

Agenda

Meeting of Council
Tuesday, 3 August 2021

To be held in 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 IN VIA VIDEO CONFERENCE (ZOOM)
ON TUESDAY 3 AUGUST 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:

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.

BUSINESS:

- 1. **CULTURE & COMMUNITY** 4
- 1.1 *People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)*..... 4

1. CULTURE & COMMUNITY

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset 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:** IC21/1212

Appendix:

1. 2021-08-03 Draft Community Vision 2021 (D21/144689)
2. 2021-08-03 Draft Council Plan incorporating Health and Well Being Plan 2021-2025 - full layout (D21/146469)
3. 2021-08-03 Draft Financial Plan 2021 - 2031 on Display (D21/145029)
4. 2021-08-03 Draft Asset Plan 2021-2031 (D21/107369)

Officer Conflict of Interest:

In accordance with Local Government Act 2020 – Section 130:

Yes

No

Status:

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

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to endorse the People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan) for a three week public exhibition period.

Summary

The People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan) have been developed according to Local Government Act 2020 requirements, including the requirement for these strategic documents to be integrated and informed by deliberative engagement with the community.

A Community Vision and Recommendations Report to inform the development of the draft Council Plan incorporating the Municipal Public Health and Wellbeing Plan, and Financial and Asset Plan was developed by the People Place Future Community Panel. The panel was made up of 35 representative and randomly selected community members and was independently facilitated by Mosaic Lab.

The public exhibition of the draft Council Plan incorporating the Municipal Public Health and Wellbeing Plan, and Financial and Asset Plan marks the third phase of engagement in the development of these documents and aims to confirm that Council has represented the community's priorities and developed a viable program of strategic priorities that responds to the Community Vision and Council's analysis of key data.

Recommendation

That Council:

1. Endorses the People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan) for public exhibition for a period of three weeks to 24 August 2021.
2. Thanks the participants of the People Place Future Community Panel for their work in developing the Community Vision and People Place Future Community Panel Recommendation Report
3. Considers all submissions and any amendments to the People Place Future Draft Strategic Plans at the 28 September 2021 Council Meeting.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset 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 requires Victorian councils to design, implement and monitor a suite of strategic documents underpinned by a deliberative engagement process.

The Public Health and Wellbeing Act 2008 mandates that local governments have a responsibility to protect, improve and promote public health and wellbeing within their municipalities. Under section 26 of the Public Health and Wellbeing Act all local government authorities in Victoria are required to develop a Municipal Public Health and Wellbeing Plan (MPHWP) within 12 months of each general election of the council. Under s27 of the Public Health and Wellbeing Act a council may apply for an exemption from s26 if public health and wellbeing matters are properly addressed in the Council Plan. Council has elected to incorporate their Municipal Public Health and Wellbeing Plan into the Council Plan in recognition of the role Council plays in creating the conditions for positive health and wellbeing.

Beyond the requirements of the Local Government Act 2020 and Public Health and Wellbeing Act 2008, the Surf Coast Shire Council recognises the strategic value of investing in an evidence-based and inclusive planning process and has conducted two phases of community engagement to ensure that the insights of Shire communities inform the design of an integrated program of work that measurably contributes to the delivery of our community's long term vision.

The first, participatory phase of engagement sought community input through surveys, on-line submissions, targeted consultation and in person discussions at pop up stalls. 1193 surveys were completed, 16 online submissions were received, and over 100 people had their views captured in person at pop up events.

The result of this phase of engagement indicated that the community most valued the protection and enhancement of the natural environment. Managing growth in a sustainable way was the next highest priority with community health and wellbeing scoring third highest.

When asked specifically about health and wellbeing issues, respondents said increasing physical activity was the top priority, followed by tackling climate change and its impact on health. Improving social connection and mental health and wellbeing were the next most important themes.

When asked to comment on a vision for our community amongst the most commonly discussed themes were retaining a small town feel and ensuring development did not adversely impact on township character. Also important were a community that is welcoming and inclusive and where people look out for each other. Living and working in area of natural beauty rated highly. Active transport such as walking and cycling and public transport attracted a sizeable number of comments. The nurturing of creative industries and action to tackle climate change were also discussed.

The deliberative panel recruited 35 community members from across the Shire, which over the course of the process reduced to 30 with withdrawals. The panel was randomly selected and representative of the Shire's demographic make-up in terms of age, gender and location. The panel met for 33 hours over seven on-line sessions and was independently facilitated by Mosaic Lab. The Panel's Recommendations Report included the development of a long term community vision, ten principles and 35 recommendations.

The Community Vision developed by the Panel 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.'

The ten principles developed by the Panel to inform the development of the Council Plan incorporating the Municipal Public Health and Wellbeing Plan, and Financial and Asset Plan are:

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

1. Protect, conserve and restore our natural environment
2. Planning for growth
3. Sharing our home with the world
4. Identify and maintain our community identities
5. Equitable delivery of community services
6. Tackling Climate Change and Implementing Climate Resilient Strategies
7. Accountability through timely, consultative and transparent communication
8. Commitment to a community that promotes cultural and recreational activities
9. A place to nurture, acknowledge and promote innovation, the creative arts and industries
10. Respectful Engagement and Consultations with First Nations

Both the People Place Future Community Engagement Report and People Place Future Community Panel Report have been made available on Council's website, along with other resources utilised by the Panel in their deliberations.

Demographic, health, social, economic and environmental data and other research was provided to the panel to inform their deliberations and in the development of the themes and strategies of the draft Council Plan incorporating the Municipal Public Health and Wellbeing Plan, and Financial and Asset Plan.

Discussion

The process to develop the Council Plan incorporating the Municipal Public Health and Wellbeing Plan, Financial Plan and Asset Plan is evidence based and in accordance with the requirements of the Local Government Act 2020. These requirements include:

In accordance with s56 of the Local Government Act, the adoption of a community engagement policy that includes deliberative engagement practices must precede the development of the Community Vision, the Council Plan, the Financial Plan and the Asset Plan. Council Community Engagement Policy (SCS-017) was adopted on 15 September 2020

In accordance with s88 of the Local Government Act, Council has developed a Community vision with its municipal community in accordance with its deliberative engagement practices. The Community Vision:

- (2) has a long term, ten+ year horizon
- (3) describes the municipal community's aspirations for the future of the municipality.

In accordance with S89 of the Local Government Act the process to develop the Council Plan has been undertaken with respect to strategic planning principles including:

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;
- (b) strategic planning must address the Community Vision;
- (c) strategic planning must take into account the resources needed for effective implementation;
- (d) strategic planning must identify and address the risks to effective implementation;
- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.

In accordance with s90 of the Local Government Act, the draft Council Plan has been developed to set:

- 2(a) The strategic direction of the Council
 - (b) Strategic objectives for achieving the strategic direction
 - (c) Strategies for achieving the objectives for a period of at least the next 4 financial years
 - (d) Strategic indicators for monitoring the achievement of the objectives
 - (e) A description of the Council's initiatives and priorities for services, infrastructure and amenity

In accordance with s91 of the Local Government Act, the Financial Plan has been developed to include:

- (2) A ten year horizon
- (3)(a) Statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council
- (b) Information about the decisions and assumptions that underpin forecasts

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

(c) Statements describing any other resource requirements that the Council considers appropriate to include in the Financial Plan.

Specifically in accordance with s92, the draft Asset Plan has been developed to include:

(2) A ten year horizon

(3)(a) Information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council

In electing to include public health and wellbeing matters in their Council Plan and apply for an exemption from preparing a standalone 'municipal public health and wellbeing plan within the period of 12 months after each general election of the Council, the Council Plan has been developed in accordance with the requirements of s26 of the Public Health and Wellbeing Act 2008.

The preparation of the Council Plan incorporating the Municipal Public Health and Wellbeing Plan must:

2(a) include an examination of data about health status and health determinants in the municipal district;

2(b) identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing;

2(ba) specify measures to prevent family violence and respond to the needs of victims of family violence in the local community

2(c) provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan;

(d) specify how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan.

In accordance with 26(3), the development of the Council Plan incorporating the Municipal Public Health and Wellbeing Plan has had regard to the State Public Health and Wellbeing Plan.

The development of the Council Plan incorporating the Municipal Public Health and Wellbeing Plan meets Council's requirement under the Climate Change Act 2017, to 'have regard to climate change' when preparing a municipal public health and wellbeing plan (MPHWP)

Council Plan

Theme 5 High Performing Council

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

Theme 5 High Performing Council

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

Theme 5 High Performing Council

Objective 5.4 Ensure the community has access to the services they need

Reporting and Compliance Statements:

Local Government Act 2020 – LGA 2020

Implications	Applicable to this Report
Governance Principles (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Policy/Relevant Law (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Environmental/Sustainability Implications (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020 and Council's Community Engagement Policy SCS-017)	Yes
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes
Risk Assessment	Yes
Communication	Yes
Human Rights Charter	Yes

Governance Principles - Local Government Act 2020 (LGA 2020)

The development of the Community Vision, Council Plan, Municipal Health and Wellbeing Plan, Financial Plan and Asset Plan:

- is underpinned by principles of social justice, including intragenerational and intergenerational equity and considers the cumulative impact of decision-making
- seeks to include community stakeholders (residents, businesses, diverse non-government organisations and all levels of government) to improve the environmental, social and economic wellbeing of our communities
- makes a commitment to align Council supports to work with residents, businesses, diverse non-government organisations and all levels of government to contribute to the achievement of the Community Vision
- makes a commitment to monitoring and evaluating to ensure innovation and continuous improvement
- makes a commitment to partner with residents, community groups, businesses, non-government organisations and all levels of government to achieve shared outcomes for our communities.
- will support ongoing financial viability through more effective resource allocation, better utilising community expertise and resources.
- Will consider regional, state and national plans and policies into strategic planning and decision making
- makes a commitment to seek out diverse perspectives to inform planning and decision-making and to be principled and equitable in its planning and allocation of resources to support communities' access to infrastructure, open space, facilities, programs and services and networks..
- Will contribute to the transparency of Council decisions, actions and information

Policy/Relevant Law

In addition to the Local Government Act 2020, the development of the Community Vision, Council Plan, Municipal Health and Wellbeing Plan, Financial Plan and Asset Plan also takes into account the following relevant laws.

The Public Health and Wellbeing Act 2008 (the Act) mandates that local governments have a responsibility to protect, improve and promote public health and wellbeing within their municipalities. Under the Act all local government authorities in Victoria are required to a develop Municipal Public Health and Wellbeing Plan (MPHWP) within 12 months of each general election of the council. Council has elected to incorporate their Municipal Public Health and Wellbeing Plan into the Council Plan in recognition that so many of Council's strategic and statutory roles contribute to creating the conditions for positive health and wellbeing.

