the disruption of the season due to COVID-19. Future participation forecasts within this Report must be considered against any possible participation impacts as a result of the COVID-19 pandemic. At the time of writing this Report, preliminary evidence indicates that football and netball in G21 are set to bounce back in season 2021, however ongoing monitoring will be required. This is a key action of the Towards 2030 Strategy.**

### NETBALL PARTICIPATION DATA

Netball participation data is provided by AFL Barwon on behalf of all leagues. Netball participation data is for club-based netball and does not include Association netball. All netball participants are affiliated with a football and netball club playing in the G21 Region. Netball resident data (i.e. all known participant data) was not available at the time of writing this Report.

### POPULATION DATA

Population and participation penetration analysis has been based on population data grouped by recognised player categories.

Population and demographic information for four of the five G21 LGAs, Colac Otway, Greater Geelong, Golden Plains and Surf Coast, has been sourced via *forecast.id* and is the current data as of March 2020.

Population information for the Borough Queenscliffe was not available via *forecast.id* and therefore data has been sourced through the Department of Environment, Land, Water and Planning Victoria (DELWP) *Victoria in Future 2016* data release.

Whilst every effort has been made to address potential gaps and limitations in these areas, readers should be mindful of these factors when considering this document and the key focus areas and issues presented.

### FACILITY AUDIT DATA

The facility audit data captured within this report was undertaken through AFL's National Facility Audit program in October 2019. Following this, data was reviewed by each LGA through the project's governance structure in October 2020. There are a number of infrastructure projects currently underway which, we completed, will continue to improve the region's number of compliant facilities. Those identified as receiving an upgrade presently, or within the near future, have been noted within the facility audit tables on page 75-83.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy



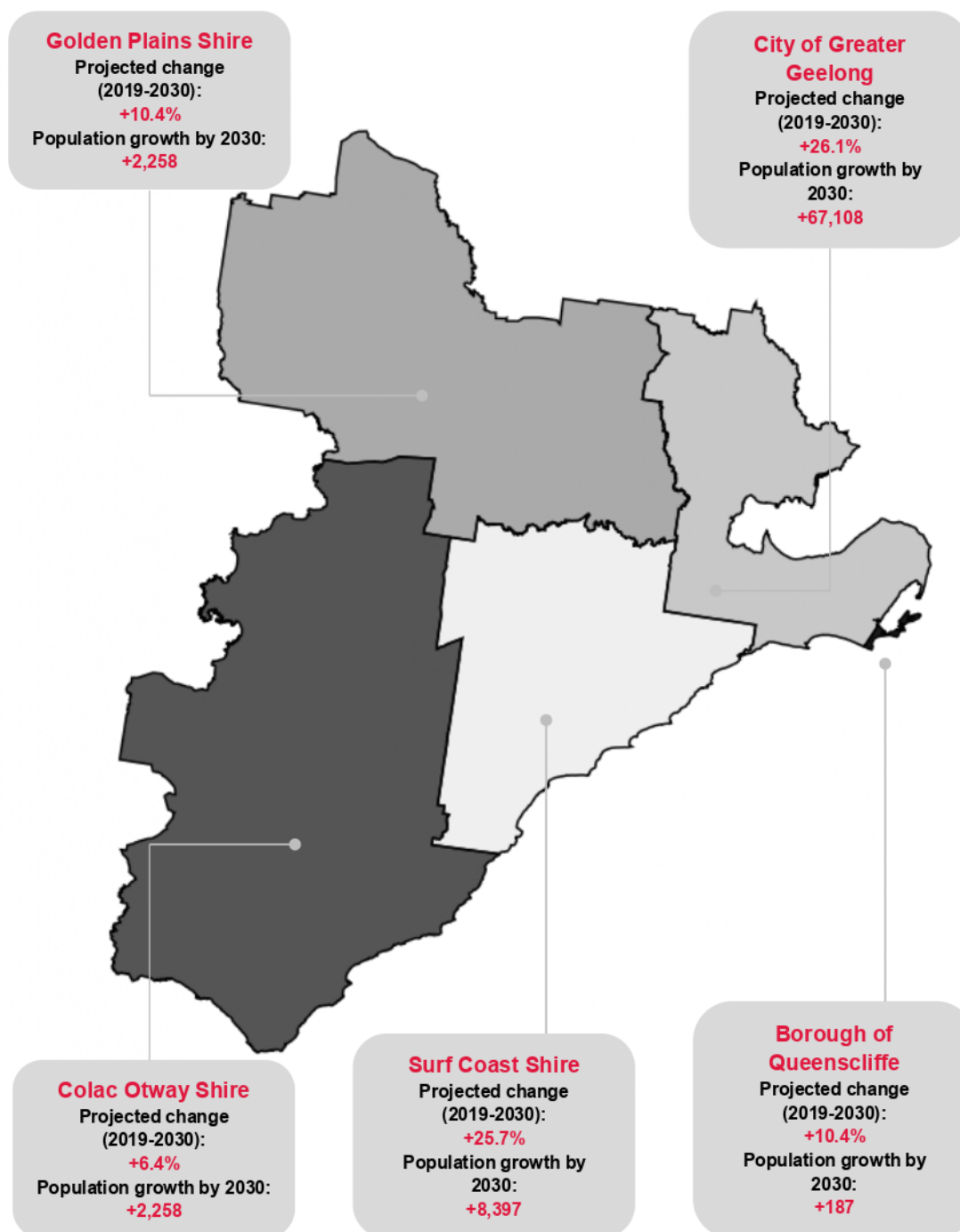
St Mary's Football Club coach and players

## G21 POPULATION SUMMARY

LGA	2019	2025	2030	5-19 Y/O CHANGE 2019-2030	20-39 Y/O CHANGE 2019-2030
COLAC OTWAY	21,685	22,846	23,943	+359	+335
GOLDEN PLAINS	23,384	26,356	28,939	+880	+1,282
GREATER GEELONG	257,181	292,855	324,289	+12,779	+18,260
SURF COAST	32,654	37,193	41,051	+1,200	+1,726
QUEENSLIFFE	2,940	3,083	3,127	-26	+102
TOTALS	337,844	382,333	421,349	+15,192	+21,705

- G21 is the fastest growing Region in Victoria, outside of metropolitan Melbourne, with over 337,000 residents in 2019.
- The City of Greater Geelong has the largest population and highest growth of the five LGAs as a result of several residential developments, most notably, within Armstrong Creek and the Bellarine Peninsula.
- The G21 Region offers the best of regional, rural and coastal lifestyles with the Golden Plains Shire and Surf Coast Shire, in particular, expected to see strong population growth to 2030 as many people seek a sea and tree change.
- Colac Otway Shire and the Borough of Queenscliffe are set to experience smaller levels of growth, with an additional 2,258 and 187 people to 2030 respectively.
- The estimated G21 population aged 5–39 (typically the key football and netball market) in 2019, was 149,871. By 2025 the population within this age cohort is forecast to increase by 12.6% to 168,763 individuals. Between 2025 to 2030 this will increase an additional 10.4% to 186,278.
- By LGA, the growth of the 5-39 age cohort to 2025 will be split as follows: Greater Geelong by 16,672 individuals, Golden Plains by 1,128, Surf Coast by 813, Colac Otway by 197 and Queenscliffe by 82.
- The planning areas of Armstrong Creek, Marshall and Charlemont in the City of Greater Geelong are expected to see an additional 10,105 people between 2019 and 2025. Clifton Springs, Curlewis, Drysdale and Bellarine an additional 3,374 people, Barwon Heads, Connewarre, Breamlea, Ocean Grove an additional 3,498 people and Grovedale, Mount Duneed, Warrnambool an additional 6,021 people to 2025.
- At completion, the new Northern and Western Geelong Growth Area (Lovely Banks, Batesford, Moorabool and Rural North) will welcome more than 110,000 residents. Population forecasts however suggest that the only relatively small amounts of growth i.e. additional 1,063 people will call this area home by 2030.
- The Appendices section of this Report provides a detailed population forecast by LGA and key football age cohort projections.

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



Population data and forecasted projections has been sourced from *forecast.id* for Geelong, Surf Coast, Golden Plains and Colac Otway Shires. Vic in Future population data and projections has been utilised for Queenscliffe. Population projections utilised throughout this report are based on available projections from March 2020. It should be noted that population data from these sources is updated on an annual or bi-annual basis and therefore the projections within this report are subject to change.

### 6.3 G21 and AFL Barwon Towards 2030: Strategy





## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# 2019 G21 AFL PARTICIPATION SNAPSHOT

Participation in AFL in G21 is thriving, with consistent increases over the past five seasons. Female participation in particular has increased significantly and is the fastest growing segment of the game. Demographic forecasts on page 21 and within the Appendices section of this Report indicate that the key football market age cohort (5-39 year old's) will continue to grow and occupy a large portion of the population in most G21 LGAs. This demographic trend indicates that football has adequate opportunity to capitalise and continue positive participation trends.

The following pages provide a summary of participant information and the changes experienced since the initial Strategy's inception. These summaries included separate data sets for both club participants as well as resident participants.

### Club participant data

The table on page 25 labelled as 'Figure 01' provides a summary of participants who played at Clubs affiliated with AFL Barwon in the 2019 Season. These participants either reside within or outside of the G21 Region.

### Resident participant data

The table on page 25 labelled as 'Figure 02' provides a summary of participants who resided within the G21 Region and participated at Clubs located both within and outside of the G21 Region in the 2019 season.

Participation penetration rates and future participation forecasts are formulated utilising resident participation data alongside population projections.

Understanding the two data sets is important to fully gauge participation trends and to identify, where applicable, residents travelling outside of the Region to participate.

**Please note that 2019 participation data has been utilised due to the disruption to the 2020 home and away season due to COVID-19.**



**16,420 AFL Barwon Club  
Participants in 2019**  
(33% increase from 2015)



**2,539 AFL Barwon Female  
Football Participants  
in 2019**  
(424% increase from 2015)



**504 AFL Barwon Umpires**  
(33% increase from 2015)



**4.9% Penetration Rate**  
(Players per total population)



**3,239 AFL Barwon Auskick  
Participants**  
(3% increase from 2015)



**12,438 AFL Barwon Club  
Participants Aged 5 to 19**  
(76% of total participation)



**63 Football Integration  
Development Association  
(FIDA) Participants in 2019**  
(no FIDA participants registered in 2015)

St Joseph's Football  
Netball Club fans

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

**FIGURE 01 | AFL BARWON CLUB PARTICIPANTS 2019 BY PLAYER AGE CATEGORY AND LGA**

2019 AFL BARWON CLUB PARTICIPATION SUMMARY												
LGA	PARTICIPANT AGE						MALE	FEMALE	TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+						
Colac-Otway*	5	307	414	370	643	58	1,676	121	1,797	+21	+270	+18%
Golden Plains**	31	330	245	83	124	11	710	114	824	+91	+248	+43%
Greater Geelong***	248	3,662	3,150	2,136	2,248	65	9,468	2,041	11,509	+1,058	+3,163	+38%
Surf Coast	29	613	640	315	383	44	1,775	249	2,024	+84	+327	+19%
Queenscliffe	5	55	63	55	86	2	252	14	266	-6	+36	+16%
<b>TOTAL</b>	<b>318</b>	<b>4,967</b>	<b>4,512</b>	<b>2,959</b>	<b>3,484</b>	<b>180</b>	<b>13,881</b>	<b>2,539</b>	<b>16,420</b>	<b>+1,248</b>	<b>+4,044</b>	

Note that VFL and NAB League participants are not included in AFL Barwon club participant data.

\*includes Simpson Football Club participation

\*\*participation includes those within AFL Barwon only, does not include Golden Plains Shire participants competing within the AFL Goldfields region.

\*\*\*includes Werribee Centrals Football Club GDFL participation

**FIGURE 02 | G21 RESIDENT PARTICIPANTS 2019 (LIVE IN G21, PLAY ANYWHERE) BY PLAYER AGE CATEGORY AND LGA**

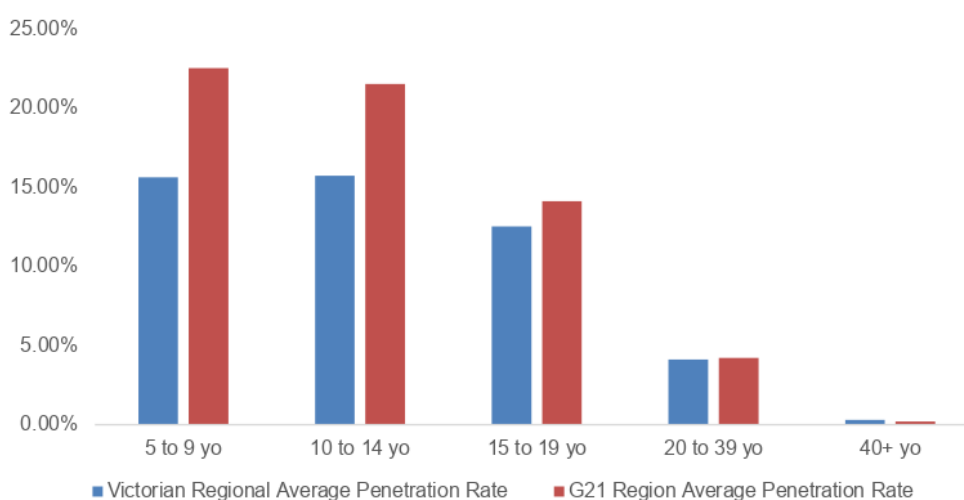
2019 G21 RESIDENT PARTICIPATION SUMMARY												
LGA	PARTICIPANT AGE						MALE	FEMALE	TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+						
Colac-Otway	4	301	387	346	457	39	1,414	120	1,534	+243	+554	+56%
Golden Plains	28	300	303	161	127	16	789	146	935	+66	+386	+70%
Greater Geelong	233	3,527	3,104	2,033	2,591	183	9,783	1,888	11,671	+693	+4,832	+71%
Surf Coast	44	731	635	307	342	52	1,797	314	2,111	+425	+928	+78%
Queenscliffe	4	50	59	47	58	2	187	33	220	+2	+55	+33%
<b>TOTAL</b>	<b>313</b>	<b>4,909</b>	<b>4,488</b>	<b>2,894</b>	<b>3,575</b>	<b>292</b>	<b>13,970</b>	<b>2,501</b>	<b>16,471</b>	<b>+1,429</b>	<b>+6,755</b>	

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# ALL KNOWN AFL PARTICIPATION ACROSS THE G21 REGION (COMBINED MALE AND FEMALE)

- In season 2019, there were 16,420 AFL Barwon football participants. These participants resided either within or outside of the Region.
- In season 2019 there were 16,471 AFL Resident Participants. These participants competed within any competition (AFL Barwon inclusive) and resided within the Region.
- The close correlation of both AFL Barwon and Resident participant data sets suggests that most people residing in G21 also play within the Region, and/or there is a balance of people leaving and entering the Region to play. This is a positive sign for the sport and would indicate that the competition is in a healthy position.
- There was an increase of approximately 8% and 9.5% for both Club and Resident participants respectively from season 2018 to 2019. This is in line with Victorian participation growth rates.
- The highest participation rate is in the 5-9 age cohort with over 30% of total registrations for both Club and Resident participants.
- The key market for AFL participation is between the ages of 5-39. Within this age cohort, the G21 Region average penetration rate is 15.3%. This is well above the Victorian regional average of 11.98%.
- Across all player categories, the G21 Region's average penetration rate is 12.3% of the total population. It is higher than the Victorian regional average penetration rate of 9.6%.
- Participation is split as follows across project partner LGAs, with the highest number of participants residing in the Greater Geelong (70%), followed by Surf Coast (12%), Colac Otway (11%), Golden Plains (5%) and Queenscliffe (2%).
- In terms of umpire participation, there has been a 33% increase in total number of AFL Barwon umpires from 2015 to 2019. The highest increase has been in male umpire participation which has increased from 333 participants in 2015 to 465 in 2019.

**FIGURE 03 | COMPARISON OF PENETRATION RATES G21 REGION AND VICTORIAN REGIONAL AVERAGES (BY PLAYER CATEGORY)**





## 6.3 G21 and AFL Barwon Towards 2030: Strategy



# FEMALE AFL PARTICIPATION TRENDS ACROSS THE G21 REGION

- There were **2,539 registered female AFL Barwon Club participants** playing in season 2019.
- There were 2,501 female football participants residing in the G21 Region in 2019. Given this number correlates to AFL Barwon Club participant data closely, this would indicate **that the majority of female football players residing locally in G21 also play within the Region.**
- There was an increase of 16% female AFL Barwon Club participation from season 2018 to 2019 and 69% from season 2017 to 2018 which saw an additional 351 and 1,014 female participants respectively.
- There was an increase of 13% female G21 resident AFL participation from season 2018 to 2019 and 44% increase from 2017 to 2018. The 2018 to 2019 growth in female participants is lower than the State average of 24%, however higher than the 2017 to 2018 State average of 25%. The lower than average growth from season 2018 to 2019 is likely due to the early boom in female participation in AFL Barwon, which occurred sooner than the majority of Victoria. This also explains the higher than average increase is season 2017 to 2018.
- **The most significant growth in AFL Barwon Club female participants from season 2018 to 2019 was in the 5-9 age cohort (+28%) and 20-39 age cohort (+42%).**
- Four out of five project partner LGAs saw growth in female football participation between seasons 2018 to 2019.
- From seasons 2015 to 2019 the Region has experienced growth of 424% in female AFL Barwon club participation. From only 476 in 2015 to 2,539 (including female Auskick) in 2019. **This is the equivalent of an additional 100 teams requiring access to grounds in the last three football seasons.**
- Greater Geelong experienced a 21% increase in female participation from 2018 and 2019, with an additional 351 participants. Surf Coast experienced a 20% increase with an additional 42 participants.. Golden Plains experienced a 19% increase or an additional 18 players and Colac Otway 2% increase or an additional 2 players. Queenscliffe experienced a 60% decline in female participation from 35 to 14 club participants from 2018 to 2019. The decline in participation in Queenscliffe is due to an already low participation base, and is the result of the municipality not fielding one female side. It is anticipated that a future return of a female team to the area will reinvigorate participation and void any current decline.
- The Region's average for female football penetration is at 0.7% of the Region's female population. **This is above the State metropolitan female penetration average of 0.6%.**
- **Female AFL Barwon Umpire participation has remained fairly stable**, with approximately 40 female umpires in both 2015 and 2019. There are likely opportunities to identify increased female umpire participation to mirror football participant trends.

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

**FIGURE 04 | G21 REGION FEMALE AFL BARWON CLUB PARTICIPANT REGISTRATIONS SEASON 2019 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM 2018 AND 2015**

LGA	AGE						TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+				
Colac-Otway*	0	17	34	43	27	0	121	+2	+105	+656%
Golden Plains**	5	64	41	4	-	-	114	+18	+64	+128%
Greater Geelong***	46	524	642	392	412	25	2,041	+351	+1,729	+554%
Surf Coast	3	84	82	33	34	13	249	+42	+157	+171%
Queenscliffe	1	12	-	1	-	-	14	-21	+8	+133%
<b>TOTAL</b>	<b>55</b>	<b>701</b>	<b>799</b>	<b>473</b>	<b>473</b>	<b>38</b>	<b>2,539</b>	<b>+392</b>	<b>+2,063</b>	

Note that VFL and NAB League participants are not included in AFL Barwon club participant data.

\*includes Simpson Football Club participation

\*\*participation includes those within AFL Barwon only, does not include Golden Plains Shire participants competing within the AFL Goldfields region.

\*\*\*includes Werribee Centrals Football Club GDFL participation

**FIGURE 05 | G21 REGION FEMALE RESIDENT AFL PARTICIPATION SEASON 2019 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM 2018 AND 2015**

LGA	AGE						TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+				
Colac-Otway	0	18	35	41	26	0	120	+12	+117	+3900%
Golden Plains	6	55	55	18	10	2	146	+11	+104	+245%
Greater Geelong	36	497	618	348	360	29	1,888	+218	+1,685	+830%
Surf Coast	11	107	80	42	61	13	314	+44	+272	+648%
Queenscliffe	1	12	4	11	5	0	33	-5	+31	+18%
<b>TOTAL</b>	<b>54</b>	<b>689</b>	<b>792</b>	<b>460</b>	<b>462</b>	<b>44</b>	<b>2,501</b>	<b>+280</b>	<b>+2,209</b>	



### 6.3 G21 and AFL Barwon Towards 2030: Strategy

**FIGURE 06 | G21 REGION MALE AFL BARWON CLUB PARTICIPANT REGISTRATIONS SEASON 2019 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM SEASON 2018 AND 2015**

LGA	AGE						TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+				
Colac-Otway*	5	290	380	327	616	58	1,676	+19	+165	+11%
Golden Plains**	26	266	204	79	124	11	710	+76	+184	+35%
Greater Geelong***	202	3,138	2,508	1,744	1,836	40	9,468	+707	+1,434	+18%
Surf Coast	26	529	558	282	349	31	1,775	+42	+170	+11%
Queenscliffe	4	43	63	54	86	2	252	+15	+28	+13%
<b>TOTAL</b>	<b>263</b>	<b>4,266</b>	<b>3,713</b>	<b>2,486</b>	<b>3,011</b>	<b>142</b>	<b>13,881</b>	<b>+859</b>	<b>+1,981</b>	

Note that VFL and NAB League participants are not included in AFL Barwon club participant data.

\*includes Simpson Football Club participation

\*\*participation includes those within AFL Barwon only, does not include Golden Plains Shire participants competing within the AFL Goldfields region.

\*\*\*includes Werribee Centrals Football Club GDFL participation

**FIGURE 07 | G21 REGION MALE RESIDENT AFL PARTICIPATION SEASON 2019 (BY PLAYER CATEGORY AND LGA) AND CHANGE FROM SEASON 2018 AND 2015**

LGA	AGE						TOTAL	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	0-4	5-9	10-14	15-19	20-39	40+				
Colac-Otway	4	283	352	305	431	39	1,414	+231	+427	+43%
Golden Plains	9	245	248	143	117	14	789	+55	+55	+8%
Greater Geelong	197	3,030	2,486	1,685	2,231	154	9,783	+475	+3,147	+47%
Surf Coast	33	624	555	265	281	39	1,797	+111	+614	+52%
Queenscliffe	3	38	55	36	53	2	187	+2	+55	+42%
<b>TOTAL</b>	<b>246</b>	<b>4,220</b>	<b>3,696</b>	<b>2,434</b>	<b>3,113</b>	<b>248</b>	<b>13,970</b>	<b>+874</b>	<b>+4,298</b>	

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# G21 AFL PARTICIPATION FORECAST

The following provides a high-level summary of the AFL participation forecast within the Region to 2025 and 2030. More detailed analysis by LGA can be found in the Appendices section of this Report.



**6.3%**

The average AFL participation rate in 2019 in the G21 Region



**71%**

Of forecasted AFL participation in 2025 will be within the City of Greater Geelong



**2,091**

Additional AFL participants in the G21 Region in 2025 (84 teams)



**13%**

Forecasted AFL participation growth from 2019-2025



**9.9%**

Forecasted AFL participation growth from 2025-2030



**3,921**

Additional AFL participants in the G21 Region in 2030 (157 teams)

- The potential football market to 2025 and 2030 is developed by analysing population projections against current (2019) individual LGA penetration rates. Population projections are sourced from forecast.id for Colac Otway, Greater Geelong, Golden Plains and Surf Coast. Queenscliffe population data is sourced from the Department of Environment, Land, Water and Planning (DELWP) *Victoria in Future 2016* data release.
- Based on population projections and current participation rates, the 2025 football market in G21 is expected to be 18,511 participants, or an additional 2,091 players. This is the equivalent of an additional 84 teams (assuming 25 players per team).
- The strong participation growth in Greater Geelong will largely be due to population increases in identified growth areas.
- In 2015 the City of Wyndham (via the Werribee Centrals Football Club) contributed 75 registered players to AFL Barwon participation numbers and the Simpson Football Club contributing 96 players for the Corangamite Shire. These figures are included within the participation summaries for both 2015 and 2019.
- Participation increases from 2019 to 2025 range from small amounts of change in Queenscliffe (+13) to +1,596 participants in Greater Geelong. Healthy growth of +281 players is also forecast for the Surf Coast.
- With projected population growth and a high percentage of people within the 5-39 age cohort by 2025, Golden Plains should be expected to experience greater increases in participation.
- Colac Otway demonstrates consistent forecasted participation growth based on population projections.
- The key football market (persons aged between 5-39) is forecast to contribute, on average, 39% of the total G21 population by 2025. Therefore, there is ample opportunity for the forecasted numbers to be achieved, and potentially increased, in some circumstances.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy



Drysdale Football Club players

# G21 FOOTBALL PROVISION RATIOS

Playing field, participant and population provision ratios provide a general guide to the average number of playing fields required within a specific geographic area. While ratios can be influenced by a range of factors (including planning policies, facility quality, supporting amenities and user activities) they do provide a general comparative guide to provision and usage levels, and highlight potential areas for more detailed investigation.

Population provision ratio - 1 oval : to 5,000 people \*



G21 average population per football playing field.  
1 Oval : to 3,312 people

Participant to oval ratio for AFL\*\* - 1 oval : to 175 players



G21 average registered participants per football playing field.  
1 Oval : to 160 participants

2019 Oval to population ratios by LGA



Colac Otway : 1 : 1,971 people  
Golden Plains : 1 : 1,949 people  
Greater Geelong : 1 : 3,897 people  
Surf Coast : 1 : 2,969 people  
Queenscliffe : 1 : 1,470 people

2019 Registered participants per AFL oval by LGA



Colac Otway : 1 : 163 participants  
Golden Plains : 1 : 68 participants  
Greater Geelong : 1 : 174 participants  
Surf Coast : 1 : 184 participants  
Queenscliffe : 1 : 133 participants

\*Population ratio of 1 oval : 5,000 population is derived following review of the Parks & Leisure Australia recommended provision ratios for AFL, benchmarking of LGAs and in reference to AFL's Growing the Heartland Strategy. \*\*Participant to oval ratio is the AFL's recommended ratio for participants per oval for community football.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# G21 AFL FACILITIES SNAPSHOT

A summary of 2019 facility provision and condition across the G21 Region is provided below. More detailed assessments of individual facilities can be found within the Appendices section of this Report.

SITES	74 SITES	101 PLAYING FIELDS	1:3312 POPULATION PROVISION RATIO	1:160 PARTICIPANT PROVISION RATIO
PLAYING FIELDS	67% BOUNDARY RUN OFF COMPLIANCE	84% IRRIGATION	55% 11% 34% CONDITION	32% LIGHTS 100+ LUX
CHANGE FACILITIES	62 CHANGE FACILITIES	65% SIZE COMPLIANCE	50% 19% 31% CONDITION	43% GENDER NEUTRAL
PAVILION / UMPIRE ROOMS	62 PAVILIONS	<100 M2 >100 M2 SOCIAL ROOM SIZE COMPLIANCE	55 UMPIRE FACILITIES	62% GENDER NEUTRAL UMPIRE FACILITIES

## FACILITY HIGHLIGHTS



Over half of AFL playing fields in G21 (55%) are considered to be in good to excellent condition. Facility audits including ground inspections were undertaken outside of football season.



Of the 101 ovals in G21, 47 ovals in G21 had lighting levels below 100 lux. 21 ovals had lighting above 100 lux. 33 ovals did not have playing field lighting. Of these 33, 19 venues were not required to have lighting as they are considered a junior or school venue.



There are 62 change facilities (i.e. home and away change rooms) in G21. This is made up of 133 individual changing rooms. Of these, 43% are considered to be gender neutral, which provide lockable showers and pan toilets.



There are 62 main pavilions/social rooms in the Region. 77% of social rooms are in excess of 100m2 in size. The minimum size for social spaces in the AFL Preferred Facility Guidelines for local facilities is 100m2.



There are 55 umpire change facilities across G21 and 59 individual umpire changing rooms. Of these umpire facilities, 59% do not meet minimum size standards. 62% however are suitable for gender neutral use.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# 2019 G21 NETBALL PARTICIPATION SNAPSHOT

Netball participation data has been provided by AFL Barwon and includes those participating in club-based netball. Please note that Association based netball participation has not been included.

As per Figure 08 on page 34, netball participation has experienced growth from 2015 to 2019. From season 2018 to 2019, Surf Coast experienced the greatest participation increase with an additional 182 players.

Colac Otway has also experienced significant growth in netball participation, with an additional 729 players since 2015. Whilst Colac Otway's participation from 2018-2019 has stabilised, the growth experienced from 2015 has undoubtedly increased demand for the sport and facilities within the municipality.

Other LGAs experienced small levels of growth between 2018 and 2019, whilst Geelong experienced a decline of 36 players. The overall participation growth in Geelong however is trending positively, with a 48% increase from season 2015-2019. The decline in netball participation from season 2018 in Geelong should be closely monitored moving forward to determine why this is occurring. This includes highlighting any limitations in the collection of participant data, and also identifying if participants have transitioned to other sports, particularly female football.

Netball facilities have been included within the audits conducted by AFL and verified by Netball Victoria. The Kardinia Park netball facility has been included within the audit due to it being used for both association and club based netball.

Please note that 2019 participation data has been utilised due to the disruption to the 2020 home and away season due to COVID-19.

Please note that participation for Golden Plains Shire includes netball participants within AFL Barwon only.

6,764

**AFL Barwon Club Netball  
Participants in Season 2019**

64%

**Club Netball participation  
growth from season 2015 to  
2019**

2.9%

**Participation Growth from  
Season 2018 to 2019**

2%

**Club Participation Rate  
(Club participants per total  
population)**

62

**Males participated in Club  
Netball in season 2019**



**16 All Abilities Netball  
Participants in 2019**



Corio Community Netball Club players



### 6.3 G21 and AFL Barwon Towards 2030: Strategy

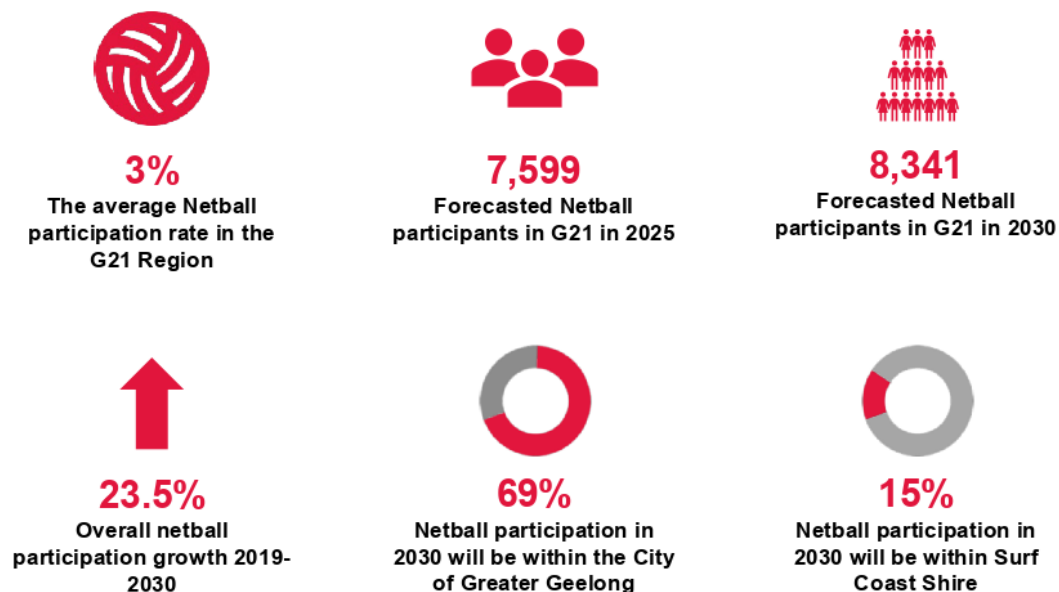
**FIGURE 08 | AFL BARWON NETBALL CLUB PARTICIPANTS 2019 BY PLAYER AGE CATEGORY AND LGA**

2019 AFL BARWON NETBALL CLUB PARTICIPATION SUMMARY										
LGA	PARTICIPANT AGE					TOTAL	2018 PARTICIPATION	CHANGE FROM SEASON 2018	CHANGE FROM SEASON 2015	CHANGE FROM SEASON 2015-19 %
	5-9	10-14	15-19	20-39	40+					
Colac-Otway	88	241	220	229	54	832	826	+6	+729	+758%
Golden Plains	31	70	43	62	10	216	217	-1	+16	+8%
Greater Geelong	688	1,595	986	1,105	181	4,555	4,591	-36	+1,477	+48%
Surf Coast	185	402	171	183	39	980	798	+182	+643	+415%
Queenscliffe	34	54	32	36	12	168	152	+16	-11	-7.8%
LGA not provided	0	6	3	2	2	13	0	13	-208	N/A
<b>TOTAL</b>	<b>1,026</b>	<b>2,368</b>	<b>1,455</b>	<b>1,617</b>	<b>298</b>	<b>6,764</b>	<b>6,584</b>	<b>+180</b>	<b>+2,646</b>	

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# G21 NETBALL PARTICIPATION FORECAST

The following provides a high level summary of the participation forecast for Netball within the Region to 2025 and 2030. More detailed analysis by LGA can be found in the Appendices of this Report.



- The potential netball market to 2025 and 2030 is developed by analysing population projections against current (2019) individual LGA participation rates. Population projections are sourced from forecast.id for Colac Otway, Greater Geelong, Golden Plains and Surf Coast. Queenscliffe population data is sourced from the Department of Environment, Land, Water and Planning (DELWP) *Victoria in Future 2016* data release.
- Based on population projections and current participation rates, the 2025 netball market in G21 is expected to increase by an additional 848 players to a total of 7,599 participants. An additional 848 players is equivalent to an additional 121 teams at 7 players per team.
- The strongest participation growth in netball to 2025 and 2030 will be within the City of Greater Geelong and Surf Coast Shire.
- Colac Otway Shire show stable levels of participation growth to 2025 and 2030 relative to population projections.
- Golden Plains Shire has relatively small levels of participation growth to 2025 and 2030 in AFL Barwon Club Netball competition. It needs to be noted however that there are additional participants within the Shire competing within the AFL Goldfields region.
- Ideally, with the projected population growth and high percentage of people within the 5-39 age cohort by 2025 and 2030, Golden Plains should be experiencing greater participation growth than projections indicate.
- Queenscliffe indicates that there has been a decline in players from 2015-2019 and therefore growth projections to 2025 and 2030 are limited.
- The key football and netball market (persons aged between 5-39) is forecast to contribute, on average, 39% of the total G21 population by 2025. Therefore, there is ample opportunity for the forecasted numbers to be achieved, and potentially increased, in some circumstances.