Under the Climate Change Act 2017, local governments must use a decision-making framework that systematically considers the impact of climate change on the determinants of health (natural, built, social and economic). The Climate Change Act requires that MPHWP's have regard to climate change. This state government guide identifies ways that Victorian local governments can tackle climate change and its impacts on health.

Recommendation 94 of the Royal Commission into Family Violence, requires local governments to report on the measures they propose to take to reduce family violence and respond to the needs of victims in

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

preparing their MPHWP's. Under the Gender equality Act (2020), Victorian local governments must measure, report on, plan for and progress gender equality in their organisations and communities.

The Planning and Environment Act (1987) establishes a framework for planning the use, development and protection of land in Victoria. Within 18 months of a general election, each shire or municipality must produce a Municipal Planning Strategy (previously a Municipal Strategic Statement) which provides a succinct expression of the overarching strategic planning policy directions and is consistent with the objectives and commitments of the Council Plan.

Environmental/Sustainability Implications

The requirements of the Climate Change Act 2017 (see above) and the commitments made by Council as part of its climate emergency declaration (2019) has informed the development of the Community Vision, Council Plan, Municipal Health and Wellbeing Plan, Financial Plan and Asset Plan.

Community Engagement

The development of the draft Council Plan incorporating the Municipal Public Health and Wellbeing Plan and Financial and Asset Plans was carried out in regards to S56 of the Local Government Act and the Surf Coast Shire Council's Community Engagement Policy (SCS-017). The process had clearly defined objectives and scope. Additionally:

- Gave participants access to objective, relevant and timely information to inform their participation
- was representative of the persons and groups affected by the matter that is the subject of the community engagement
- provided participants with reasonable support to enable meaningful and informed engagement
- informed participants of the ways in which the community engagement process will influence Council decision making.

At the 19 January 2021 Council Meeting, Councillors resolved on the level of influence the deliberative panel would have on a Community Vision and the Council Plan incorporating the Municipal Public Health and Wellbeing Plan and Financial and Asset Plans. The levels of influence are shown below.

Plan and Engagement Level	Promise to the Community	Role of Community	Example of Activities
Community Vision Collaborate	<ul style="list-style-type: none"> • Listen to what people say • Document and record all inputs • Demonstrate that we have understood your concerns and priorities • Report back on what we have heard • Base the Community Vision on community recommendations to the greatest extent possible • Identify where we can't incorporate a recommendation and clearly explain why 	People Place Future Community Panel deliberation on the Community Vision	People Place Future Community Panel sessions 28 March, 20 April
Council Plan (inc. Health and Wellbeing Plan) Collaborate	<ul style="list-style-type: none"> • Listen to what people say • Document and record all inputs • Report back on what we have heard • Work to understand your concerns and priorities • Genuinely consider every community recommendation for inclusion in the Council Plan • Work with you to weigh up options based on feasibility and good governance • Identify where we can't incorporate a recommendation and clearly explain why • Provide transparent, annual progress updates during implementation 	People Place Future Community Panel deliberation on the Council Plan incorporating the Municipal Public Health and Wellbeing Plan	People Place Future Community Panel sessions 24 April, 5 May, 19 May

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Financial Plan Involve	<ul style="list-style-type: none"> • Listen to what people say • Record inputs • Report back on summarised input • Capture concerns and priorities • Genuinely consider every community recommendation • Weigh up the inclusion of community recommendations based on feasibility and good governance • Identify where the community recommendations and other inputs have influenced the Financial Plan thinking • Summarise and communicate recommendations not incorporated • Provide progress updates during implementation 	People Place Future Community Panel deliberation on the Financial Plan	People Place Future Community Panel session Saturday 15 May
Asset Plan Involve	<ul style="list-style-type: none"> • Listen to what people say • Record inputs • Report back on summarised input • Capture concerns and priorities • Genuinely consider every community recommendation • Weigh up the inclusion of community recommendations based on feasibility and good governance • Identify where the community recommendations and other inputs have influenced the Asset Plan thinking • Summarise and communicate recommendations not Incorporated • Provide progress updates during implementation 	People Place Future Community Panel deliberation on the Asset Plan	People Place Future Community Panel session Saturday 15 May

Public Transparency

The Community Vision, Council Plan, Municipal Health and Wellbeing Plan, Financial Plan and Asset Plan and the engagement program that informed their development supports transparency in decision-making, actions and information as described above under LGA 2020 s.9 (i) above.

Strategies/Plans

In line with s.89 of the LGA 2020, the development of the Community Vision, Council Plan, Municipal Health and Wellbeing Plan, Financial Plan and Asset Plan supports an integrated approach to planning, monitoring and performance reporting. Through the deliberative panel, the engagement program makes a commitment to involve and collaborate with community in the design and implementation, monitoring and evaluation of these key strategic documents.

Financial Management

The development of the Council Plan incorporating the Municipal Public Health and Wellbeing Plan and Financial and Asset Plans 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

Consistent with service performance principles described under LGA 2020 s.106, the development of the Community Vision, Council Plan, Municipal Health and Wellbeing Plan, Financial Plan and Asset Plan makes a commitment equitable and evidence-based planning and decision-making.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Risk Assessment

The development of the Community Vision, Council Plan, Municipal Health and Wellbeing Plan, Financial Plan and Asset Plan reduces the risk of not meeting the process and outputs requirements under the Local Government Act 2020.

The transparency and good governance embedded in the process to develop the Community Vision, Council Plan, Municipal 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 greater participation in their implementation.

Communication

A communications and engagement plan has been developed and will be implemented to support feedback on the Community Vision and draft Council Plan, Municipal Health and Wellbeing Plan, Financial Plan and Asset Plan. Opportunities to input will be communicated through established networks and connections with residents, community groups, businesses, peak bodies, as well as Council's website and social media platforms. Submissions may be made up to 11.59 pm on Wednesday 24 August.

Human Rights Charter

The independently verified methodology of the two phases of engagement has ensured that no human rights are negatively impacted by the engagement program to inform the development of the Community Vision, Council Plan, Municipal Health and Wellbeing Plan, Financial Plan and Asset Plan.

Options

Option 1 – Endorse the People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan) for public exhibition for a period of three weeks (until 24 August, 2021) and thank the participants of the People Place Future Community Panel for their work in developing the Community Vision and People Place Future Community Panel Recommendation Report.

This option is recommended by officers as the Community Vision and the draft Council Plan incorporating the Public Health and Wellbeing Plan, Financial and Asset Plans have been developed according to the Victorian Local Government Act 2020 and Public Health and Wellbeing Act 2008 and reflect best practice described in State government guidance resources. In endorsing the Plans for public exhibition, Council is honouring its commitment to community regarding the level of influence the Panel would have on the People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan). A three week exhibition period will enable us to check that these document reflect the evidence and community's vision and meet timelines for the delivery of the Community Vision and the Council Plan incorporating the Public Health and Wellbeing Plan and Financial Plan (31 October 2021).

Option 2 – Endorse the Community Vision and the draft Council Plan incorporating the Public Health and Wellbeing Plan, Financial and Asset Plans for public exhibition with minor amendments

This option is not recommended by officers as it might compromise the commitment Council made to community regarding the Panel's level of influence over the People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan) and may challenge Council's ability to deliver the Community Vision and the Council Plan incorporating the Public Health and Wellbeing Plan and Financial Plan by 31 October 2021.

Option 3 – Do not endorse the Community Vision and the draft Council Plan incorporating the Public Health and Wellbeing Plan, Financial and Asset Plans for public exhibition pending major changes.

This option is not recommended by officers as it undermines the commitment Council made to community regarding the Panel's level of influence over the People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan) and puts at risk Council's ability to meet the requirement of the Local Government Act 2020 to deliver the Community Vision and the Council Plan incorporating the Public Health and Wellbeing Plan and Financial Plan by 31 October 2021

Conclusion

The Community Vision and the draft Council Plan incorporating the Public Health and Wellbeing Plan, Financial and Asset Plans have been developed in line with the new requirements established in the Local Government Act 2020 relating to strategic plan development and deliberative engagement.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

In addition to the two phases of community engagement already undertaken to inform the Community Vision and the draft Council Plan incorporating the Public Health and Wellbeing Plan, Financial and Asset Plans, the three week public exhibition period will enable Council to check that these documents are representative of community priorities and set out a viable program of strategic work capable of positively contributing to the community vision.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

APPENDIX 1 2021-08-03 DRAFT COMMUNITY VISION 2021



People Place Future



Vision and Principles 2021

Between March and May 2021 a randomly selected group of people from Surf Coast Shire met to consider the future of the shire and to provide input into Surf Coast Shire Council's strategic plans.

People Place Future

After considering feedback from around 1200 survey respondents, and interpreting data and reading issues papers provided by Council, the 35 member panel produced a Community Panel Report. It contained a vision for the future, a set of principles and a series of recommendations for Council.

The vision captures the community aspiration for the future of Surf Coast Shire and has been adopted by Council as a foundation statement for its strategic plans

Community Vision

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.

The community panel developed 10 principles to support the vision. The Principles have informed the Council Plan 2021–2025 including the Municipal Health Plan, the Financial Plan 2021–22 to 2030-31 and Asset Plan 2021-2031.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Community Principles

Principle 1. **Protect, conserve and restore our natural environment**

Protection, conservation and restoration of the environment should drive the decision making processes now and into the future.

We value, preserve and prioritise our unique natural features and cultural heritage sites, hinterland, waterways and coast.

The community works collaboratively with council, relevant agencies and government to ensure that outcomes protect, improve and restore the natural environment and are not compromised.

Principle 2. **Planning for Growth**

Understand that our population will increase but this should not be at the detrimental expense of our unique neighbourhoods or the natural environment.

Land release, estate design and infill development must follow council and town structure plans in line with community expectations.

Council must take action to ensure estate developers construct innovative infrastructure to create a better place to live and work.

Council must take action to ensure housing estates contain a mix of dwellings to meet the breadth of economic needs of our diverse and seasonal population.

Principle 3. **Sharing our Home with the World**

We welcome visitors to the coast and hinterland and encourage them to respect and appreciate our home, heritage and lifestyle.

Encourage small scale, locally owned and operated tourist businesses.

Promote experiences and the use of existing infrastructure that are accessible and unencumbered.

Provide adequate visitor facilities that contribute to a better tourism experience and encourage visitors to stay longer, return or spend more via a circular economy so the benefits of tourism remain in the region.