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



## G21 NETBALL FACILITIES SNAPSHOT AND PROVISION RATIOS

Benchmark provision ratio for regional and rural netball 1 court : to 60 players\*

#### 2019 netball court to player ratios



G21 average netball participant to court ratio.  
1 court : to 63 players

#### 2019 Registered players per netball court by LGA







Colac Otway : 1: 52 players  
Greater Geelong : 1 : 70 players  
Golden Plains : 1: 20 players\*\*  
Surf Coast : 1: 70 players  
Queenscliffe : 1: 84 players

SITES	50 SITES	108 COURTS	1:63 COURT : PARTICIPANT PROVISION RATIO
SPECIFICATIONS	71% COURT RUN OFF COMPLIANCE	76% COURT CONDITION	ACRYLIC OTHER ASPHALT COURT SURFACE TYPE
FACILITIES	46 CHANGE FACILITIES	63% CHANGE ROOM CONDITION	100+ LUX 50-99 LUX UNKNOWN COURT LIGHTING



### 6.3 G21 and AFL Barwon Towards 2030: Strategy

FACILITY HIGHLIGHTS	
	The majority of netball courts in G21 are in good to excellent condition with compliant run offs and line marking as per Netball Victoria's facility guidelines.
	The majority of netball change facilities are in good to excellent condition with 29 of 46 being awarded this rating. 13 netball change rooms were considered in moderate condition and 4 netball change rooms were identified in poor or very poor condition.
	The recommended provision ratio of 1 netball court to 60 players is exceeded within three of five LGAs within the Region. This may indicate that there is an immediate need for access to additional courts within these municipalities. Provision ratios, as previously discussed, must however be considered amongst other determining factors including access, capacity and location of facilities.
	Where lighting is provided and an accurate assessment could be made, audits indicated that 55 netball courts had lighting greater than 100 lux whilst 10 facilities had lighting less than 100 lux. 11 courts did not have lighting.

\*Netball court provision ratios for regional and rural areas are per those indicated within the Netball Victoria Statewide Facilities Strategy. The rural and regional provision ratios differ to those outlined for Greater Melbourne. The summary above indicates provision for outdoor, football and netball club competition and does not include Association netball. Any ratio calculation should be accompanied by an assessment which considers other factors including venue capacity, quality of infrastructure, participation and usage.

\*\*Golden Plains Shire provision ratios for netball courts are based on provision across all sites within the municipality.



### 6.3 G21 and AFL Barwon Towards 2030: Strategy





## 6.3 G21 and AFL Barwon Towards 2030: Strategy



# TOWARDS 2030: STRATEGIC FRAMEWORK

Following consultation with key stakeholders and the analysis of participation, population and facilities information, a revised strategic framework for the Towards 2030 Strategy has been identified. The six key priorities below will guide the direction of club-based football and netball into the future and will be underpinned by objectives, priorities and actions that will require collaborative implementation across all project partners.

- ▶ AFL VICTORIA GROWING THE HEARTLAND  
FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2017-2022
- ▶ NETBALL VICTORIA STATEWIDE FACILITIES STRATEGY 2019-2022
- ▶ AFL BARWON STRATEGIC PLAN 2017-2020 (update underway)

- |                   |  |
|-------------------|--|
| <b>PRIORITY 1</b> | Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities. |
| <b>PRIORITY 2</b> | Increase the quality, functionality, capacity and sustainability of existing facilities.   |
| <b>PRIORITY 3</b> | Ensure facilities cater for the diversity of participants playing across the G21 Region.   |
| <b>PRIORITY 4</b> | Support the capacity building and education of clubs and people.   |
| <b>PRIORITY 5</b> | Plan and develop facilities in growth and priority areas across the G21 Region.  |
| <b>PRIORITY 6</b> | Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre.        |

▶ **STRATEGIC DIRECTIONS**  
(Defined for each priority on subsequent pages)

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



Barwon Heads Football Club players

## PRIORITY 1

Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities

**A collaborative approach to the planning, investment, implementation and activation of football and netball facilities is required to align partner objectives and deliver best possible outcomes.**

**Rate capping, ageing infrastructure, COVID-19, and competing interests for capital investment are key challenges for LGAs. Developing and continuing relationships that encourage multiple investment opportunities and partners, and a strategic approach to facility investment is considered critical to the successful delivery of the Towards 2030 Strategy.**

The G21 and AFL Barwon Towards 2030: Strategy aims to increase participation opportunities, strategic relationships and partnerships with key stakeholders must continue.

LGA's are the major financial sponsor of local sport, and as costs for facility development increase, so does the reliance on external funding partners to ensure successful project delivery.

To reduce overall capital investment requirements, partnerships between all levels of government, as well as clubs, peak sporting bodies and other alternate funding streams must be considered. Collaboration should extend to project partners as well as stakeholders outside of the Strategy's development, including the Department of Education and Training and other state sporting organisation's.

In highlighting the requirement for co-contributions, it is also important that these partners are involved in the planning, delivery and activation of facilities. Collaboration in all phases of facility development will contribute to greater returns on investment and generate positive outcomes for sport and the community post construction.

LGAs are faced with pressure to balance investment across the many facets of the organisation, in a manner that is fair, equitable and based on evidence and need. LGA investment should continue to be supported by State and Federal Government through the provision of additional, and the continuation of existing, funding programs. New funding, or a revised approach to existing models, could consider accepting multiple or bundled funding applications for facility upgrades (e.g. floodlighting), as well as programs that encourage the retention of participants, rather than growth alone. AFL Victoria is currently working with the Victorian Government to review funding programs, and LGAs should be prepared to capitalise on any new or renewed opportunities for investment. This includes undertaking pre-planning and scoping of projects in anticipation of a future funding program announcement. It should be noted that the Victorian Government budget will be known in November 2020, following the endorsement of the draft document. It is recommended that a review of available funding programs following this announcement should be undertaken.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 1

**Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities**

Measures currently undertaken by AFL Victoria to reduce financial burden on Clubs, including the removal of all affiliation fees over the next three years, as well as salary cap reductions, should assist in creating greater opportunities for clubs to make financial contributions to all phases of infrastructure upgrades. In some instances, and within a number of LGAs, club contributions to projects will be considered critical. Continued support from AFL Victoria through resources identified within its *Growing the Heartland Strategy (2017-2022)*, has seen the implementation of specific funding programs and partnerships in facility development. In 2016, AFL Victoria introduced its Community Club Sustainability Program, which saw the introduction of a player points system and player payment rules. This Program reviewed the impact of player remuneration on clubs, and the burden set on volunteers to continually fundraise to generate income for payments. An industry approach and consultation process saw a more regulated process initiated, including across AFL Barwon, that provided a greater focus on pathways, player development and a more balanced and competitive environment. The implementation of a more sustainable system was identified as critical action 1.1 in the initial *2015 Heartland Strategy* which should now see clubs with greater financial capacity to contribute to capital investment, particularly where provision of infrastructure is required beyond core amenities. A measure of success of this initiative, as well as the Strategy, will be the continued and improved capital contributions made towards infrastructure projects by clubs. In addition, the salary cap reduction will also give clubs greater capacity to respond to ongoing challenges, including financial implications due to COVID-19. Furthermore, reducing salary caps in season 2021 has been adopted by AFL Barwon and its affiliated leagues which will see the following changes undertaken:

Key stakeholder relationships were also highlighted as a key priority in the initial Strategy, and the cohesion between project partners attributed greatly to its success. The continued focus on information sharing and collaboration is identified as a critical priority in the Towards 2030 Strategy.

	GFNL AFL	BFNL AFL	GDFL AFL	CDFNL AFL
2020 salary cap	\$145,000	\$110,000	\$90,000	\$80,000
2021 salary cap	\$100,000	\$80,000	\$70,000	\$60,000
Change 2020-21	<31%	<27%	<22%	<25%
	GFNL NETBALL	BFNL NETBALL	GDFL NETBALL	CDFNL NETBALL
2020 salary cap	\$20,000	\$20,000	N/A	N/A
2021 salary cap	\$17,500	\$17,500	N/A	N/A
Change 2020-21	<25%	<25%	-	-

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 1

Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities

#### HOW WILL PRIORITY 1 BE ACHIEVED?

- **Continuation of the annual AFL Barwon Government Forum** for the purposes of monitoring and implementing the Strategy, information sharing and continuing strong stakeholder relationships.
- **Delivery of an annual State of Play Report** to provide an update to project partners on participation trends, annual facility audit findings and Strategy implementation status. State of Play Reports should be presented to the G21 Sport & Recreation Pillar annually.
- **A five (5) year review of the Strategy** to monitor and evaluate its performance, status and review strategic pillars and actions.
- **Advocacy via the G21 Sport & Recreation Pillar**, including support from AFL Victoria, AFL Barwon and Netball Victoria, **for the continuation of facility investment programs through the Victorian Government.**
- **Partnerships between sport, government and education** (where applicable) in the planning for facility renewal and new developments.
- **The initiation of financial contributions to capital projects at club level**, with the aim of balancing expenditure on player remuneration and contributions to infrastructure development.
- **Advocacy for the initiation and continuation of local level grant programs** that focus on infrastructure development and capacity building.

#### HOW WILL SUCCESS BE MEASURED?

- **The successful and timely implementation and monitoring of the G21 AFL Barwon Towards 2030: Strategy.**
- **Strategic investment in facility upgrades** that align with the recommendations within this Strategy.
- **The continuation of the Country Football Netball Program (CFNP)** through the Victorian Government, AFL Victoria and Netball Victoria.
- **Continuation of other eligible infrastructure investment programs** through the Victorian Government that enable greater participation outcomes and partnership opportunities (e.g. Local Sports Infrastructure Fund).
- **Improved relationships between project stakeholders and education providers**, e.g. schools, Department of Education and Training (DET), Victorian School Building Authority (VSBA) and Deakin University to drive collaborative planning, investment and access to facilities.
- **Continuation of local investment programs that target infrastructure upgrades** to improve participation outcomes, facility provision and greater activation of venues.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy



### PRIORITY 2

**Increase the quality, functionality, capacity and sustainability of existing facilities**

**Since 2015, investment into football and netball facilities has occurred in-line with the principles of the initial Strategy; to increase access and the provision of functional, quality facilities that maximise participation opportunities. Increasing the carrying capacity of facilities broadens participation outcomes and the multi-use of venues. Capacity building initiatives such as gender neutral change rooms, sports lighting, playing surface upgrades, access to school facilities and the investigation into alternate playing surfaces contribute to a sustainable game and offer varied opportunities for investment.**

AFL Victoria has expressed a desire for existing facilities to meet preferred minimum standards as outlined within the *AFL Preferred Facilities Guidelines (2019)*. Following recent audits of football and netball facilities across the Barwon region, gaps in provision have been identified. Clubs who occupy facilities that are not meeting recommended guidelines, including gender neutral standards, are recognised as being at a greater disadvantage with limited ability to capitalise on participation growth, and reduced opportunities for the activation of venues.

Diversity in participation is a key growth market for both AFL and netball, and in particular female football, as well as all-abilities, multicultural, Indigenous, FIDA, Auskick, NetSetGO and other modified formats of the game. Ensuring that facilities meet guidelines and expectations including the provision of supporting amenities, adequate sports lighting and amenities for match officials and umpires has never been more important.

The provision of sports lighting beyond training standard to facilitate night games at local venues must be considered in consultation with AFL Barwon, LGAs, Clubs and against a cost benefit analysis. As per the *AFL Preferred Facility Guidelines*, the minimum standard competition lighting for local venues is 100 lux with 150 lux preferred to improve spectator viewing and amenity. The fixturing of night games requires a collaborative approach to assist in managing stakeholder expectations and ensure that any investment

into competition standard lighting is commensurate with the recommendations in this Strategy. Consideration must also be given to each LGA's standard provision of sporting infrastructure across its facility network and in reference to any relevant facility hierarchy. A consistent approach to lighting provision within LGA boundaries however should be taken to ensure equity and transparency.

*AFL Victoria's Growing the Heartland Strategy (2017-2022)* indicates that the provision of good oval lighting goes hand in hand with the right amount of oval provision and is important for all levels of Australian Football. It provides user groups with more opportunity to train and play and assists in ensuring that the use of facilities can be maximised. The installation of higher quality sports lighting assists to grow ground capacity, improve fixturing flexibility and helps to address oval demand. Good quality lighting also extends oval use later into the evening, especially in the winter months, allowing greater programming, flexibility and optimisation of facility use. It is important to balance the many benefits of providing lighting against initial costs and ongoing maintenance and energy costs. A lack of lighting provision can lead to lost opportunities for participation growth as well see ovals being overused and prematurely worn.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 2

Increase the quality, functionality, capacity and sustainability of existing facilities



Anakie v Grovedale Football Club

The AFL's *Growing the Heartland Strategy* suggests that a plan for the spread of well-located competition standard lit grounds (preferably 150+ lux) should be available, with all community leagues having access to at least one competition lit venue.

The Strategy also indicates that for local level facilities, training standard for sports lighting is 50 lux. For regional or state level venues, this increases to 100 lux. Lighting to training standard is considered a key priority and a core component of any club facility. Any new sports lighting infrastructure development, or redevelopment where capacity permits, should include LED technology, which offers 40% reduced energy consumption, reduced maintenance, spill control and immediate brightness (source: *AFL Preferred Facility Guidelines (2019)*). Whilst the initial capital outlay for LED infrastructure is generally higher than traditional metal halide lighting, cost savings throughout the life of LED assets and the reduced environmental impact, far outweigh initial capital costs.

In addition to increasing facility capacity through infrastructure LGAs, AFL Barwon and Clubs should work collaboratively to meet the changing landscape and demand for football and netball.

This will see a more flexible approach to use being required, with Clubs needing to adapt to varied training nights, times and locations to ensure facility usage can be evenly spread throughout the week.

In regards to netball facilities, a number of local venues are single-court facilities, which limits capacity, programmability

and participation outcomes for clubs and leagues. Single court facilities do not align with recommendations in the *Netball Victoria Facilities Manual (2017)* which notes that two courts for local football and netball clubs are required to cater for training and competition activities (where space and demand permits). The provision of lighting of 100 lux for club netball venues is also considered essential within the Manual for both training and competition.

An additional opportunity to support and strengthen capacity is to facilitate greater access to alternate facilities including schools (both those within new growth areas and those set to be redeveloped). Where identified, joint use agreements with education providers can assist in addressing demand. At times, barriers to utilising school facilities exist due to lack of infrastructure including appropriate lighting and change facilities. The Victorian Government recently released a Joint Ministerial Statement on Physical Activity for Children and Young People, which includes a goal to 'Create Active Communities' through participation in after school hours sport, and through broader community access to school facilities. It is recommended that a regional approach to connecting and partnering with the Department of Education and Training is taken to facilitate future use of school venues. School facilities presently utilised for football and netball within the G21 Region are included within the facility audit analysis in this Report. Where school venues have the opportunity to address facility gaps, a collaborative approach to investment is recommended.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 2

Increase the quality, functionality, capacity and sustainability of existing facilities

#### HOW WILL PRIORITY 2 BE ACHIEVED?

- **Prioritising collaborative investment in facilities which have identified facility gaps in core provision.** This includes facilities which lack adequate gender neutral football and netball player amenities, gender neutral umpire facilities and single court netball facilities.
- **Prioritising investment into sports lighting to training standard commensurate with facility hierarchy,** where lighting does not meet standard and where demand necessitates. Preference to prioritise LED developments over traditional metal halide lighting.
- **Investment in oval upgrades including the conversion to warm season grass surfaces and exploring the use of alternate playing surfaces** such as hybrid and synthetic fields, to improve carrying capacity and to protect against future drought and water restrictions.
- **Increase the use of school facilities and alternate non-traditional venues** to address demand and capacity issues, and undertake a collaborative approach to investment in partnership with the Department of Education and Training.
- **AFL Barwon, Netball Victoria and LGAs to encourage Clubs to consider flexible training and competition venues,** away from their home facility, to help meet demand and over-use of ovals due to high volumes of traffic. This includes the potential use of association netball venues not normally used by club-based netball.
- **LGAs to consider investment into existing underutilised and/or overflow venues,** including the provision of adequate playing surfaces, lighting and basic amenities where demand necessitates.
- **Report annually on the status of football and netball facilities** following annual facility audits and identify the change over time in provision (gaps versus improvements).

#### HOW WILL SUCCESS BE MEASURED?

- **Increased provision of existing venues meeting recommended guidelines for core amenity provision.**
- **Improved quality of sports lighting infrastructure and the installation of sports lighting (where lighting is not provided) at existing venues** to improve programmability and capacity.
- **The provision of second netball courts at existing venues** where single courts are currently provided and where need, demand and land availability can be clearly demonstrated.
- **Greater access to schools and other non-traditional venues** and a stronger relationship and increased levels of shared investment with the Department of Education and Training (DET).
- **Activation of underutilised facilities through increased facility provision and greater programmability.**
- **Continued annual audits of all AFL Barwon football and netball facilities by region staff.**



### 6.3 G21 and AFL Barwon Towards 2030: Strategy



St Mary's v Geelong Amateur Football Club

## PRIORITY 3

**Ensure facilities cater for the diversity of participants playing across the G21 Region**

Since 2015, over \$67M worth of collective investment into football and netball facilities in the G21 Region has occurred. This funding has been contributed through budget allocations, grant funding and local contributions. This expenditure has delivered over 60 projects, all focused on improving the quality and capacity of infrastructure. The redevelopment of change facilities has provided amenities that create better environments for the diversity of participants attracted to the game. A sustained focus on prioritising facility upgrades that are inclusive of all people will be imperative over the next 10 years.

Female football has become the fastest growing segment of the game, contributing to 53% of total participation growth from 2015-2019 in the Region. Female football now accounts for 15% of total AFL Barwon Club participation in 2019, with 65 teams participating across all five LGAs. In addition, female AFL umpires contribute approximately 10% of the total umpire contingent in AFL Barwon. As participation increases, there will continue to be a strong requirement for the delivery of gender neutral change facilities to cater for this demand. The consistent growth in female participation since 2015 is creating greater expectations on LGAs, and increasing facility gaps which, on most occasions, require significant investment to address. Although substantial progress has been made to address gender neutral provision, 57% of change rooms and 39% of umpire change rooms do not meet the AFL's Preferred Facility Guidelines for female friendly facilities in the Region.

Female friendly infrastructure grants available through AFL Victoria and Sport & Recreation Victoria provide an opportunity for the Region to target facility upgrades where female participation is current or projected. Collaboration with peak sporting bodies that are considered a co-tenant or complimentary to football and netball provides further opportunity to maximise funding opportunities.

The development of gender neutral amenities, including player and umpire facilities, should reference the *AFL Preferred Facility Guidelines (2019)* and *Sport & Recreation Victoria's Female Friendly Sport Infrastructure Guide* to ensure that facilities meet best practice as well as the objectives of potential funding partners.

*Sport & Recreation Victoria's Design for Everyone Guide* aims to instil the principles of Universal Design to make the built environment more simplified and inclusive of as many users as possible. Equitable design, for people of all genders, all abilities and of all cultures should be at the forefront of any design process. Flexibility in changing spaces, adaptability of multi purpose areas and accessible and intuitive layouts will improve the form and function of venues and improve user experience.

In relation to netball facilities, facility audit information indicates that 63% of player change rooms are in good to excellent condition, leaving 37% as potentially requiring improvement. As netball is predominantly a female sport and continues to be a great contributor to female participation across the Region, addressing facility gaps should be afforded equal priority. In addition, the availability of modern, gender neutral umpire amenities will also support the prosperity of the game. Opportunities for shared umpire spaces that can cater for both football and netball could be explored further.

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

#### PRIORITY 3

Ensure facilities cater for the diversity of participants playing across the G21 Region



Toowoomba Tigers Football Club fans

Over recent years, the use of modular buildings has become a popular option in facility development, enabling outcomes that can be delivered up to 60% faster and at 15-30% less cost than traditional construction (*source: AFL Preferred Facility Guidelines 2019*). Options to utilise modular change rooms to assist in meeting gender neutral amenity shortages, and where additional change room provision is required, should be considered. The use of modular change facilities can also be useful for larger clubs and/or where back to back games are hosted. The AFL in partnership with Ausco Modular has developed designs for local and regional facilities that can easily be adapted to any venue in a cost-effective manner.

As both female and male participation continues to grow throughout G21, competition structures will need to become more responsive to demand. Flexible training and equal opportunities for all participants to train and play on main grounds through innovative fixturing should be considered. Greater use of facilities with identified capacity and appropriate supporting infrastructure should be at the forefront of scheduling, particularly for venues that offer flexibility and cater for the diversity of participants. Further detailed data regarding individual facility audit provision and compliance against the AFL's *Preferred Facility Guidelines* can be found in the Appendices section of this Report.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 3

Ensure facilities cater for the diversity of participants playing across the G21 Region

#### HOW WILL PRIORITY 3 BE ACHIEVED?

- **Every new or redevelopment football and netball facility will provide gender neutral and accessible facilities** that will support participation for people of all gender, ability and from any culture or background.
- **The AFL's Preferred Facility Guidelines (2019) and Netball Victoria Facilities Manual (2017) will be referenced** in the planning phase for all new or redevelopments of facilities.
- **SRV's Design for Everyone Guide and Female Friendly Sport Infrastructure Guide will be referenced** in the planning phase for all new and redevelopment of facilities.
- **Continuation of grant programs that offer facility funding focussed on inclusivity** and enhancing opportunities for females will be key to successful project delivery.
- **Flexible fixturing and competition structures** will evolve to facilitate and accommodate the growing female participation forecast. Fixturing will be delivered from an equitable standpoint, offering females the same opportunity as men to play and train on the main ground and on traditional training nights.
- **Exploring modular facility construction for new and redeveloped facilities** and/or at venues where participation and capacity requires additional change room infrastructure.

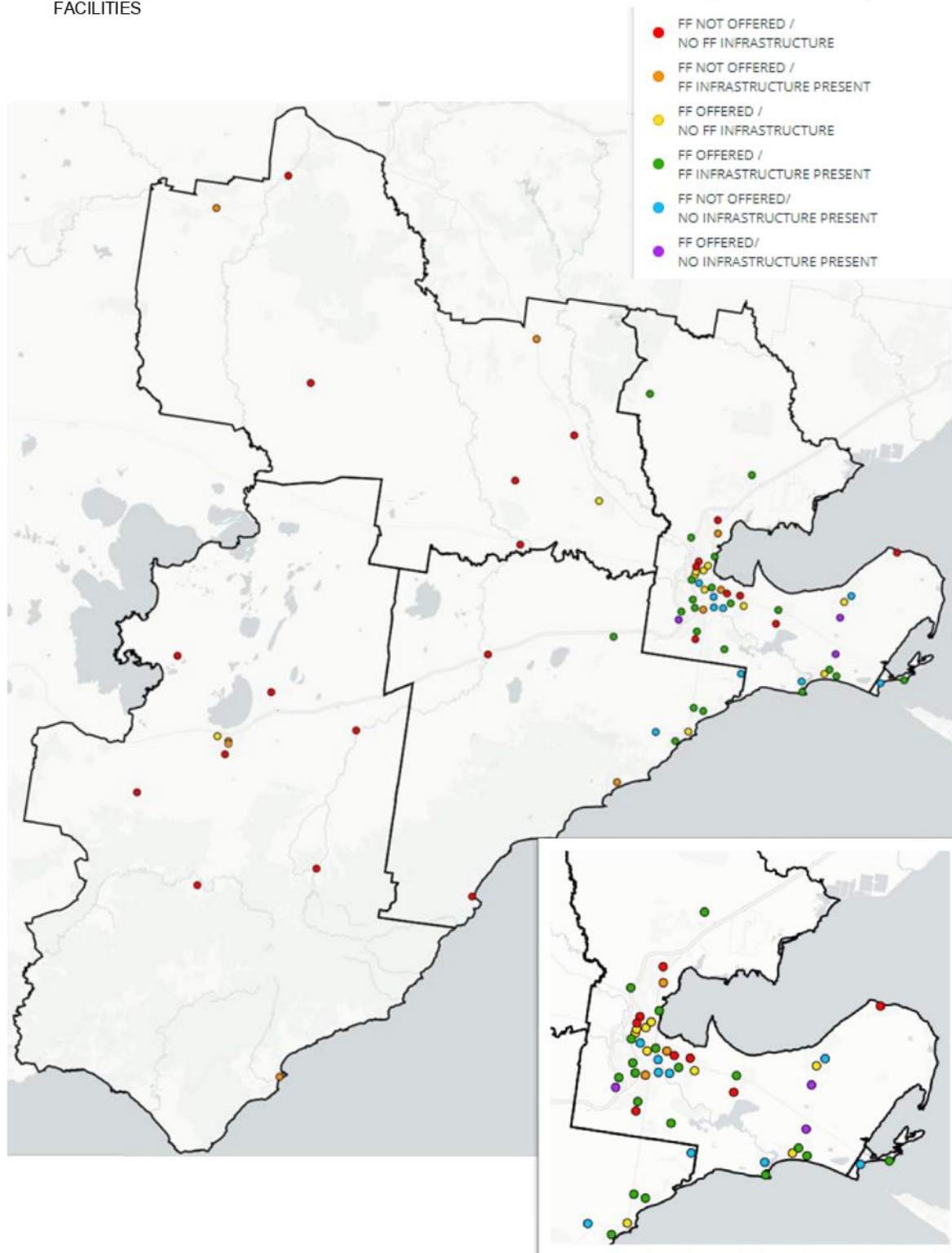
#### HOW WILL SUCCESS BE MEASURED?

- **All venues that are used for female football will cater for gender neutral and accessible use and be flexible in design.** This includes for all participants of the game such as players, umpires, officials, coaches and spectators. Target to complete venues which presently offer female football with no infrastructure present including Bakers Oval, Drysdale Recreation Reserve, Elderslie Reserve, Frier Reserve, Grinter Reserve, Herne Hill Reserve, McCartney Oval, Victoria Park (Bannockburn), West Oval and Western Reserve followed by venues which do not have female participation but also do not have female suitable venues (see map on page 48).
- **All netball change and umpire facility provision will be considered in good to excellent condition by 2030.**
- **The delivery of facilities that have flexible spaces to encourage broader multi-use opportunities** both within and outside of traditional sport.



### 6.3 G21 and AFL Barwon Towards 2030: Strategy

**FIGURE 09 |** CURRENT G21 AFL FEMALE FOOTBALL MAP AND FEMALE FRIENDLY (GENDER NEUTRAL) FACILITIES



## 6.3 G21 and AFL Barwon Towards 2030: Strategy



Belmont Lions and Corio Community Football Club players

### PRIORITY 4

**Support the capacity building and education of clubs and their people**

**Community clubs continue to be the lifeblood of regional and rural areas, driven by dedicated volunteers who are integral to the development of the game. The identification of educational opportunities and partnerships that support and build capacity will continue to contribute to the success of clubs both on and off the field.**

The value that sport brings to communities extends well beyond the playing field, contributing to social outcomes including community cohesion, reduced feelings of isolation, increased civic pride, greater social capital and improved physical and mental health. In 2013, Street Ryan undertook the 'Review of Football in Country Victoria' study which measured the social impacts derived from regional football and netball and found that clubs provided a crucial community service. Particularly in smaller towns, the study found clubs assisted in keeping children and youth engaged and prevented disenfranchisement from the local community.

The COVID-19 pandemic has significantly disrupted the 2020 football and netball season, with the regular (senior) football and netball competition cancelled until 2021. The impact of the pandemic on local sporting clubs will require close monitoring now and into the future by all project partners.

Whilst AFL Victoria, Netball Victoria, AFL Barwon and LGAs are devising strategies for the reopening of facilities, including health and safety protocols, the future viability and sustainability of some clubs as a result of the disruption may not immediately be evident. Other potential financial impacts on clubs including the likelihood of limited sponsorship and other forms of financial support in future seasons is high, with stable sources of income and revenue streams possibly becoming more difficult to secure.

In addition, there is a risk that participants who will not be playing in competition and/or training in 2020, could be less inclined to return once sport resumes. Strategies regarding the re-engagement of participants and the promotion of the game, including the importance of sport for mental and physical wellbeing, should be considered as a critical priority for project partners moving forward.

To support the future sustainability of clubs ongoing, and to deliver other educational and capacity building opportunities, engagement via the new AFL Victoria Club Champion Program will be a critical resource and support service. Beginning in early 2021, the role of Club Champion will be a resource available to regional football commissions, including AFL Barwon, to provide face to face club support to enhance management and community building capabilities.

The current 'Club Health Check' utilised by AFL Victoria and AFL Barwon will be encompassed into the key responsibilities of the Club Champion role, where clubs that are identified as requiring most support will be prioritised. Additional key aims of the Club Champion will be to develop initiatives to assist in club operations including strategic planning, financial management, volunteer engagement and sponsorship acquisition.

AFL Barwon and Netball Victoria are encouraged to work together to implement club development initiatives, particularly where separate football and netball club governance structures exist, to ensure equal representation and contribution.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 4

#### Support the capacity building and education of clubs and their people

Prior to the COVID-19 pandemic, a small number of football and netball clubs, mostly located in areas of identified disadvantage and/or where population characteristics are limiting involvement in sport, were experiencing stagnant, fluctuating or declining participation, particularly in junior and female cohorts. Whilst this is in direct contrast to the general trend of increasing participation in G21, further investigation and a strategic, collaborative response should be taken. It is recommended that project partners critically assess the spread of participation in the Region and consider the most appropriate approach to facilitate participation across all locations. Consideration should be given to understanding why disparity in participation occurs and how the equalisation of participation across all clubs and facilities can be addressed. Player pathways from Auskick, NetSetGO, junior through to senior age groups are crucial for player retention and clubs should be supported to enable this to occur. In areas where participation is fluctuating or declining, resources need to be targeted at schools to promote programs and linkages to the local competition.

The initial 2015 Strategy identified that a review of current club and league structures to address and improve sustainability and equalisation should be pursued. Whilst significant progress has been made, revisiting this priority to test that the current structure still reflects the recent evolution of the game and its competition is recommended. Considering the restructure of the competition format at senior level following the salary cap equalisation will be an important next step to ensuring greater sustainability of the game across the Region.

Whilst community and sport development expectations are inherently understood by clubs, they, at times, require further guidance and support to achieve these initiatives. One of the roles of the new AFL Club Champion and Netball Victoria Participation Coordinators is to provide training and education opportunities aimed at building capacity of volunteers. These initiatives however cannot be delivered by these people alone and the importance of continuing to work alongside other project partners including Leisure Networks, Geelong Cats Foundation, LGAs and other peak sporting bodies will continue to be vital.

Due to the current pandemic, there has been a significant reduction in staffing resources across AFL Victoria, Netball Victoria and AFL Barwon in response to the suspension of football and netball at both elite and local levels. Resourcing requirements and the structure of AFL Barwon is expected to be reviewed once play returns.

There is also opportunity to undertake an assessment of the Football Development Manager (FDM) roles to identify where additional resourcing could assist. FDMs are considered key to driving game development however limited resources mean that these core functions, along with other aspirational initiatives, become increasingly difficult to deliver. It is identified that further support in the game development area could assist greatly in the delivery of participation initiatives identified within the Strategy, including for areas experiencing participation stagnation or decline. In addition, the joint and shared planning of club education by FDM's and Participation Coordinators to reduce duplication and create a more efficient and effective training model should be explored.

Any recommendation for development and expansion of the game must include support for officials. This includes umpire recruitment and retention policies, provision of appropriate training facilities and amenities, support for umpire in schools' programs, expanding pathways and encouraging club involvement in developing umpires. AFL Barwon's Umpire Academy's aim to align umpire development programs with Clubs as a way of recruiting, supporting and nourishing umpires through inclusive environments. This initiative should continue to be an integral part of game development for the sport through to 2030, with a greater number of clubs engaged in providing this program. There is also opportunity to engage and recruit a greater number of female AFL umpires. As per page 27 of this report, female umpire participant numbers has remained stable, with approximately 40 female participants in 2015 and 2019. Further attraction and recruitment of female umpires to the game, will support sport's inclusive and diverse profile, and influence more girl's and women to become involved.



AFL Barwon Umpire and East Geelong Football Club player

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 4

Support the capacity building and education of clubs and their people

#### HOW WILL PRIORITY 4 BE ACHIEVED?

- **A collaborative and structured approach** including all project partners, affiliated Leagues and club representatives **to understand the ongoing impacts of the COVID-19 pandemic on community football and netball.**
- All project partners including levels of government and sport to collaborate in **engaging with existing participants during the period of competition cessation.**
- **The development of participation strategies and identifying resources to attract participants in areas experiencing decreased or limited participation.**
- **Greater connection and promotion of football and netball amongst schools** and the development of linkages to clubs that can support involvement in traditional competition and other modified formats of the game.
- **Support for umpire leagues in the development of retention and recruitment policies** and identifying initiatives for clubs to actively promote umpiring to their member base, in particular for female umpires.
- **Strong partnerships with LGAs, AFL Barwon, Netball Victoria and Leisure Networks** in the continuation of club development seminars and initiatives to provide education and learning opportunities on a regular basis.
- **Greater allocation of resources** to AFL Barwon to support participation initiatives and club support.