Principle 4. **Maintaining Community Identity**

Protecting the distinctive and diverse communities from State Government/external rulings that impact our long held community values and lifestyles.

Supporting community events that celebrate the character of each unique township.

Principle 5. **Equitable delivery of community services**

A commitment to the basic physical and mental health needs for the community as a whole, encompassing infant welfare, immunisation, aged care services, community mental health/wellbeing. More community engagement for the aging, the vulnerable - targeting loneliness, suicide prevention, alcohol/drug abuse and domestic violence issues.

Principle 6. **Tackling Climate Change and Implementing Climate Resilient Strategies**

Lead and advocate to deliver effective solutions to key climate influences such as waste minimisation strategies, renewable energy alternatives, carbon emissions, water management, deforestation management. Delivering Initiatives within planning strategies to improve home and business energy ratings and efficiency Lead in the protection of the natural environment, with salinity and soil management strategies to alleviate negative impacts on the natural habitat such as coastal erosion and ground pollution

Ensure that bushfire and sea level rise, management planning is undertaken.

Principle 7. **Accountability through timely, consultative and transparent communication about proposed council decisions**

It is very important to be informed and engaged in advance (through accessible open communication) about upcoming decisions (particularly fiscal). As a diverse community, we want continued and improved opportunities to participate in the decision making process.

Principle 8. **Commitment to a community that promotes cultural and recreational activities**

Enable the community to participate in physical, recreational and cultural activities to enhance a healthy lifestyle. Council funds and actively seeks to secure resources from the State and Federal Government in order to provide the necessary infrastructure to support these activities.

Principle 9. **A place to nurture, acknowledge and promote innovation, the creative arts and industries**

Build a place that acknowledges and encourages creativity and innovation to resolve problems and promote a positive future. Enhance the visibility, capacity and growth of our creative communities.

Activate, maintain and create places for the arts, creative industries, local museums and community hubs for the benefit of everyone. Design collaborative networks to develop new pathways and inform decision making.

Principle 10. **Respectful Engagement and Consultations with First Nations**

With self determination at the centre, we will strengthen relationships to collaboratively achieve meaningful change as we continue along the reconciliation journey. Surf Coast Shire must engage and collaborate with the appropriate Aboriginal representatives including Eastern Maar, Wadawurrung registered Aboriginal parties, and Wathaurong Aboriginal Cooperative to ensure all actions respect the traditions, culture, health, social and other needs of the Aboriginal communities.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

APPENDIX 2 2021-08-03 DRAFT COUNCIL PLAN INCORPORATING HEALTH AND WELL BEING PLAN 2021-2025 - FULL LAYOUT

SURF COAST SHIRE COUNCIL

Draft Council Plan Incorporating the Health and Wellbeing Plan 2021 - 2025



www.surfcoast.vic.gov.au



Acknowledgment of Country

We Acknowledge the Wadawurrung People and the Gulidjan and Gadubanud Peoples of the Eastern Maar, as the Traditional Owners and Protectors of the land we now call Surf Coast Shire. We Acknowledge their Ancestors who cared for the land and waters for thousands of generations. We pay our respects to their Elders past, present and future.

Further, we Acknowledge all other Aboriginal and Torres Strait Islander Peoples, who are part of today's Surf Coast Shire community.

Wadawurrung Traditional Owners Aboriginal Corporation

Our shared Vision: All people working together to make Wadawurrung Country and Culture strong

Wurrurrwilwa gupma bengadak Wadawurrung

As Wadawurrung Traditional Owners we live by Bunjil's lore to care for Country and all things living as our ancestors have always done.

Our Dja (Country), is more than a place. Our coastal cliffs, wetlands, grassy and volcanic plains, and people were all formed by Bunjil and our ancestor spirits who continue to live in the land, water and sky. Black Hill near Gordon is where Bunjil created Wadawurrung people. Lal Lal Falls near Ballarat is where he created the waterways and where he returned to before heading to his resting places in the stars continuing to watch over us.

Our Dja is interwoven with relationships no matter whether the shape of that relation is human, granite hills, crow or Manna gum. Country is filled with relations speaking language, sharing stories and following lore. These spirits they link us back through time in a continuing connection with our past, our cultural practices and our stories. These spirits connect us to our Country and each other which gives us ongoing respect for our obligation to care for our Country.

We are educating the broader community and retelling the stories of history in our Country to provide a richer understanding of how important our people have been and continue to be in the formation and functioning of modern-day Victoria.

Let's walk together
Koling wada-ngal

Paleert Tjaara Dja – Let's Make Country Good Together
Wadawurrung Healthy Country Plan 2020-2030
Wadawurrung Traditional Owners Aboriginal Corporation

Eastern Maar Aboriginal Corporation

The contemporary Eastern Maar nation traces an unbroken line of descent back to our ancestors over many thousands of years. We have survived as our Country's First People and, despite the well documented colonial history, continue to maintain economic, traditional, cultural, familial and spiritual ties to our homeland. Through the leadership and authority of our Elders, we are practicing our laws and customs, strengthening our system of governance and nurturing our connection to Country.

We continue to pass on our traditional knowledge from generation to generation, inducting our young people into Maar society as a cultural practice initiated by our Ancestors. It is a process that keeps customs and stories alive and ensures we are able to maintain Maar culture, language and society. Drawing strength from our identity and past, we are able to live our culture as a set of attitudes, customs, and beliefs; helping us to be resilient and adaptable in changing circumstances.

We acknowledge that looking after this place properly, in a way that benefits all people, will require strong and respectful partnerships. We will move forward in a positive and collaborative way with the people and organisations who share interests in, and responsibilities for, our traditional lands and natural resources. We will do this within the context of our cultural integrity and values.

Meerreengeeye Ngakeepoorryeeyt
Eastern Maar Country Plan 2015
Eastern Maar Aboriginal Corporation

This country plan is called Meerreengeeye Ngakeepoorryeeyt. It is in our Maar language. Meerreengeeye means 'Our Country', which includes the land and waters, plants and animals, our stories and spirits, our citizens. This is how we see our Country, as connected and all-encompassing.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Table of contents

Acknowledgment of Country	1
Meet the Councillors	4
Mayor's Message	5
CEO's Message	6
About this Plan	8
About Surf Coast Shire	9
Our Challenges	14
Community Engagement	16
How we built on the community panel report	19
Health and Wellbeing Plan	22
Council Plan	31
Other Reading	51
Appendix 1 Community Panel report	
Appendix 2 Draft Financial Plan 2021–2031	
Appendix 3 Draft Asset Plan 2021–2031	
Appendix 4 Community Engagement Findings Report	



Meet the Councillors

The Surf Coast Shire Council comprises four wards and has a total of nine councillors. The number of councillors that represent each ward is determined by the population in the ward. The Lorne ward has one councillor, Winchelsea and Anglesea wards have two councillors each and Torquay is represented by four councillors.

The current Council was elected on 5 November 2020 for a four year term. Cr Libby Stapleton was elected Mayor for a one year term on 18 November 2020. Cr Liz Pattison was elected to the position of Deputy Mayor.

Anglesea ward



Cr Libby Stapleton (Mayor 2021)
lstapleton@surfcoast.vic.gov.au
 Ph: 0400 271 574



Cr Mike Bodsworth
mbodsworth@surfcoast.vic.gov.au
 Ph: 0427 337 558

Lorne ward



Cr Gary Allen
gallen@surfcoast.vic.gov.au
 Ph: 0438 637 274

Torquay ward



Cr Liz Pattison (Deputy Mayor 2021)
lpattison@surfcoast.vic.gov.au
 Ph: 0402 328 546



Cr Paul Barker
pbarker@surfcoast.vic.gov.au
 Ph: 0409 626 614



Cr Kate Gazzard
kgazzard@surfcoast.vic.gov.au
 Ph: 0428 570 094

Winchelsea ward



Cr Rose Hodge
rhodge@surfcoast.vic.gov.au
 Ph: 0407 552 025



Cr Adrian Schonfelder
aschonfelder@surfcoast.vic.gov.au
 Ph: 0400 169 741



Cr Heather Wellington
hwellington@surfcoast.vic.gov.au
 Ph: 0417 542 967

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Mayor's Message



Whatever your connection to Surf Coast Shire I am sure you have a strong idea of what you love about it. It might be the natural beauty, the strong community bonds, or the healthy lifestyle. Most likely it's all the above and more besides.

Getting a clear picture of what is important about our shire was the first step in the development of this Council Plan and our other related strategic documents.

We received feedback from around 1200 people on what they cared about and then we heard from a dedicated cross section of our community who volunteered weeks of their time to explore this topic in detail.

This work culminated in a community vision for the shire which articulates the future direction for us as a community and Council. The vision records the diversity of landscapes, lifestyles and townships. Protecting our natural environment and the character of each of townships emerged as a central theme. The vision recognises the contribution of First Nations people and how ongoing understanding and respect is essential. Children are specifically mentioned in recognition of the legacy we as community will leave to them. Creativity, diversity and recreation are also acknowledged. At the heart of the vision is a desire to make the future Surf Coast Shire better in the future than the past.

It's a worthy encapsulation of what we collectively value and what we should protect and enhance.

From this, and the subsequent set of principles developed by our hard working community panel, Council has developed 19 strategies arranged across seven themes to steer us in the direction of the community vision. When Council is so many things to so many people it's been quite an exercise to hone our strategic approach to these few. In doing so we are acknowledging the role others have played and will continue

to play in our collective futures. Sometimes we will be the leader and other times it's best that we step aside and let our community and other partners shine.

The community has taken the lead on shaping this plan and we intend to honour that commitment by continuing to work in collaboration over the four year life of this plan.

That's not to underestimate the work ahead of us. For all the great things about Surf Coast Shire we know we have challenges ahead of us – with climate change possibly the most important issue of our lives. Reconciliation with First Nations people is also a critical priority and there is the complex issue of how to manage growth in a sustainable way without losing what we love. An urgent, related issue, is the lack of affordable housing for many in our community.

All the same, I am optimistic about the future of this beautiful place. Within our community we have the ingredients for success – there are more examples than we can count where creative, talented people, have banded together to achieve a common goal. This Council Plan celebrates collaboration and recognises the power that comes from having a common purpose.

Cr Libby Stapleton
Mayor Surf Coast Shire Council

CEO's Message



It's a fascinating time to be living, working or visiting the Surf Coast Shire. Like everywhere else we are navigating the impact of COVID-19 and whilst we have become more accustomed to the challenges since those distant days in early 2020 we now have the cumulative effect of lockdowns, health risks and daily tallies.

The impacts vary for each of us and certainly there are some in our community who have been dealt a disproportionate blow. Vulnerable members of our community, our tourism and hospitality operators and young people are some of those who have borne the brunt of the pandemic locally.

It might seem paradoxical but the pandemic has brought good as well. We've seen how genuinely and quickly our community has mobilised to help others. Initiatives that might have had their genesis on someone's kitchen table during lockdown 1.0 have since flourished and established really solid connections in our communities.

We have shown we have what it takes as a community to recover and get our lives to something like normal – at least COVID normal.

There are other challenges ahead of us but again we face them as a community that cares, that has great energy and ideas and that is willing to share the load.

This Council Plan distils the challenges and opportunities ahead of us and in so doing represents a series of choices - where we should focus effort, where we need to change our approach and where we need to concentrate our limited resources. We also note the value and importance of partnerships – within our community and with other agencies, councils and levels of government. The result is a set of strategies that focuses our intent over the next four years.

Whilst it's early days for me I'm proud to note the commitment of the Councillors and officers to support the goals of our community. It's been evident through the development of the Council Plan and in the day to day work of our organisation. There is a culture of care that parallels what we see in our broader community.

Council has set some ambitious goals in this Council Plan because it's important to strive and because we have some challenges that require a wholehearted commitment. We approach this work with confidence, however, knowing that, through this plan, we have a clear line of sight of where to focus our efforts.

In effect we are all custodians of Surf Coast Shire and together we can ensure it remains a beautiful, healthy, caring and prosperous place to call home.

Robyn Seymour
CEO Surf Coast Shire Council

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



About this Plan

The Council Plan sets out Council's strategic direction for the four years until 2024. It describes the goals we have for the term of the current Council and provides a road map for how we will achieve these goals.

The Council Plan incorporates a long term community vision for Surf Coast Shire. The vision was developed by a community panel which was convened to give guidance on community aspirations for the shire. The work of the community panel has been instrumental in the development of the Council Plan and other integrated documents.

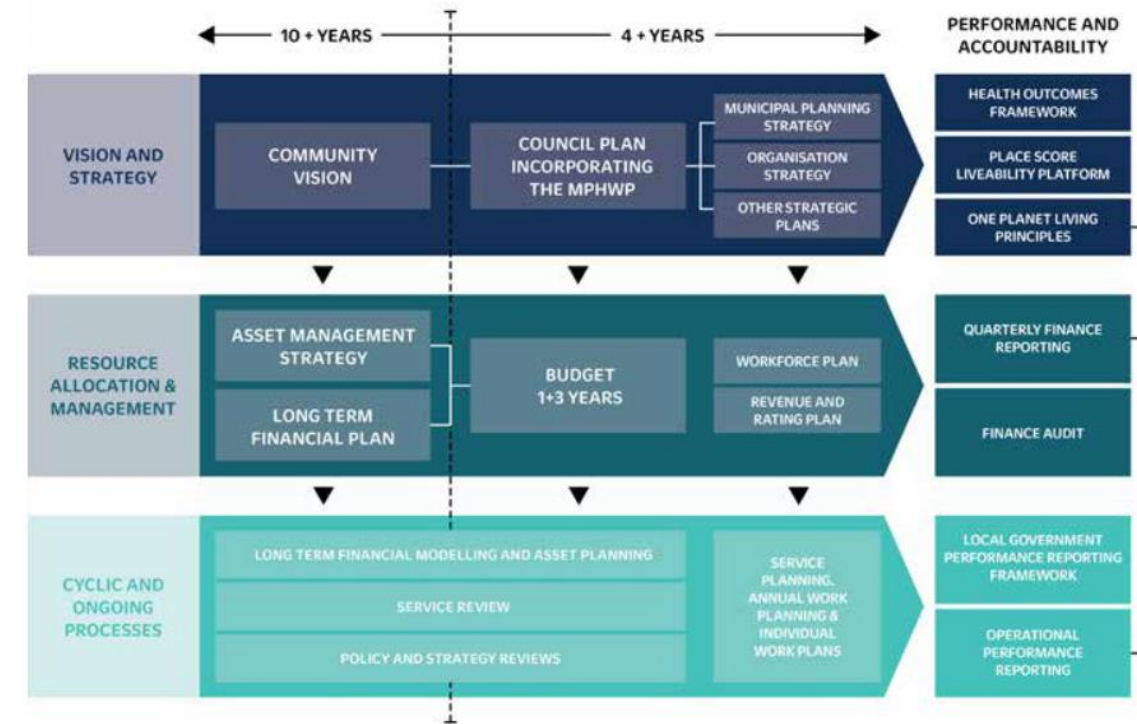
The four-year Council Plan incorporates our Municipal Public Health and Wellbeing Plan which provides further detail on how we support community health and wellbeing goals. Councils are required under the Public Health and Wellbeing Act 2008 to develop a Municipal Public Health and Wellbeing Plan.

A separate 10-year Financial Plan and 10-year Asset Management Plan are companions to the Council Plan. These additional plans give specific guidance on our long term strategic approach to managing financial sustainability and our approach to managing and maintaining community assets.

An action plan will accompany the Council Plan, and be updated annually, to show the specific activities we will undertake to achieve the goals of the plan. We will report on progress throughout the life of the plan and will continuously review our actions to ensure our efforts remain focussed and effective.

Structure of the Plan

This diagram shows how the council Plan links to the Community Vision and its relationship to Council's other strategic documents.



1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



About Surf Coast Shire

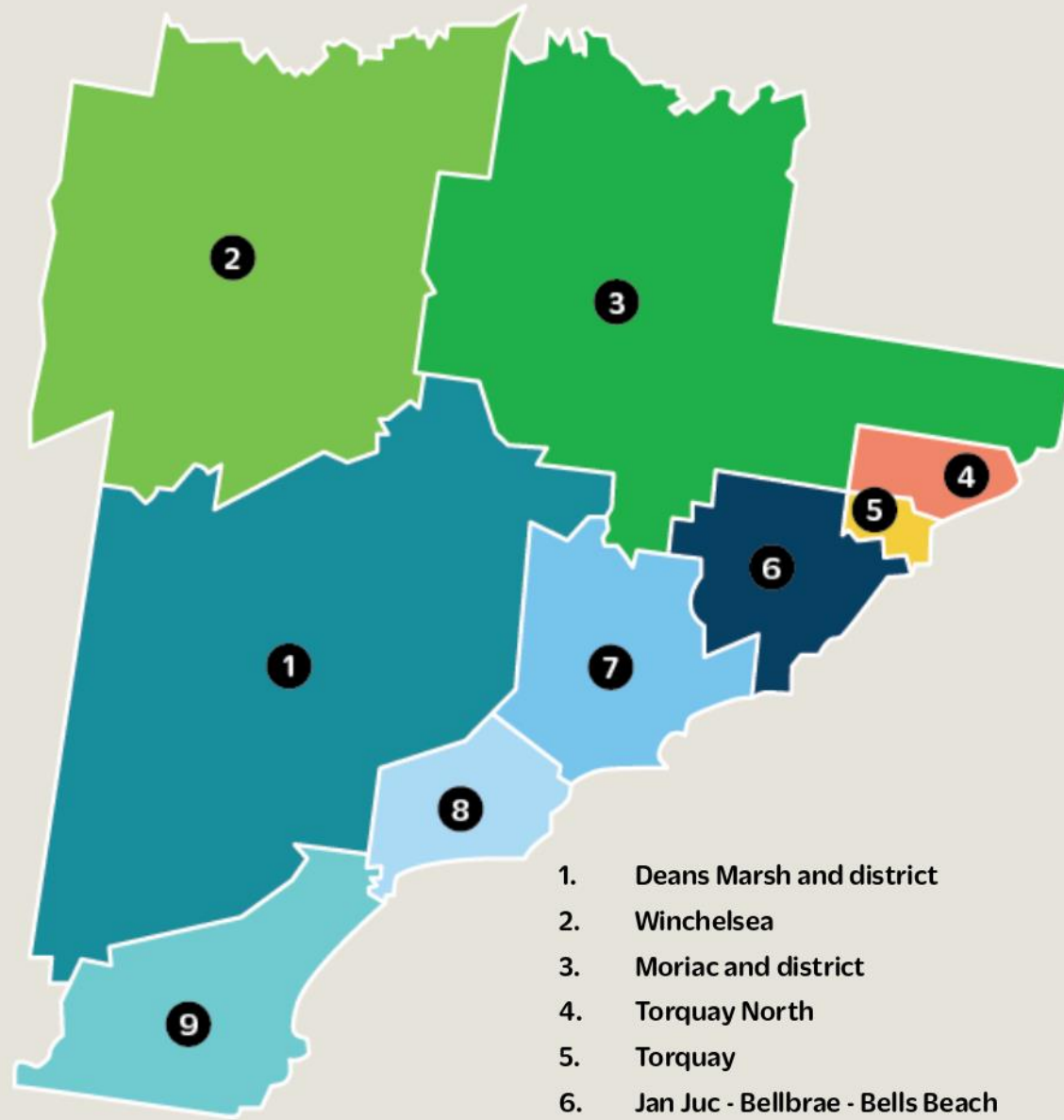
The Surf Coast Shire is located in south-western Victoria, 120 kilometres from Melbourne and 21 kilometres south of Geelong.

The landscape is a mix of coast, natural forest, urban settled areas and rural environments including land dedicated to agricultural production. The region's natural beauty and easy access make it a popular destination for tourists and day trippers. The Great Ocean Road is acknowledged as one of the nation's top destinations for international visitors and whilst COVID-19 has for now stopped international travel, domestic tourism remains a cornerstone of the regional economy. Other attractions include the Great Otway National Park and Bells Beach which is the best known of many outstanding surf breaks in the shire.