#### HOW WILL SUCCESS BE MEASURED?

- **Retention of football and netball participants following the COVID-19 pandemic** into season 2021 and 2022.
- **The delivery of quarterly club development seminars** in partnership with LGAs, Leisure Networks, AFL Barwon and Netball Victoria. These seminars should aim to provide education to clubs that encapsulates information to improve and implement healthy sports environments, infrastructure planning processes and improved club administration.
- **Deliver the Club Champion Program through the appointment of the Club Champion position** to assist in development initiatives including sustainability, governance, financial, volunteerism and administration.
- **Completion of strategies to stimulate participation in areas of decline**, targeting school programs and as a key opportunity to increase participation at club level.
- **Greater involvement and engagement with current and prospective umpires** including increased club engagement with the AFL Barwon Umpire Academy program to encourage participation, recruitment and retention of officials.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy



Torquay Tigers Football Netball Club –  
Spring Creek Reserve

### PRIORITY 5

Plan and develop facilities in growth and priority areas across the G21 Region

**Population growth is predicted for the G21 Region, particularly within the City of Greater Geelong, Surf Coast Shire and Golden Plains Shire to 2030. This will affect future football and netball participation, and place increased demand for the improvement of existing facilities and new venues in greenfield development sites.**

Since 2015, an additional 9 AFL Ovals and 4 Netball Courts have been delivered across G21, including:

- 2 Ovals and 2 Netball Courts at Armstrong Creek East Sporting Precinct (Armstrong Creek)
- 1 Oval and 2 Netball Courts at Sovereign Drive (Armstrong Creek)
- 1 Oval at Banyul-Warri Fields (Torquay)
- 2 Ovals at Drysdale Sporting Precinct (Drysdale)
- 1 Oval at Oakdene Estate (Ocean Grove)
- 1 Oval at Bannockburn P-12 College (Bannockburn)
- 1 Oval at Deakin University (Waurn Ponds)

The development of additional facilities has assisted greatly in addressing demand as identified in the initial Strategy. Updated population forecasts for G21 in the Towards 2030 Strategy identify that access to approximately 16 additional AFL Ovals and 26 netball courts across the Region to 2030 is required (using the recommended benchmark population ratio). This forecast is based on demographic changes as well as analysing the projected market for football and netball. A detailed analysis of facility provision forecasts by Region and LGA can be found in the Appendices section of this Report.

AFL's recommended best practice ratio of 1 oval to 7 teams has also been utilised for comparison within the LGA facility forecast (also found in the Appendices section of this Report). This ratio provides another

comparison and benchmark for stakeholders in understanding potential oval access requirements should this ratio be considered.

Facility provision forecasts and ratios used throughout to identify playing surface requirements should not be used as a standalone measure, and consideration regarding the access to existing facilities, their capacity, geographic spread and current usage should be afforded. Consideration to improving playing surfaces and associated infrastructure can also extend the programable hours of a facility and assist in addressing additional demand. A case study outlining the benefits of improved oval playing surfaces can be found in the Appendices section of this Report.

Current ratios for football used throughout this Report indicate that there is generally an adequate number of ovals, aligning to the recommended AFL ratio of 1 oval to 5,000 people across all LGAs.

Netball court provision ratios used throughout this Report indicate that 3 of 5 G21 LGAs are currently exceeding the recommended ratio of 1 court per 60 players for regional and rural areas. Within these LGAs, there may be an immediate requirement for access to, or the provision of, additional facilities to meet demand. The Appendices section of this Report outlines the projected participation growth and court requirements for each LGA to 2030. Again, these forecasts must be considered against current supply, condition, access and usage to existing facilities.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 5

#### Plan and develop facilities in growth and priority areas across the G21 Region

In addition, the use of existing indoor venues for netball should be considered to support demand. The use of indoor venues for club based netball however is only endorsed by Netball Victoria for training and development programs, not competition.

The regional netball venue at Kardinia Park is currently utilised for both club based netball as well as association netball, and court and facility provision has been considered within the audits in the Appendices section of this Report. Future upgrades to the complex will be considered within the Kardinia Park Master Plan which is currently underway.

Any future facility development recommendations should consider the impacts on existing provision ratios. Where an oversupply of facilities is evident, increasing the capacity of existing facilities or the possible repurposing of underutilised venues should be pursued prior to the development of new venues.

Planning of greenfield sites where LGAs have control over facility provision should consider the projected need of the sport and work to reduce any gaps in infrastructure. As a minimum, LGAs experiencing population growth may consider the installation of at least one synthetic field (as it is the equivalent to three natural turf ovals) combined with options for hybrid turf at other venues to meet increased demand. In addition, synthetic facilities also provide opportunity for use by other sports (e.g. hockey, soccer, cricket). Most oval access requirements to 2030 is centered around the City of Greater Geelong and its growth areas with access to an additional 12 ovals required across six identified planning areas. The Appendices section of this Report provides a detailed forecast of AFL oval projections by planning area for the Greater Geelong municipality.

The planning and development of any new playing fields and venues will need to maximise shared usage for sports outside of football and netball and be flexible enough to meet the changing needs of the community. The delivery of any new local level multi-use facilities should consist of two ovals or surfaced areas which can accommodate full sized AFL ovals, as well as two lit netball courts to maximise viability of the venue. AFL Victoria recommends the development of two oval (or multi oval) venues in new developments to support more sustainable clubs and multi use outcomes. Two oval sites enable a club to grow and spread usage across playing fields and provides better economies of scale in terms of supporting infrastructure. Whilst single oval facilities can be considered important, particularly in LGAs where population forecasts are limited, in areas of growth and heightened demand, multi-oval venues should be given preference. Existing single oval facilities, if adequate demand and suitable infrastructure is

provided, should continue to be considered integral in a facility network for overflow, training and junior football uses.

The success of sport, particularly within new clubs and facilities, relies on well coordinated on and off-field activities. The importance of establishing well run clubs and empowered volunteers will contribute to the outcomes of a venue and create better return on investment. Guiding documents such as the City of Greater Geelong's Armstrong Creek Sports Development Plan outlines a consolidated approach to the initiation of sport including establishing and growing participation, people and partnerships, creating viable clubs and the appropriate resourcing for delivery. Where new facilities are identified between 2020-2030, the creation of sport development documents should be considered to ensure the successful initiation and grassroots facilitation of the game.

Prioritising local infrastructure projects should be measured against the recommendations within this Strategy, LGA strategic planning and capital works budget cycles, external funding availability and the Project Development Framework for Clubs on page 93. The Framework provides an outline of expectations and guidance to ensure that any club driven project is developed in a robust manner and in consultation with project partners. Any proposal will be subject to available funding and the capacity of project partners to prioritise investment.

Finally, project stakeholders will need to continually monitor football and netball participation and plan accordingly. The initiation of the annual State of Play Report, as identified in Priority 1, by AFL Barwon will ensure there is a collective understanding of participation trends across the Region. This will be essential to support the identification of facility investment priorities.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 5

Plan and develop facilities in growth and priority areas across the G21 Region

#### HOW WILL PRIORITY 5 BE ACHIEVED?

- Utilising participation projections and provision projections progressively provide additional access to 16 AFL ovals and 26 netball courts to 2030 across the Region in line with population and participation projections for both sports.
- G21 LGA's, AFL Barwon and AFL Victoria partner to investigate options for the installation of a synthetic oval for the region and identify a suitable location and potential funding models.
- LGAs to work collaboratively with greenfield developers and AFL Barwon in the identification and provision requirements of football and netball facilities.
- Initiate a region based, collaborative approach to the Victorian School Building Authority (VSBA) regarding new school facilities and their capacity to assist in addressing demand.
- AFL Barwon, Netball Victoria, Leisure Networks and LGAs to work collaboratively on sport development strategies for growth areas and new facilities that will facilitate best participation and facility usage outcomes.


#### HOW WILL SUCCESS BE MEASURED?

- Access to an additional 8 AFL ovals and 14 netball courts to 2025 along with an additional 2,000 AFL and 850 netball participants across the Region.
- Access to an additional 8 AFL Ovals and 12 netball courts from 2025-2030 along with an additional 1,800 AFL and 740 netball participants across the Region.
- Strong participation, occupation and usage of newly developed facilities through strategies that drive grassroots club development.



St Mary's Football Club player

## 6.3 G21 and AFL Barwon Towards 2030: Strategy



Colac Imperials Football Club player

**PRIORITY 6**

**Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre**

The initial 2015 Strategy identified three regional venues for the Region which, through increased capacity and infrastructure provision, can service higher levels of participation, spectators and events. All three regional venues have since been upgraded or are underway, which will see AFL Barwon well serviced to 2030.

The development of Regional Administration Centre's (RAC) and Hubs for Commissions is a priority within AFL Victoria's Growing the Heartland Strategy. The current home of AFL Barwon at Highton Reserve presents limitations and a long-term plan for a RAC is required. The initial Strategy identified potential venues for a future RAC which should continue to be pursued.

The three identified regional level venues in the initial 2015 Strategy are soon to be delivered, commensurate with regional facility provision. These three venues are:

- Spring Creek Reserve (Torquay)
- Colac Central Reserve (Colac)
- West Oval (Geelong West)

The completion of these upgrades now meets the recommended requirement for regional facility provision over the next 10 years, and aligns with AFL Victoria's *Growing the Heartland Strategy*; that each league requires access to at least one regional venue. All three facilities now provide a higher standard of infrastructure and will host larger numbers of spectators. Regional facilities will be prioritised and scheduled for higher level games and events, particularly those outside of local competition, over other venues. Since 2015, the Elite Sporting Precinct at Deakin University has come to fruition, which includes an MCG-sized oval and floodlighting.

This facility should now be recognised as playing a regional role also in the network of G21 facilities. Further negotiation and partnerships with AFL Barwon, LGAs and Deakin regarding access to this venue for local and regional use should be pursued.

As identified in the 2015 Strategy, oval usage at Simonds Stadium, the only AFL Standard facility in the Region, is generally considered at capacity. This limits community access and heightens the importance of the identified regional venues and their ability to service events and competitions including VFLW, NAB League, Marsh Community Series and AFL Barwon finals.

AFL Barwon currently operate from Highton Reserve, sharing the facility with NAB League team the Geelong Falcons. Highton Reserve is classified as a local level venue and has limited capacity due to it being a single oval facility with seasonal access.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### PRIORITY 6

Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre

The development of a long-term plan for an AFL Barwon RAC continues to be a priority in the Towards 2030 Strategy, which would provide a facility that can house AFL Barwon staff, including League administrators, as well as services for growing participation, talent pathways, coaching and other club education. A single location for the administration of football and netball will create efficiencies and collaboration and replace any duplication in effort.

The requirement for a RAC to provide talent pathways is essential and balancing the needs of elite teams and players whilst continuing access for community programs must be considered equally. The significant advantage of the existing relationship and connection with AFL Barwon and the Geelong Falcons is recognised, and the opportunity for the future RAC to incorporate facilities that cater for the many facets of both football as well as netball should be pursued.

The development of a RAC would ideally be at a non-aligned venue with access to multiple playing surfaces for football and netball. As indicated in AFL Victoria's *Growing the Heartland Strategy*, on-site region commission staff could provide added value through assistance with ground management, program delivery and scheduling, increasing shared use and other outcomes which can be challenging in traditional club tenancy models.

It is recommended that a feasibility study be undertaken in conjunction with project partners for the identification of the most suitable location for the RAC moving forward. The feasibility study should highlight the need for a collaborative approach to investment through partners including AFL Victoria, Geelong Falcons and AFL Barwon. Any long-term option for a RAC should also include planning for an improved Centre of Excellence for the Geelong Falcons.



### 6.3 G21 and AFL Barwon Towards 2030: Strategy

## PRIORITY 6

Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre

#### HOW WILL PRIORITY 6 BE ACHIEVED?

- Completion of all three regional level facility upgrades and the increased programming of these venues for higher level events and games.
- The activation of Deakin University as a regional level venue, particularly once change room facilities are provided.
- AFL Barwon to commission a feasibility study, in conjunction with project partners, to investigate and recommend the best long term home for a RAC.
- Investment into the preferred identified RAC requires multiple investment partners including AFL Victoria, AFL Barwon and Geelong Falcons.

#### HOW WILL SUCCESS BE MEASURED?

- Through the increased usage of the three identified regional facilities identified and the Deakin University facility.
- The completion of a long term feasibility study identifying the future RAC location in the Region.
- The development of a RAC that is funded through a collaborative approach a number of responsible project partners.



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# STRATEGY IMPLEMENTATION

Through the implementation phases of the Strategy there will be three key roles for stakeholders to play:

### INITIATE

Planning the scoping and timing of strategic directions, programs, activities and service provision.

### DELIVER

Delivery of strategic directions, activities and services.

### SUPPORT

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

Many strategic directions will require further stakeholder consultation. To ensure key actions can be achieved in a timely manner, continued collaboration between sport and government is crucial.

Proposed strategic directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the Region. The level of priority should be used to inform each project partner of the relative importance of a particular action along with the expected delivery timeframe. A description of each priority level is provided below.

**It is recommended that a five (5) year review of the Strategy be undertaken to monitor, evaluate and ensure the currency of priorities and actions**



North Geelong Football Club player

### CRITICAL ACTION

A direction that has a serious impact on ongoing service delivery and without achievement other priorities cannot be progressed or will be severely hindered in their implementation.

### HIGH

A direction that has a high level of impact that must be prioritised to ensure the successful delivery, implementation and success of the Strategy.

### MEDIUM

A direction that contributes to meeting the overall Strategy objectives.

### LOW

A direction that contributes to overall Strategy improvement activities.

### ONGOING

A direction that will require ongoing commitment of sport and government stakeholders.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# KEY STAKEHOLDER IMPLEMENTATION RESPONSIBILITIES

The G21 and AFL Barwon Towards 2030: Strategy has highlighted a range of critical issues that AFL Barwon and G21 LGA's face regarding growth in football and netball participation and the need to prioritise and plan for infrastructure upgrades and new development. The following project partners will be imperative to the Strategy's delivery. The role of each partner in the Strategy's implementation is summarised below.

### AFL BARWON

AFL Barwon will play a lead role in coordinating and supporting the implementation of Strategy recommendations including club development initiatives, as well as supporting infrastructure projects and directing regional staff work plans and priorities.

The most critical roles of AFL Barwon will be in driving a return to play strategy and engagement of participants following the COVID-19 pandemic. This will include monitoring the financial status of clubs from season 2021 and beyond. AFL Barwon will need to work in partnership with stakeholders in supporting strategic planning and financial management processes at club level. In addition, the fixturing of games to accommodate for increased demand, including female participation, to maximise usage of venues and offer alternate facilities where available. For higher level events and competitions, including finals, AFL Barwon should look to maximise use of the Region's identified regional level venues.

AFL Barwon will need to bring the regional football and netball community together, assist in prioritising recommendations and advocate to LGA stakeholders for financial and resource support to deliver key actions. Without AFL Barwon's drive and commitment to these reforms, successful implementation cannot be achieved.

### LOCAL GOVERNMENT

The five G21 LGAs have a core responsibility to directly deliver football and netball infrastructure planning, improvement and revitalisation actions, as well as support participation and club development initiatives.

LGAs will need to focus on the implementation of Critical Action Plans, as well as support regional objectives through policy adoption and development and in prioritising and securing partner investment.

Via the G21 Sport and Recreation Pillar and through internal LGA governance structures, LGAs are encouraged to adopt strategy objectives and priorities and utilise them as the basis for future local planning regarding football and netball.

### LEISURE NETWORKS

Leisure Networks play a crucial role in providing support, education and capacity building of clubs and their administrators. Their expertise in delivering participation programs and assisting to create welcoming, inclusive, sustainable and healthy sporting environments will be key to achieving several updated Strategy recommendations.

### AFL VICTORIA

AFL Victoria will play a support role in action implementation. They will also have an active and direct role in staffing of game development and promotional activities. In addition, AFL Victoria should provide support in sustainability initiatives including player points and salary cap systems that enable regional commissions to implement successfully.

AFL Victoria will promote statewide strategies for regional and local implementation, including club health checks, regional planning, annual facility auditing, professional development and education programs, and advocating for the continuation of the Country Football Netball Funding Program (CFNP) and other relevant funding programs.

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### NETBALL VICTORIA

Netball Victoria will play a support role in action implementation, but also have an active and direct role in staffing of game development and promotional activities, and supporting regional partners to meet their community, development and infrastructure aspirations. Netball Victoria's commitment to supporting continuation of the CFNP is also essential.

Netball Victoria will have a role assisting grass roots netball growth and development at a local level, supporting competition and club structure review, assisting with grants and facility development and ensuring statewide strategies for netball are implemented. Netball Victoria also plays a crucial role in working with AFL Barwon in the resumption of sport following COVID-19.

### CLUBS

Clubs' commitment to delivering and supporting football and netball in a changed environment is critical. Specific to strategy implementation, clubs will need to participate in Club Health Checks, professional development and education programs, openly provide information to other regional stakeholders on strategic planning and financial management and commit to supporting proposed new governance processes and activities, in addition to standard club operational requirements. Critical to infrastructure improvement will be the capacity for clubs to financially plan for and invest in projects. Regional implementation of female football, grassroots programs and modified formats of the game will continue to be core development opportunities for clubs to expand their member base and grow their club.

### STATE / FEDERAL GOVERNMENT

Government will play a key support role in the funding of strategic initiatives, and in promoting the benefits of the G21 and AFL Barwon Towards 2030: Strategy throughout other Victorian regions. It will also be responsible for ensuring continued focus is provided on the delivery of strategy actions for greater benefit of the G21 Region. Government will be relied upon to support sport, the game and its facilities return to play through funding and other initiatives.

### EDUCATION PROVIDERS

Schools within the Region will have a key role in growing participation through embracing programs offered by AFL Barwon, AFL Victoria, Netball Victoria and umpire leagues. School capabilities to accommodate increased access to school grounds and amenities where there is high usage will also be essential if sport growth initiatives are to be maximised. The Victorian School Building Authority and Department of Education and Training will be beneficial in discussions around the delivery of new school facilities and facilitating access to existing venues, in partnership with sport and LGAs.

Other providers such as Deakin University will be relied upon to facilitate access to existing facilities to assist in building the capacity of the facility network.



Modewarre Netball Club player



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### STRATEGIC PRIORITY #1 – IMPLEMENTATION PLAN

Continue to enhance the relationship between football / netball, government and community partners in planning and investment of facilities

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
1.1 AFL Barwon to continue to host the annual AFL Barwon Government Forum to monitor and deliver the actions identified within the 2020 Strategy and to build stakeholder relationships and collaboration with project partners.	Critical	Annually	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria, Leisure Networks, Deakin University, Sport & Recreation Victoria, LGAs
1.2 Project partners and the G21 Sport & Recreation Pillar to work collaboratively in advocating for the continuation of existing, and identification of alternate, funding streams to support infrastructure investment, including the Country Football and Netball Program (CFNP).	Critical	Immediate	G21 Sport & Recreation Pillar	G21 Sport & Recreation Pillar, LGAs	AFL Barwon, AFL Victoria, Netball Victoria, Sport & Recreation Victoria
1.3 AFL Barwon to initiate the development of an annual State of Play Report to outline participation trends, facility compliance, new development initiatives and the implementation of the Strategy. The State of Play Report should be shared with project partners either via the Government Forum or via the G21 Sport & Recreation Pillar annually.	Critical	Annually	AFL Barwon	AFL Barwon & Netball Victoria	LGAs, Leisure Networks, G21 Sport & Recreation Pillar, Sport & Recreation Victoria
1.4 AFL Barwon in partnership with Clubs initiate and outline the importance of the requirement of club contributions towards facility development, particularly when provision beyond core amenities is being sought.	High	Via quarterly Club Development Seminars	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria, LGAs, Clubs
1.5 Project partners to educate venue users on the benefits of collaborative planning of sporting facilities and accessing school venues via successful case studies.	High	Through the G21 Sport & Recreation Pillar quarterly meetings	G21 Sport & Recreation Pillar, LGAs	LGAs & AFL Barwon	AFL Victoria, Netball Victoria, Schools
1.6 AFL Victoria to continue capital investment grant programs outside of the Country Football Netball Program (CFNP) that can contribute towards new and redevelopment of facilities.	High	2020 to 2030	AFL Victoria	AFL Victoria	AFL Barwon, Netball Victoria

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### STRATEGIC DIRECTION #2 – IMPLEMENTATION PLAN

**Increase the quality, functionality, capacity and sustainability of existing facilities.**

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
2.1 Utilising facility audit information provided within the Strategy, prioritise collaborative investment with project partners into core facility upgrades where facility gaps are evident.	Critical	80% of all player and umpire change facilities to meet gender neutral, accessible and universal design requirements by 2030.	AFL Barwon, LGAs	LGAs, AFL Barwon, AFL Victoria, Netball Victoria	Sport & Recreation Victoria
2.2 A collective, region-based approach with project partners to develop partnerships with schools to advocate for access to facilities where adequate provision is available to meet demand. Consider collaborative investment into school facilities where increased usage outcomes can be demonstrated, and promote and advertise accordingly.	Critical	Prior to the resumption of season, identify a collective approach to improve partnerships with schools to assist in meeting demand.	AFL Barwon, Netball Victoria, LGAs	AFL Barwon, LGAs, Department of Education and Training	AFL Victoria, Netball Victoria, Deakin University
2.3 Develop all facilities to include lighting to a minimum training level standard – this will help to alleviate demand and capacity issues experienced across the Region.	Critical	Utilising the facility audit information in the Appendices of this Report, upgrade facilities where need and demand necessitate as funding becomes available.	AFL Barwon, Netball Victoria, LGAs	AFL Barwon & LGA's	Sport & Recreation Victoria, AFL Victoria
2.4 AFL Barwon and LGAs to work in partnership in the fixturing of night games to ensure venues that have competition lighting capacity are prioritised. Should existing competition lit facilities not suffice, project partners to collaboratively identify venues which should have lighting provision increased.	Medium	Annually through fixturing and scheduling of competition by AFL Barwon.	AFL Barwon, Netball Victoria, LGAs	AFL Barwon & LGA's	Sport & Recreation Victoria, AFL Victoria, Netball Victoria



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### STRATEGIC DIRECTION #2 – IMPLEMENTATION PLAN

Increase the quality, functionality, capacity and sustainability of existing facilities.

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
2.5 AFL Barwon and LGAs to promote and educate clubs on the use of overflow and alternate non-traditional venues to accommodate training and to reduce the over-use of ovals. Investment into non-aligned venues with required ground surface, lighting and basic amenities to assist and support identified demand.	Medium	Utilising AFL Barwon's club correspondence and educational tools.  LGAs to consider facility audit information within this report and identify non-aligned and/or underutilised venues that could be enhanced to support overflow use.	AFL Barwon, LGAs	AFL Barwon, LGAs, Department of Education and Training	AFL Victoria, Netball Victoria, Clubs
2.6 AFL Barwon and project partners including LGAs to support, encourage and provide feedback on strategic club-driven infrastructure development plans and encourage the identification of cash and/or in-kind contributions.	Medium	Using the club project development framework in the Appendices of this Report.	AFL Barwon, LGAs	AFL Barwon, LGAs	AFL Victoria, Netball Victoria, Leisure Networks and Clubs

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Ensure facilities cater for the diversity of participants playing across the G21 Region.

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
3.1 All new and redeveloped facilities must meet the requirements in the AFL's Preferred Facility Guidelines including the provision of gender neutral facilities for football and netball players as well as umpires.	Critical	100% of new football and netball player and umpire change room developments must be gender neutral. LGAs to update any local strategies and policies to reflect this position.	AFL Barwon	LGAs	Sport & Recreation Victoria, AFL Victoria, Netball Victoria
3.2 In conjunction with facility audit data, female participation information and map on page 48, prioritise gender neutral facility developments that address facility gaps.	Critical	Upgrade facilities that have existing female football participation but which are not gender neutral as priority. These venues include; Bakers Oval, Drysdale Reserve, Elderslie Reserve, Frier Reserve, Grinter Reserve, Herne Hill Reserve, McCartney Oval, Victoria Park, West Oval and Western Reserve	LGAs, AFL Barwon, Netball Victoria, AFL Victoria	LGAs	Sport & Recreation Victoria
3.3 In conjunction with facility audit data, continue to improve the quality of netball player and umpire change facilities in the Region to enhance participant experience and opportunity	Critical	All netball player and umpire change facilities to be considered in good to excellent condition by 2030.	LGAs, AFL Barwon, Netball Victoria, AFL Victoria	LGAs	Sport & Recreation Victoria
3.4 AFL Barwon to continue to investigate and implement an approach to flexible fixturing models to support participation growth, equity in access to and the demand for facilities.	Medium	Season by season approach	AFL Barwon	AFL Barwon	LGAs, Netball Victoria, Clubs

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

#### STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Ensure facilities cater for the diversity of participants playing across the G21 Region.

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
3.5 Consider modular facilities as an alternate to traditional construction where applicable and to assist in servicing increased demand including where back to back games are played.	Medium	Project specific consideration	LGAs, AFL Barwon, AFL Victoria	LGAs	Sport & Recreation Victoria
3.6 Include multi-use and flexible design spaces in change rooms and social room developments that can be modified for a range of uses and that will encourage broader community use.	Medium	Project specific consideration	LGAs	LGAs, AFL Barwon Netball Victoria, AFL Victoria	Sport & Recreation Victoria

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

#### Support the capacity building and education of clubs and their people

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
4.1 Project partners to set up a COVID-19 working group to establish a return-to-play timeline which includes strategies for engagement of participants during competition cessation and the ongoing monitoring of club health from season 2021 onwards.	Critical	Immediate	AFL Barwon	AFL Barwon, AFL Victoria, Netball Victoria	LGAs, Leisure Networks, Deakin University
4.2 LGAs, AFL Barwon and Leisure Networks, identify vulnerable areas experiencing participation decline. Develop participation strategies that identifies actions for improvement, resource requirements and a focus on school participation and linkages.	Critical	Immediate	AFL Barwon	AFL Barwon, LGAs, Leisure Networks	Netball Victoria, AFL Victoria, Sport & Recreation, Department of Education and Training
4.3 AFL Victoria, Netball Victoria and AFL Barwon to work collaboratively in clarifying human resource allocation following COVID-19. An assessment and opportunity to further review and support the FDM roles should be explored further.	Critical	2020/21	AFL Victoria, AFL Barwon, Netball Victoria	AFL Victoria, AFL Barwon, Netball Victoria	LGAs
4.4 AFL Barwon and LGAs collaborate in analysing the impacts of COVID-19 on clubs once regular play resumes. This analysis should extend to all five municipalities and in areas of identified growth, decline and stagnation.	High	2021	AFL Barwon, LGAs	Netball Victoria, AFL Victoria, Leisure Networks	Sport & Recreation Victoria, Clubs
4.5 AFL Barwon and AFL Victoria to revisit salary and points cap to reduce financial burden on clubs from season 2021.	High	Prior to 2021 season	AFL Victoria, AFL Barwon	AFL Victoria, AFL Barwon	Clubs

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

#### Support the capacity building and education of clubs and their people

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
4.6 LGAs, AFL Barwon and Leisure Networks partner to deliver quarterly (or as agreed) club development seminars either as a Region or per each individual LGA. Seminars to focus on the delivery of information relating to items such as governance, volunteer retention, diversity and inclusion, financial management, infrastructure planning, infrastructure use and participation strategies.	High	Quarterly Club Development Seminars	LGAs, AFL Barwon, Leisure Networks	AFL Victoria, Netball Victoria	Sport & Recreation Victoria, Clubs
4.7 New Club Champion role implemented to support and target the identified most vulnerable clubs and assist in enhancing club operations, capacity building and compliance.	High	New Club Champion role implemented.	AFL Victoria, AFL Barwon, Leisure Networks	AFL Barwon, Netball Victoria	LGAs, Clubs
4.8 AFL Barwon to revisit current club and league structure to continue to assist in club sustainability and competition equalisation. This includes critically assessing the spread of participation across the Region and ways to evenly distribute players between clubs.	Medium	Ongoing	AFL Barwon	AFL Victoria, Netball Victoria	Clubs
4.9 Continue to provide linkages and connections with AFL Barwon Umpire Academies which attract, sustain and grow participation, particularly in female umpiring.	Medium	Ongoing	AFL Barwon	AFL Barwon	Clubs



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### STRATEGIC PRIORITY #5 – IMPLEMENTATION PLAN

Plan and develop facilities in growth and priority areas across the G21 Region.

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
5.1 LGAs, AFL Barwon and project partners successfully provide access to additional football and netball facilities identified by LGA in the Appendices of this Report.	Critical	Access to an additional 8 Ovals and 14 Courts by 2025  Access to an additional 8 Ovals and 12 Courts by 2030 (in addition to those identified to 2025)	LGAs	LGAs, AFL Barwon	AFL Victoria, Netball Victoria, Sport & Recreation Victoria, Victorian Government
5.2 AFL Barwon, Netball Victoria, Leisure Networks and LGAs to develop sport development strategies to identify, develop and support newly established clubs in new facilities, particularly within growth areas.	High	As new facilities are planned and funded	AFL Barwon	Netball Victoria, AFL Victoria, LGAs	Leisure Networks, Clubs
5.3 LGAs, AFL Barwon and project partners to preference the development of multi-oval facilities over single oval facilities in growth areas consistent with the AFL <i>Growing the Heartland Strategy</i> .	Medium	As population and participation projections necessitate	AFL Barwon	AFL Barwon, LGAs, Clubs	AFL Victoria, Netball Victoria

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### STRATEGIC PRIORITY #6 – IMPLEMENTATION PLAN

Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre

STRATEGIC DIRECTIONS	PRIORITY	DIRECTION OBJECTIVE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
6.1 AFL Barwon and LGAs utilise and program the three identified regional level facilities; Spring Creek Reserve, Colac Central Reserve and West Oval to host higher level games and/or events.	Critical	Through AFL Barwon fixturing and opportunity for higher level event hosting	AFL Barwon	AFL Barwon, LGAs, Netball Victoria	Clubs
6.2 AFL Barwon and AFL Victoria undertake a feasibility study in collaboration with project partners to identify the ideal location of a future long-term RAC.	Critical	End of 2021	AFL Barwon, AFL Victoria	AFL Barwon, AFL Victoria	Netball Victoria, LGAs, Geelong Falcons, Deakin University, Sport & Recreation Victoria
6.3 AFL Barwon and AFL Victoria in consultation with project partners initiate an advocacy document to guide the co-investment into the future identified RAC	High	Prior to November 2022	AFL Barwon, AFL Victoria	AFL Barwon, AFL Victoria	Netball Victoria, LGAs, Geelong Falcons, Deakin University, Sport & Recreation Victoria
6.4 AFL Barwon, LGAs and Deakin University to work in collaboration to facilitate access to the oval and facilities at the Waurn Ponds campus to assist in additional provision across the network.	Medium	Prior to 2021 season	AFL Barwon	Deakin University, LGAs	Clubs

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



Grovedale v Portarlington Netball Club

### 6.3 G21 and AFL Barwon Towards 2030: Strategy





## 6.3 G21 and AFL Barwon Towards 2030: Strategy

## G21 POPULATION FORECAST

The following population forecast for the G21 Region summarises the expected trends by LGA to 2025 and 2030 respectively. The percentage of male and female population is included along with the anticipated projection for people aged between 5-39 which is considered the key participation market for sport.

LGA	Population			Change in Total Population 2019-2025		% Change Total Population 2025-2030		Overall Change in population 2019-2030	
	2019	2025	2030	# of persons	pop % change	# of persons	pop % change	# of persons	pop % change
Colac-Otway	21,685	22,846	23,943	+1,161	5.4%	+1,097	4.8%	+2,258	10.4%
Golden Plains	23,384	26,356	28,939	+2,972	12.7%	+2,627	9.8%	+5,555	23.7%
Greater Geelong	257,181	292,855	324,289	+35,674	13.9%	+31,434	10.7%	+67,108	26.1%
Surf Coast	32,654	37,193	41,051	+4,539	13.9%	+3,858	10.4%	+8,397	25.7%
Queenscliffe	2,940	3,083	3,127	+143	4.9%	+44	1.4%	+187	6.4%
<b>TOTAL</b>	<b>337,844</b>	<b>382,333</b>	<b>421,349</b>	<b>+44,489</b>	<b>13.1%</b>	<b>+39,060</b>	<b>10.2%</b>	<b>83,505</b>	<b>24.7%</b>

LGA	2019 Population		2025 Population		2030 Population		No. of persons aged between 5-39 in 2025		No. of persons aged between 5-39 in 2030	
	% Male	% Female	% Male	% Female	% Male	% Female	# of persons	% of total pop	# of persons	% of total pop
Colac-Otway	49.8%	50.2%	49.8%	50.2%	49.6%	50.4%	8,821	38.6%	9,177	38.3%
Golden Plains	51.2%	48.8%	51.2%	48.8%	51.1%	48.9%	11,517	43.7%	12,551	43.4%
Greater Geelong	48.8%	51.2%	48.6%	51.4%	48.5%	51.5%	132,706	45%	147,326	45.4%
Surf Coast	50%	50%	49.9%	50.1%	49.8%	50.2%	14,946	40%	16,289	39.6%
Queenscliffe	46.7%	53.3%	47.1%	52.9%	47.1%	52.9%	866	28%	797	25%
<b>TOTAL</b>	<b>49.3%</b>	<b>50.7%</b>	<b>49.32%</b>	<b>50.68%</b>	<b>49.22%</b>	<b>50.78%</b>	<b>168,856</b>	<b>39.06%</b>	<b>186,140</b>	<b>38.34%</b>

Population data and forecasted projections has been sourced from *forecast.id* for Geelong, Surf Coast, Golden Plains and Colac Otway Shires. Vic in Future population data and projections has been utilised for Queenscliffe. Population projections utilised throughout this report are based on available projections from March 2020. It should be noted that population data from these sources is updated on an annual or bi-annual basis and therefore the projections within this report are subject to change.



**6.3 G21 and AFL Barwon Towards 2030: Strategy**

## G21 PARTICIPATION FORECAST BY LGA

The tables below provides participation comparisons using registered winter season football and netball participants between 2015 and 2019 for AFL Barwon (by G21 LGA). Participation projections to 2025 and 2030 are provided by applying the five-year historical rate of change.