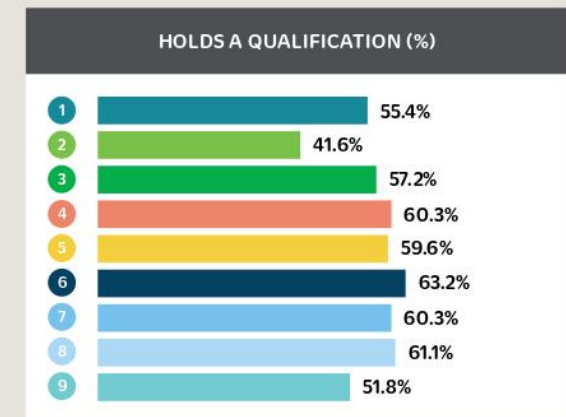
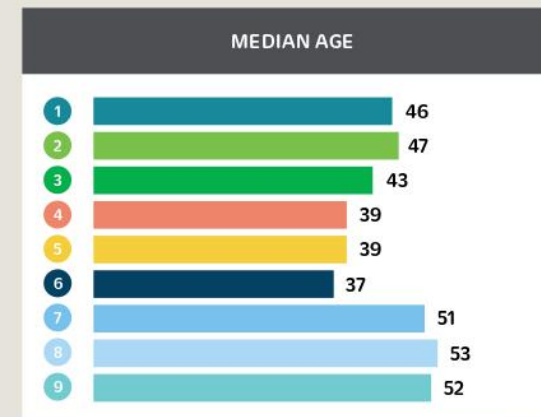
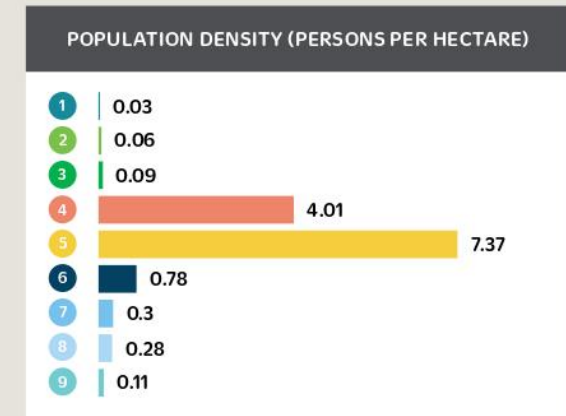
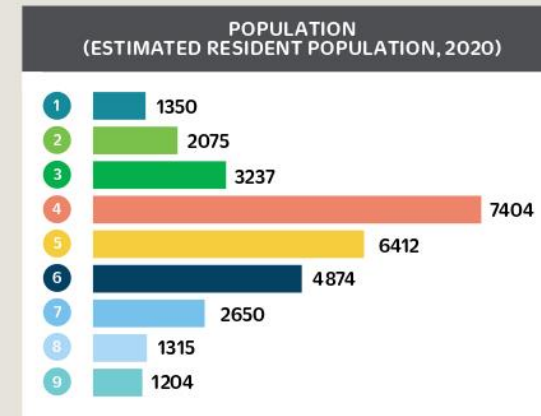
Surf Coast Shire comprises many individual townships, including Aireys Inlet, Anglesea, Bellbrae, Deans Marsh, Fairhaven Jan Juc, Lorne, Moriac, Torquay and Winchelsea. Each is a unique community with a sense of its own identity and a strong desire to protect what they cherish, including township character and the natural environment.



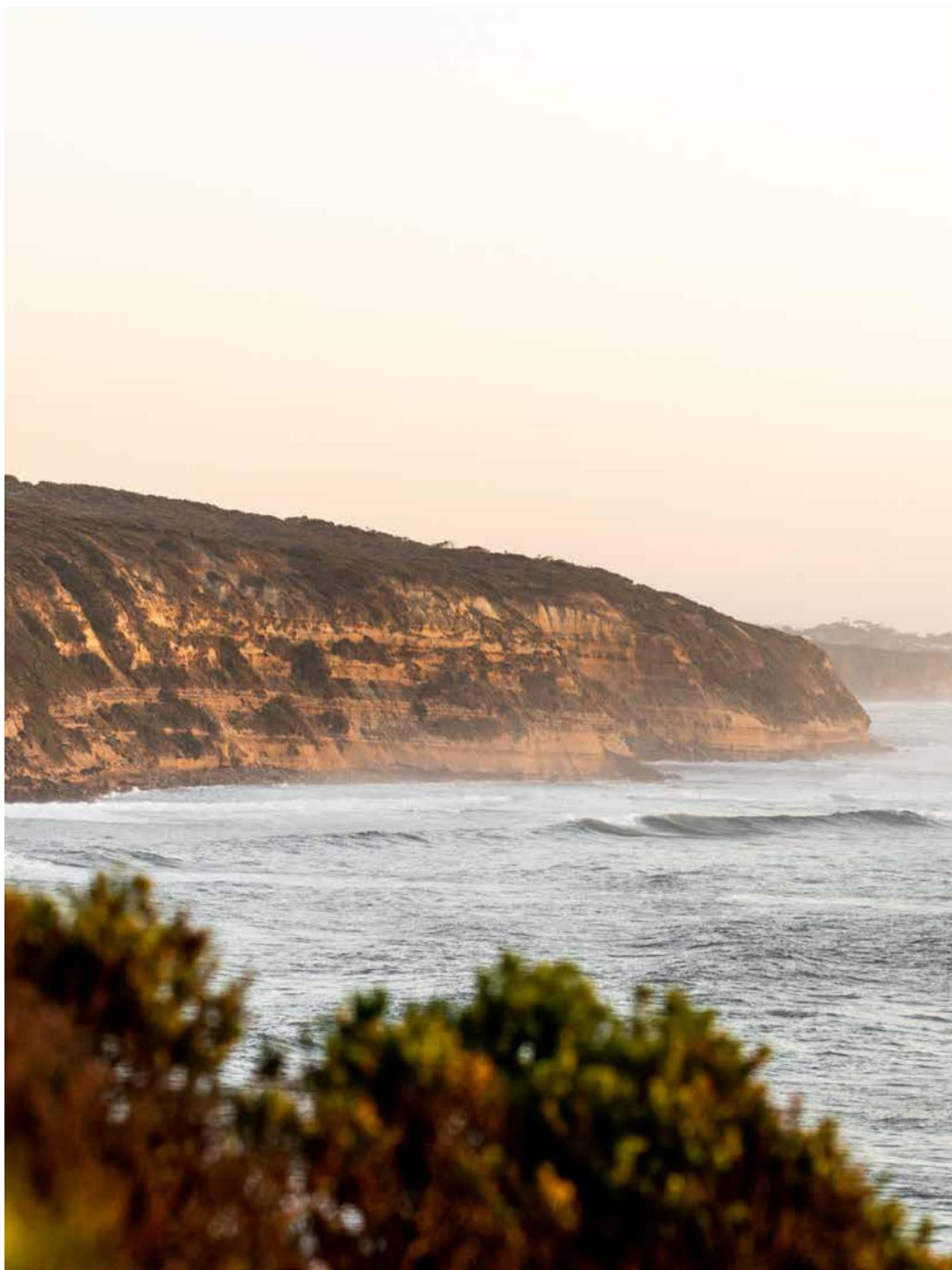
1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



1. Deans Marsh and district
2. Winchelsea
3. Moriac and district
4. Torquay North
5. Torquay
6. Jan Juc - Bellbrae - Bells Beach
7. Anglesea
8. Aieys Inlet - Fairhaven
9. Lorne



1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



Our Challenges

We have identified a number of long term challenges facing our shire and these have influenced the Council Plan and related strategic plans. Summaries of the challenges were available to people who completed our community surveys and to the members of the community panel to assist them in making their strategic recommendations.

The challenges are not exclusive to Council and the best response to them is likely to be a partnership with community, Council and other agencies. Our collective response to the challenges will determine the future liveability, sustainably and prosperity of our shire.

Housing affordability

A lack of affordable residential accommodation has emerged as a major problem in Surf Coast Shire and neighbouring municipalities. In May 2021 Surf Coast Shire Council declared a key worker accommodation crisis in recognition of how a lack of affordable accommodation was impacting on the economy and sustainability of local communities. House prices have soared with many towns now reporting median prices above \$1 million. For landlords short term holiday rentals are more appealing than long term rentals making it near impossible for workers to find rental properties in the town where their job is located. Most sectors of our economy are affected by the associated shortfall of staff.

Growth pressure

Surf Coast Shire's lifestyle and coastal and hinterland environments are enormously appealing. It is one of the most popular domestic travel destinations in Australia, and before the COVID lockdown, was Australia's number one international driving destination. Visitor numbers are compounded by growth in our permanent populations and those of neighbouring municipalities, which places additional pressure on local roads, parks and parking spaces. There is corresponding impact on beaches and other natural settings. With coast on one side and a national park on the other, vehicle access to much of the Surf Coast Shire is limited to just one route - the Great Ocean Road. Surf Coast Shire is part of a state level designated growth zone which mandates a specified number of allotments be available for residential development. Equally Council is limited in its revenue sources, compounding the challenge of how to fairly spread the cost of infrastructure necessary to support non-rate paying visitors.

Council income and spending

Council needs an income to fund the services and facilities it provides to the community. Surf Coast Shire Council relies on rates revenue for a greater proportion of its income compared to other councils. The Victorian Government's Fair Go Rates system sets a maximum limit for rate increases each year, which means even if Council wanted to it cannot increase rates beyond the limit set by the government. The increase is typically around the Consumer Price Index increase each year – currently about 1.5% to 2.0%. Sports clubs and community groups pay fees to use certain public facilities but these fees are not enough to cover the full cost of these facilities.

Long term modelling shows Surf Coast Shire financial status running into deficit based on current spending. Council is entering a period when a significant proportion of its public facilities, or assets, are becoming due for renewal or costly upgrades.

Reconciliation

Surf Coast Shire encompasses both Wadawurrung and Eastern Maar country. Australian Aboriginal culture is the oldest living culture in the world. Reconciliation with First Nations people is a fundamental and pressing need if we are to advance toward a fairer, more inclusive, society. The Native Title Act of 1993 and National Sorry Day are evidence of progress but the long history of injustice continues to impact on Aboriginal and Torres Strait Islander people. The Victorian Government has commenced a formal process to work towards reconciliation. Surf Coast Shire Council is seeking to build strong relationships with our Traditional Owners other Aboriginal and Torres Strait Islander people in our community. Our goal is to build a partnership that is respectful of their culture and traditions and supports their respective strategic goals.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



Climate change

Climate change is an existential threat. Human activity, including burning of fossil fuels, has led to an increase in global temperatures. The Intergovernmental Panel on Climate Change (IPCC) predicts catastrophic effects if global temperatures increase by more than 1.5 degrees Celsius above pre-industrial levels. Changes to weather patterns are occurring, species extinction is accelerating and heat related human deaths have increased. Reducing emissions will require systemic change in areas such as economics and trade, energy generation, food production and transport.

Local economy

Small permanent populations mean many local businesses rely on the tourist economy to sustain them. Tourists spend \$500 million in Surf Coast Shire each year. A strong summer season can be the difference between a local business surviving the off season or not. This applied before pandemic and is an even more acute challenge now. COVID-19 has had a disproportionate impact on Surf Coast Shire compared to many other municipalities given how much of our economy is linked to tourism. Outside of peak tourism season our community relies on a sustainable local economy for daily essential such as food and fuel. In Surf Coast Shire there are distinct sub economies based on location and industry type. For businesses to thrive there needs to be a sufficient scale to maintain a enough large catchment. Communities function better when there are enough businesses to meet local needs. Local trading precincts create opportunities for social interaction and they lessen the reliance on car travel, for both customers and workers, with a subsequent reduction in greenhouse gas emissions

Community Engagement

The engagement activities for the Council Plan and other related strategic plans were delivered through a campaign titled People Place Future.



The aim was to raise awareness of the challenges and opportunities facing our shire, encourage broad participation and seek diverse views.

The engagement methodology was designed to meet the requirements of the Local Government Act 2020 and our own Surf Coast Shire Council Community Engagement Policy.

The engagement approach comprised three interactive phases:

1. PARTICIPATORY PHASE
2. DELIBERATIVE PHASE
3. REVIEW PHASE



1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



Community Vision

The Community Vision, as developed by the community panel, and adopted by Surf Coast Shire Council 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.”



Participatory Phase January – March 2021

This phase sought broad community and stakeholder input, through surveys, online submissions, targeted contact with stakeholders, and face to face discussions at pop up stalls. Newspapers, direct mail, posters, flyers, social media and web content were used to promote this phase.

INFLUENCE AND COMMITMENT: Council committed to review and consider all input received during this phase and provided this information to the Community Panel for further analysis. Characteristics of this phase were that anyone could contribute and participants did not need to have reached a consensus with others.

OUTCOME: Close to 1200 responses were received through a combination of surveys, written submissions and conversations with stakeholder groups and at pop up events.

Deliberative Phase March – May 2021

The deliberative phase was the primary engagement activity of the People Place Future program. It comprised a deliberative panel, membership of which was based on random selection following an expression of interest process. The panel met between March and May, and through six independently facilitated workshops, developed a long term community vision and a set of principles and recommendations for Council.

Membership of the panel was weighted to represent the geographic spread of the shire population and the age and gender mix.

This process was designed to conform to the requirements of the new Local Government Act 2020, which mandates the use of deliberative engagement to inform the Council Plan and other strategic plans of Council.

INFLUENCE AND COMMITMENT: Council committed to adopting the community vision and principles to the greatest extent possible. Characteristics of the deliberative engagement phases were that participants were given time and detailed information to enable them to achieve a deep understanding of a topic. Decision making required a greater than majority consensus.

OUTCOME: 293 expressions of interest were received, with 35 recruited for the community panel.

Review Phase August – September 2021

Once the Council Plan and other documents have been drafted, Council will seek community submissions prior to endorsing these documents. This opportunity will be widely promoted to community members, including those who have been involved in previous phases of the project.

INFLUENCE AND COMMITMENT: Council will report back on the decisions made, and the ways community input have influenced the draft report. Feedback from a submission process will be reviewed and considered prior to a final plan being adopted.

-  Principle 1
Protect, conserve and restore our natural environment
-  Principle 2
Planning for Growth
-  Principle 3
Sharing our Home with the World
-  Principle 4
Maintaining Community Identity
-  Principle 5
Equitable delivery of community services
-  Principle 6
Tackling Climate Change and Implementing Climate Resilient Strategies
-  Principle 7
Accountability through timely, consultative and transparent communication about proposed council decisions
-  Principle 8
Commitment to a community that promotes cultural and recreational activities
-  Principle 9
A place to nurture, acknowledge and promote innovation, the creative arts and industries
-  Principle 10
Respectful Engagement and Consultation with First Nations

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



How we built on the community panel report

The Council Plan contains seven themes which serve as pillars for a series of strategies. The themes and strategies can be traced back to the community panel report and have been informed by it.

The community panel made a series of recommendations on how each of its principles should be pursued. As with the principles themselves the recommendations have been considered by Council and have informed the Council Plan.

It should be noted many of the Community Panel Report's recommendations would more typically appear as actions in a conventional strategic hierarchy. Therefore whilst some panel recommendations can be recognised in Council Plan strategies others have been referred to the action planning process. Where there might be potential barriers to delivering on a recommendation, (cost or jurisdiction for example) Council has sought to interpret the overall intent of a recommendation and build a strategic aim from that.

The Community Panel Report is available as an appendix to the Council Plan.



COMMUNITY VISION:

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.

COMMUNITY PANEL PRINCIPLES

- 1 Protect, conserve and restore our natural environment
- 2 Planning for Growth
- 3 Sharing our Home with the World
- 4 Maintaining Community Identity
- 5 Equitable delivery of community services
- 6 Tackling Climate Change and Implementing Climate Resilient Strategies
- 7 Accountability through timely, consultative and transparent communication about proposed council decisions
- 8 Commitment to a community that promotes cultural and recreational activities
- 9 A place to nurture, acknowledge and promote innovation, the creative arts and industries
- 10 Respectful Engagement and Consultations with First Nations

COUNCIL PLAN THEMES

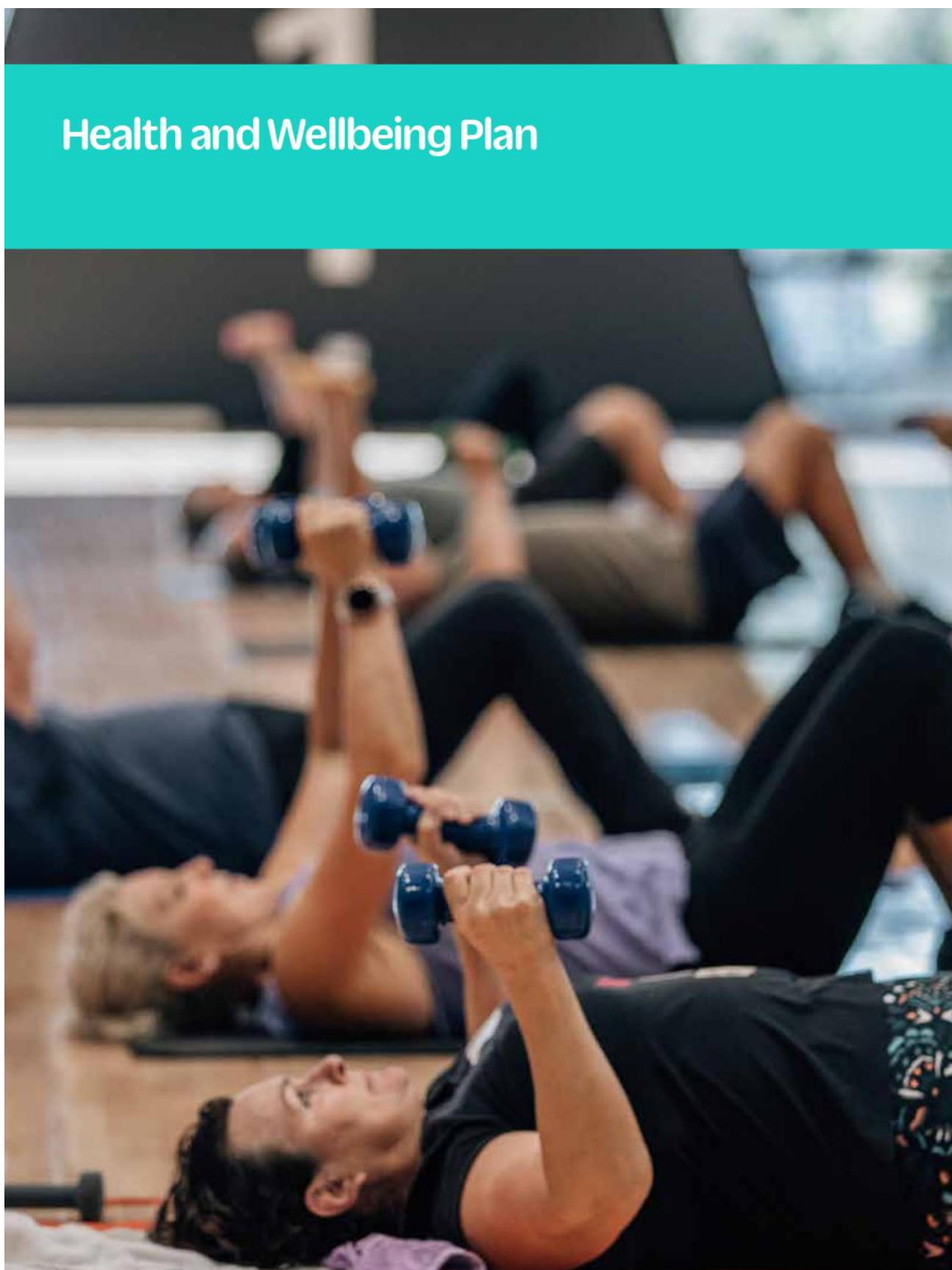
- Theme one: FIRST NATIONS RECONCILIATION
- Theme two: HEALTHY CONNECTED COMMUNITY
- Theme three: ENVIRONMENTAL LEADERSHIP
- Theme four: SUSTAINABLE GROWTH
- Theme five: A ROBUST AND DIVERSE ECONOMY
- Theme six: ARTS AND CREATIVITY
- Theme seven: ACCOUNTABLE AND VIABLE COUNCIL

COUNCIL PLAN STRATEGIES

<p>Strategy 1 (2, 6, 7) Work with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community to achieve reconciliation</p>	<p>Strategy 2 (2, 3, 4, 5, 6, 7) Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge</p>
<p>Strategy 3 (5, 6) Facilitate the provision of social infrastructure and open space to enable healthy lifestyles</p>	<p>Strategy 4 (5, 6) Improve access to local services and programs that support people to be healthy and well</p>
<p>Strategy 5 (3, 4) Make it easier for people to move around our towns and in nature without relying on cars</p>	<p>Strategy 6 (6, 7) Enable communities to strengthen their social connections and participate in community life.</p>
<p>Strategy 7 (2, 4) Protect significant habitats, landscapes and biodiversity</p>	<p>Strategy 8 (2, 4, 5, 7) Reduce greenhouse gas emissions to limit the impacts of climate change</p>
<p>Strategy 9 (5, 7) Divert more material from the waste stream</p>	<p>Strategy 10 (1, 2, 4, 5, 6, 7) Adapt to a changing climate</p>
<p>Strategy 11 (1, 2, 3, 5, 6, 7) Protect heritage and township character</p>	<p>Strategy 12 (2, 5) Improve access to affordable residential accommodation</p>
<p>Strategy 13 (1, 2, 3, 5, 6) Support tourism and events that encourage people to stay longer and appreciate and care for this place</p>	
<p>Strategy 14 (2, 4, 6) Enable people to run successful local businesses that grow and create jobs in our changing economy</p>	<p>Strategy 15 (2, 3, 4, 6, 7) Foster businesses that reflect local character and values including ethical, social and sustainable principles</p>
<p>Strategy 16 (1, 2, 3, 4, 5, 7) Foster an environment where people with clever and creative ideas can make a difference in their communities</p>	<p>Strategy 17 (1, 2, 4, 5) Increase support for creative industries and arts</p>
<p>Strategy 18 (2, 3, 4, 5, 6) Establish a sustainable financial position</p>	<p>Strategy 19 (1, 2, 3, 4, 5, 6) Improve Council's credibility as a trusted decision maker through meaningful engagement</p>

⓪ Indicates other related themes

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



Health and Wellbeing Plan

Health and Wellbeing Commitment

People's health and wellbeing are affected by how they live their daily lives and external factors such as access to employment and education, level of social connection, access to healthcare services and the physical environment. Surf Coast Shire Council is committed to creating environments that improve health outcomes for community members at every stage of their lives.