### FORECASTED ADDITIONAL FOOTBALL PARTICIPANTS 2019-2030

LGA	Population		2019 Participation Rate (club participation / G21 population)	Total registered AFL players		Change in registered players 2015-2019	Rate of Change in Participation 2015-2019 (%)	Estimated Change (+/-) in Registered Players	
	2019	2025		2015	2019			2019-2025	2019-2030
Colac Otway	21,685	22,846	8.29%	1,527	1,797	+270	17.68%	+96	+187
Golden Plains*	23,384	26,356	3.52%	576	824	+248	43.06%	+105	+194
Greater Geelong	257,181	292,855	4.4%	8,365	11,509	+3,163	37.90%	+1,596	+3,003
Surf Coast Shire	32,654	37,193	6.2%	1,697	2,024	+327	19.27%	+281	+520
Queenscliffe	2,940	3,083	9.0%	230	266	+36	15.65%	+13	+17
<b>TOTALS</b>	<b>337,844</b>	<b>382,333</b>		<b>12,395</b>	<b>16,420</b>	<b>+4,044</b>		<b>+2,091</b>	<b>+3,921</b>

### FORECASTED ADDITIONAL NETBALL PARTICIPANTS 2019-2030

LGA	Population		2019 Participation Rate (club participation / G21 population)	Total registered netball players		Change in registered players 2015-2019	Rate of Change in Participation 2015-2019 (%)	Estimated Change (+/-) in Registered Players	
	2019	2025		2015	2019			2019-2025	2019-2030
Colac Otway	21,685	22,846	3.84%	103	832	+729	707.77%	+45	+87
Golden Plains*	23,384	26,356	0.92%	200	216	+16	8.00%	+27	+51
Geelong	257,181	292,855	1.77%	3,078	4,555	+1,477	47.99%	+632	+1,189
Surf Coast Shire	32,654	37,193	3.00%	337	980	+643	190.8%	+136	+252
Queenscliffe	2,940	3,083	5.71%	179	168	-11	-6.15%	+8	+11
<b>TOTALS</b>	<b>337,844</b>	<b>382,333</b>		<b>3,897</b>	<b>6,751</b>	<b>+2,854</b>		<b>+848</b>	<b>+1,590</b>

\*participation includes those within AFL Barwon only, does not include Golden Plains Shire participants competing within the AFL Goldfields region

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# CURRENT FACILITY CONDITION RATINGS

## Criteria for Rating Facility Infrastructure and Amenities

Indicates <b>core provision</b> strongly aligns with all requirements
Indicates <b>core provision</b> does not meet or is below requirements
A '-' in the table indicates that there is <b>no facility present</b>

AFL CLUB FACILITIES	
MAIN PAVILION (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
CHANGE ROOMS (out of 10 for each change facility)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
GENDER NEUTRAL/FEMALE FRIENDLY – score for Change Room 1 and Change Room 2	
Yes – Gender Neutral compliance (including pan toilets, cubicle showers and a safe, modern environment)	2
No – Gender Neutral compliance (facility does not meet above standards)	0
UMPIRE FACILITIES (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
GENDER NEUTRAL/FEMALE FRIENDLY – Umpire Facilities	
Yes – Gender Neutral compliance (including pan toilets, cubicle showers and a safe, modern environment)	2
No – Gender Neutral compliance (facility does not meet above standards)	0
AFL PLAYING FIELD	
OVAL SURFACE CONDITION (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still playable)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

CENTRE WICKET PROFILE	
No pitch or drop in wicket	6
Turf wicket well maintained	5
Synthetic pitch	4
Turf wicket with some coverage and hardness issues	0
IRRIGATION (out of 2)	
Automatic Irrigation	2
Hose / manual watering	1
No irrigation	0
Unable to make accurate assessment	0
OVAL FENCING (out of 2)	
Yes	2
No	0
PLAYING FIELD LIGHTING (out of 15)	
150-300 lux	15
50-99 lux	10
Less than 50 lux	5
Lighting not provided but is required	0
Lighting not provided and not required (i.e. overflow or junior only venue)	0
NETBALL FACILITIES	
NETBALL CHANGE FACILITY (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
OVERALL NETBALL COURT CONDITION (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still playable)	6
Poor (multiple quality issues identified)	4
Very poor (multiple quality issues identified, and immediate intervention required)	2
NETBALL COURT LIGHTING (out of 15)	
100-200 lux	15
50- lux	10
No lighting	0
Unable to provide accurate assessment	0
COURT RUN OFF COMPLIANCE	
Meets minimum requirements	2
Does not meet minimum requirements	0

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

Facility	Main pavilion / social room out of 10	Change Room 1 (Home) out of 10	Change Room 1 Gender Neutral Yes = 2 No = 0	Change Room 2 (Away) out of 10	Change Room 2 Gender Neutral Yes = 2 No = 0	Umpire Facilities out of 10	Umpire Facilities Gender Neutral Yes = 2 No = 0	Total AFL Club Facilities Score out of 46	Oval Surface Condition out of 10	Centre Wicket Profile out of 6
CITY OF GREATER GEELONG										
Anakie Reserve*	6	10	YES	10	YES	10	YES	42	8	4
Armstrong Creek East	10	10	YES	10	YES	10	YES	46	8	4
Bakers Oval	6	6	NO	-	-	6	NO	18	8	4
Belmont Common	4	-	-	-	-	-	-	4	8	4
Breakwater Reserve	6	-	-	-	-	-	-	6	8	4
Burdoo Reserve*	10	8	NO	8	YES	6	YES	36	8	5
Christian College	-	6	YES	6	NO	-	-	14	6	6
Collendina Reserve***	6	8	YES	8	YES	4	NO	30	6	4
Deakin University	-	-	-	-	-	-	-	0	10	6
Drysdale Primary**	-	-	-	-	-	-	-	0	6	4
Drysdale Reserve	6	4	NO	4	NO	4	NO	18	8	4
Drysdale Sport Precinct*	-	8	YES	8	YES	8	YES	30	8	6
Elderslie Reserve	10	8	NO	8	NO	8	YES	36	8	4
Ervin Reserve	6	6	NO	6	NO	-	-	18	6	4
Estuary Boulevard*	-	6	NO	-	-	-	-	6	6	4
Frier Reserve**	6	6	NO	6	NO	-	-	18	8	5
Grinter Reserve*	6	4	NO	6	NO	2	NO	18	8	5
Hamlyn Park	6	6	NO	6	NO	8	YES	28	8	5
Herne Hill Reserve	10	10	YES	10	YES	10	YES	46	8	4
Highton Reserve	8	6	YES	8	YES	-	-	26	8	5
Howard Harmer	8	6	YES	6	YES	2	YES	28	6	6
Hurst Reserve	6	6	NO	6	NO	-	-	18	4	0
Kardinia Park West	10	6	YES	6	YES	6	YES	34	6	5
Lara Reserve	8	8	YES	2	NO	8	YES	30	8	5
Leopold Memorial	8	10	YES	10	YES	8	NO	40	8	0
McDonald Reserve	8	8	YES	6	NO	8	YES	34	8	5
Myers Reserve	6	8	YES	6	YES	8	YES	34	4	5
Oakdene Estate	-	-	-	-	-	-	-	0	10	6
Ocean Grove Memorial	6	4	NO	4	NO	2	NO	16	6	4
Osborne Park	10	10	YES	10	YES	6	YES	42	8	5
Portarlinton Reserve	8	6	NO	4	NO	6	NO	24	8	4
Queens Park	8	10	YES	10	YES	10	YES	44	8	5
Richmond Oval	8	8	YES	8	YES	2	NO	30	8	5
Shell Reserve*	8	2	NO	2	NO	2	NO	14	6	5
Shell Road Reserve	10	10	YES	10	YES	10	YES	46	8	4

\*indicates facility redevelopment currently underway

\*\*indicates junior only venue

indicates overflow venue i.e. no tenant club

G21 AND AFL BARWON | TOWARDS 2030: STRATEGY

PAGE | 77



### 6.3 G21 and AFL Barwon Towards 2030: Strategy

Facility	Irrigation Automatic = 2 Manual = 1 None = 0	Oval Fencing Yes = 2 No = 0	Playing Field Lighting out of 15	Total AFL Playing Field Score out of 35	Netball Change Facility Score out of 10	Overall Netball Court Condition out of 10	Netball Court Lighting out of 15	Court run off Meets requirement = 2 Does Not Meet = 0	Total Netball Facilities Score out of 37	Overall Facility Score out of 118
CITY OF GREATER GEELONG										
Anakie Reserve*	2	2	10	26	10	8	15	2	35	103
Armstrong Creek East	2	2	15	31	10	10	15	2	37	114
Bakers Oval	2	2	10	26	-	-	-	-	-	44
Belmont Common	0	0	5	17	-	-	-	-	-	21
Breakwater Reserve	2	0	0	14	-	-	-	-	-	20
Burdoo Reserve	2	2	15	32	8	2	0	0	10	78
Christian College	0	0	0	12	-	-	-	-	-	26
Collendina Reserve**	2	2	10	24	-	-	-	-	-	54
Deakin University	2	2	15	35	-	-	-	-	-	35
Drysdale Primary**	0	0	0	10	-	-	-	-	-	10
Drysdale Reserve	2	2	5	21	6	8	15	2	31	70
Drysdale Sport Precinct	2	2	15	33	-	-	-	-	-	63
Elderslie Reserve	2	2	10	26	6	8	-	2	16	78
Ervin Reserve	0	0	0	10	-	-	-	-	-	28
Estuary Boulevard	2	2	0	14	-	-	-	-	-	20
Frier Reserve**	2	2	0	17	-	-	-	-	-	35
Grinter Reserve	2	2	15	32	10	8	15	2	35	85
Hamlyn Park	2	2	15	32	6	8	15	0	29	89
Heme Hill Reserve	2	2	10	26	10	10	15	2	37	109
Highton Reserve	2	2	15	32	-	-	-	-	-	58
Howard Hamer	0	2	10	24	10	10	10	2	32	84
Hurst Reserve	0	2	0	6	-	10	-	0	10	34
Kardinia Park West*	2	2	15	30	4	10	15	2	31	95
Lara Reserve*	2	2	15	32	2	4	5	0	11	73
Leopold Memorial	2	2	10	22	10	10	15	2	37	99
McDonald Reserve	2	2	10	27	10	10	15	2	37	98
Myers Reserve	2	2	10	23	10	6	-	2	18	75
Oakdene Estate	2	2	0	20	-	-	-	-	-	20
Ocean Grove Memorial	2	2	5	19	6	-	-	-	6	41
Osborne Park	2	2	15	32	8	10	-	2	20	94
Portarlinton Reserve	2	2	15	31	10	10	-	2	22	67
Queens Park	2	0	15	30	8	8	15	0	31	105
Richmond Oval	2	2	10	27	6	8	15	2	31	88
Shell Reserve*	2	2	10	25	6	6	10	0	22	61
Shell Road Reserve	2	2	15	31	8	10	15	2	35	112

\*indicates facility redevelopment currently underway

\*\*indicates junior only venue

indicates overflow venue i.e. no tenant club

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

Facility	Main pavilion / social room out of 10	Change Room 1 (Home) out of 10	Change Room 1 Gender Neutral Yes = 2 No = 0	Change Room 2 (Away) out of 10	Change Room 2 Gender Neutral Yes = 2 No = 0	Umpire Facilities out of 10	Umpire Facilities Gender Neutral Yes = 2 No = 0	Total AFL Club Facilities Score out of 46	Oval Surface Condition out of 10	Centre Wicket Profile out of 6
CITY OF GREATER GEELONG										
South Barwon Reserve**	-	-	-	-	-	-	-	0	6	4
Sovereign Drive	-	8	NO	-	-	-	-	8	10	4
St Albans Reserve	10	10	YES	10	YES	10	YES	46	10	5
St Joseph's College	-	-	-	-	-	-	-	0	6	4
Thomson Reserve	10	8	NO	8	NO	8	NO	34	8	5
West Oval	10	10	YES	10	YES	10	YES	46	8	5
Windsor Park	6	8	YES	6	YES	8	YES	34	8	4
Winter Reserve	10	10	YES	10	YES	8	YES	44	6	5
SURF COAST SHIRE										
Banyul-Warri Fields	10	10	YES	10	YES	10	YES	46	8	4
Bellbrae Reserve**	-	-	-	-	-	-	-	0	6	4
Bob Pettit Reserve	6	8	YES	8	YES	8	YES	36	4	4
Connewarre Reserve**	-	-	-	-	-	-	-	0	6	0
Eastern Reserve	10	8	NO	6	NO	2	NO	26	8	4
Ellimatta Reserve	10	10	YES	10	YES	10	YES	46	8	4
Mt Moriac Reserve	10	10	YES	8	YES	8	YES	42	6	4
Quay Reserve	8	10	YES	10	YES	10	YES	44	6	4
Spring Creek Reserve	8	6	NO	6	NO	10	YES	32	8	0
Stribling Reserve*	8	8	NO	8	NO	8	YES	34	8	4
COLAC OTWAY SHIRE										
Alvie Reserve	10	6	NO	6	NO	6	NO	28	6	4
Apollo Bay Reserve	6	4	YES	2	YES	6	YES	24	6	4
Birregurra Reserve	4	2	NO	2	NO	4	NO	12	6	4
Central Reserve	10	10	YES	10	YES	10	YES	46	10	6
Colac Lake Oval	6	2	NO	2	NO	-	-	10	8	4
Colac Secondary**	10	8	YES	8	YES	8	YES	40	6	4
Forrest Reserve	2	4	NO	4	NO	6	NO	16	6	4
Gellibrand Reserve	6	4	NO	4	NO	2	NO	16	4	6
Irrewillipe Reserve	2	2	NO	2	NO	2	NO	8	8	4
Elliminyt Reserve	6	6	NO	6	NO	4	NO	22	6	4
Warrowie Reserve	6	6	NO	6	NO	4	NO	22	4	4
Western Reserve	6	6	NO	6	NO	4	NO	22	10	4

\*indicates facility redevelopment currently underway or due to commence

\*\*indicates junior only venue

indicates overflow venue i.e. no tenant club

indicates umpire training venue

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

Facility	Irrigation Automatic = 2 Manual = 1 None = 0	Oval Fencing Yes = 2 No = 0	Playing Field Lighting out of 15	Total AFL Playing Field Score out of 35	Netball Change Facility Score out of 10	Overall Netball Court Condition out of 10	Netball Court Lighting out of 15	Court run off Meets requirement = 2 Does Not Meet = 0	Total Netball Facilities Score out of 37	Overall Facility Score out of 118
CITY OF GREATER GEELONG										
South Barwon Common**	0	0	10	20	-	-	-	-	-	20
Sovereign Drive	2	2	10	28	-	4	0	2	6	42
St Albans Reserve	2	2	15	34	8	10	15	2	35	115
St Joseph's College	1	2	0	13	-	-	-	-	-	13
Thomson Reserve	2	2	15	32	8	8	15	0	31	97
West Oval	2	2	15	32	8	8	15	2	33	111
Windsor Park	2	2	15	31	4	6	-	2	12	77
Winter Reserve	2	2	15	30	2	10	15	2	29	103
SURF COAST SHIRE										
Banyul-Warri Fields	1	2	15	30	-	8	15	2	25	101
Bellbrae Reserve**	0	0	0	10	-	-	-	-	0	10
Bob Pettit Reserve	0	2	10	20	-	-	-	-	0	56
Connewarre Reserve**	0	0	0	6	-	-	-	-	-	6
Eastern Reserve	2	2	15	31	10	8	0	2	20	77
Ellimatta Reserve	1	2	15	30	6	6	15	2	29	105
Mt Moriac Reserve	2	2	5	19	10	8	15	2	35	96
Quay Reserve	0	0	15	25	-	-	-	-	-	69
Spring Creek Reserve	2	2	15	27	10	10	15	2	37	96
Stribling Reserve	2	2	15	31	10	10	0	2	22	87
COLAC OTWAY SHIRE										
Alvie Reserve	0	2	5	17	8	6	0	0	14	59
Apollo Bay Reserve	0	2	10	22	4	8	0	0	12	58
Birregurra Reserve	1	2	5	18	8	10	15	2	29	59
Central Reserve	2	2	15	35	10	10	15	2	35	116
Colac Lake Oval	2	2	0	16	-	-	-	-	-	26
Colac Secondary**	0	0	0	10	-	-	-	-	-	50
Forrest Reserve	0	2	5	17	6	10	15	2	33	66
Gellibrand Reserve	0	2	5	17	8	10	15	2	35	68
Irrewillipe Reserve	0	2	5	19	4	10	15	2	35	62
Elliminyt Reserve	1	2	5	18	8	8	10	0	26	66
Warrowie Reserve	1	2	5	16	6	10	15	2	33	71
Western Reserve	2	2	10	28	4	6	10	0	20	70

\*indicates facility redevelopment currently underway

\*\*indicates junior only venue

indicates overflow venue i.e. no tenant club

indicates umpire training venue

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

Facility	Main pavilion / social room out of 10	Change Room 1 (Home) out of 10	Change Room 1 Gender Neutral Yes = 2 No = 0	Change Room 2 (Away) out of 10	Change Room 2 Gender Neutral Yes = 2 No = 0	Umpire Facilities out of 10	Umpire Facilities Gender Neutral Yes = 2 No = 0	Total AFL Club Facilities Score out of 46	Oval Surface Condition out of 10	Centre Wicket Profile out of 6
<b>GOLDEN PLAINS SHIRE</b>										
Don Wallace Reserve	6	4	NO	4	NO	-	-	14	6	4
Inverleigh Reserve*	6	4	NO	4	NO	4	NO	18	10	4
Lethbridge Reserve**	6	6	NO	6	NO	4	NO	22	8	4
Linton Reserve	6	6	YES	6	YES	8	NO	30	8	4
Meredith Reserve	6	8	YES	8	YES	8	YES	36	6	4
Rokewood Reserve	6	4	NO	4	NO	4	NO	18	8	4
Victoria Park	8	8	YES	8	YES	8	YES	38	10	4
Woody Yaloak Reserve	8	6	NO	6	NO	8	YES	30	8	4
<b>BOROUGH OF QUEENSLIFFE</b>										
Queenscliffe Reserve	10	8	YES	8	NO	10	YES	40	8	4
Royal Park	-	-	-	-	-	-	-	0	8	4

\*indicates facility redevelopment currently underway

\*\*indicates junior only venue

Note: The oval at Bannockburn P-12 College (Golden Plains Shire) is not included within facility audit data as it is presently not used for AFL Barwon club competition. The oval has been included in the provision ratios for Golden Plains Shire on page 31.

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

Facility	Irrigation Automatic = 2 Manual = 1 None = 0	Oval Fencing Yes = 2 No = 0	Playing Field Lighting out of 15	Total AFL Playing Field Score out of 35	Netball Change Facility Score out of 10	Overall Netball Court Condition out of 10	Netball Court Lighting out of 15	Court run off Meets requirement = 2 Does Not Meet = 0	Total Netball Facilities Score out of 37	Overall Facility Score out of 118
GOLDEN PLAINS SHIRE										
Don Wallace Reserve	2	2	5	19	-	-	-	-	-	33
Inverleigh Reserve	2	2	15	33	8	10	15	2	35	86
Lethbridge Reserve	2	2	0	16	-	-	-	-	-	38
Linton Reserve	2	2	15	31	2	8	10	2	22	83
Meredith Reserve	1	2	10	23	-	4	15	0	19	78
Rokewood Reserve	2	2	15	31	8	8	15	2	33	82
Victoria Park	2	2	15	33	8	10	15	2	35	106
Woody Yaloak Reserve	2	2	10	26	-	8	10	0	18	74
BOROUGH OF QUEENSCLIFFE										
Queenscliffe Reserve	2	2	10	26	10	10	15	2	37	103
Royal Park	0	2	0	14	-	-	-	-	-	14

\*indicates facility redevelopment currently underway

\*\*indicates junior only venue

Note: The oval at Bannockburn P-12 College (Golden Plains Shire) is not included within facility audit data as it is presently not used for AFL Barwon club competition. The oval has been included in the provision ratios for Golden Plains Shire on page 31.



### 6.3 G21 and AFL Barwon Towards 2030: Strategy



## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# COLAC OTWAY

## FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	21,685
2025 population	22,846
2030 population	23,943
2019 AFL Barwon Club Players	1,797
2019 participation rate	8.29%
2025 total projected players	1,893
2030 total projected players	1,984
Additional AFL teams in 2025	4
Additional AFL teams in 2030	4
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	0.2
Additional oval access 2030 by population	0.2
Total additional oval access by population	0.4
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	0.6
Additional oval access by 2030 by additional teams	0.6
Total additional oval access by additional teams	1.2
Current provision ratio of AFL ovals in LGA	1 : 1,971

NETBALL	
2019 Netball Players	832
2019 participation rate	3.84%
2025 total projected players	877
2030 total projected players	919
Additional Netball Players to 2025	45
Additional Netball Players to 2030	42
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	0.8
Additional netball court access 2030 by players	0.7
Total additional netball court access by players	1.5
Current provision of Netball Courts in LGA	1 : 52

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# GOLDEN PLAINS\*

## FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	23,384
2025 population	26,356
2030 population	28,939
2019 AFL Barwon Club Players	824
2019 participation rate	3.52%
2025 total projected players	929
2030 total projected players	1,020
Additional AFL teams in 2025	4
Additional AFL teams in 2030	4
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	0.6
Additional oval access 2030 by population	0.5
Total additional oval access by population	1.1
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	0.6
Additional oval access by 2030 by additional teams	0.6
Total additional oval access by additional teams	1.2
Current provision ratio of AFL ovals in LGA	1 : 2,126
NETBALL	
2019 Netball Players	216
2019 participation rate	0.92%
2025 total projected players	243
2030 total projected players	267
Additional Netball Players to 2025	27
Additional Netball Players to 2030	24
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	0.5
Additional netball court access 2030 by players	0.4
Total additional netball court access by players	0.9
Current provision of Netball Courts in LGA	1 : 20 players

\*participation projections for Golden Plains Shire is for those competing within the AFL Barwon competition. It does not include forecasts for other AFL regions operating within the municipality including AFL Goldfields

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

# GREATER GEELONG

## FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	257,181
2025 population	292,855
2030 population	324,289
2019 AFL Barwon Club Players	11,509
2019 participation rate	4.48%
2025 total projected players	13,105
2030 total projected players	14,512
Additional AFL teams in 2025	<b>65</b>
Additional AFL teams in 2030	<b>56</b>
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	7.1
Additional oval access 2030 by population	6.3
Total additional oval access by population	<b>13.4</b>
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	9.3
Additional oval access by 2030 by additional teams	8
Total additional oval access by additional teams	<b>17.3</b>
Current provision ratio of AFL ovals in LGA	1 : 3,839

NETBALL	
2019 Netball Players	4,555
2019 participation rate	1.77%
2025 total projected players	5,187
2030 total projected players	5,744
Additional Netball Players to 2025	632
Additional Netball Players to 2030	557
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	10
Additional netball court access 2030 by players	9.3
Total additional netball court access by players	<b>19.3</b>
Current provision of Netball Courts in LGA	1 : 70 players

LGA	2019 population	2025 population	2030 population	2019 AFL Barwon Club Players	Participation rate (2019)	2025 Projected Players	2030 Projected Players	Additional AFL teams in 2025	Additional AFL teams in 2030	Total additional AFL teams	Recommended Population Provision Ratio	Additional oval access 2025 by population	Additional oval access 2030 by population	Total additional oval access by population	AFL Recommended Oval Player Provision Ratio	Additional Ovals Required 2025 Team	Additional Ovals Required by 2030 Team	Total additional oval access by Team
Colac-Otway	21,685	22,846	23,943	1,797	8.29%	1,893	1,984	4	4	8	1 : 5,000	0.2	0.2	0.4	1 : 7 teams	0.6	0.6	1.2
Golden Plains*	23,384	26,356	28,939	824	3.52%	929	1,020	4	4	8	1 : 5,000	0.6	0.5	1.1	1 : 7 teams	0.6	0.6	1.2
Greater Geelong	257,181	292,855	324,289	11,509	4.48%	13,105	14,512	64	56	120	1 : 5,000	7.1	6.3	13.4	1 : 7 teams	6.4	5.6	17.3
Surf Coast	32,654	37,193	41,051	2,024	6.20%	2,305	2,544	11	10	21	1 : 5,000	0.9	0.8	1.7	1 : 7 teams	1.1	1	3
Queenscliff	2,940	3,083	3,127	266	9.05%	279	283	1	0	1	1 : 5,000	0.03	0.008	0.04	1 : 7 teams	0.1	0	0.1
<b>TOTAL</b>	<b>337,844</b>	<b>382,333</b>	<b>421,349</b>	<b>16,420</b>		<b>18,511</b>	<b>20,343</b>	<b>84</b>	<b>74</b>	<b>158</b>		<b>8.8</b>	<b>7.8</b>	<b>16.6</b>		<b>8.4</b>	<b>7.4</b>	<b>22.8</b>

LGA	2019 Netball Players	Participation Rate (2019)	2025 Projected Players	2030 Projected Players	Additional Netball Players in 2025	Additional Netball Players in 2030	Total additional Netball Players	Netball Court Provision Ratio	Additional Courts Required by 2025 Players	Additional Courts Required by 2030 Players	Total additional courts by Players
Colac-Otway	832	3.84%	877	919	45	42	87	1 : 60 players	0.8	0.7	1.5
Golden Plains*	216	0.92%	243	267	27	24	51	1 : 60 players	0.5	0.4	0.9
Greater Geelong	4,555	1.77%	5,187	5,744	632	557	1,189	1 : 60 players	10	9.3	19.3
Surf Coast	980	3.00%	1,116	1,232	136	116	252	1 : 60 players	2.2	1.8	4
Queenscliff	168	5.71%	176	179	8	3	11	1 : 60 players	0.1	0.05	0.15
<b>TOTAL</b>	<b>6,751</b>		<b>7,599</b>	<b>8,341</b>	<b>848</b>	<b>742</b>	<b>1,590</b>		<b>13.6</b>	<b>12.25</b>	<b>25.85</b>



### 6.3 G21 and AFL Barwon Towards 2030: Strategy

Planning Area – City of Greater Geelong	Planning Area #	2019 population	2025 population	2030 population	2019 AFL Players	Penetration Rate (2019)	2025 Projected Players	2030 Projected Players	Additional Players 2025	Additional Players in 2030	Additional Teams in 2025	Additional Teams in 2030
Armstrong Creek, Marshall - Charlemont	1	10973	21078	30234	492	4.48%	945	1356	453	411	18	35
Barwon Heads - Connewarre - Breamlea, Ocean Grove, Rural Bellarine Peninsula	2	24108	27606	29477	1537	6.38%	1760	1879	223	119	9	14
Clifton Springs, Curlewis, Drysdale - Bellarine	3	16120	19494	22599	608	3.77%	735	852	127	117	5	10
Portarlington, St Leonards - Indented Head	4	7877	9031	10062	245	3.11%	281	313	36	32	1	3
Leopold	5	13354	13836	15217	596	4.46%	618	679	22	62	1	3
Newcomb - Moolap, St Albans Park, Thomson - Breakwater, Whittington	6	18088	18960	19395	699	3.86%	733	750	34	17	1	2
Grovedale, Mount Duneed, Waurin Ponds	7	23221	29242	34022	1105	4.76%	1392	1619	287	227	11	21
Belmont, Highton - Wandana Heights - Ceres	8	37776	41168	42231	1848	4.89%	2014	2066	166	52	7	9
East Geelong, Geelong - South Geelong - Drumcondra	9	11778	13009	14122	585	4.97%	646	701	61	55	2	5
Geelong West - Manifold Heights, Newtown	10	20879	21477	22031	1251	5.99%	1287	1320	36	33	1	3
Bell Park, Bell Post Hill, North Geelong - Rippleside	11	15055	15953	18011	381	2.53%	404	456	23	52	1	3
Hamlyn Heights, Heme Hill - Fyansford	12	10713	11871	13219	457	4.27%	506	564	49	58	2	4
Corio, Norlane - North Shore	13	25023	26121	26699	621	2.48%	648	663	27	14	1	2
Lara	14	17550	19122	20552	841	4.79%	916	985	75	69	3	6
Lovely Banks - Batesford - Moorabool, Rural North	15	4665	4888	6422	303	6.50%	317	417	14	100	1	5
<b>Total</b>		<b>257,181</b>	<b>292,855</b>	<b>324,289</b>	<b>11,569</b>	<b>4.5%</b>	<b>13,202</b>	<b>14,620</b>	<b>1,633</b>	<b>1,417</b>	<b>18</b>	<b>35</b>

### 6.3 G21 and AFL Barwon Towards 2030: Strategy

Planning Area – City of Greater Geelong	Planning Area #	Additional ovals 2025 by population*	Additional ovals 2030 by population*	Total additional oval access by population 2019-2030*	Access to additional ovals 2025 by teams**	Access to additional ovals 2030 by teams**	Total additional oval access by teams 2019-2030**
Armstrong Creek, Marshall - Charlemont	1	2.0	1.8	3.8	2.6	2.4	3.5
Barwon Heads - Connewarre - Breamlea, Ocean Grove, Rural Bellarine Peninsula	2	0.7	0.4	1.1	1.3	0.7	1.4
Clifton Springs, Curlewis, Drysdale - Bellarine	3	0.7	0.6	1.3	0.7	0.7	1.0
Portarlington, St Leonards - Indented Head	4	0.2	0.2	0.4	0.1	0.3	0.3
Leopold	5	0.1	0.3	0.4	0.1	0.3	0.3
Newcomb - Moolap, St Albans Park, Thomson - Breakwater, Whittington	6	0.2	0.1	0.3	0.1	0.1	0.2
Grovedale, Mount Duneed, Wairn Ponds	7	1.2	1.0	2.2	1.6	1.4	2.1
Belmont, Highton - Wandana Heights - Ceres	8	0.7	0.2	0.9	1.0	0.3	0.9
East Geelong, Geelong - South Geelong - Drumcondra	9	0.2	0.2	0.5	0.3	0.4	0.5
Geelong West - Manifold Heights, Newtown	10	0.1	0.1	0.2	0.1	0.3	0.3
Bell Park, Bell Post Hill, North Geelong - Rippleside	11	0.2	0.4	0.6	0.1	0.3	0.3
Hamlyn Heights, Heme Hill - Fyansford	12	0.2	0.3	0.5	0.3	0.3	0.4
Corio, Nortane - North Shore	13	0.2	0.1	0.3	0.1	0.1	0.2
Lara	14	0.3	0.3	0.6	0.4	0.4	0.6
Lovely Banks - Batesford - Moorabool, Rural North	15	0.0	0.3	0.4	0.1	0.6	0.5
<b>Total</b>		<b>7.1</b>	<b>6.3</b>	<b>13.4</b>	<b>8.9</b>	<b>8.6</b>	<b>17.5</b>

\*using the 1 oval : 5000 population ratio \*\*using the AFL's recommended ratio of 1 oval : 7 teams

# SURF COAST

## FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	32,654
2025 population	37,193
2030 population	41,051
2019 AFL Barwon Club Players	2,024
2019 participation rate	6.20%
2025 total projected players	2,305
2030 total projected players	2,544
Additional AFL teams in 2025	11
Additional AFL teams in 2030	10
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	0.9
Additional oval access 2030 by population	0.8
Total additional oval access by population	1.7
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	1.6
Additional oval access by 2030 by additional teams	1.4
Total additional oval access by additional teams	3.0
Current provision ratio of AFL ovals in LGA	1 : 2,969

NETBALL	
2019 Netball Players	980
2019 participation rate	3.00%
2025 total projected players	1,116
2030 total projected players	1,232
Additional Netball Players to 2025	136
Additional Netball Players to 2030	116
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	2.2
Additional netball court access 2030 by players	1.8
Total additional netball court access by players	4
Current provision of Netball Courts in LGA	1 : 70 players

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

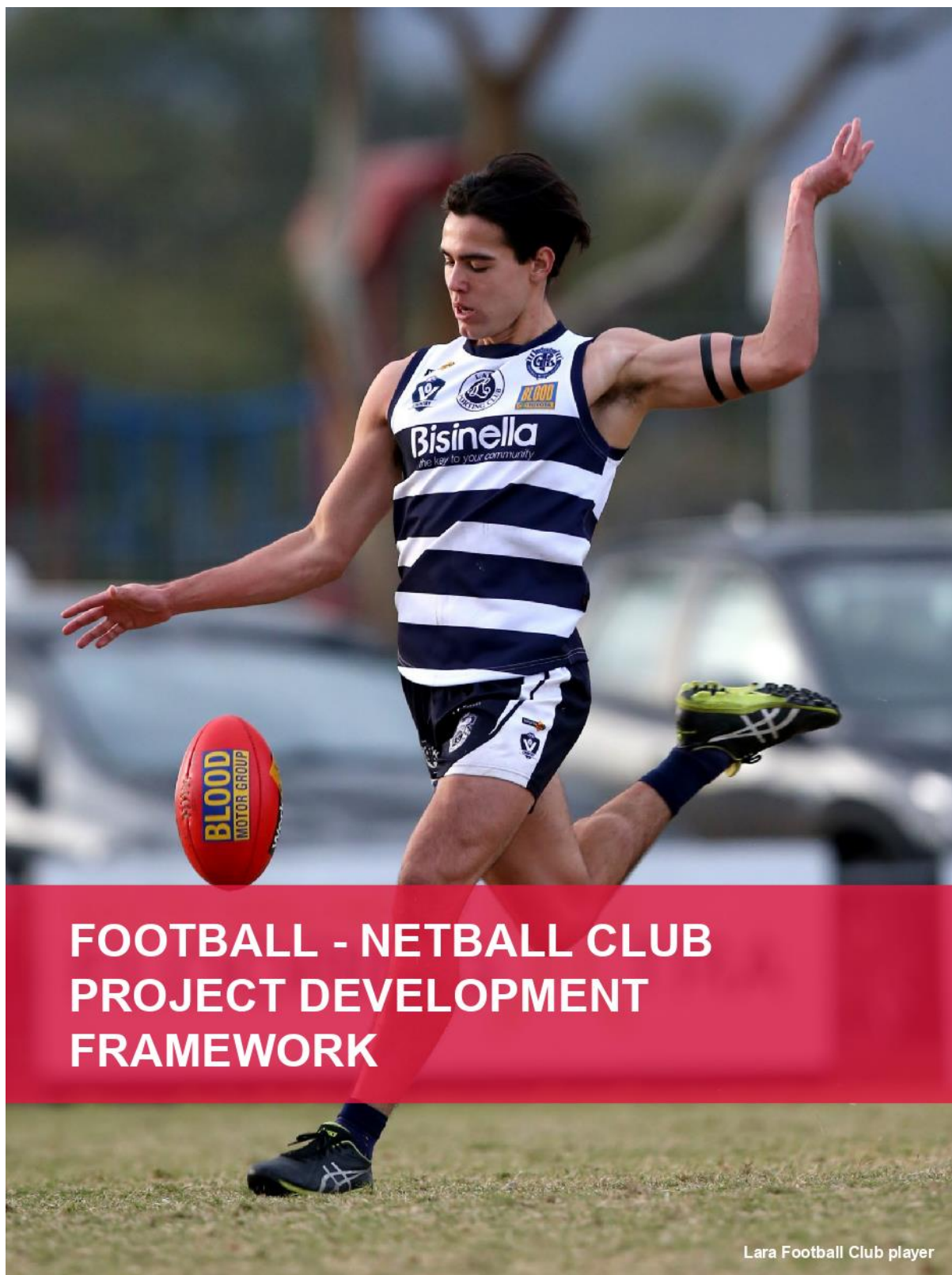
# QUEENSCLIFFE

## FACILITY PROVISION PROJECTIONS – 2019 TO 2030

AFL	
2019 population	2,940
2025 population	3,083
2030 population	3,127
2019 AFL Barwon Club Players	266
2019 participation rate	9.05%
2025 total projected players	279
2030 total projected players	283
Additional AFL teams in 2025	1
Additional AFL teams in 2030	0
Recommended oval provision ratio	1 : 5,000
Additional oval access 2025 by population	0.03
Additional oval access 2030 by population	0.008
Total additional oval access by population	0.04
AFL recommended team to oval provision ratio	1 oval : 7 teams
Additional oval access by 2025 by additional teams	0.1
Additional oval access by 2030 by additional teams	0
Total additional oval access by additional teams	0.1
Current provision ratio of AFL ovals in LGA	1 : 1,470

NETBALL	
2019 Netball Players	168
2019 participation rate	5.71%
2025 total projected players	176
2030 total projected players	179
Additional Netball Players to 2025	8
Additional Netball Players to 2030	3
Netball Court Provision Ratio	1 : 60 players
Additional netball court access 2025 by players	0.1
Additional netball court access 2030 by players	0.05
Total additional netball court access by players	0.15
Current provision of Netball Courts in LGA	1 : 84 players

### 6.3 G21 and AFL Barwon Towards 2030: Strategy





### 6.3 G21 and AFL Barwon Towards 2030: Strategy

#### PROJECT DEVELOPMENT FRAMEWORK FOR INFRASTRUCTURE PROJECTS (FOR USE BY CLUBS)

COMPONENT / CAPABILITY	YES	NO	N/A	COMMENT
Club has a detailed five year strategic plan				
Club produces and operates to an annual budget				
Club actively participates in annual AFLB Club Health Checks when required and implements Action Plans				
Club has implemented the required policies and procedures as set by AFL Victoria, AFL Barwon, Netball Victoria and LGAs				
Club supports a youth / female football team				
Club supports junior teams				
Club supports Auskick program				
Club supports an access all abilities team (football or netball)				
Club actively participates in AFLB training and club development				
Club is financially up to date with relevant council and AFL Barwon accounts				
Club has position descriptions for key club volunteers				
Club has identified links to local schools				
Proposed infrastructure plans have been developed in conjunction with AFL Barwon, AFL Victoria, Netball Victoria and relevant Local Government Authority?				
Proposed infrastructure plans have been developed utilising the AFL's Preferred Facility Guidelines and/or Netball Victoria's Facilities Manual?				
The delivery of proposed infrastructure project can demonstrate positive impacts on participation and specifically increasing use by junior, female, all-abilities, Culturally and Linguistically Diverse (CALD), Indigenous and other unrepresented groups.				
Club has the ability to financially co-contribute and/or provide in-kind contributions to identified infrastructure upgrade				
A detailed cost estimate of proposed infrastructure plans has been undertaken in conjunction with AFL Barwon, AFL Victoria, Netball Victoria and relevant Local Government Authority?				
<b>Total</b>				

### 6.3 G21 and AFL Barwon Towards 2030: Strategy





### 6.3 G21 and AFL Barwon Towards 2030: Strategy

## CASE STUDIES

### City of Ballarat (Victoria)



**A SUCCESSFUL LONG  
TERM STRATEGY FOR  
PLAYING FIELD  
REDEVELOPMENT THAT  
HAS RESULTED IN 60%  
MORE WEEKLY HOURS  
OF USE**



**CLUBS**  
Multiple



**CLUB COUNCIL**  
Ballarat City Council (Victoria)



**FACILITY PARTNERS**  
AFL Victoria  
AFL Goldfields  
State Government

In 2013 Ballarat City Council identified a number of infrastructure improvements for AFL facilities through the development of a Recreation Strategy.