The Public Health and Wellbeing Act 2008 mandates that local governments have a responsibility to protect, improve and promote public health and wellbeing within their municipalities. Surf Coast Shire Council has chosen to integrate its health and wellbeing priorities within its Council Plan. We have done this because:

- It enables health and wellbeing to be embedded across Council priorities
- It reduces duplication of processes that might occur as part of the development of both plans
- It enables us to better align resources in the implementation of the plan across the four year cycle.

Council's role in community health and wellbeing

The World Health Organisation defines the social determinants of health as **"the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life"** (www.who.int.org).

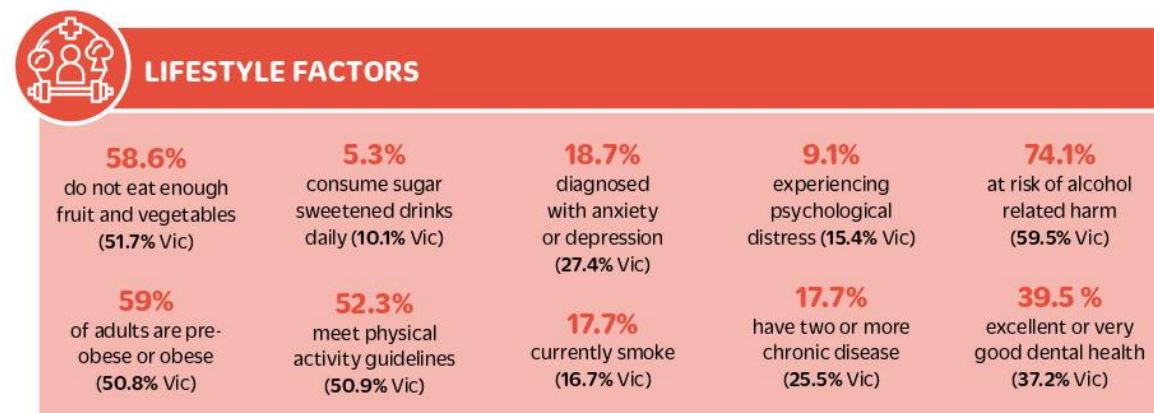
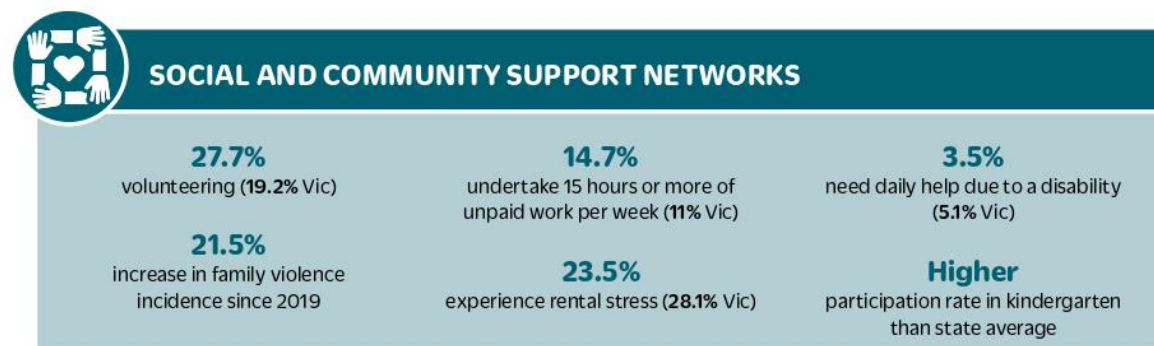
The Social Model of Health identifies that there are many factors (social determinants) to building healthier communities, the social determinants are defined by the economic, environmental and social conditions that influences individual and community health outcomes.

Council addresses many, if not all social determinants, of health through:

- Leadership
- Advocacy
- Partnerships and collaboration
- Planning and built environment
- Service and program delivery
- Regulation
- Strategic planning and policy
- Education and promotion
- Resourcing



1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



For more detailed health statistics see our Health and Wellbeing Data Profile at www.surfcoast.vic.gov.au/peopleplacefuture.

For more detailed community feedback regarding health please read the Health and Wellbeing lens on People Place Community Engagement Report at www.surfcoast.vic.gov.au/peopleplacefuture.

Determining our Health and Wellbeing priorities

The health and wellbeing focus areas, goals and strategies were determined alongside the development of the Council Plan itself.

Specific inputs that were considered to determine the health and wellbeing focus areas and goals are represented in the diagram below.








1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Health and Wellbeing focus areas

After analysing health data, community feedback, state and regional health plans and relevant legislation Council has identified five health and wellbeing focus areas.

The health and wellbeing focus areas the Council Plan themes and goals addresses are outlined by the table below.

 <p>Increase Healthy Eating and Active Living</p>	<p>Healthy eating and physical activity is integral to health and wellbeing. Regular physical activity has major benefits including reducing people's risk of chronic disease, it helps reduce social isolation, strengthens social connection and improves mental wellbeing (VicHealth Physical Activity Strategy, 2019 -2023). Eating healthy food reduces the risk of physical health problems like heart disease and diabetes and positively impacts on energy levels and mental health (Australian Department of Health, Head to Health).</p> <p>Surf Coast Shire has low rates of residents meeting daily fruit and vegetable consumption guidelines and just over half of adults meet recommended physical activity levels. Increasing physical activity is the top priority for the community identified in the community engagement survey. Healthy eating and physical activity are also priorities in the Victorian Public Health and Wellbeing Plan and for the G21 region.</p>	 <p>Tackling the Impacts of Climate Change on Health</p>	<p>Climate Change has been described by The World Health Organisation as the defining issue for public health in the 21st century. The WHO outlines the health impacts of a changing climate are overwhelmingly negative, with climate change negatively affective key determinants of health including clean air, safe drinking water, sufficient food and secure shelter (World Health Organization, Climate change and human health https://www.who.int). In 2019 Surf Coast Shire Council declared a climate emergency in recognition that climate change is a real and significant threat and urgent action is needed globally and locally.</p> <p>Tackling Climate Change and its impacts on health was the second highest health priority for the Surf Coast Shire community and is also a priority within the Victorian Public Health and Wellbeing Plan 2019-2023.</p>
 <p>Prevent family violence and promote gender equity</p>	<p>Family violence is a serious, widespread, but preventable problem. In the year 2019 -2020 there was a 21.5 % increase in family violence incidences in Surf Coast Shire.</p> <p>All Victorian Councils are required to take action to reduce family violence. Surf Coast Shire Council will focus on responding to family violence and tackling the drivers of violence against women and girls by promoting and progressing gender equity across the shire (Change the Story, A National Framework for the primary prevention of violence against women and children). Preventing all forms of violence is also a priority in the Victorian Public Health and Wellbeing Plan and for the G21 region.</p>	 <p>Reduce harm from Alcohol and other drugs</p>	<p>Alcohol is one of the top 10 avoidable causes of disease and death in Victoria. Excessive alcohol consumption can lead to a range of chronic diseases and serious health problems including high blood pressure, heart disease, stroke and a range of cancers (VicHealth, Alcohol harm prevention). Other health harms caused by excessive use of alcohol and other drugs include injury, crime, road fatalities and family violence.</p> <p>Adults across the Surf Coast Shire consume alcohol at levels that put them at significantly greater risk of alcohol related harm than the Victorian average. 74.1% of adults on the Surf Coast are classified as at life time risk of alcohol related harm as a result of consumption levels, this is the fifth highest level of all local government areas in Victoria. 59.2% of adults are at risk of short term harm as a result of the amount consumed in a single occasion, second highest of all local government areas in Victoria (Victorian Department of Health, Victorian Population Health Survey 2017).</p> <p>As the closest level of government to the community and as leaders, planners and policy makers, Council can prevent and minimize harm from alcohol and other drugs in our communities and this will be a focus for this plan.</p> <p>Reducing harmful alcohol and drug use is also a priority of the Victorian Public Health and Wellbeing Plan 2019-2023.</p>
 <p>Improve Mental Health and Social Connection</p>	<p>Each year, one in five Victorians will experience a mental health condition, with 45 per cent of Victorians experiencing that in a lifetime (Victorian Public Health and Wellbeing Plan 2019 -2023). 'Strong ties with family, friends and the community provide us with happiness, security, support and a sense of purpose. Being connected to others is important for our mental and physical wellbeing and can be a protective factor against anxiety and depression (Beyond Blue, Connections Matter, www.beyond.blue.org.au).</p> <p>Whilst the Surf Coast Shire does have lower proportions of adults experiencing anxiety or depression and psychological distress than the state average, and higher rates of volunteerism, this data was prior to the COVID19 pandemic and our community identified improving social connection and mental health as one of the top three health issues they would like Council to focus on in the People Place Future community survey. Improving Mental Wellbeing is also a priority in the Victorian Public Health and Wellbeing Plan 2019-2023.</p>	<p>The Council Plan strategies that contribute to these focus areas are identified with a heart symbol throughout the plan.</p> <p>Additionally, there are specific actions included in the annual action plan accompanying the Council Plan.</p>	

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Putting the Health and Wellbeing plan into action

Focus areas are not mutually exclusive. Actions undertaken in one focus area can contribute to better health outcomes in other areas. For example 'taking actions to improve healthy eating and active living, address the health impacts of climate change and reduce tobacco-related harm are shown to improve mental wellbeing and reduce risk of developing mental illness' (Co-Benefits of health lifestyle for mental wellbeing , www.health.vic.gov.au)

We recognise we cannot improve the health and wellbeing of residents in isolation, and a whole of community approach is required. Council collaborated with partners to develop its action plan, so that we can collectively draw on our shared expertise and resources. This partnership also enables us to monitor and evaluate health outcomes across the shire over the life of the plan.