During this process and through the development of AFL Victoria's Growing the Heartland, Football Facilities Development Strategy 2017-2022 it was identified that there was deficient levels of facilities meeting the current playing standards and needs for football. To address these issues council developed a rolling seven year capital works program to improve the facilities currently provided.

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



AFL Victoria and AFL Goldfields also undertook detailed audits of all facilities in the City of Ballarat and through that identified which facilities were in most need of upgrade. This process assisted in refining the seven year capital works program for Council and ensured that there was alignment of strategic priorities between Council, AFL Victoria and AFL Goldfields.

The Ballarat City Council, AFL Victoria and AFL Goldfields established that the highest priority in Ballarat was to improve the condition and usability of playing surfaces and lighting to provide for current and future demands. The delivery of safe, high standard playing environments was identified as critical to the growth of local clubs.

**Since implementing their ground renewal strategy, grounds in Ballarat are now providing 60% more usage hours for participation and servicing an additional 1,180 football participants.**

The commitment from Council is to provide a rolling annual improvement program to ensure that clubs and participants are regularly seeing improvements to the playing conditions of their facilities.

**Heath Scotland - former Ballarat Football Netball League Club Coach and AFL player (Collingwood FC and Carlton FC)**

*"Providing high quality training and playing conditions is more important than some realise to increasing both the standard of competitions and enabling players to reach their full potential. In Ballarat we now have the right conditions to achieve high levels of performance for clubs and players. I've played on a lot of grounds in my career and I can honestly say that these grounds are among the best I have competed on."*

EXAMPLE OF PROJECTS DELIVERED SINCE 2013			
VENUE	VALUE	PROJECT	CAPACITY GROWTH
Marty Busch Recreation Reserve	\$1.9M	Oval, lighting and power supply upgrades	175% increase in hours used and new events. Winner of AFL Victoria's Best Community Football Facility Project 2017
CE Brown Recreation Reserve	\$1.4M	Oval and lighting upgrades	15% increase in winter bookings
Northern Oval 2	\$1.2M	Oval and lighting upgrades	96% increase in hours used
MARS Stadium	\$2.55M	Oval and lighting upgrades	Increase in major events including AFL matches
City Oval	\$1.9M	Oval, lighting, power and parking upgrades	8% increase in winter hours used

## 6.3 G21 and AFL Barwon Towards 2030: Strategy

### CASE STUDIES

#### Keith Dunne Oval (Queensland)



#### STAKEHOLDER COLLABORATION TO DELIVER LED LIGHTING THAT BENEFITS A RANGE OF USERS



##### CLUBS

Bay Power Amateur Football Club (AFC)



##### CLUB COUNCIL

Fraser Coast Regional Council (Queensland)



##### FACILITY PARTNERS

Fraser Coast Regional Council

Bay Power AFC

AFL Queensland

Cricket Queensland

Queensland Government

Federal Government



##### PROJECT VALUE

\$440,000

Lighting upgrades at Keith Dunne Oval saw a range of stakeholders collaborate to deliver a \$440,000 project to cater for participation growth in football and cricket and support night competition options.

Night-time cricket and football finals will now be regular features at the Oval following the successful installation of LED lighting at the Hervey Bay ground.

Lighting provision at Keith Dunne Oval had been a community concern for well over a decade, with existing lighting provision limiting the ability of football to expand training and competition structures.

The upgrade means that players can safely train after dark, especially in winter, which was also a concern raised by football club users.



### 6.3 G21 and AFL Barwon Towards 2030: Strategy



The LED lighting now allows the scheduling of night games for both junior and senior competition structures. It also facilitates growth in female participation and capacity to extend training options to new teams and match formats such as AFL 9s.

LED lighting is providing a range of benefits for the club, making it more attractive for new players and giving club sponsors better value for money.

Collaboration on the project was key to meeting investment deliverables with stakeholders including the Federal Government, Queensland State Government, Fraser Coast Regional Council Cricket Queensland, AFL Queensland and Bay Power Australian Football Club, all of which are thrilled with the project outcomes.

The partnership with cricket in the project resulted in the lux level being raised to 350 lux which is also suitable for AFL State League training and possible AFL club preseason camps in the bayside city.

The provision of match standard lights has had a direct benefit for female football locally, allowing scheduling of club matches at the same venue and on the same day as the senior men's teams. This permits all of a club's senior teams to travel and play as one group, with the single dayschedule greatly relieving the load on club volunteers.

The LED lighting also provides longer use times at the venue, enabling the cross over of games with teams from adjoining Leagues, providing variety in playing fixtures and competitive games throughout the season.

The investment will ultimately improve lifestyles and build stronger community links in Hervey Bay, with the upgrade set to increase participation in sport and enhance the sustainability of the football and cricket clubs and their respective leagues.

#### PARTNERSHIP BENEFITS

- Collaboration between local council, state government, AFL, cricket and the community
- Capacity for the venue to cater for a diverse range of users and sports and support club growth
- Support player attraction and club financial sustainability with reduced electrical costs

### 6.3 G21 and AFL Barwon Towards 2030: Strategy



## ACKNOWLEDGEMENTS

### PROJECT PARTNERS

This project has been a collaborative effort of several partner organisations and the five local government authorities comprising the G21 Geelong Region Alliance with AFL Barwon acting as Project Manager.

This project has been funded by AFL Barwon in partnership with Buckley's Entertainment Centre.

Input and advice from AFL Victoria, AFL Barwon, Netball Victoria and the G21 regional football and netball communities has also assisted the development of this document.

### PROJECT CONSULTANTS

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### 6.3 G21 and AFL Barwon Towards 2030: Strategy



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**6.3 G21 and AFL Barwon Towards 2030: Strategy**

**APPENDIX 2 G21 AFL BARWON TOWARDS 2030 STRATEGY - PUBLIC EXHIBITION  
CONSULTATION SUMMARY**

## G21 & AFL Barwon Towards 2030 Strategy

### Public Exhibition Period - Summary of comments on draft Strategy (31 May - 11 July 2021)

**NOTE: Feedback resulting in a change to the Strategy is highlighted in green under the 'Action for Strategy' column**

Page #	Comments	Feedback from Project Control Group (PCG)	Theme	Action for Strategy
23	All Abilities netball participation numbers included along with FIDA football. A minimum four-teams have participated in the All Abilities netball competition which has been running since at least 2013. Those participants should be recognised and included in the report. Participation data can be provided by Netball Victoria.	Update Strategy with data	Strategy data	Included information around All Abilities netball data to the infographic on page 32
25	AFL umpire participation data listed, but no reference to netball umpire data?	Netball umpire data not readily available	Strategy data	None
50	football umpire programs and recruitment strategies outlined here could and should be extended to netball umpires.	Netball umpire data not readily available	Strategy data	None
40	reference to AFL Victoria advocacy to government and contribution to clubs. Note: Netball Victoria also waived 2020 affiliation fees and implemented a Small Grant program to support their capacity post COVID.	This was only a once off funding program that is not ongoing.	Strategy data	None
43	encourage the inclusion of a reference to requiring a closer alignment to DET when planning, designing and constructing facilities to ensure they comply with the relevant sport's standards and built so the facilities are accessible and appropriate for community sport use. **This should be extended to developer contributions in growth areas.	This is already reflected in the Strategy. DCP planning undertaken by LGAs occurs in collaboration with DET and is recommended to continue to assist with provision	Partnerships	None
45	support the opportunity to explore shared umpire spaces that can cater for both football and netball.	Agreement for this to be included.	Facilities	Updated wording to include shared umpire spaces page 45
49	urge AFL Barwon to work in partnership with Netball Victoria to implement any club development initiatives, especially where separate football and netball club governance structures exist, to ensure netball is awarded an opportunity to contribute to the discussion	Agreement for this to be included.	Club development	Updated wording to include this initiative on page 49
49	club development. Highlight the need to support establishment of new clubs. Need to communicate the consideration of senior competition structures in the long term. By 2030 there will need to be an understanding of where new clubs such as Surf Coast Suns and Armstrong Creek will be playing senior netball and football. In addition to this we welcome the inclusion of sport development documents as referred on p53.	Supporting the establishment of clubs and both games in growth areas is already reflected in Strategy. The specifics will be picked up in AFLB's competition plans.	Competition development	None
51	NOTE: both AFL Victoria and Netball Victoria will be changing registration and competition management platforms in 2021/2022. This presents an opportunity to include reference under this section of the document "utilisation of technology platforms that enable greater efficiencies in club administration duties".	Noted	Club development	None
53	First paragraph - In addition, the use of existing indoor venues for netball should be considered to support demand. The use of indoor venues for club based netball however is only endorsed by Netball Victoria for training and development programs, not competition. This is an AFL Barwon competition decision, not a directive of Netball Victoria.	Noted	Facilities	None
N/A	With 2030 strategy, there is a pathway for kids / teens with FIDA in the region, maybe there can be a strategy for an opportunity and awareness for kids / teens who are vision impaired and blind to play AFL Blind. Happy to discuss this further with you. AFL Blind is growing in Melb, starting to gain in Ballarat, there is an opportunity to this down here with help from Blind Sports Recreation Victoria who can help with this strategy also. Being vision impaired myself I would work with you as I currently from Geelong and would like to help grow the game for people with vision impairment or blind.	Added wording to reflect this initiative amongst others including FIDA football	Competition development	Updated wording
N/A	There needs to be a continuing upgrade of facilities outside of the Geelong area. The change rooms in the CDFNL have hardly been updated over the last 30 years.	Noted. Facility audit tables are updated to reflect current condition of all venues within G21 Region. Ongoing upgrades to infrastructure a priority for the Strategy.	Facilities	None
N/A	Hi, just wondering if you have visited the birregurra recreation reserve and looked at the facilities? The town has grown in recent years and will continue to grow and the football rooms are in urgent need of upgrades. I would love to meet someone on a typical Thursday afternoon/evening to show you the Auskick program through to the senior grades and how desperate we are for better rooms we can all fit in.	Colac Otway Shire has been working with the club and recreation reserve COM to progressively upgrade the facilities at the reserve over the last 5 years - power upgrade completed, netball/tennis courts and lighting upgraded, funding secured to upgrade the oval lighting.	Facilities	None



### 6.3 G21 and AFL Barwon Towards 2030: Strategy

Page #	Comments	Feedback from Project Control Group (PCG)	Theme	Action for Strategy
N/A	I would like to commend the work gone into the plan and would like to endorse the priority areas and recommendations. From my observations, consideration needs to also be: - promotion relegation for senior football - junior netball grading like junior football - development of the South Barwon reserve to offer younger age groups a multiple game precinct for football much like kardinia park is for netball on a friday night - this may free up and protect club main grounds - development of appropriate facilities at the Deakin Oval for elite pathway programs - awareness of football is not just needing winter oval access. Senior and higher age groups such as u18/19s tend to have a few month off (Sept/Oct/Nov) and then start their pre-season again. This, and the difficulty of cricket pitches on the centre circle (drainage, serious injuries) creates enormous difficulties for shared oval use with cricket. - Lighting would also be a huge benefit at junior grounds to allow a more flexible use of grounds during winter. Non lighted grounds are pretty much useless after 5pm.	South Barwon Reserve not currently used for football. CoGG to consider in future strategic planning of the Reserve. Deakin University AFL facilities already captured in plan Lighting is a priority of the Strategy and audit tables reflect current provision. Access to facilities outside of winter for AFL is recognised within the Strategy and an ongoing priority. Competition equalisation is touched on within the Strategy but also in AFL Barwon's 12 Month "Play On" Plan and future strategic plan.	Facilities/ Competition development	None
N/A	With the growth in the local community I'd like to see new clubs introduced. I have a strategy to start new clubs but to also keep the large amount of under 19s at clubs playing footy for the club they love.  Obviously it is hard to start new football clubs, needing to fill 2 senior sides and aswell as netball teams, my suggestion is to start a 3rds competition away for clubs with large numbers to keep people playing along with a way to introduce new teams to build through the 3rds comp until they are established enough to field Football and netball sides. The 3rds comp works well in Melbourne competitions a little less serious form of footy and with enough numbers could work via Grading like the 19s comp. We loose a large number of footballers every year from the 19s who think senior footy is to serious.	Competition equalisation is touched on within the Strategy but also in AFL Barwon's 12 Month "Play On" Plan and future strategic plan.	Competition development	None
N/A	I firmly believe that female football must be made more of a priority especially when it comes to umpiring. Helping clubs for gender neutral facilities (updating of current facilities) and also regarding umpiring changerooms (not just players rooms). AFL Barwon need to work out in relation to female football, to help stop the leaking of players from country clubs into the city clubs. This does not help clubs in the outer regions to develop their female football programs. I'll be honest, I am sick of the big clubs talking and poaching girls from U15 and U18. This has not helped us in relation to building a senior women's team. Maybe zoning or limiting to one team in juniors to assist clubs in developing senior womens football. This may be hard for coastal clubs. Female divisions, this needs to be looked at for U15 and U18 girls. Hard this season with not alot of teams but for U15g I think 3 div would have worked due to the nature of some teams getting beaten convincingly. The same as the U19 male division. We want to keep girls playing and enjoying their experience. For male football, I also believe zoning especially in the U18's. These are the lifeline of clubs going forward. Clubs look at these lads to develop into senior players. I am concern the drop off from U18 through to the Senior Level. I hope the U17's have a great growth spurt in U18's as I dont see many of them playing the year after against fully grown men. The only other way to combat this is to have 3 level senior comp (Seniors, Reserves and Thirds). We want to see as many participants stay within the sport. Hopefully a reserve side comp can be expanded into the senior women's program. Lastly, more investment is needed into umpiring and umpiring standards. For teams that play for points, umpires need to be league appointed and if possible, not from the club they are associated with. Too many times this season, I have seen very biased, border line cheating decisions on the field from AFL Barwon appointed club umpires. If this can not be achieved, then investment into personnel to travel around the leagues to watch and provide feedback is needed. The comps need to be fair and adjudicated in a non biased manner.	Competition equalisation and umpire development is touched on within the Strategy but also in AFL Barwon's 12 Month "Play On" Plan and future strategic plan.	Competition development	None
N/A	It would be great if one of the largest junior clubs in the region got support for new rooms to accomodate the growth, however Geelong Council keep pushing back. We have 250 Auskickers, 80 female players under 12 and 300 male players 13 and below. Terrible facilities that have no female rooms or toilets, which is creating real concerns. What needs to happen to get action? The Federal government has \$580k to invest, yet local council won't invest. As a result State Government won't either. A working group to determine who needs what in Ocean Grive has been 18 months in progress and still no outcome? I see it as an excuse to delay any investment. Oakdene ground is planned for rooms yet no club works out of here? Should that be an option that Cobras look at?	Development of the Ocean Grove Sports Infrastructure Plan is curently underway and has identified several key strategies to address the demand for sports development now and into the future. The draft plan is now in development and will be released for public exhibition later in 2021.	Facilities	None
N/A	To whom it may concern,  As one of the impacted participating LGA's, Golden Plains Shire Council have reviewed the Draft Strategy. On behalf of Council and our Management Team I wish to submit the following feedback in hope it contributes to the final Strategy Update and to ensure the recommendations are realistic and achievable for our Council and Community.  1. Council request that the recommendations/goals of the Strategy be aspirational, as opposed to deliverable, within the ten (10) year timeframe. As GPS rely heavily on external funding to deliver many of our projects, we simply cannot commit to delivery within the proposed period.  2. Council believe that the responsibility to develop the capacity of local football and netball clubs ultimately sits with the sporting associations and peak bodies. Whilst Council have a role to play in community development and building the capacity of volunteers, AFL Barwon and the Regional Sports Assembly are better placed to provide direct support to clubs.  Council remain committed to supporting the ongoing development and implementation of this Strategy and look forward to seeing the final version.	Golden Plains Shire has advised that will now consider reflecting these points listed within the Council Report assoicated with the adoption of the Final Strategy rather than changes being required to the Strategy itself.	Council endorsement	None
N/A	We are particularly keen to support Priority 4 as we have a club issue around participation but also believe in the Colac Area there is a broader community issue. We believe a local committee focussed on driving club engagement to support the AFL Vic/AFL Barwon game development strategies will be imperative the the strength of our competition between now and 2030.	Noted support for Priority 4 - AFL B will include further details around strategic support for clubs in their future organisation strategic plan.	Club development	None

6.3 G21 and AFL Barwon Towards 2030: Strategy

Page #	Comments	Feedback from Project Control Group (PCG)	Theme	Action for Strategy
N/A	<p>The term Diversity needs to be broadened - to be inclusive of players in low socio-economic areas as well. For a few years now there is much focus on Female friendly sport/facilities and this is great ! However, for sport to survive in the areas deemed less affluent - we need to put some of that same energy into the struggling clubs. We need to develop connections with the new arrivals and introduce them to football and netball - we need to make the facilities in those areas a priority to attract new participants.</p> <p>Every year we see more being afforded to the Clubs that are already thriving, as such Clubs (mainly in the North) must try and source funds, through competitive measures, to do their own minor improvements - in the process, losing players to the bigger and more lush clubs. The bigger clubs then seem more worthy of budget funding - as they have growth in their area/participation - it is a vicious circle.</p> <p>I also want to mention that I was not a fan of the generalisation when suburb status was penned - labelling an area as uneducated / not working (though some truth in it) only serves to make some in the area feel unworthy or angered - and unfortunately, this is where stigma is further fuelled - labelling all from an area under the same umbrella is detrimental and serves no positive purpose. In fact, it becomes a catalyst in struggling clubs futile attempts to lure participants from other regions or areas of G21, as prospective participants do not wish to be affiliated with such poor status in the Community.</p> <p>At the end of the day - we want as many young persons in the G21 region to play sport and be proud of their Club and Facilities - I think a little more 'fair play' should be considered when prioritising projects - plan for the growth areas AND help areas struggling with growth to thrive !</p>	<p>Prioritising investment based on need is underpinned throughout the document as well as within the action plan. Investing where demand and need is demonstrated most is a key recommendation of the Strategy as well as a priority from the previous 2015 iteration.</p>	Infrastructure Investment	None
N/A	<p>I have been involved in local footy for nearly 2 decades in Melbourne league.</p> <p>When I moved to the Bellarine in the late 1990s I took a keen interest in results of local leagues.</p> <p>Over the past 5-8 years I have been increasingly concerned about the huge disparity in results in male GFL, GDFL and BFL. It seems inevitable before the season starts that St Albans, North Shire, Corio, Anakie, Newcomb and Portarlington will not play finals.</p> <p>I know that promotion/relegation was raised several years ago and then dismissed.</p> <p>My suggestion would be to create 4 divisions of 10, 8, 8 and 8 teams with a final five in top division and a final 4 in the others. This would mean 2 extra teams make finals each season.</p> <p>There is little difference in travel time to Winchelsea compared to Portarlington. The relegation 'race' would ensure teams at the lower end of the ladder still have something to play for once they are no longer in the finals picture. Smaller divisions and promotion would enable a closer competition and hopefully reduce the number of blowouts which happen every week.</p> <p>Supporters of teams which struggle to win would finally be playing similar standard teams giving greater chance of winning games and therefore keeping the club sustainable.</p> <p>My background is statistics so would be happy to crunch some numbers if needed.</p>	<p>Competition equalisation is touched on within the Strategy but also in AFL Barwon's 12 Month "Play On" Plan and future strategic plan.</p>	Competition development	None

#### 6.4 Winchelsea Leisure Time Centre - Rectification Works Update

**Author's Title:** Manager Facilities & Open Space Operations

**General Manager:** Chris Pike

**Department:** Facilities & Open Space Operations

**File No:** F18/2332-3

**Division:** Culture & Community

**Trim No:** IC21/1497

**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 receive an update on the Winchelsea Leisure Time Centre rectification works.

#### Summary

The Winchelsea Leisure time Centre is currently closed after the school noticed further movement in the floorboards from moisture levels underneath the floor and deemed the facility unsafe for use. This was a recurrence of a previous problem, thought to have been fixed in prior years. Council was notified of the closure of the centre via the media. Officers have since been working with the Winchelsea Primary School and the Victorian School Building Authority on a way to reopen the facility.

A petition was received at the 27 July 2021 Council Meeting. The petition requested that Council undertake to urgently complete the repairs to the Winchelsea Leisure Time Centre and reopen it for public use as soon as possible.

At the 24 August Council Meeting, Council received a report noting officers were awaiting further information from the Victorian School Building Authority and Winchelsea Primary School on the works required to reopen the centre. Council also noted that its agreement with the Department of Education and Training and Winchelsea Primary School regarding the Winchelsea Leisure Time Centre expires in December 2021.

Officers have now received advice about the scope and cost of works to reopen the centre and the requirement for a new agreement.

#### Recommendation

That Council:

1. Notes the importance of the Winchelsea Leisure Time Centre as the sole indoor court facility to Winchelsea and surrounds both now and as the population grows into the future.
2. Allocates \$110,000 as Council's 30% share of costs to repair the Winchelsea Leisure Time Centre in accordance with its current agreement with the Winchelsea Primary School sourced as follows:
  - \$30,000 from the Asset Renewal Reserve
  - \$50,000 from the Project Savings Account
  - \$30,000 from the Accumulated Unallocated Cash Reserve
3. Notes the progression of repair work relies on the Victorian School Building Authority fully funding the Winchelsea Primary School's 70% share of costs.
4. Notes, subject to the contribution of funding by the Victorian School Building Authority, the Chief Executive Officer will enter into a new Joint Use Agreement with the Winchelsea Primary School and the Victorian School Building Authority to govern use, management and maintenance of the Winchelsea Leisure Time Centre from January 2022.
5. Notes officers will continue to work with the Winchelsea Primary School and the Victorian School Building Authority to keep the local community updated on this initiative.

## 6.4 Winchelsea Leisure Time Centre - Rectification Works Update

### Report

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

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

#### ***Background***

- The Winchelsea Leisure time Centre (LTC) is located at Winchelsea Primary School (WPS) 15 Gosney Street, Winchelsea. The building was opened on the 8 April 1978.



Location of the Winchelsea Leisure Time Centre

- The LTC is a single court with toilets, change rooms, terrace seating and kitchen facilities.
- The building cost \$100,000 to construct and this was funded through Federal, State and Local government as well as the community. Council's contribution at that time was \$10,000 with the condition it would be built on the Department of Education land.
- Council has a Joint Use Agreement (JUA) with the WPS which is due to expire December 2021. Under the current JUA, there is a 70% WPS 30% SCS maintenance cost split for works over \$1,500. The facility is available to be booked by the community for use outside of school hours with the WPS managing all facility bookings and enquiries.

A timeline of key considerations relating to the rectification works is as follows:

- October 2017 - WPS/VSBA advised Council of floor movement. Council investigated the issue and submitted a claim to its insurers. WPS closed the building to all use.



#### 6.4 Winchelsea Leisure Time Centre - Rectification Works Update



Buckling in flooring and movement in blockwork wall

- Early 2018 – a claim was accepted by Council's insurer who appointed contractors to assess the problem and implement a solution.
- February 2018 - the initial scope to replace the buckled floor was expanded by the insurer due to identifying rotting weight bearing stumps and failing footings to the blockwork wall
- September 2018 – after a wet Autumn and Winter and sufficient time for the ground to dry out, repair works commenced. Council supported the school to implement extra measures to address sub-floor moisture content under the building by upgrading drainage and relocating adjacent school water tank at a cost of \$15K.



Replacement of sub-floor, flooring and blockwork wall

- June 2019 – all repair works complete and building set to be reopened but postponed due to new movement identified in floorboards at handover.
- July – Dec 2019 – Insurer considers claim and continues to fund rectification works including replacement of some new floorboards and additional expansion joints. Floor re-sanded and re-sealed. Council improves functioning of drainage pits on south-western side of building.



## 6.4 Winchelsea Leisure Time Centre - Rectification Works Update



Centre boards removed to allow for expansion and to be replaced with additional expansion joints/boards

- February 2020 - facility available for school to re-open.
- August 2020 – further movement in the floor suggests ongoing issues. Insurer commissions an engineering report to assess ongoing issues. Investigation reveals a need to increase air flow beneath the floor as moisture levels are contributing to movement. The school maintenance shed adjacent to the building is considered to be adding to the ground moisture content due to increased water from guttering and less airflow to LTC. Report recommends use of underfloor fans, concreting next to building to prevent moisture and improved maintenance of adjoining school assets. As factors are considered external to the building itself, insurer unwilling to accept a new claim.
- September 2020 - Department of Education (DET) and the Victorian School Building Authority (VSBA) confirm that they will take control of any future works required to rectify ongoing issues as the building and surrounds are DET assets.
- July 2021 – Council received a petition from the community to complete maintenance and reopen the Winchelsea LTC.
- August 2021 – Council resolve the following prompted by the petition :
  1. *Notes officers are awaiting the findings of the Victorian School Building Authority and Winchelsea Primary School-commissioned engineering reports to determine options to repair and reopen the Winchelsea Leisure Time Centre.*
  2. *Notes that officers continue to assist the Winchelsea Primary School to advocate for interim solutions that allow for school use in the short-term.*
  3. *Notes that its agreement with the Department of Education and Training and Winchelsea Primary School regarding the Winchelsea Leisure Time Centre expires in December 2021.*
  4. *Receives a report to consider its options regarding the repair and management of the Winchelsea Leisure Time Centre as soon as the required information is available.*
  5. *Advises the first-named petitioner of this resolution and thanks them for bringing this matter to Council's attention.*

### **Discussion**

#### Rectification Works:

- Officers have met with the VSBA and WPS to discuss the findings of VSBA engineering reports that recommend the following scope of works to rectify the issues:
  - Tree Removal
  - New concrete path around the entire facility (including rear stairs, footings, grading to fall away from the building)
  - New concrete spoon drain
  - Supply and install waterproofing to blockwork (below the floor surface)

#### 6.4 Winchelsea Leisure Time Centre - Rectification Works Update

- Repairs to existing blockwork (inc. new expansion foam)
- New sub-floor mechanical ventilation
- Seal the subfloor ground with impervious membrane.
- Replacement of guttering, downpipes, flashings, silicones
- Sealing all roof penetrations and application of anti-rust primer
- Supply and install new dual layered anti condensation roof sheets
- Sub-soil PVC stormwater drain
- Supply and install new dual layered anti condensation roof sheets
- Sub-soil PVC stormwater drain
- The VSBA estimate to complete these works is \$353,722.93. Based on the current JUA, Council's 30% contribution would be \$106,116.88. The VSBA are looking into funding opportunities as the WPS does not have the funds to contribute \$247,606.05 (their contribution under the current JUA).
- This is a VSBA estimate of probable cost and will need to go to tender.
- If all funding can be confirmed quickly the VSBA estimate works would be completed by school term 3 in July 2022.

#### School Entitlement:

- WPS currently has 138 students and under the DET provision guidelines is not entitled to a stadium facility.
- The threshold for the School to receive funding support for a Stadium is 400 students.
- The threshold for the School to be entitled to a multipurpose room is 175 students.
- The WPS has both a multipurpose space/building and the LTC (stadium) which is above its entitlement and do not receive funding support from DET for these facilities.

#### Operational Costs:

- There is an operational account for the LTC that has approximately \$10K generated from hire income to help off-set operating costs. . The school receives no funding from DET for the LTC.
- Prior to the LTC closure in October 2017, the community use of the facility included the following:

Activity (2017)	Affiliation	Weeks	Sessions	Hours	Total Hours	
Karate (Junior and Senior)	Community	40	2	2	160	
State Karate Championships	Community	1	2	8	16	
Roller Skating - Club (Colac)	Community	40	2	2	160	
Garden Club	Community	3	2	4	24	
Sporting Schools	School	20	5	1	100	
Wow Christian Activities	Community	12	1	2	24	
Children's Birthday Parties	Community	1	8	4	32	
Bill Tea Bush Band	Community	1	1	8	8	
Neighbourhood Watch Day	Community	1	1	8	8	
Community Disco's	School	1	3	4	12	
Community School Concert	School	1	1	8	8	
School hours / use 9 - 3)	School	40	5	6	1200	
	<b>Community</b>				<b>432</b>	<b>25%</b>
	<b>School</b>				<b>1320</b>	<b>75%</b>
	<b>Total</b>				<b>1752</b>	

- Based on bookings throughout 2017 at the LTC, there is a potential of 432 hours per year of community use and the facility to be hired out at \$25/hour would equate to an annual income of \$10,800. This might take a period of time with a focus on advertising to get community use back in the facility due to the other hireable spaces within the Winchelsea township including; Eastern Reserve, The Globe Theatre and the Winchelsea former Shire Hall, as well as nearby facilities at

## 6.4 Winchelsea Leisure Time Centre - Rectification Works Update

Wurdale Hall and Modewarre Hall. Some of the users of the LTC have now relocated to these facilities. Any return of users would shift income away from those venues.

- The DET undertake condition assessments every five years on all of their facilities and a recent WPS assessment identified \$40K worth of upcoming maintenance works to the LTC facility. These works will not be funded through DET as the building is above the school's entitlement. These works as well as ongoing maintenance works will need to be factored into a future JUA and how they will be funded.
- Consideration in the development of the new joint use agreement for an annual lump sum contribution to a capital expenditure sinking fund to allow sufficient funding for future capital works required for the facility.

### Re-opening the LTC

- Officers met with VSBA and WPS to discuss outcomes from the engineering assessment of the floor and sub-floor ventilation.
- The VSBA provided copies of all the reports and the costings to undertake the required works to reopen the Winchelsea LTC.
- The proposed works have been estimated to cost \$353,722.93 including preliminaries, overheads and contingencies.
- Under the current JUA, Council would be subject to 30% of this cost (\$106,116.88).
- The VSBA indicated the timing of these works are subject to funding being available, contractors being engaged with a potential reopening timeframe of Term 3 2022.

### Social Infrastructure Investment

- There will likely be a future need for the provision of indoor sporting and recreational activities in Winchelsea and this is the only existing site that has the potential to accommodate such activities, but is not currently fit-for-purpose.
- Historical trends also demonstrated limited community use (2017 figures demonstrate only 25% of total usage was for a community-related activity and that school-related activity extended beyond school hours).
- It will be important to maintain a connection with the site for the purposes of maintaining some influence over the facility's use.
- Maintenance contributions should be commensurate with the level of use (and reviewed at such time the facility experiences a change in usage patterns). Meaning, there should be minimal maintenance contribution and limited to operational costs associated to an agreed service level. The JUA should not be contingent on any type of capital improvement contribution as these should be taken on a case-by-case basis and informed by future planning in line with other investment priorities.
- Given the developments in our integrated planning, which will guide our future social infrastructure investment, we suggest a 20 year agreement be reached with an option for an additional 10 years. This will allow Council and the school time to complete the necessary planning for the future of this site in the context of community needs and the broader network of social infrastructure in Winchelsea.

### Development of a new Joint Use Agreement

- The current JUA is due to expire in December 2021 and the VSBA have indicated that Council will need to enter a new agreement to protect the VSBA's financial commitment to the rectification works and to ensure the long term viability of the LTC for both school and community use. Officers have commenced discussions with the WPS and VSBA in drafting a new agreement.
- The VSBA have indicated that the proposed term of the new agreement would be for a period of 20 years with an option for a 10 year extension to this agreement. The LTC is almost 50 years old and the life expectancy of a well maintained building is potentially up to 100 years.
- Under the current JUA, Council contributes to 30% of maintenance costs (but this has been higher in recent years due to the school indicating that they do not have funds to pay for some maintenance requirements). Council currently insures the building and undertakes the Essential Safety Measures of the facility.

### **Council Plan**

Theme 2 A Healthy Connected Community

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

## 6.4 Winchelsea Leisure Time Centre - Rectification Works Update

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

*Local Government Act 2020 – LGA 2020*

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

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

This report recommendations gives priority to delivering best outcomes for the municipal community.

### **Community Engagement**

Limited community engagement has occurred through the Winchelsea Star and updates to Growing Winchelsea. The Victorian School Building Authority and Winchelsea Primary School have not provided any community updates.

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
<b>Inform:</b> Provide news and information to the community to help them understand	Council will keep you informed.	Receive information.	Information sessions Provide information via media Social media posts

### **Strategies/Plans**

Council is currently developing a whole of shire Social Infrastructure Plan to consider sites such as this one in the context of community needs as the broader social infrastructure in the town.

### **Financial Management**

If council decides to contribute to the overall cost to undertake repairs to reopen the facility (based on the current JUA), the estimated cost to Council based on the findings of the engineering reports engaged by the VSBA would be \$110,000 (based on 30% of the overall estimated cost \$353,722.93). The expected completion of these works if funded would be end of June 2022.

The funding source will be made up from a combination of:

- \$30,000 from the Asset Renewal Reserve
- \$50,000 from the Project Savings Account

## 6.4 Winchelsea Leisure Time Centre - Rectification Works Update

- \$30,000 from the Accumulated Unallocated Cash Reserve

Another funding stream investigated was the Winchelsea Infrastructure Plan Allocation Reserve, but the purpose is to provide funding based on Council's portion of funding for projects related to the Winchelsea Infrastructure Development Plan. The Winchelsea Leisure Time Centre Facility falls outside of this.

To ensure the long term condition of the facility, routine maintenance is required with an estimated allocation of \$10,000 to deliver these works. This is not currently budgeted and will need to be factored into the development of the 2022/23 budget.

### **Risk Assessment**

There are identified Workplace Health and Safety implications associated with this report. Carrying out the rectification works will remove the safety risk to the community.

### **Communication**

Council's decision will be conveyed back to the VSBA and Winchelsea Primary School as well as an update to the community via media outlets.

### **Options**

Option 1 – Allocates \$110,000 to contribute to the required rectification works to reopen the Winchelsea Leisure Time Centre.

This option is recommended by officers as this will ensure the long term viability of the LTC as there will be future need for the provision of indoor sporting and recreational activities in Winchelsea and this is the only existing site that has the potential to accommodate such activities. The contribution is in alignment with the current Joint Use Agreement where council is to contribute 30% to maintenance works. There is also a community expectation that Council needs to support the Winchelsea community in providing a facility such as this.

Option 2 – Does not allocate \$110,000 to contribute to the required rectification works to reopen the Winchelsea Leisure Time Centre.

This option is not recommended by officers as there will be significant negative community feedback and in the future there will be a requirement for a facility such as this.

### **Conclusion**

Council officers will continue to work with the Victorian School Building Authority and Winchelsea Primary School to implement the rectification works required to reopen the building subject to the VSBA/school contributing 70% to the estimated cost to deliver the works and Council contributing the 30% as per the current Joint Use Agreement. Officers will also continue to work with the VSBA and school in the development of a new JUA.



## 6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership

**Author's Title:** Coordinator Age and Access

**General Manager:** Chris Pike

**Department:** Age & Access

**File No:** F18/1767-3

**Division:** Culture & Community

**Trim No:** IC21/1651

### Appendix:

1. Positive Ageing Advisory Committee Terms of Reference - October 2021 (D21/135423)

#### 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 seek adoption of the Positive Ageing Advisory Committee's updated *Terms of Reference – October 2021* and reappointment of 7 committee members for a further 3 year term.

### Summary

#### Terms of Reference

The Positive Ageing Advisory Committee (PAAC) was established in October 2018 to provide advice to Council on its future role in the delivery of aged care services and provide advice, ideas and have input into Council's role in creating age friendly communities.

The *PAAC Terms of Reference 2018* were adopted by Council and are to be reviewed every 3 years. Minor amendments to the Terms of Reference were endorsed by Council in June 2019, (relevant to recruitment of members).

A full review of the Terms of Reference has recently been undertaken with several amendments being proposed. Most amendments are minor changes relating to:

- Composition
- Terms of appointments
- Meeting procedure
- Chairperson
- Process for raising concerns

The main amendment relates to the 'Purpose' of the committee. The current version outlines the Committee's role in providing advice to Council regarding the future of service provision delivery, of which the Committee did provide consistent and instrumental advice. This has now been resolved, with Council no longer providing direct service delivery and thus the revised version has omitted this 'purpose'.

#### Membership:

Committee members are appointed by Council for a 3 year period with the possibility of reappointment every 3 years. 7 current members seek reappointment.

### Recommendation

That Council:

1. Adopts the Positive Ageing Advisory Committee Terms of Reference – October 2021 as attached at Appendix 1.
2. Appoints the following members to the Positive Ageing Advisory Committee for a further 3 year period, to commence on 1 November 2021:
  - Brian Butterworth
  - Magdalena Wheatland
  - Keith Perkin
  - Elizabeth Bills
  - Pam Aylward
  - Kristen McDonald
  - Jenny Mathison

## **6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership**

### **Report**

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

### **Background**

#### **Terms of Reference**

The Positive Ageing Advisory Committee (PAAC) was established in 2018, as a directive from Council. The Committee was established to provide advice to Council on its future role in the delivery of aged care services. It was also established to provide advice, ideas and community input about how Council can best create an Age Friendly Surf Coast.

The PAAC Terms of Reference (TOR) is to be updated every 3 years to ensure the Committee continues to effectively represent and reflect the needs of the community and ensure the Committee processes comply with Council governance directives.

In reviewing the Terms of Reference, a subcommittee of the PAAC was established which proposed several changes. The reviewed draft document was then presented to the full committee at the August 2021 meeting, where further discussion was held and adaptations proposed. The final version is attached and supported by the full committee.

#### **Committee Membership**

Committee members are appointed by Council for a 3 year period with the possibility of reappointment every 3 years of standing members, up to 9 a year period.

7 standing committee members appointments are due for renewal. All 7 members have requested reappointment. All members have been outstanding committee members, providing advice and actively participating in every aspect of the Committee's work, at times going beyond expectations. Officers are greatly encouraged that all members wish to continue with the work they have started and be actively involved in creating an Age Friendly Surf Coast Shire.

### **Discussion**

#### **Terms of Reference**

The Terms of Reference review process has led to five main recommended changes in the areas of:

- Purpose
- Composition
- Terms of appointments
- Meeting procedure
- Chairperson
- Process for raising concerns

#### **1. Purpose**

##### *What is the change?*

- To delete information that refers to Council's future in the provision of aged care support services and implementation of the Reform Readiness Plan.
- To insert information regarding providing advice on the implementation of the Age Friendly Strategy 2020 – 2024.

##### *Why is this recommended?*

- Council exited service delivery on 1 October 2020 and thus no further advice is required on this topic.
- Council direction is now to implement the Age Friendly Strategy 2020 – 2024.

#### **2. Composition**

## 6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership

*What is the change?*

- Replacing the community membership representatives from 'clients, carers and family members' of Council service delivery, to 'community representatives that reflect the diversity of the Shire including gender, cultural diversity and geographic location'.

*Why is this recommended?*

- We no longer provide service delivery and thus clients / carers/ family members no longer exist in Council's current framework (nb this has not impacted on the composition of the membership at this time, all current members fit within the new criteria).

### 3. Terms of Appointments and Vacancies

*What is the change?*

- Extending members option from 2 terms of 3 years, to 3 terms of 3 years (total of 9 years).

*Why is this recommended?*

- This is consistent with other government agencies such as Department of Health, whose board members are appointed for three year terms with a maximum tenure of nine consecutive years.
- It also aligns with Council's All Abilities Alliance Committee tenure.

### 4. Meeting Procedures

*What is the change?*

- Change in the quorum for decision making from 'five' Committee members to '50%' of Committee members.

*Why is this recommended?*

- Alleviates issues if there are less than 10 members at any one time.

### 5. Chairperson

*What is the change?*

- Regarding electing the Chairperson if more than one person is nominated, it is recommended to change from 'secret ballot by exhaustive preferential' to 'simple majority' voting.
- Delete "Communicate with Councillors and senior management in relation to Committee activities".

*Why is this recommended?*

- To simplify the process – the Committee thought 'secret ballot by exhaustive preferential' was overcomplicated and unnecessary.
- This does not align with Council policy.

### 6. Process for raising concerns

*What is the change?*

- Proposal that 'complaints' should be referred to the Coordinator of Age and Access rather than the Chairperson.

*Why is this recommended?*

- This aligns with broader Council complaints procedure and with the All Abilities Advisory Committee' process.

In further detail:

## 6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership

Current Terms of Reference – June 2019	Proposed Changes – October 2021
<p><b>Purpose:</b> The Positive Ageing Advisory Committee (the Committee) will collect and consider evidence, ideas and community input about how Council can best create an Age Friendly Surf Coast where older people are valued, supported and empowered to live well, including but not limited to these topics:</p> <ul style="list-style-type: none"> <li>• Social inclusion, social and civic participation</li> <li>• Built environment, transport and housing</li> <li>• Community support and health services.</li> </ul> <p>The Committee will represent and advocate on behalf of older persons from our community including people with a disability, people who identify as lesbian, gay, bisexual, transgender or intersex (LGBTIQ+), people of Aboriginal or Torres Strait Island background, people experiencing financial disadvantage (including people who are homeless or at risk of homelessness) and multicultural and multifaith communities.</p> <p>The Committee will provide input and recommendations into the planning stage of Council strategies, plans and policies which relate to older people. Council will consider the Committee's recommendations when making decisions on these strategies, plans and policies.</p> <p>In considering community support and health services, the Committee will consider 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. The Committee will provide advice to Council as it undertakes Reform Readiness Planning, which may include consideration of:</p> <ul style="list-style-type: none"> <li>• Continuation of existing Council services to older people</li> <li>• Expansion, growth, reduction or adaptation of existing Council services, including creating efficiencies and reviewing fees and charges for current Council services.</li> <li>• Transitioning clients of identified existing Council services to other service providers over time</li> <li>• Supporting the growth of the aged and disability service sector within Surf Coast Shire</li> <li>• Establishing new or additional services, programs or facilities for older people</li> <li>• Development of principles that will guide the planning of Council's future role in providing services and facilities for older people.</li> </ul>	<p><b>Purpose:</b> The Positive Ageing Advisory Committee (the Committee) will collect and consider evidence, ideas and community input about how Council can best create an Age Friendly Surf Coast where older people are valued, supported and empowered to live well. The Committee will represent and advocate on behalf of older people from our community.</p> <p>The Committee will provide input and recommendations into the planning stage of Council strategies, plans and policies which relate to older people. Council will consider the Committee's recommendations and advice when making decisions on these strategies, plans and policies.</p> <p>The Committee will consider Council's role in providing services, programs and facilities to older people, within the context of changing community needs and government regulations.</p> <p>The Committee will provide advice and leadership on the implementation of Council's <i>Age Friendly Strategy 2020- 2024</i>, based on the World Health Organisation's framework, outlining 8 key focus areas.</p> <div data-bbox="810 1332 1428 1915"> <pre> graph TD     A((Age-Friendly Communities)) --- B((Transportation))     A --- C((Housing))     A --- D((Social Participation))     A --- E((Respect &amp; Social Inclusion))     A --- F((Civic Participation &amp; Employment))     A --- G((Communication &amp; Information))     A --- H((Community Support &amp; Health Services))     A --- I((Outdoor Spaces &amp; Buildings)) </pre> </div>

## 6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership

Current Terms of Reference – June 2019	Proposed Changes – October 2021
<p><b>Composition</b> The Committee will comprise of a maximum of 15 individuals and organisational representatives, including:</p> <ul style="list-style-type: none"> <li>• Up to three clients of Surf Coast Shire's positive ageing service</li> <li>• Up to three family or carers of clients of Surf Coast Shire's positive ageing service</li> <li>• Up to three local community members</li> <li>• Council's Coordinator Positive Ageing</li> <li>• Council's Project Manager Positive Ageing</li> <li>• Council's Manager Aged &amp; Family</li> <li>• One Councillor; appointed by Council annually. Other Councillors may attend from time to time as observers.</li> </ul>	<p><b>Composition</b> The Committee will comprise of a maximum of 15 individuals and organisational representatives, including:</p> <ul style="list-style-type: none"> <li>• Up to 11 Community representatives that reflect the diversity of the Shire including gender, cultural diversity and geographic location.</li> <li>• One Councillor; appointed by Council annually. Other Councillors may attend from time to time as observers.</li> <li>• Council's Manager of Community Strengthening</li> <li>• Council's Coordinator of Age &amp; Access</li> <li>• Council's Age Friendly Officer/s</li> </ul>
<p><b>Term of Appointment and Vacancies</b> Community and organisational representatives will be appointed by resolution of Council for a term of three years. Members can reapply once, for a second term of three years</p>	<p><b>Term of Appointment and Vacancies</b> Community representatives will be appointed by resolution of Council for a term of three years. Existing members <b>can re-apply for two further terms of three years (total of nine years).</b></p>
<p><b>Meeting Procedures</b> Quorum for decision making will be five Committee members external to Council.</p>	<p><b>Meeting Procedures</b> Quorum for decision making will be a minimum of <b>50%</b> of Committee members external to Council.</p>
<p><b>Chairperson</b> The Chair and Deputy Chair positions will not be held by Council officers. Should there be more than one nomination the members will elect the Chair or Deputy Chair by secret ballot by exhaustive preferential voting.</p> <p>The role of the Chair will be to:</p> <ul style="list-style-type: none"> <li>• Liaise with the responsible Council officer to set meeting agendas</li> <li>• Chair the meeting and direct discussion</li> <li>• Engage all members in Committee activities and to bring forward issues</li> <li>• <b>Communicate with Councillors and senior management in relation to Committee activities.</b></li> </ul>	<p><b>Chairperson</b> The Chair and Deputy Chair positions will not be held by Council officers. Should there be more than one nomination the members will elect the Chair or Deputy Chair by <b>simple majority vote.</b></p> <p>The role of the Chair will be to:</p> <ul style="list-style-type: none"> <li>• Liaise with the responsible Council officer to set meeting agendas</li> <li>• Chair the meeting and direct discussion</li> <li>• Engage all members in Committee activities and to bring forward issues</li> </ul>
<p><b>Process for Raising Concerns</b> If a Committee member wishes to raise an issue of concern, make a complaint or provide advice relating to aged friendly cities or positive ageing, the following procedures should be followed:</p> <ul style="list-style-type: none"> <li>• All issues of concern, complaints or advice relating to aged friendly cities or positive ageing by members of the Committee should</li> </ul>	<p><b>Process for Raising Concerns</b> If an advisory committee member wishes to raise an issue of concern or make a complaint relating to the Committee, the following procedures should be followed:</p> <ul style="list-style-type: none"> <li>• All issues of concern or complaints should be referred to the <b>Coordinator of Age and Access</b> in the first instance.</li> </ul>



## 6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership

Current Terms of Reference – June 2019	Proposed Changes – October 2021
<p>be referred to the Chairperson in the first instance.</p> <ul style="list-style-type: none"> <li>• <b>The Chairperson will decide if a matter will be tabled at the next Committee meeting, or whether the matter will be dealt with prior to the next meeting. If the matter is dealt with prior to the next meeting, a summary of the conclusion of the matter will be communicated to members at the next meeting.</b></li> <li>• <b>If an issue or concern, complaint or provision of advice is to be tabled at a Committee meeting, the Committee can make a recommendation to Council.</b></li> </ul>	<ul style="list-style-type: none"> <li>• The Coordinator of Age and Access will follow Council's complaints procedures to resolve issues and complaints raised.</li> <li>• Council operational matters, requests for service / information, compliments or complaints can be lodged directly online via <a href="http://www.surfcoast.vic.gov.au">www.surfcoast.vic.gov.au</a> or by calling 5261 0600.</li> </ul>

### Committee Membership

Committee members are appointed by Council for a 3 year period with the possibility of reappointment every 3 years of standing members, up to 9 a year period.

7 standing committee members' appointments are due for renewal. All 7 members have requested reappointment. All members have been with the Committee since its inception. They have provided advice and guidance and actively participated in every aspect of the Committee's work, at times going beyond expectations. All members wish to continue with the work they have started and be actively involved in creating an Age Friendly Surf Coast Shire.

The following standing members seek reappointment and officers fully support the reappointments of:

- Brian Butterworth
- Magdalena Wheatland
- Keith Perkin
- Elizabeth Bills
- Pam Aylward
- Kristen Mc Donald
- Jenny Mathison

### **Council Plan**

Theme	1 Community Wellbeing
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
Theme	2 A Healthy Connected Community
Strategy	4 Improve access to local services and programs that support people to be healthy and well

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

*Local Government Act 2020 – LGA 2020*

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

## 6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership

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

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

Updating the Terms of Reference will improve the representativeness and quality of advice given to Council by the Committee, leading to improved access and inclusion outcomes for the community.

### Community Engagement

A subcommittee of the Positive Ageing Advisory Committee were responsible for reviewing and proposing changes. This was then further reviewed by the whole Committee as representatives of the Community. Members had access to sufficient information about the review and draft TOR to inform their participation (Principle 2); were representative of the people affected by the subject of the engagement (Principle 3); and were informed of the ways in which their feedback influenced Officer recommendations (Principle 5).

### Public Transparency

The outcome of this report will be reported back to the PAAC at their upcoming committee meeting, and made public via the Council meeting minutes which are published on Council's website

### Financial Management

The review has been supported by Officers. There are only minor costs associated with the Committee's operation and these are funded from existing adopted budgets.

### Service Performance

Changes to the TOR will improve the quality of representation and advice given to Council regarding the creation of Age Friendly Communities. This will increase Council's ability to provide equitable, responsive and accessible community services which meet the needs of all people regardless of age.

### Risk Assessment

A thorough review has been conducted into the PAAC Terms of Reference. The risk of not updating the Terms of Reference is that Council may receive advice of lower quality and processes do not align with up to date Council processes.

### Communication

The outcome of this report will be reported back to the PAAC at their upcoming 2021 meeting, and made public via the Council meeting minutes which are published on Council's website. The new Terms of Reference will be used in future recruitment for the Committee.

### Human Rights Charter

A review of human rights has been undertaken using Council's Impact Assessment Tool as a guide. The review of the Terms of Reference and the updated document are compliant with the *Human Rights Charter 2006* and no human rights have been negatively impacted.

---

## **6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership**

### **Options**

#### Option 1 – Council adopts the Positive Ageing Advisory Committee Terms of Reference October 2021

This option is recommended by officers to ensure the Committee continues to effectively represent the community and provide advice on relevant issues.

#### Option 2 – Council requests further consultation

This option is not recommended by officers as a thorough review and consultation process has been undertaken and the current recommended changes reflect the outcome of this review process.

#### Option 3 – Council does not adopt the Positive Ageing Advisory Committee Terms of Reference 2021 - 2024

This option is not recommended by officers as the existing Terms of Reference do not reflect the current best practice frameworks, standard current guidelines regarding terms of membership, processes which align with Council's procedures as advised by Council's Governance department or the advice needed from the Committee moving forward.

### **Conclusion**

The Positive Ageing Advisory Committee is a high functioning committee which provides valuable advice to Council. The Committee played an instrumental role in the transition of aged care in home support services to new providers.

Updating the Terms of Reference is important to ensure the Committee continue to effectively represent the community. The update TOR are reflective of the committee's ongoing role in providing advice, ideas and community input about how Council can best create an Age Friendly Surf Coast where older people are valued, supported and empowered to live well.

**6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership**

**APPENDIX 1 POSITIVE AGEING ADVISORY COMMITTEE TERMS OF REFERENCE - OCTOBER 2021**



**Positive Ageing Advisory Committee**  
**Terms of Reference**  
**(October 2021)**

**Purpose**

The Positive Ageing Advisory Committee (the Committee) will collect and consider evidence, ideas and community input about how Council can best create an Age Friendly Surf Coast where older people are valued, supported and empowered to live well. The Committee will represent and advocate on behalf of older people from our community.

The Committee will provide input and recommendations into the planning stage of Council strategies, plans and policies which relate to older people. Council will consider the Committee's recommendations and advice when making decisions on these strategies, plans and policies.

The Committee will consider Council's role in providing services, programs and facilities to older people, within the context of changing community needs and government regulations.

The Committee will provide advice and leadership on the implementation of Council's *Age Friendly Strategy 2020- 2024*, based on the World Health Organisation's framework, outlining 8 key focus areas.





## **6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership**

### **Composition**

The Committee will comprise of a maximum of 15 individuals and organisational representatives, including:

- Up to 11 Community representatives that reflect the diversity of the Shire including gender, cultural diversity and geographic location
- One Councillor; appointed by Council annually. Other Councillors may attend from time to time as observers.
- Council's Manager of Community Strengthening
- Council's Coordinator of Age & Access
- Council's Age Friendly Officer/s

### **Term of Appointment and Vacancies**

Community representatives will be appointed by resolution of Council for a term of three years. Existing members can re-apply for two further terms of three years (total of nine years).

When vacancies occur, Council shall be responsible for filling these through an open expression of interest process. Expressions of interest for vacancies may be targeted to the local area in which the vacancy has become available, if deemed appropriate by the Committee. Any person who fills a vacancy shall hold office for a three year term, commencing from the time of their appointment.

### **Meetings**

The Committee will meet at least bi-monthly. Sub-committees can be set up as needed, for specific tasks or projects for interested and available members.

### **Meeting Procedures**

- Quorum for decision making will be a minimum of 50% of Committee members external to Council.
- Members are expected to attend Committee meetings and contribute to outputs of the group.
- Three or more consecutive, unexplained non-attendances by a member without Committee approval will deem that member's position as having being vacated. The Committee shall allow the granting of leave of absence as required.
- Surf Coast Shire staff will be responsible for the taking of minutes and the preparation of the agenda.
- Committee members are required to send agenda items at least 10 business days prior to the meeting, to Surf Coast Shire staff who will prepare the agenda in consultation with the Chairperson.
- All agenda items should be covered in the meeting, where possible.
- Recommendations for action by Council may be included in the minutes.

## **6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership**

### **Chairperson**

At the first Positive Ageing Advisory Committee meeting of each year the Committee will call for nominations for the position of Chair and Deputy Chair. The Chair and Deputy Chair positions will not be held by Council officers. Should there be more than one nomination the members will elect the Chair or Deputy Chair by simple majority vote.

The role of the Chair will be to:

- Liaise with the responsible Council officer to set meeting agendas
- Chair the meeting and direct discussion
- Engage all members in Committee activities and to bring forward issues

The Chairperson shall have a casting vote as well as a normal vote to resolve a deadlock.

### **Process for Raising Concerns**

If an advisory committee member wishes to raise an issue of concern or make a complaint relating to the Committee, the following procedures should be followed:

- All issues of concern or complaints should be referred to the Coordinator of Age and Access in the first instance.
- The Coordinator of Age and Access will follow Council's complaints procedures to resolve issues and complaints raised.
- Council operational matters, requests for service / information, compliments or complaints can be lodged directly online via [www.surfcoast.vic.gov.au](http://www.surfcoast.vic.gov.au) or by calling 5261 0600.

### **Urgent Business**

Business must not be admitted as urgent business unless:

- It relates to or arises out of a matter which has arisen since distribution of the agenda; and
- It cannot safely or conveniently be deferred until the next Committee meeting; or
- The Committee resolves to admit an item considered to be urgent business.

### **Declaration of Interest**

If a member of the Committee believes they have a conflict of interest in a matter before the Committee, then that member must declare their interest and not partake in any discussion or decision on the matter. The declaration will be recorded in the minutes of the meeting. A person may have a conflict of interest if they have a personal or private interest that might compromise their ability to act in the public interest.

## **6.5 Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Membership**

### **Council's Role**

Council will as soon as practicable after a Committee member is appointed, organise an induction program for the Committee member focusing of, but not limited to, the roles and responsibilities of the Committee and its relationship with Council and the relevant area of interest.

The Committee will be supported by the Coordinator of Age & Access / Age Friendly Officer, who will attend meetings of the Committee, prepare the agenda with the Chairperson, take minutes and arrange for the circulation of agendas and minutes and other coordination activities. Council will also provide a suitable venue for Committee meetings.

Council will give due consideration to the recommendations and advice provided by the Committee.

Council will, whenever possible, make decisions that promote the values and principles that are central to the World Health Organisation Global Network of Age Friendly Cities and Communities approach and to the process of creating age-friendly communities.

### **Change to Terms of Reference**

These terms of reference shall be reviewed every three years and only be amended or varied by resolution of the Surf Coast Shire Council.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

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

**Department:** Community Health and Development      **File No:** F19/824

**Division:** Culture & Community      **Trim No:** IC21/1666

### Appendix:

1. Surf Coast Shire Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan (D21/194380)

### 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 endorse the Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan.

### Summary

In fulfilment of requirements (Sections 88, 90, 91, 92) of the Local Government Act 2020, at the 28 September Council Meeting, Council adopted the People Place Future Integrated Strategic Plans including the Surf Coast Shire Community Vision, the Council Plan incorporating the Municipal Public Health and Wellbeing Plan 2021-2025, the Financial Plan 2021-2031 and the Asset Plan 2021-2031.

To provide further transparency and accountability in regards section 90 of the Act, officers have developed a Monitoring and Evaluation Framework and Action Plan for the Council Plan incorporating the Health and Wellbeing Plan. The Monitoring and Evaluation Framework and Action Plan sets out a cohesive and comprehensive program of work that will demonstrably achieve the Council Plan's strategic objectives and positively contribute to the realisation of the Community Vision.

### Recommendation

That Council:

1. Endorses the Council Plan (incorporating the Health and Wellbeing Plan) Monitoring and Evaluation Framework and Action Plan as attached at Appendix 1 as a viable program of work that will achieve Council's strategic objectives and positively contribute to the realisation of the Community Vision.
2. Receives updates on the delivery of the Council Plan (incorporating the Health and Wellbeing Plan) Monitoring and Evaluation Framework and Action Plan at future Council Meetings.

## **6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan**

### **Report**

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

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

#### ***Background***

The Local Government Act 2020 introduced new process and output requirements for Victorian local governments developing key strategic plans.

Accordingly, the development of the Surf Coast Shire Council Plan incorporating the Health and Wellbeing Plan, Financial and Asset Plans have been informed by a deliberative engagement process.

While each plan has different requirements under the Local Government Act 2020 and sets out a related but specific program of work, they all have the same long term goal, the Surf Coast Shire Community Vision.

The Surf Coast Shire Community Vision has a 10+ year horizon and establishes an aspirational view of a desired future and community values that extends beyond the traditional jurisdiction of a Council. The Community Vision pertains to areas that might be considered the responsibility and function of other levels of government, civil society, non-government organisations, the private sector, institutions or other entities and considers the role and resources each can contribute to achieve this broad, shared goal.

Council recognises that no one organisation, on its own, can achieve population level change and makes a commitment working collaboratively with partners to make changes that cumulatively get us closer to achieving the Community Vision.

The Monitoring and Evaluation Framework and Action Plan aims to create a 'line of sight' from the Community Vision to the strategic program of work that Council partners will deliver. The Monitoring and Evaluation Framework and Action Plan identifies and sets out the steps that it will take to achieve some substantial changes that are the conditions for the longer-term, population-level changes described in the Community Vision.

#### ***Discussion***

The Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan sets out a four year 'program of work' structured around seven themes and nineteen strategies.

Each of the strategies has a strategic outcome which describes some of the substantial changes that need to be affected in order to achieve the Community Vision.

Under each strategy, there are between two and five actions. These 'headline' actions do not capture the full breadth of work that Council undertakes to support a thriving community and environment but represent a new 'course of action' that will be implemented, tested and refined over the next four years.

The Monitoring and Evaluation Framework and Action Plan also includes output measures or 'key deliverables' which inform us of the progress of actions. Analysing output measures will help us to understand whether the actions that we've selected to implement the strategies are the right ones, ie, whether they are worth investing in, whether they require additional resources or whether they should be curtailed and resources be directed elsewhere.

The process to track the progress of actions will be integrated with biannual reporting which will also monitor a set of strategic indicators. Baselines for strategic indicators have either been established before or as part of the first phase of engagement; or will be established during the first 12 – 18 months of the Council Plan implementation. The 'end of program' evaluation of the Council Plan incorporating the Health and Wellbeing Plan will also draw on strategic indicator data to help us understand the extent to which we have achieved our strategic objectives and contributed to the achievement of the Community Vision.



## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### 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

<b>Implications</b>	<b>Applicable to this Report</b>
<b>Governance Principles</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	<b>Yes</b>
<b>Policy/Relevant Law</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	<b>Yes</b>
<b>Environmental/Sustainability Implications</b> (Consideration of the Governance Principles under s.9 of LGA 2020)	<b>Yes</b>
<b>Community Engagement</b> (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017 )	<b>Yes</b>
<b>Public Transparency</b> (Consideration of Public Transparency Principles under s.58 of LGA 2020)	<b>Yes</b>
<b>Strategies and Plans</b> (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	<b>Yes</b>
<b>Financial Management</b> (Consideration of Financial Management Principles under s.101 of LGA 2020)	<b>Yes</b>
<b>Service Performance</b> (Consideration of Service Performance Principles under s.106 of LGA 2020)	<b>Yes</b>
Risk Assessment	<b>Yes</b>
Communication	<b>Yes</b>
Human Rights Charter	<b>Yes</b>

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

In developing the Council Plan incorporating the Health and Wellbeing Plan, Financial and Asset Plans according to broad participatory and deliberative community engagement, Council has engaged and makes a commitment to continue to engage the municipal community in strategic planning and strategic decision making.

In developing the Council Plan incorporating the Health and Wellbeing Plan, Financial and Asset Plans according to community identified priorities and other relevant health, social, cultural, environmental, and economic data, Council is considering economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks.

In creating a Monitoring and Evaluation Framework and Action Plan that describes how resources and inputs, actions and strategies will be allocated and implemented to achieve community priorities Council is balancing the ongoing financial viability whilst trying to secure the best outcomes for the municipal community.

In creating a Monitoring and Evaluation Framework and Action Plan that considers the contribution of the Council Plan and Health and Wellbeing Plan to shared goal of the long term Community Vision, Council is including future generations and intergenerational inequity in its decision-making.

In recognising the role of partners in achieving the Community Vision and has considered regional, state and national plans and policies in developing its strategies and actions and seeks collaboration with other Councils and Governments and statutory bodies.

## **6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan**

In committing to monitoring and evaluation of the Council Plan and Health and Wellbeing Plan, Council is pursuing innovation and continuous improvement and is ensuring the transparency of Council decisions, actions and information.

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

The Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan complies with sections 88 and 90 of the Local Government Act 2020.

The Department of Families, Fairness and Housing granted Council an exemption under from developing a standalone Municipal Public Health and Wellbeing Plan. In setting out how resources and inputs, actions and strategies will be allocated and implemented to achieve community health priorities the Monitoring and Evaluation Framework and Action Plan is complying with S26(2)(ba) and 26(4) and (4A).

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

The Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan considers and balances aspects of economic, social and environmental sustainability. The Council Plan incorporating the Health and Wellbeing Plan and the Plan's Monitoring and Evaluation Framework have regard to Climate Change and meet requirements under the Climate Change Act 2017 and Public Health and Wellbeing Act 2008.

### ***Community Engagement***

The Council Plan incorporating the Health and Wellbeing Plan as detailed in the Monitoring and Evaluation Framework and Action Plan represents a broad and varied program of work. Ongoing community engagement will occur in accordance with Council's Community Engagement Policy SCS-017. IAPP levels of engagement will include 'informing', 'consulting', 'involving' and 'collaboration'.

### ***Public Transparency***

Establishing the Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan and committing to regular reviews through formal governance processes and reporting will ensure accountability and transparency of decision-making.

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

In line with section 89 of the LGA 2020, the development of the Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan and Asset Plan supports an integrated approach to planning, monitoring and performance reporting. The Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan enables integrated strategic implementation to be more comprehensively assessed.

### ***Financial Management***

The Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan has considered how revenue, expenses, assets and liabilities will be managed, as well as any future risk to financial viability, current and future liabilities and beneficial enterprises.

### ***Service Performance***

The community engagement program utilised a range of methodologies to ensure the development of the Council Plan incorporating the Health and Wellbeing Plan would be informed by and responsive to the diverse needs of the municipal community.

The Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan embeds evidence-based decision-making and resource allocation underpinned by equity and accountability and will allow Council to assess the extent to which the Council Plan has adhered to these principles and successfully delivered the strategies and actions.

### ***Risk Assessment***

The transparency and good governance embedded in the process to develop the Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan and Asset Plan has contributed to a high level of awareness and support for Council's strategic and resource commitments, as well as interest in participating in their implementation.

## **6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan**

### ***Communication***

Opportunities to participate in the planned activities of Council Plan incorporating the Health and Wellbeing Plan as described in the Monitoring and Evaluation Framework and Action Plan will be promoted through a series of the launch events, Council's established networks and connections with residents, community groups, businesses, peak bodies, as well as Council's website and social media platforms.

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

Council, in developing the Council Plan incorporating the Health and Wellbeing Plan and Monitoring and Evaluation Framework and Action Plan has considered its rights and responsibilities as a public authority under the Victorian Charter of Human Rights and Responsibilities.

### ***Options***

Option 1 –Endorse the Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action as presented.

This option is recommended by officers as the Monitoring and Evaluation Framework and Action Plan is a viable, evidence-based program of work, informed by community engagement. It establishes baseline measures to be able to track Council's progress towards achieving its strategic objectives and positively contributing to the realisation of the Community Vision. Endorsing the Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan will support increased transparency and accountability regarding how resources and inputs, actions and strategies will be allocated and applied to fully meet requirements under Section 90 of the Local Government Act 2020 within the required timeframe (before 31 October 2021).

Option 2 –Endorse the Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action with minor changes.

This option is not recommended by officers as changes may disregard the community engagement and other relevant evidence used in the development of the Monitoring and Evaluation Framework and Action Plan. Additionally, Council Plan implementation and monitoring and evaluation planning requirements, described under Section 90 of the Local Government Act 2020 may not be met within the required timeframe (before 31 October 2021).

Option 3 –Do not endorse the Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan and request major changes be made.

This option is not recommended by officers as major changes will show disregard for the community engagement and other relevant evidence used in the development of the Monitoring and Evaluation Framework and Action Plan. Additionally, Council Plan implementation and monitoring and evaluation planning requirements, described under Section 90 of the Local Government Act 2020 will not be met within the required timeframe (before 31 October 2021).

### ***Conclusion***

The Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan provides transparency and accountability regarding how Council will allocate resources and inputs and apply actions and strategies to support the achievement of the Council Plan strategic objectives and contribution to delivering the Community Vision.

**6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan**

**APPENDIX 1 SURF COAST SHIRE COUNCIL PLAN INCORPORATING THE HEALTH AND WELLBEING PLAN MONITORING AND EVALUATION FRAMEWORK AND ACTION PLAN**



## **Surf Coast Shire Council Plan incorporating the Health and Wellbeing Plan**

### **Monitoring and Evaluation Framework and Action Plan**

October 2021



## **6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan**

<b>Contents</b>	<b>Page</b>
<hr/>	
<b>PART 1</b>	
Introduction	1
Structure	2
Purpose	4
Description	6
Stakeholders	7
Scope	8
Information	8
Baseline data	9
Considerations	9
Governance	9
Limitations	10
Quality	10
Data Sources	11
Communications	12
<hr/>	
<b>PART 2</b>	
Action Plan	13
<hr/>	
References	33
Endnotes	33

### **Reference Documents / Materials**

Information and data sources have been used to develop the monitoring and evaluation framework and action plan is documented on page 33.

### **Version Control**

21/09/2021 – A Hooper – Council Plan incorporating the Municipal Public Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan V2

13/10//2021 – A Hooper – Council Plan incorporating the Municipal Public Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan V3

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## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### PART 1

#### Introduction

The Local Government Act 2020 requires Victorian councils to design, implement and monitor a suite of strategic documents underpinned by a deliberative engagement process.

The Surf Coast Shire Council Plan, incorporating the Municipal Public Health and Wellbeing Plan, and Financial and Asset Plans have all been informed by three phases of engagement: a broad 'participatory' phase, followed by a 'deliberative' phase and then a final 'review' phase. While each strategic document has different requirements under the Local Government Act 2020 and sets out a related but specific program of work, they all have the same long term goal, the Surf Coast Shire Community Vision.

The Surf Coast Shire Community Vision has a 10+ year horizon and establishes a consensus aspirational view of a desired future and community values that extends beyond the traditional jurisdiction of a Council. The Community Vision pertains to areas that might be considered the responsibility and function of other levels of government, civil society, non-government organisations, the private sector, institutions or other entities and considers the role and resources each can contribute to achieve this broad, shared goal.

The Surf Coast Shire Community Vision is

'From the hinterland to the coast, from the first peoples to the children of the future, we are an active, diverse community that lives creatively to value, protect and enhance the natural environment and our unique neighbourhoods. We will leave the Surf Coast better than we found it.'

Achieving population level change, as described by a broad, shared goal like a community vision, requires sustained, collective and flexible inter-sectorial approaches at scale, aimed at environmental, sociocultural and individual levels using an ecological approach.

No one organisation, on its own, can achieve population level change. Council on its own cannot achieve the Community Vision.

Council recognises systems-theoretical approaches and makes a commitment working collaboratively with partners to implement policies, programs, place design, advocacy, etc. that cumulatively achieve progress on our broad shared goals.

In terms of Council Plan implementation, Council will identify which roles it can play alongside partners and which strategies best advance our collective impact.

While understanding our part in the whole is important, in order to be accountable and effective, Council seeks to identify and invest in strategies for which we have (statutory) control and strategic influence.

To do this Council has developed a Monitoring and Evaluation Framework for its Council Plan incorporating the Health and Wellbeing Plan.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### Structure of the Monitoring and Evaluation Framework

The Monitoring and Evaluation Framework is underpinned by a systems-informed theory of change and draws on program logic and Results Based Accountability approaches.

Program logic and Results Based Accountability approaches are outcome-focused and helpful in creating a line of sight from a broad, shared goal to the strategic program of work that will move an organisation or a community closer to achieving it.

The Monitoring and Evaluation Framework will endeavour to stitch a 'golden thread' from our 10+ year Community Vision to the strategies that Council will employ to achieve its strategic objectives for the Council Plan and then to the initiatives that will be implemented to deliver its strategies.

The Monitoring and Evaluation Framework and Action Plan was developed alongside the Council Plan and identifies strategic or 'end-of-program' outcomes. The Local Government Act 2020 requires the identification (baseline) and regular collection (monitoring) of strategic indicators. The strategic indicators provide a tool to measure the extent to which we've achieved the Plan's strategic objectives.

The Monitoring and Evaluation Framework and Action Plan also includes output measures or 'key deliverables' which inform us of the progress of actions or initiatives. Analysing output measures will help us to understand whether the actions that we've selected to implement the strategies are the right ones, ie, whether they are worth investing in, whether they require additional resources or whether they should be curtailed and resources be directed elsewhere.

The medium-term end-of-program or strategic outcomes that Council wants to achieve through the four year implementation of its Council Plan can be thought of a set of substantial changes that are necessary conditions for the broader, population level changes that we want to see. Each strategy in the Council Plan has an end-of-program or strategic outcome.

Because an end-of-program or strategic outcome needs to cover a breadth of concepts and measure different strands of the collective effort, there are few suitable 'off-the-shelf' outcome indicators. It should be noted that in some cases, proxy measures, drawing on available data sources, have been selected for monitoring progress. In other case, where we felt that there are no suitable data sources, we have indicated that we will work to develop a suitable strategic indicator and establish a baseline measure.

As described above, the Surf Coast Shire Community Vision represents a broad, shared goal. The achievement of which in the long term is signified by improvements in 'population level' measures. Drawing from a Results based Accountability approach, these indicators capturing social, health, economic, environmental change in our Shire, are 'above-the-line'. That means that accountability for their movement, whether the trend is favourable or unfavourable, sits with the whole population, including all levels of government, civil society, non-government organisations, the private sector, institutions, community groups, etc.

Figure 1, on the following page, depicts both 'above-the-line' population accountability and the 'below-the-line' program accountability which is realm of the Council Plan and the Monitoring and Evaluation Framework and Action Plan.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### Structure (continued)

The end-of-program or strategic outcomes are written as universal measures. That is, they are as general as possible and not specific to a population group, setting or place. In this way they seek to measure collective effort - the details of which will be different for different towns and cohorts - and enablers that precipitate population level changes.

In part two of the Monitoring and Evaluation Framework and Action Plan, we table the actions and output measures for each strategy.

Where the actions listed describe 'a strategic course of action' which will likely be carried out at increasing levels of maturity across the four years of the Council Plan, the output measures are a description of what will be completed during the financial year 2021 – 22.

The extent to which these deliverables have been achieved (how much and how well) will help us assess whether we are on track to achieving 'end of program' outcomes and guide the development of subsequent action plans.

	Planning	Plan	Evaluating	Report
Contribute to	A broad, shared goal describing desired changes to our social, economic and natural and built environments, contributed to by a range of partners.	Surf Coast Shire Community Vision – An inclusive vision and principles that will provide guidance for Council and its partners in our planning and a reference in evaluating our contribution.	Long-term outcomes, reflecting on the context and conditions including things beyond our control.	Municipal profile of relevant population health, social, environmental economic data.
Responsible for	A program of work which recognises the interconnected factors that influence population level change and designate, as strategic objectives an organisation is responsible for, the substantial changes that are the conditions for achieving population outcomes.	Council Plan incorporating the Health and Wellbeing Plan A four year 'program of work' structured around seven themes, each describing the substantial changes that need to be affected to achieve the community vision.	End-of-program or strategic outcome - the extent to which we achieved the substantial changes that are the conditions for achieving population outcomes.	Council Plan incorporating the Health and Wellbeing Plan 2021 - 2025 evaluation.
	Strategies draw on evidence and capitalize on relevant statutory and strategic roles, including partnerships, identifying the medium term changes necessary to bring about the required substantial changes.	Nineteen strategies, two – four strategies per theme, describing what medium-term changes we are seeking and why they are important to achieving our end of program goals.	Medium term outcome - the extent to which implementation of strategies have contributed to substantial change.	Opportunistic impact evaluation, included as features/case studies of annual reports.
	Actions or initiatives focus the collective effort in the context of concurrent activities, services, policies, programs, community engagement, etc.	Sixty headline actions, two – five per strategy, that represent new 'courses of actions' that will be tested and developed or refined over the four years.	Outputs – the extent to which we have completed annual action deliverables.	Council Plan incorporating the Health and Wellbeing Plan Annual Report.
	Inputs consider the resources, personnel, partners, etc. required to undertake actions.	Informed by annual budget review and development processes, workforce planning, etc.	The efficient and effective application of resources.	Annual review and budget processes.

Figure 1

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### Purpose

The purpose of this evaluation is to assess to the degree to which strategies developed under the seven themes of the Council Plan incorporating the Municipal Public Health and Wellbeing Plan have been successfully implemented to achieve the strategic objectives of the Council Plan and contribute to the Community's long term vision and priorities.

The Monitoring and Evaluation Framework will be used to guide Council in gathering data and reporting on the impact the selected strategies, scaffolded upon seven themes, have made. The seven priority themes are:



#### First Nations Reconciliation

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



#### Healthy Connected Community

Our goal: To foster a thriving, connected, healthy community



#### Environmental Leadership

Our goal: Protect our environment and help our community to thrive through environmental leadership



#### Sustainable Growth

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



#### A Robust and Diverse Economy

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



#### Arts and Creativity

Our goal: Acknowledge the value of arts and creativity and nurture their growth



#### A Viable and Accountable Council

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

Figure 2



## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

The strategies that respond to the seven priority themes are tabled below.  
T# represents the theme number and S# represents the strategy number.

T #	S #	STRATEGY
1	1	Work with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community to achieve reconciliation
	2	Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge
2	3	Facilitate the provision of social infrastructure and open space to enable healthy lifestyles
	4	Improve access to local services and programs that support people to be healthy and well
	5	Make it easier for people to move around our towns and in nature without relying on cars
	6	Enable communities to strengthen their social connections and participate in community life
3	7	Protect significant habitats, landscapes and biodiversity
	8	Reduce greenhouse gas emissions to limit the impacts of climate change
	9	Divert more material from the waste stream
	10	Adapt to a changing climate
4	11	Protect heritage and township character
	12	Improve access to affordable residential accommodation
	13	Support tourism and events that encourage people to stay longer and appreciate and care for this place
5	14	Enable people to run successful local businesses that grow and create jobs in our changing economy
	15	Foster an environment that enables businesses to operate according to ethical, social and sustainable principles
6	16	Foster an environment where people with clever and creative ideas can make a difference in their communities
	17	Increase support for creative industries and arts
7	18	Establish a sustainable financial position
	19	Improve Council's credibility as a trusted decision maker through meaningful engagement

Figure 3

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### Description

The strategies represent the levers that Council has and may utilise to effect change.

The evaluation will consider the extent to which these strategies have been successful in contributing to the end-of-program outcomes in the context of the resources required to implement them, including:

- Operational budget
- Capital works budget
- Attracted funding and other resources
- Partnerships.

Whilst the Monitoring and Evaluation Framework aims to capture how the resources and inputs, actions and strategies that have been allocated and applied by Council helped to deliver the Council Plan 'end of program' outcomes, it is important to note that the influence, expertise and resources that may be directed by our partners to selected shared priorities will be integral in bringing about the substantial changes required to achieve population level change.

Council recognises the value of collaborative approaches which identify a common agenda, establish mutually reinforcing communications and activities co-contribute resources and shared measures of success. Where possible, Council will foster a collective impact approach, to work with partners to effect the substantial changes that will bring us closer to our broad shared goal.

In selecting strategic indicators to include in the Monitoring and Evaluation Framework, the following considerations have been made:

- The strategic relevance of available data sets, for example, those collected for the Local Government Performance and Reporting Framework

- The estimated time and cost associated with developing a strategic indicator, collecting a baseline and monitoring data
- The feasibility, in terms of methodology, timing and analysis, of measures collected for another purpose.

While we are 'not there' yet, Council will work to ensure that this framework identifies and includes measures that fill in gaps in our understanding and contribute to the evidence base regarding what works. We will work to develop strategic indicators that can help us to be able to comprehensively answer the below key evaluation questions.

1. How effective was the Council Plan in achieving its intended outputs and outcomes?
2. What was the impact of the Council Plan on the intended beneficiaries?
3. How fair and appropriate was the planning and implementation of the Council Plan, ie, were equity-based principles related to things like gender, culture, disability considered?
4. What was the contribution of the Council Plan to the Community Vision and how well did Council develop partnerships and collaborate to achieve broad, shared goals?
5. How does the model and approach used to develop the Council Plan incorporating the Health and Wellbeing Plan compare with Victorian best practice?

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### Stakeholders

In considering the key evaluation questions, it is important to note the indicators of success for Council and our partners may be different.

As an example success factors from a range of viewpoints include:

<p><b>Traditional Owners</b></p> <p>Connection to Culture and Country.</p> <p>Strength to care, connect, practice and pass on tens of thousands of years of knowledge as Traditional Owners and Registered Aboriginal Parties for the lands on which the Surf Coast Shire is now situated.</p> <p>Stakeholders to embed Traditional Owners Country Plan principles into their responsibilities, Governance, and strategic planning.</p> <p>Walking together to progress reconciliation.</p>	<p><b>Residents</b></p> <p>Protect nature.</p> <p>Retain uniqueness and small town feel of communities.</p> <p>Balancing this with the good things development brings, ie, affordable housing, infrastructure, amenity, access to shops and services, vibrant arts and culture, local economy and jobs etc.</p>
<p><b>Businesses</b></p> <p>Hard infrastructure that supports things like supply chain efficiency, reliable internet connections, customer access to the goods and services they offer.</p> <p>Soft infrastructure that enhances places, attracts locals and visitors.</p> <p>Access to and development of workforce (local workers, right skills, etc.).</p> <p>Streamlined access to information, such as grant opportunities, and services such as planning permits.</p>	<p><b>Visitors</b></p> <p>Connection to nature.</p> <p>A bush and/beach retreat.</p> <p>A fun, family friendly experience.</p> <p>Access to shops, services and activity-based experiences and entertainment (no need to travel out of the area).</p>
<p><b>Council staff</b></p> <p>Technical expertise in a range of disciplines.</p> <p>Different evidence bases suggest different, sometimes discordant approaches.</p> <p>Have strategic and statutory roles in legislation with discordant objectives.</p> <p>Want the best for their respective cohorts, communities, etc.</p> <p>Must attract resources and work in partnership to increase influence and impact.</p>	<p><b>Councillors</b></p> <p>Want to represent the interests of their communities and constituents.</p> <p>Demonstrate good governance and leadership.</p> <p>Fulfil legislative role.</p> <p>Effective and responsible management of resources.</p> <p>Hard and soft infrastructural improvements and equitable allocation of resources for their communities.</p>

Figure 4

## **6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan**

### **Scope**

This Monitoring and Evaluation Framework seeks to establish a baseline that will inform the design and implementation of the Council Plan. A baseline helps us to understand what is important to measure, and will tell us the difference that four year's of implementation has made.

It is acknowledged that there are many other influences affecting whether the Community Vision will be achieved or not. As identified in the aspirational key evaluation questions, the level of attribution will be considered. However, Council recognises that it will be difficult, using existing measures, to understand our contribution. In many cases where a suitable outcome measure is not available, we will, in the first year seek to establish a baseline that we can re-measure at intervals and/or at the conclusion of the Council Plan.

Council is committed to improving the way that we monitor and evaluate the Council Plan incorporating the Health and Wellbeing Plan. We seek to improve our understanding of community needs and strengths. We will use evidence to inform how we align available resources and supports to enable community and work effectively with partners to positively 'shift the dial' on the substantial changes that are the conditions for population level change.

### **Information**

Where there is no one perfect measure, data will collected from a range of sources to improve its explanatory power. Information will be obtained through both qualitative and quantitative methods.

For all measures the following have been considered and referenced:

- data source
- data availability for sub-population groups and geographic areas
- frequency of data collection
- how the data can be obtained
- associated costs.

## **6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan**

### **Baseline data**

Much baseline data is underpinned by ABS Census data. The usefulness of the 2016 data has been further compromised by ongoing COVID-19 restrictions.

Available baseline data will take 2019-2020 financial year, the last 3 months of which, in Victoria, were affected by lockdown measures introduced in response to the Coronavirus. Census based data is from 2016 and is, particularly in the midst of a global pandemic affecting migration, income, spending, health and wellbeing, etc., of limited value. The 2021 ABS Census will allow us to check some of the assumptions made by data modelling of the impact of COVID. The full suite of data collected in August 2021 will not be available until mid-2022. Census based data in the monitoring and evaluation framework will be updated with the new statistics. Depending on what the data tells us, we may need to revisit our proposed approach.

### **Considerations**

#### **Governance**

Council staff have been involved in the development of the Monitoring and Evaluation Framework and Action Plan. Managers and Key Strategy Leads have actions and outputs measures allocated to them. The Council Governance team will collate regular reports including progress on output measure and monitoring of strategic indicators. An evaluation of the Council plan incorporating the Health and Wellbeing Plan will be completed in September 2024 ahead of local government elections which triggers the development of a set of new strategic plans and strategies including the Council Plan, Municipal Public Health and Wellbeing Plan and Municipal Planning Strategy.

One of the recommendations to that the Community Panel made to Council was for the establishment of an ongoing review of the panel process which might incorporate community members involved in the development of the Community Vision, principles and recommendations, plus new members who would be randomly selected to represent the socio-demographic and geographical make-up of the Shire.

Council recognises the merit of a community engaged governance model and will explore options in this space. Options include drawing on existing cohort-based advisory committees and geographically-based asset committees and community action groups.



## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### Limitations

The key limitation of the evaluation is that of determining attribution and contribution.

When assessing attribution, the monitoring and evaluation framework will consider whether the implemented strategies caused the observed outcomes. Information will be gathered that seeks to clarify whether the strategies caused or contributed to the observed outcomes

RISK/LIMITATION	LIKELY EFFECT ON EVALUATION	HOW THIS WILL BE MITIGATED OR MANAGED
Determining attribution and contribution	Unclear relationship between the implementation of strategies and observed outcomes	<p>Questions will be included such as:</p> <ul style="list-style-type: none"> <li>Are the results attributable to the implementation of the strategies?</li> <li>Did the implementation of the strategies cause the change?</li> <li>Did the strategies contribute to outcomes?</li> <li>Were there changes leading up to the strategy implementation?</li> <li>What other changes have been happening that may be influencing?</li> </ul>
Availability of external data	Without access to suitable external data sources, the monitoring and evaluation framework may present an inaccurate picture	Explore options to obtain external data through suitable subscriptions, analyst advice, and data-sharing agreements.
Resourcing to establish baseline measures	Program evaluation measuring impact can be resource intensive	Pilot a small number of program impact evaluations to test most viable model in resource context.

Figure 5

### Quality

The quality of the evaluation is considered in the evaluation design through the use of well framed key evaluation questions, as described above, and by ensuring that strategic indicators:

- Track planned results
- Ensure accountability and integrate reporting
- Generate shared understanding and identify co-benefits
- Motivate partners
- Building the capacity of those involved
- Foster public and political support

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### Data Sources

Data responding to Key Evaluation Questions (KEQ) will make use of the following methods and sources.

DATA	METHOD	ANSWERING (KEQ)	ISSUES/CONSTRAINTS	SOURCE
Economic data	Spatially mapped demographic and economic data	To what extent did implementation of economic development strategies:  Support the growth of a thriving and connected business network  Grow our understanding of and reputation as an economy with a conscience  Demonstrate the social and economic value of major and community events	Resource constraints to extend analysis, including mapping to smaller geographic area and sub-populations.  Demographic data is census based which is only measured every 5 years.	REMplan  Spendmapp  Visit Victoria, GORT, VIC program data  Events program data
Health and social data	Spatially mapped demographic, health, social and economic data and service and program participant survey	To what degree did the integrated Health and Wellbeing Plan implementation contribute to:  Better understanding of community needs and strengths and health equity, partnership approach to program and service design and implementation  Increased uptake of healthy behaviours	Sample survey. Most data only available at local government level. Limited sub-population analysis.  Collected every two years. Slow release of data.  Census data collected every 5 years. Differing forecasts (Profile, REMplan and VIF)  AIHW and others expensive to procure and only offer a snapshot  Voluntary, self-selecting. Tells to story of those already engaged. Often focuses on outputs, hard to establish impact.	Vic Health and Victoria Population Level Health Survey  ABS / Profile ID  Health and Housing clearinghouses, such as Australian Institute of Health and welfare  DHHS and community health service data  Various SCS program leads
Environmental data	Biodiversity and natural/cultural heritage assessments, Corporate carbon emissions, community emissions profile, Climate change impact perception	To what degree did the environmental leadership strategies contribute to:  Improved biodiversity outcomes  Reduced corporate and community emissions (mitigation)  Increased climate resilience (adaptation)  Diverting waste from landfill	Budget constraints limiting scope and scale of actions  cost of updating community emissions profile  Still establishing our corporate data capture, availability of corporate data.  Commitment to/value of repeating survey uncertain  Limited influence over community emissions	Sustainability teams measurement of corporate emissions  Community emissions profile  Climate Emergency Response survey  Waste management data/landfill records

Figure 7

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### Data Sources (continued)

DATA	METHOD	ANSWERING (KEQ)	ISSUES/CONSTRAINTS	SOURCE
Social Infrastructure and Open Space	Provision and distribution, quality and experience, usage and performance of social infrastructure	To what degree did the integrated design and delivery of the Shire's first community endorsed integrated Social Infrastructure and Open Space improve equity of access and contribute to the improvement health and wellbeing of our community	Linking in connectivity (transport data)	Social Infrastructure and Open Space Planning baseline
Cultural data	Creative industries data Cultural heritage data Arts participation survey data	To what extent has place-making and cultural programing contributed to a Greater participation of local and visitors in arts and culture Increased professional creative production / more creative industry businesses.	Regional Institute of Australia getting out of date (2018). Commitment to value of repeating research uncertain. Need to establish the viability of UNESCO framework to measure creative, entrepreneurial and innovative region	Regional Growth Prospects Research Report, Regional Institute of Australia Surf Coast Shire program leads

Figure 7 continued

### Communications

The results of this evaluation will be communicated in the following formats at the below described intervals.

WHAT	THROUGH WHICH MEDIUM?	WHEN?
Community vision	Report to Council as trigger for reviewing / re-establishing the community vision (half way through 2029 – 2033 Council term)	June 2031
Council Plan strategic objectives	Council Plan evaluation. Report to Council	September 2024
Strategies	Opportunistic impact analysis of strategies and programs including in regular reporting process. Use to adjust implementation	Biannual reporting
Actions	Biannual reports	Biannual reporting
Inputs	Annual budget process	Annually in November - December

Figure 8

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### PART 2

#### Evaluation Framework and Action Plan

Part 2 focuses on the actions and output measures that will be implemented and monitored to support the delivery of each strategy.

The actions that will implement each strategy represent 'a strategic course of action' under which a range of discrete projects might sit. Rather than being listed as 'actions', these projects will form 'key year one deliverables'. Key year one deliverables are things that we'll be able to report having done at the end of the financial year. A 'course of action' will be developed across the four year life of the Council Plan. The anticipated maturity of a course of action is indicated by a graduation of colour. Light blue colour signifies a design or scoping phase, slightly darker blue indicates an initiation or set up phase. The next gradation signifies an implementation phase and the darkest blue a review phase. The table below (figure 9) describes some of the activities that will go on within each of the phases.

In addition to the visual indication of the maturity of a course of action, each strategy also includes a table of 'future work' which suggest areas for development that each course of action. The Action Plan will be updated every year as we learn from monitoring and evaluation whether the actions that we're investing in are the right ones, i.e., whether they should be continued, curtailed, amended or up-scaled.

This course of action is in the design phase which will include evidence gathering, communications and resource planning, establishing monitoring and evaluation.	This course of action is in the initiation phase which will include foundation activities such as tendering, recruiting, training, partnership development, scheduling, promotion, etc.	This course of action is in the implementation phase which in addition to the 'doing' will include monitoring activities to test whether implementation matches design.	This course of action is in the review phase which will include evaluative activities, such as data collection, participant and partner feedback, analysis to inform the evidence base.
Design	Initiation	Implementation	Review

Figure 9

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 1

Work with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community to achieve reconciliation.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Percentage of people who feel proud of Council's relationship with the Traditional Owners of the land known as the Surf Coast Shire.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Identify opportunities to progress the County Plan goals of Wadawurrung and Eastern Maar.				
b	Incorporate local Aboriginal and Torres Strait Islander art, history and culture in the public realm, at events and in programs.				
c	Support Traditional Owners' efforts to build their capacity and influence.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Establish a Network of Councils on Wadawurrung Country to identify opportunities to jointly support the Wadawurrung Traditional Owner groups
- Review Council's approach to 26 January to increase awareness of the impact of the day on Aboriginal and Torres Strait Islander people
- Ensure Acknowledgement of Country signage is included and visible in Council sites and facilities across the Shire.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Traditional Owners are included as key stakeholders in the planning and development of new sites and facilities
- Cultural experiences are standard practice and included in the standard education programs at Kindergartens and in Early Years services
- Acknowledgement of Country and story signage for key Council and tourism experiences
- Incorporate Aboriginal and Torres Strait Islander cultural awareness into events.



## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 2

Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The percentage of staff who consider the perspectives of the Traditional Owners and Aboriginal and Torres Strait Islander Peoples in decision making.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Develop and implement a succession of Reconciliation Action Plans.				
b	Develop the cultural competency of Council staff and volunteers.				
c	Improve engagement with Wadawurrung Traditional Owner Aboriginal Corporation and Eastern Maar Aboriginal Corporation at local and Country levels.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Adopt and implement a 'Reflect' Reconciliation Action Plan
- Develop and implement Councillor and staff cultural awareness training program
- Develop engagement protocols and an engagement plan
- Recruit an Aboriginal Engagement Advisor.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Adoption and implementation of an 'Innovate' Reconciliation Action Plan
- Healthy relationships and partnerships , supported by agreements , with the two Traditional Owner groups
- Strong partnerships with Traditional Owner groups in the management of Council land and the protection of cultural sites.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 3

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

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Integrated Social Infrastructure and Open Space Plan objectives and targets underpinned by liveability priorities<sup>1</sup> and relating to provision and distribution, quality and experience (fit for purpose), usage and performance and meeting immediate needs.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Facilitate equitable access to quality social infrastructure including recreation facilities, open space, transport facilities and community buildings.				
b	Ensure planning and design of all new social infrastructure provides fair and equal access for all by application of best practice principles including universal design and gender impact assessments.				
c	Implement initiatives that create greater connectivity, utilisation and carrying capacity of social infrastructure and open space.				
d	Ensure Council policies and property agreements related to Council land and facilities promote healthy lifestyles including minimising harmful consumption of alcohol.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Develop a community informed and endorsed Social Infrastructure and Open Space Plan
- Establish a policy position on the planning, provision and level of service of social infrastructure and open space
- Develop a process and methodology to commence conducting Gender Impact Assessments on key programs or projects
- Review and modify Council's policies and property agreements to minimise harmful consumption of alcohol and other drugs on Council property.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Implementation of the Social Infrastructure and Open Space Plan
- Implementation of Standard Provision and Levels of Service Policy including all property use agreements
- Place based community planning, clarification of priorities including the role of Council
- Universal design and gender impact assessments inform the planning and design of new social infrastructure to provide fair and equal access for all
- Modifications to key facilities to ensure they are Disability Discrimination Act (DDA) compliant and accessible.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 4

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

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The awareness of existing mental health, family violence, alcohol and other drugs, disability, family and aged services available on the Surf Coast<sup>2</sup>; and participation in Council programs for health priority focus areas.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Build understanding of how to access family violence, mental health, alcohol and other drug, disability and age-related services available to people on the Surf Coast.				
b	Identify service gaps and advocate and build partnerships to fill them in the areas of family violence, mental health, alcohol and other drugs, disability and age related issues.				
c	Develop partnerships to support the delivery of primary prevention mental health, alcohol and other drug consumption programs with sporting clubs, community organisations and Council's youth and positive ageing programs.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Undertake Service Mapping to understand referral pathways for family violence, mental health and alcohol and other drug services
- Continue to explore opportunities to strengthen partnerships with specialist agencies such as Barwon Child Youth and Family (BCYF) to bring services to the families in the Surf Coast
- Explore models (such as 'Communities that Connect') to partner with community stakeholders to provide support to young people in our community.
- Creation and dissemination of information on services and supports for Over 55s via printed booklets, senior's week events and Council's website.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Develop a methodology to capture and share data with key partners
- Develop strong partnerships to deliver healthy eating and physical activity health promotion programs with a focus on families and children
- Identify service gaps and advocate to improve access in the priorities areas of family violence, mental health, alcohol and other drugs
- Establish a program of primary prevention Gender Equity training to reduce family violence.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 5

Make it easier for people to move around our towns and in nature without relying on cars.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Network and connectivity improvements to transport infrastructure contributing to increased utilisation and satisfaction in line with Liveability Priorities<sup>3</sup>.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Have strategies in place to prioritise and deliver key infrastructure and work to better integrate land use and transport planning.				
b	Embed active transport in an integrated approach to place making.				
c	Promote places and spaces that are accessible, affordable and easy to get to for all abilities.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Review the Surf Coast Shire Pathway Strategy
- Develop the Safer Cycling Strategy and the Road Safety Strategy with diverse stakeholder input
- Participate in the development of the G21 Integrated Transport Strategy
- Implement the Torquay Wayfinding Strategy
- Clarify our role in the delivery of priority public and active transport infrastructure.
- Progress Age Friendly Communities transport initiatives.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Incorporate cycling infrastructure into rehabilitation and capital projects
- Implement outcomes of the Road Safety Strategy, Safer Cycling Strategy and Pathway Strategy
- Progress an integrated active transport network
- Work with partners to advance priority public and active transport infrastructure.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 6

Enable communities to strengthen their social connections and participate in community life.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The participation in inclusive services and programs that celebrate diversity, build social inclusion and address health inequity; and the quality and experience, usage and performance improvements attributed to accessibility audits.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Build community organisations skills, networks and resources to increase community participation opportunities.				
b	Remove barriers to make it easier for community to provide or access social connection and participation opportunities.				
c	Support community groups to ensure their activities are inclusive for everyone.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Establish and launch a revised Community Grants Policy and Program
- Continue to build the capacity of community leaders through the Casuarina Leadership Program, Community of Practice sessions and a tailored training program
- Design, deliver and maintain an online community directory to enable the community to identify social connections and participation opportunities
- Continue to support the interconnectedness of communities through facilitating the Community Action Network place based meetings
- Continue to enable community ideas through Community Project Investigation and Collaboration Program.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Develop processes and procedures to support community funded and led projects
- Explore further examples of philanthropic and community based contributions to support programs and projects
- Revise a Volunteer Training program
- Develop and launch a digital Community Directory system.



## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 7

Protect significant habitats, landscapes and biodiversity.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

State of the Environment assessments of biodiversity values, tree planting, and native species on Council land including nature strips as habitat/food for wildlife, canopy cover, etc.<sup>4</sup>

#	Action	2021-22	2022-23	2023-24	2024-25
a	Manage Council nature reserves and rural roadsides to improve resilience to climate change, including retention of native vegetation, species selection, and pest plant and animal management.				
b	Partner with Landcare, community groups, private landholders & local businesses to protect biodiversity and threatened flora and fauna and manage pest plants and animals in the shire.				
c	Provide environmental advice and support to Council's review of catchment stormwater arrangements in relation to the Karaaf wetlands.				
d	Develop a State of Environment report to improve understanding of local environmental conditions and direct future Council environmental funding where it is most needed.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Coordinate environmental assessment for Karaaf wetlands with land manager Parks Victoria and other relevant agencies
- Partner with the Wadawurrung Traditional Owners Aboriginal Corporation at Bells to conclude the midden site assessment report and commence amending the heritage site listing to remove the toilet block mural and better capture Wadawurrung connection to Bells
- Develop partnerships with Landcare, community groups, private landholders and local businesses to help protect biodiversity, threatened flora and fauna and support pest plant and animal management in the Shire.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Establish community carbon offset site at Lake Modewarre and showcase opportunities for protection of native vegetation on public and private land
- Establish a new native vegetation offset site at the Moonah Woodlands in Torquay
- Partner with the Wadawurrung Traditional Owners Aboriginal Corporation at Bells to conclude amendment of the heritage listing to remove the toilet block mural and better capture Wadawurrung connection to Bells
- Review impact of annual action plans for Council nature reserves and higher conservation rural roadsides
- Produce a State of Environment report.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 8

Reduce greenhouse gas emissions to limit the impacts of climate change.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Council's Climate Emergency Corporate Response Plan 2021-2031 progress on Climate Emergency Plan objectives and targets regarding renewable energy, solar and battery capacity and Environmentally Sustainable Design (ESD) upgrades at Council sites; fleet emissions; Climate Active accreditation<sup>5</sup>.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Deliver action plans covering the first four years of Council's ten-year Climate Emergency Corporate Response Plan.				
b	Reduce emissions and offset residual emissions from Council's facilities and operations to be a carbon neutral organisation.				
c	Increase Council's uptake of renewable energy and transition away from fossil fuel use.				
d	Integrate Environmentally Sustainable Design principles in Council facilities.				
e	Support our community to reduce emissions in response to the climate emergency.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Become a certified carbon neutral organisation using the Australian Government's Climate Active Certification
- Purchase 100% renewable electricity, install additional solar electricity capacity, upgrade monitoring capabilities and explore battery storage options
- Develop an Environmentally Sustainable Design (ESD) Policy for Council facilities
- Become Founding Members of the Barwon South West Climate Alliance
- Share climate change data, stories, solutions and information through a variety of platforms to inspire action amongst Council officers, Councillors and our community.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Explore opportunities to develop local land, coastal and wetland carbon sequestration projects with local Registered Aboriginal Parties, private landowners, community groups, and other councils and agencies
- Work with community groups and lessees of council facilities to deliver initiatives with positive environmental outcomes for energy, water, recycled materials and waste avoidance
- Install new electric vehicle charging stations at Council-owned sites to encourage the transition to electric vehicles, including e-bikes
- Support our community to develop Community Climate Emergency Responses and take broader community action, including facilitating localised climate change discussions, collecting data and encouraging informed action.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 9

Divert more material from the waste stream.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The volume of waste diverted from landfill annually through food recovery stream; and the amount of attributed emissions saved on identified waste streams or items at Anglesea Landfill.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Develop a waste strategy that embeds the principles of the waste hierarchy, including an action plan for achieving the 'Towards Zero Recoverable Waste to Landfill' corporate target .				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Adopt the Surf Coast Shire Council Waste Strategy
- Introduce a food recovery stream at Council's transfer stations to reduce emissions from Anglesea Landfill
- Include recycled products within renewal works e.g. rubber in asphalt, recycled plastic in lieu of timber products.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Establish a position and a process to only accept sorted materials at landfill
- Implement the Surf Coast Shire Waste Strategy
- Work collaboratively with other councils on establishing a regional Waste Hub
- Establish glass and food recovery at Council facilities.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 10

Adapt to a changing climate.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Program impact evaluation of climate resilience initiatives (Climate Mobilisers, Casuarina, Emergency management networks and training and fire prevention inspections, contributions towards Country Plans)<sup>6</sup>; and non-potable water use for Council operations (kL of potable water and recycled water used annually).

#	Action	2021-22	2022-23	2023-24	2024-25
a	Develop and maintain a Climate Change Adaptation Plan.				
b	Support our community to prepare for, and build resilience for living in a changing climate.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Update Council's draft Climate Change Adaptation Plan
- Update the Corporate Risk Register in accordance with recent climate risk data
- Monitor and adequately renew, maintain and upgrade existing drainage assets and road related infrastructure to protect against changing climate conditions including storm events and flood impacts
- Establish at least one Climate Adapted Building demonstration site at a community facility or Emergency Relief Centre
- Update Council's Strategic Bushfire Management Plan and Municipal Heatwave Plan.

### FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Incorporate climate change considerations and data into the Planning Scheme review
- Monitor and adequately renew, maintain and upgrade existing drainage assets and road related infrastructure to protect against changes in changing climate conditions including storm events and flood impacts
- Develop a national best practice bushfire program with partner agencies
- Expand Council's existing street tree program to include new plantings in hinterland townships at risk of increased urban heat impacts and explore options to assist community members in undertaking their own nature strip plantings
- Monitor and adapt public health programs to respond to a changing climate, and impacts of vector-borne, waterborne and food-borne disease.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 11

Protect heritage and township character.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Satisfaction regarding how valued attributes of heritage and township character are recognised and cared for<sup>7</sup>.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Complete a shire wide Settlement Strategy.				
b	Support significant State Government Planning projects by participating in the Great Ocean Road Strategic Framework Plan and implementing the Distinctive Areas and Landscapes Outcomes.				
c	Protect Surf Coast Cultural Heritage by identifying opportunities for inclusion of heritage places in the planning scheme.				
d	Protect the Shire's environmental and landscape assets in townships through holistic structure planning.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Complete the planning scheme amendment for the Stage 2C Heritage Study and new Heritage Policy
- Complete the Moriac Structure Plan Background Report.

### FUTURE WORK

**Further work to be developed in years 2-4**

- Completion of the Stage 3 Heritage Study
- Completion of a Shire Wide Settlement Strategy
- Completion of the Moriac Structure Plan
- Planning scheme amendments to implement the Heritage Study, Settlement Strategy, Moriac Structure Plan and Distinctive Areas and Landscapes outcomes.



## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 12

Improve access to affordable residential accommodation.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The number of affordable lettings and proportion of affordable lettings as percent of all rentals in the Shire and performance satisfaction on place attributes related to housing prices and tenures, types and sizes<sup>8</sup>; and key worker availability.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Develop and maintain an understanding of the nature and extent of the residential accommodation affordability problems.				
b	Establish, implement and monitor the effectiveness of a program of work to positively address the problems associated with housing affordability.				
c	Increase awareness of the residential accommodation affordability problems in the municipality and their broader impacts so as to stimulate positive action by others.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Develop, implement and evaluate at least two place-based short-term plans to address accommodation shortfalls for key workers in Lorne and Anglesea
- Adopt an Affordable Residential Accommodation Action Plan to prioritise Council's efforts
- Provide assistance to Homes Victoria to deliver on its \$20 million commitment to increase the availability of social housing in the Shire
- Consider Council-owned sites at 42 Harding Street, Winchelsea and 2 Fraser Drive, Aireys Inlet for affordable housing developments
- Opportunities for Key Worker Housing are identified via the Key Worker Housing and Housing Pilot Co-ordination Project (Barwon South West region).

### FUTURE WORK

**Further work to be developed in years 2-4**

- Priorities determined by the Affordable Residential Accommodation Action Plan
- Implement outcomes of scoping work on 2 Fraser Drive Aireys Inlet and 42 Harding Street, Winchelsea.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 13

Support tourism and events that encourage people to stay longer and appreciate and care for this place.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Amount of overnight visitors coming to the Surf Coast during off peak months of February and May to November inclusive and their average length of stay; and the benefits received from off peak events such as Great Ocean and Otway Classic Ride, Great Ocean Road Running Festival, Amy's Grand Fondo, and Surf Coast Century.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Implement event and visitor related actions in the Economic Development Strategy 2021 – 2031.				
b	Support Great Ocean Road Regional Tourism to deliver marketing campaigns for the Surf Coast and Great Ocean Road region.				
c	Develop a visitor servicing strategy with a focus on provision of digital visitor information.				
d	Promote nationally significant cultural and historic stories associated with the Australian National Surfing Museum (ANSM) and Great Ocean Road Heritage Centre.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Support event organisers in the delivery of COVIDSafe events in the Surf Coast
- Complete a significance assessment of objects at the Australian National Surfing Museum (ANSM)
- Deliver marketing promotions including a Surf Coast Backyard campaign, Christmas promotion and Surf Coast Greatopia campaign
- Complete a social media campaign for the ANSM
- Install hanging rails in the Great Ocean Road Heritage Centre (GORHC) to enable increased rotation of photographic exhibitions.

### FUTURE WORK

**Further work to be developed in years 2-4**

- Improve digital platforms associated with the provision of visitor information
- Increase engagement of local audiences at the ANSM and GORHC
- Achieve recognition as a sustainable events destination by a recognised accreditation program
- Support tourism opportunities that deliver a quality, low impact, year-round experience, such as our nationally significant stories – the ANSM, Torquay and GORHC, Lorne.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 14

Support people to run successful local businesses that grow and create jobs in our changing economy.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Annual growth in number of Surf Coast businesses identified in the Australian Business Register.<sup>9</sup>

#	Action	2021-22	2022-23	2023-24	2024-25
a	Support the growth of a thriving and connected business network.				
b	Work with stakeholders on projects that unlock the potential of the hinterland.				
c	Develop advocacy documents that support the need for job creation enabling infrastructure such as high speed broadband services and recycled water infrastructure.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Provide support to business regarding COVID restrictions and recovery measures
- Provide support for businesses such as; the Business Concierge program; the Surf Coast Business Collective communications; and the Inspired by Surf Coast buy-local campaign
- Work with Barwon Water to complete Recycled Water Feasibility Study
- Identify local road connectors whose upgrade will have the greatest impact on freight and industrial transport connections.

### FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Develop campaigns to promote the benefits of remote working from the Surf Coast
- Progress the delivery of high speed internet to support co-working, professionals and home-based businesses
- Provide services that support business expansion and retention in the Surf Coast
- Ensure adequately zoned land to cater for local business scale up, job creation requirements in our townships and the evolving needs of our emerging industries and businesses
- Lobby State and Federal Government for funding for upgrades of key local road freight and industrial transport connections
- Review Road Network Plan including considerations for key freight and industrial transport connections in assessment criteria.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 15

Foster an environment that enables businesses to operate according to ethical, social and sustainable principles.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Activities undertaken to strengthen values led business initiatives; and major event organisers such as Rip Curl Pro demonstrate environmental leadership and best practice in sustainable event delivery.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Grow our reputation as an economy that has strong environmental and ethical values.				
b	Increase positive environmental outcomes relating to major events.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Identify new measures of economic success for our economy based on prosperity and sustainability
- Support emerging business networks that have a focus on sustainability such Ripple Surf Coast
- Reduce waste to landfill associated with major events such as the Rip Curl Pro.

### FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Share and celebrate examples of businesses setting new standards in social, ethical, corporate and environmental responsibility
- Identify opportunities to reduce commercial waste and emissions to address the climate emergency
- Support tourism opportunities that deliver a quality, low impact, year-round experience.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 16

Foster an environment where people with clever and creative ideas can make a difference in their communities.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The impact of the delivery of the Cultural Facility and Library Project in relation to liveability attributes<sup>10</sup>; and level of visitation of cultural attraction.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Provide resources directly or assistance to access resources such as funding, spaces and training.				
b	Remove barriers and make it easier for people to develop and implement their ideas.				
c	Showcase our community's talents, resourcefulness and success stories to inspire others.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Review Council's annual Arts Development Grants
- Refresh of our community and volunteer training schedule
- Deliver our Local Legends program to showcase inspiring figures in our community.

### FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Develop policy position that guides public art provision as a part of the design process of social infrastructure projects
- Explore opportunities for community to lead more projects
- Improve connections between state and regional funding opportunities
- Strengthen connections with Geelong Community Foundation
- Create a brokerage service for groups seeking funding to connect them with philanthropic and government grants and programs.



## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 17

Increase support for creative industries and arts

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Increase in the spaces available for creative cultural collaboration; and the growth in businesses in the creative industry sector.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Implement Goal 3 of the Economic Development Strategy 2021-31 - A destination of choice for emerging and innovative industries.				
b	Develop, implement and monitor a new Creative Places Strategy to guide Council's support for creative arts.				
c	Pursue a flagship cultural and library facility for the Surf Coast.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Participate in Geelong Design Week to support the creative sector
- Profile creative sector businesses on the Surf Coast
- A new Creative Places Strategy is adopted to guide Council's support for creative arts
- Progress the concept plan, business case and funding strategy for the Cultural and Library Facility.

### FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Evaluate our involvement in Geelong Design Week and if effective seeking greater participation
- Deliver and monitor progress and impact of Creative Places Strategy
- Progress planning and delivery of Cultural and Library Facility.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 18

Establish a sustainable financial position.

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Unallocated cash result greater than or equal to zero and total benefit and saving accumulated through Business Improvement Program.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Identify opportunities to attract additional non-rate revenue.				
b	Seek to include social and sustainable considerations in the development of a collaborative procurement policy and value of collaborative purchases.				
c	Prioritise the ongoing review of service delivery programs.				
d	Establish a policy to guide decision-making on how Council assets are retired, transferred, divested, and consolidated.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Establish policy to provide avenues for philanthropic and community based contributions to support program and projects
- Review Procurement Policy in line with LGA 2020
- Develop a policy position based on viability of use and utilisation to guide decision-making on how Council assets are retired, transferred, divested and consolidated.

### FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Understand financial and asset management implications of Social Infrastructure Plan
- Develop a framework to guide decision-making and investment on the development of new services, new facilities and new spend
- Bring reports to Council identifying assets which could be retired, transferred, divested or consolidated.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### STRATEGY 19

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

### KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Directly measure how people involved in our engagement rate if we are achieving the goal i.e. that decision making is informed by community views<sup>11</sup>.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Develop and apply a new approach to Communications and Engagement Strategy to reflect local and societal trends.				
b	Build the organisation's capability in effective engagement design and delivery.				
c	Experiment to discover more effective methods to communicate and engage with people in our community on the most important issues.				

### KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- A new Communications and Engagement Strategy is adopted
- A staff training program developed and delivery has commenced
- Identify the opportunities and constraints for further deliberative engagement processes to inform Council's major strategic challenges
- Evaluate the People Place Future Community Panel initiative and report this to Council and the community.

### FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Feasibility assessment of a Council App or other accessible digital platform completed and findings shared with community.
- Further training and staff capability building initiatives
- Monitoring of Communications and Engagement Strategy implementation and effectiveness
- Trial of new communications and engagement methods
- Significant deliberative engagement initiatives
- A recall or refresh of the People Place Future Community Panel.

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### References

The development of this Monitoring and Evaluation Framework draw on the following sources.

Friedmann, M. (2015) *Trying hard isn't good enough – How to Produce Measureable Improvement for Customers and Communities*; Parse Publishing .

Knowlton, L. & Phillips, C. (2013) *The Logic Model Guidebook. Better Strategies for Great Results* . Second Edition. Sage Publications. Retrieved via <https://www.betterevaluation.org/en> 14 July 2021

PlaceScore (2021) Liveability Platform Report retrieved via <https://lp.placescore.org> 12 march 2021

### Endnotes

1. Liveability Priorities are the aspects of our neighbourhoods and towns that are important to people but are currently underperforming. While the majority of place dimensions and place attributes that community members were surveyed on in Feb-March 2021 relate to Social Infrastructure and Open Space Planning, four were identified as Livability Priorities, ie, attributes which if improved will make the greatest difference to our community. While, as part of monitoring and evaluation framework, we plan to keep an eye on all of the interacting place dimensions and attributes, we will reference place strategy-aligned, liveability priority place attributes. Including the 'general condition of public open space' (CF 56% #4; PX 7.3 #24), the 'quality of public space' (CF 52% #5; PX 7.3 #22), the 'amount of public space' (CF 47% #6; PX 7.6 #18) and 'access to shared community and commercial assets' (CF 40% #12; PX 6.3 #41).
2. To be developed in the first year, indicators establishing a baseline for program impact relating to one priority health issue, ie, mental health, family violence, alcohol and other drugs, disability, family and aged services. Aspects of awareness, reach, participation, etc. will be considered in the impact evaluation design.
3. As described above there are a number of interconnected attributes relating to the network and connectivity of transport infrastructure. We'll keep an eye on and report back on Liveability Priority 'walking/jogging /bike paths that connect housing to community amenity' (CF 55% #3; PX 7.3 #23) and Secondary Liveability Priority 'access safety of walking, cycling and/or public transport' (CF 40% #12; PX 6.8 #34).
4. Neighbourhood strengths 'elements of natural environment (natural features, views, vegetation, topography, water, wildlife, etc.)' (CF 66% #2; PX 8.7 #1), and 'landscaping and natural elements (Street trees, planting, water features, etc.)' (CF 43% #10; PX 7.6 #19), as well as Liveability Priority 'protection of natural environment' (CF 70% #1; PX 6.9 #32)
5. We'll also keep an eye on Liveability Priority 'sustainable behaviours in the community (water management, solar panels, recycling, etc.)' (CF 46% #7; PX 6.7 #45).
6. We'll monitor neighbourhood strengths 'sense of neighbourhood safety (from crime, traffic, pollution etc.)' (CF 46% #7; PX 7.7 #11). As well as 'community spirit/resilience (to external impacts, bush fires, pandemics, storms, economic downturns etc.)' (CF 36% #16; PX 7.9 #6) and 'sense of connection to/feeling support from neighbours or community (CF 36% #16; PX 7.7 #17).

## 6.6 Council Plan incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan

### Endnotes (continued)

7. While sense of township or neighborhood character is contributed by a range of place attributes, we'll keep an eye on 'sense of character or identity that is different from other neighbourhoods (CF 46% #7; PX 7.8 #10) and 'overall visual character of the neighbourhood (CF 37% #15; PX 8.3 #2).

8. In addition to housing affordability and key worker data, we'll also monitor place attributes 'range of housing prices and tenures to buy or rent' and 'range of housing types and sizes (houses, terraces, flats, number of bedrooms, etc.)' in which, compared to the Australian National Benchmark, Surf Coast Shire is under performing on by -1.4 and -0.7 respectively.

9. In addition we will also keep an eye on 'locally owned and operated businesses' (CF 38% #14; PX 7.8 #8), 'local business provide for daily needs' (CF 41% #11; PX 7.7 #13), 'access to neighbourhood amenities (cafes, shops, health and wellness services, etc.)' (CF 32% #23; PX 7.7 #13), 'access to shared community and commercial assets (library, bike/car share, sport facilities/gyms etc.)' (CF 40% #12; PX 6.3 #41). As well as Secondary Liveability Priority 'local employment opportunities' (CF 28% #24; PX 5.1 #49) and 'connectivity to other neighbourhoods, ie, employment centres, shops, etc. (CF 22%; PX 7.7 (#15).

10. Compared to the Australian National Benchmark, the Surf Cost Shire is over performing on 'Cultural and/or artistic community' (+1.2). (CF 24% #28; PX 7.0; #30)

11. We will establish an indicator to measure whether people involved in our engagement feel decision making is informed by community views. We'll also cross reference with Local Government performance and Reporting Framework measure 'Community satisfaction with community consultation and engagement' and 'Community satisfaction with council decisions'.

Note regarding the Australian National Benchmarks referred to above. The 25 August Benchmark has been establish through data collected as part of the 2021 Australian Liveability Census which has been delivered by Place Score with funding from the federal government Department of Industry, Science, Energy and Resources. For more information <https://www.placescore.org/liveability-census/>



**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:** IC21/1629

**Appendix:**

1. Conflict of Interest Record - Meetings conducted under the auspices of Council - Councillor Briefings - 21 September 2021 (D21/182834)
2. Conflict of Interest Record - Meetings conducted under the auspices of Council - Councillor Briefings - 28 September 2021 (D21/187833)
3. Conflict of Interest Record - Meetings Conducted Under the Auspices of Council - Responsible & Planning - 28 September 2021 (D21/187835)
4. Conflict of Interest Record - Meetings conducted under the auspices of Council - Councillor Briefings - 5 October 2021 (D21/191364)
5. Conflict of Interest Record - Meetings conducted under the auspices of Council - Councillor Briefings - 12 October 2021 (D21/195815)
6. Conflict of Interest Record - Meetings conducted under the auspices of Council 2021 - CEO Employment Matters Committee - 13 October 2021 (D21/197270)

**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 - 21 September 2021
- Councillor Briefings - 28 September 2021
- Responsible and Planning Authority Briefing - 28 September 2021
- Councillor Briefings - 5 October 2021
- Councillor Briefings - 12 October 2021
- CEO Employment Matters Committee meeting - 13 October 2021

**9.1 Conflict of Interest Records**

**APPENDIX 1 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER THE AUSPICES  
OF COUNCIL - COUNCILLOR BRIEFINGS - 21 SEPTEMBER 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


<b>Description of Meeting:</b> Conflict of Interest Record - Meetings Conducted Under the Auspices of Council - Councillor Briefings – 21 September 2021
<b>Responsible Officer:</b> Chief Executive Officer
<b>Date:</b> 21 September 2021
<b>In Attendance:</b> 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 Culture & Community - Jill Moodie	✓
Cr. Mike Bodsworth	✓	Acting General Manager Governance & Infrastructure - John Bertoldi	✓
Cr. Kate Gazzard	X	Asset Management Analyst - Tym Guthridge	✓
Cr. Rose Hodge	✓	Community Engagement Facilitator - Rochelle Harding	✓
Cr. Liz Pattison	X	Coordinator Communications and Community Engagement - Darryn Chiller	✓
Cr. Adrian Schonfelder	✓	Coordinator Development Engineer - David Stacey	✓
Cr. Heather Wellington	X	Coordinator Governance - Liberty Nash	✓
		Engineering Services Manager - Ian Stewart	✓
		Manager Facilities and Open Space Operations - Travis Nelson	✓
		Manager Finance - Gabrielle Spiller	✓
		Manager Information Management - Neil McQuinn	✓
		Manager Social Infrastructure Planning - Shaan Briggs	✓
		Team Leader Youth Development - Jack Pearson	✓

<b>MEETING COMMENCED</b>	11:00am	<b>MEETING CONCLUDED</b>	2.53pm
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<b>Matters considered at the meeting</b>
1. Youth Advisory Committee
2. Asset Management – Investment Strategy Overview

Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil		

<b>Responsible Officer Signature:</b>		<b>Print Name:</b> Robyn Seymour
<b>To be completed on conclusion of session and provided to Governance Officer.</b>		

**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—
- the names of all Councillors and members of Council staff attending;
  - the matters considered;
  - any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
  - 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—
- reported at a meeting of the Council; and
  - incorporated in the minutes of that Council meeting.



## 9.1 Conflict of Interest Records



### **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 2 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER THE  
AUSPICES OF COUNCIL - COUNCILLOR BRIEFINGS - 28 SEPTEMBER 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

<b>Description of Meeting:</b> Conflict of Interest Record - Meetings Conducted Under the Auspices of Council - Councillor Briefings – 28 September 2021
<b>Responsible Officer:</b> Chief Executive Officer
<b>Date:</b> 28 September 2021
<b>In Attendance:</b> 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 Culture & Community - Damian Waight	✓
Cr. Mike Bodsworth	✓	Acting General Manager Governance & Infrastructure - John Bertoldi	✓
Cr. Kate Gazzard	✓	Coordinator Governance - Liberty Nash	✓
Cr. Rose Hodge	✓	Governance Officer - Julie Morales	✓
Cr. Liz Pattison	✓		
Cr. Adrian Schonfelder	✓		
Cr. Heather Wellington	X		

<b>MEETING COMMENCED</b>	9:38am	<b>MEETING ADJOURNED</b>	10:44am
<b>MEETING RESUMED</b>	10:50am	<b>MEETING CONCLUDED</b>	11:16am

Matters considered at the meeting
1. Agenda Review
2. Monthly Finance Report - August 2021
3. Digital Transformation Program Update – Aug/Sept 2021
4. Monthly Program Status Report Update - August 2021
5. Water Quality Analysis of North Torquay Drainage Network - August 2021

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> <b>Responsible Officer Signature:</b>  </div> <div> <b>Print Name:</b> 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

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 - RESPONSIBLE & PLANNING - 28 SEPTEMBER 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

<b>Description of Meeting:</b> Responsible & Planning Authority Briefings
<b>Responsible Officer:</b> Chief Executive Officer
<b>Date:</b> 28 September 2021
<b>In Attendance:</b> Yes (✓) No (X)

Councillors		Officers	
Cr. Gary Allen	✓	Chief Executive Officer - Robyn Seymour	✓
Cr. Paul Barker	✓	Acting General Manager Culture & Community - Damian Waight	✓
Cr. Mike Bodsworth	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Kate Gazzard	✓	Acting General Manager Governance & Infrastructure - John Bertoldi	✓
Cr. Rose Hodge	✓	Acting Manager Planning & Development - Karen Hose	✓
Cr. Liz Pattison	✓	Principal Strategic Planner - Michelle Warren	✓
Cr. Adrian Schonfelder	✓	Principal Strategic Planner - Samantha Natt	✓
Cr. Libby Stapleton	✓	Governance Officer - Julie Morales	✓
Cr. Heather Wellington	X		

<b>MEETING COMMENCED</b>	10:45am	<b>MEETING CONCLUDED</b>	10:49am
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<b>Matters considered at the meeting</b>
1. Planning Scheme Amendment GC183 - Stage 2C of the Surf Coast Shire Heritage Study

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> <b>Responsible Officer Signature:</b>  </div> <div> <b>Print Name:</b> 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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- 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).



**9.1 Conflict of Interest Records**

**APPENDIX 4 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER THE  
AUSPICES OF COUNCIL - COUNCILLOR BRIEFINGS - 5 OCTOBER 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

<b>Description of Meeting:</b> Conflict of Interest Record - Meetings Conducted Under the Auspices of Council - Councillor Briefings – 5 October 2021
<b>Responsible Officer:</b> Chief Executive Officer
<b>Date:</b> 5 October 2021
<b>In Attendance:</b> Yes (✓) No (X)

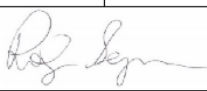
Councillors		Officers	
Cr. Libby Stapleton, Mayor	✓	Chief Executive Officer - Robyn Seymour	✓
Cr. Gary Allen	✓	General Manager Environment & Development - Ransce Salan	✓
Cr. Paul Barker	✓	General Manager Culture & Community - Chris Pike	✓
Cr. Mike Bodsworth	✓	Acting General Manager Governance & Infrastructure - Stevan Muskett	✓
Cr. Kate Gazzard	✓	Climate and Sustainability Officer - Sean Keown	✓
Cr. Rose Hodge	✓	Community Development Advisor - Shannon Fielder	✓
Cr. Liz Pattison	✓	Community Engagement Facilitator - Rochelle Harding	✓
Cr. Adrian Schonfelder	✓	Coordinator Communications and Community Engagement - Darryn Chiller	✓
Cr. Heather Wellington	X	Coordinator Customer Experience - Virginia Morris	✓
		Coordinator Economic Development, Business and Tourism - Simon Loone	✓
		Coordinator Environment - Kate Smallwood	✓
		Coordinator Environmental Sustainability - Sally Sneddon	✓
		Coordinator Environmental Sustainability - Lauren Watt	✓
		Coordinator Ranger Services - Rob Pitcher	✓
		Coordinator Recreation Planning - Jarrod Westwood	✓
		Governance Officer - Julie Morales	✓
		Manager Business Improvement - Brendan Walsh	
		Manager Community Relations - Damian Waight	✓
		Manager Economic Development - Matt Taylor	✓
		Manager Environment and Community Safety - Rowan Mackenzie	✓
		Manager Facilities and Open Space Operations - Travis Nelson	✓
		Manager Social Infrastructure Planning - Shaan Briggs	✓
		Recreation Development Officer - Paul Elshaug	✓
		Social Planning and Recovery Advisor - Alicia Hooper	✓

<b>MEETING COMMENCED</b>	10:07am	<b>MEETING CONCLUDED</b>	2:57pm
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Matters considered at the meeting
1. Barwon Water - Water for Our Future - External Presentation
2. Domestic Animal Management Plan 2022-26 - Proposed Actions for Public Exhibition
3. Climate Emergency Corporate Response Plan 2021-2031 Quarterly Report
4. Economic Development Strategy (Draft) - Comments from Exhibition Period
5. G21 and AFL Barwon Towards 2030: Strategy

## 9.1 Conflict of Interest Records



6. Complaint Handling Policy Review		
7. Winchelsea Leisure Time Centre - Rectification Works Update		
8. Council Plan Incorporating the Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan		
9. Age & Access - Positive Ageing Advisory Committee Terms of Reference Update and Renewal of Members		
10. COVID Recovery Program		
<b>Councillor Conflict of Interest Disclosures</b>		
<b>Councillor</b>	<b>Left Meeting (Y/N)</b>	<b>Classification and nature of interest(s) disclosed</b>
Nil		
<b>Responsible Officer Signature:</b> 		<b>Print Name:</b> 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—

- the names of all Councillors and members of Council staff attending;
- the matters considered;
- any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
- 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—

- reported at a meeting of the Council; and
- incorporated in the minutes of that Council meeting.

### Auspices of the Council

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**9.1 Conflict of Interest Records**

**APPENDIX 5 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER THE  
AUSPICES OF COUNCIL - COUNCILLOR BRIEFINGS - 12 OCTOBER 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

<b>Description of Meeting:</b> Conflict of Interest Record - Meetings Conducted Under the Auspices of Council - Councillor Briefings – 12 October 2021
<b>Responsible Officer:</b> Chief Executive Officer
<b>Date:</b> 12 October 2021
<b>In Attendance:</b> 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	X	Acting Manager Finance - Tracey McCarthy	✓
Cr. Rose Hodge	✓	Asset Management Analyst - Tym Guthridge	✓
Cr. Liz Pattison	✓	Climate and Sustainability Officer - Sean Keown	✓
Cr. Adrian Schonfelder	✓	Community Development Advisor - Shannon Fielder	✓
Cr. Heather Wellington	X	Community Engagement Facilitator - Rochelle Harding	✓
		Coordinator Communications and Community Engagement - Darryn Chiller	✓
		Coordinator Design and Traffic - Mark Gibbons	✓
		Coordinator Environment - Kate Smallwood	✓
		Coordinator Environmental Sustainability - Lauren Watt	✓
		Coordinator Recreation Planning - Jarrod Westwood	✓
		Coordinator Social Infrastructure & Open Space Planning - Kristin Davies	✓
		Coordinator Statutory Planning - Ben Schmied	✓
		Engineering Services Manager - Ian Stewart	✓
		Environment Officer - Biodiversity - Leanne Rolfe	✓
		Governance Officer - Julie Morales	✓
		Manager Community Strengthening - Jill Moodie	✓
		Manager Environment and Community Safety - Rowan Mackenzie	✓
		Manager Facilities and Open Space Operations – Travis Nelson	✓
		Manager Social Infrastructure Planning - Shaan Briggs	✓
		Project Manager - Capital and Operational Projects - Leanne Lucas	✓
		Property Officer - Sheree Seiffert	✓
		Recreation Development Officer - Paul Elshaug	✓
		Senior Statutory Planner - Rob Wandell	✓
		Strategic Initiatives Coordinator - Alicia Hooper	✓

<b>MEETING COMMENCED</b>	10:10am	<b>MEETING CONCLUDED</b>	3:06pm
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## 9.1 Conflict of Interest Records



Matters considered at the meeting		
1. Beach Energy - Enterprise-1 Project		
2. Earth Resources - State Regulation of Otway Basin Petroleum Exploration & Development		
3. Karaaf Wetlands Project - Progress Update		
4. Forest Road Kangaroo Fencing		
5. Planning Permit Application 21/0333 - Use & Development of a Retirement Village, Removal of Native Vegetation, and Removing a Reservation from Land under Section 24A of the Subdivision Act - 5 Coombes Road; 4, 10, 16, 22 and 24 Cypress Lane; Cypress Lane Road Reserve and Part of 3A Black Wattle Mews, Torquay		
6. Reconciliation Action Plan Draft - Progress Update		
7. Council Action Plan		
8. Winchelsea Swimming Pool Revamp - Community Engagement		
9. Reports Coming To The October Council Meeting		
10. SCS-026 Circus Policy		
11. SCS-001 Councillor Entitlements, Expenses and Facilities Policy		
12. Proposed Sparrow & Edward Street, Anglesea - Special Charge Scheme		
Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil		
<b>Responsible Officer Signature:</b>  <b>Print Name:</b> 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—
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  - the matters considered;
  - any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
  - 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—
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### Auspices of the Council

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**9.1 Conflict of Interest Records**

**APPENDIX 6 CONFLICT OF INTEREST RECORD - MEETINGS CONDUCTED UNDER THE  
AUSPICES OF COUNCIL 2021 - CEO EMPLOYMENT MATTERS COMMITTEE - 13  
OCTOBER 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

<b>Description of Meeting:</b> CEO Employment Matters Committee meeting to review performance objectives
<b>Responsible Officer:</b> Leanne Perryman
<b>Date:</b> 13 October 2021
<b>In Attendance:</b> Yes (✓) No (X)

Councillors	✓	Officers	✓
Cr. Gary Allen	✓	CEO - Robyn Seymour	✓
Cr. Paul Barker	✓	Manager People and Culture - Leanne Perryman	✓
Cr. Mike Bodsworth	✓	Independent Chair - Anne Marie Leslie	✓
Cr. Kate Gazzard	X		
Cr. Rose Hodge	✓		
Cr. Liz Pattison	✓		
Cr. Adrian Schonfelder	✓		
Cr. Libby Stapleton	✓		
Cr. Heather Wellington	✓		

<b>MEETING COMMENCED</b>	12.45pm	<b>MEETING CONCLUDED</b>	1.45pm
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<b>Matters considered at the meeting</b>
1. CEO Performance Objectives and professional development 2. CEO Employment & Recruitment policy (deferred)

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;"> <div> <b>Responsible Officer Signature:</b> </div> <div> <b>Print Name:</b> Leanne Perryman         </div> </div>		
To be completed on conclusion of session and provided to Governance Officer.		

### Governance Rules, Chapter 3, Clause 3

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**10. NOTICE OF MOTIONS**

Nil

## **11. CLOSED SECTION**

### **Recommendation**

That Council, pursuant to section 66(1) and 66(2)(a) of the *Local Government Act 2020*, close the meeting to members of the public to resolve on matters pertaining to items that deal with information that is confidential in accordance with section 3(1) of the Act, as follows:

- 11.1 CEO Performance Objectives 2021-22** - confidential in accordance with section 3(1)(f), pertaining to personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs;.