Partners include:

- Government agencies including the Victorian Department of Health, the Department of Families, Fairness and Housing and other local governments
- Health and community services including Barwon Health, Hesse Rural Health, and Women's Health and Wellbeing Barwon South West
- Education and early years providers including primary schools and kindergartens

- Community organisations and groups including Community Houses and sporting clubs.

Council also actively participates in a number of health partnerships including G21 Healthy Eating and Active Living and G21 Primary Prevention of Violence Against Women. Council will seek to build new partnerships over the four years of the plan to address emerging issues, capitalise on funding opportunities and increase the impact of strategies.

Monitoring and Evaluation

Monitoring and evaluation of the Health and Wellbeing focus areas is not only a legislative requirement of the Public Health and Wellbeing Act 2008, but also is important in:

- understanding what is and isn't working
- exploring ways in which Council and partners can do things differently
- identifying the impact that investment of resources is having on community health and wellbeing
- creating opportunities to innovate and adapt to address changing environments in health and wellbeing.
- acknowledging and reporting achievements to community and partners

Alongside our partners, we will review and report on the health and wellbeing outcomes and actions annually.



Our Purpose and our Commitments

Surf Coast Shire Council has a defined purpose which guides our decision making. Supporting our purpose is an Organisation Direction statement that describes how our organisation works.

Council Purpose

To help our community and environment to thrive.

Organisation Direction

Our organisation will be:

- An innovative and flexible leader,
- And a constructive partner,
- That values the strengths of others;
- A place where people can do their best
- And be proud of their achievements



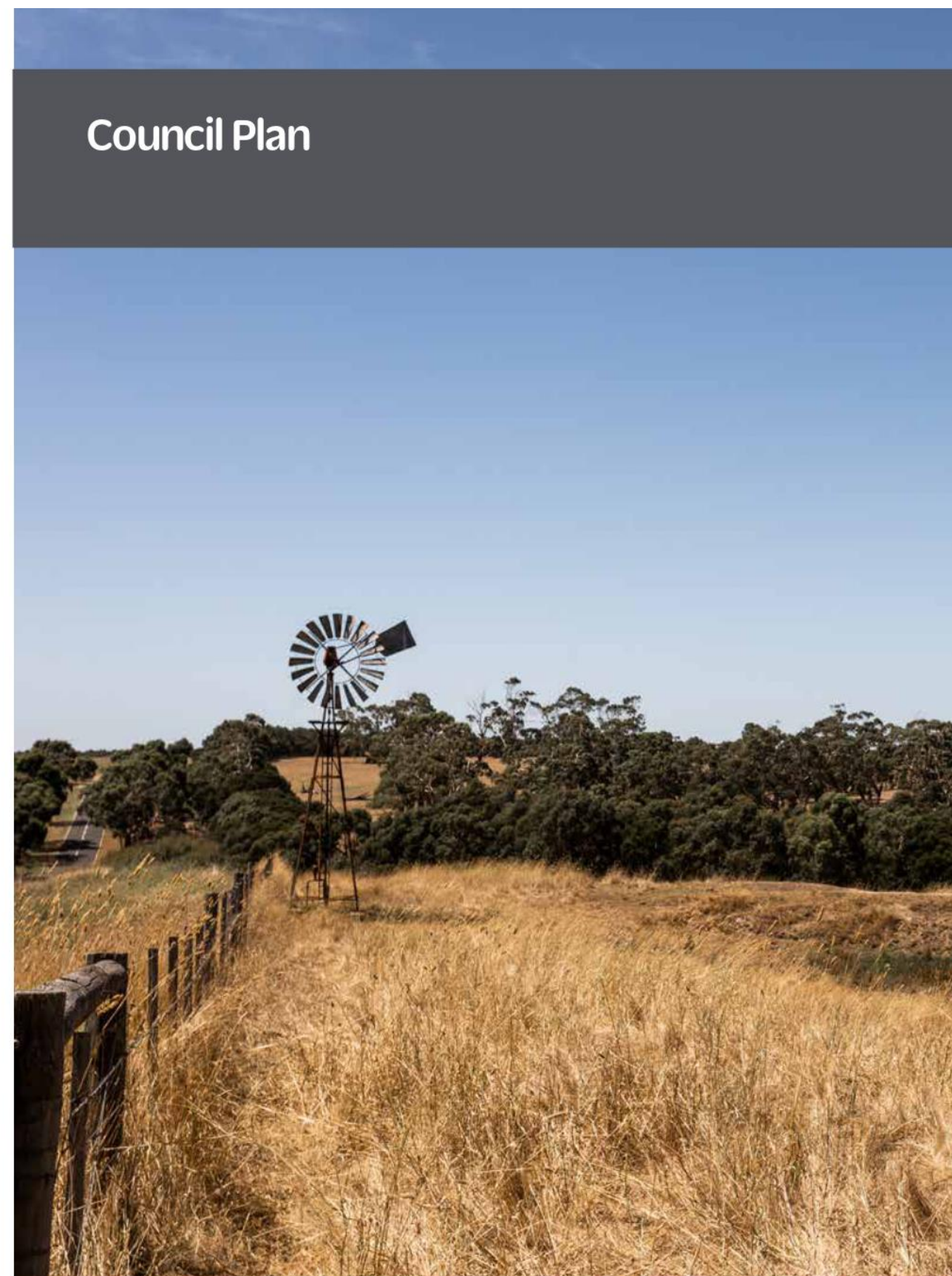
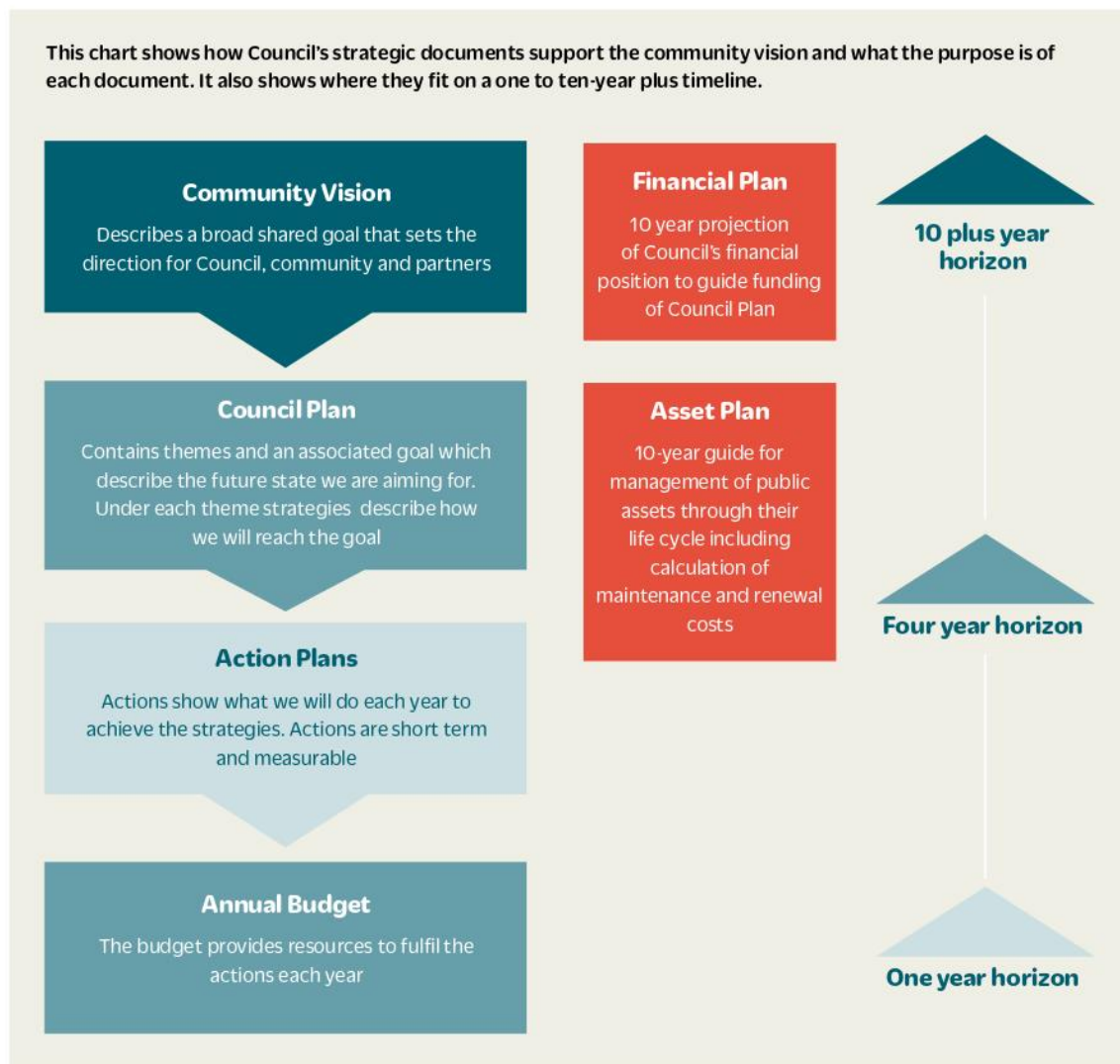
1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Commitments

Additionally, as we work through the strategies within this plan Council will operate according to a set of commitments.

- Equity** We commit to ensuring all community members are treated fairly and equitably
- Partnership** We commit to working collaboratively with community and partner organisations to ensure we are working for the collective good, we are achieving the highest impact and the people best placed to respond are doing so.
- Place based** We commit to addressing needs and priorities according to an understanding of the uniqueness of each place.

- Evidence based** We commit to drawing on evidence when we make decisions and determine a course of action.
- Collaboration** We commit to providing people with the opportunity to participate in community life and to have a say on matters of significance in their lives.
- Accountability** We commit to being open and fair in the way we operate and to keep people informed in a timely and easy to understand way.



Council Plan

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



**THEME ONE:
 First Nations Reconciliation**

Goal:

Reconciliation with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community through respectful engagement, acknowledgement and collaboration

STRATEGY 1: WORK WITH TRADITIONAL OWNERS AND OTHER ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE IN OUR COMMUNITY TO ACHIEVE RECONCILIATION



OUTCOME (In four years we'll see)

There is broad recognition and respect for the Wadawurrung people and the Gadabanud and Gulidjan peoples as the Traditional Owners of the lands on which the Surf Coast Shire is now situated.

Rationale

Reconciliation with First Nations people is a fundamental and pressing need if we are to advance toward a fairer, more inclusive, society. The Native Title Act of 1993 and National Sorry Day are evidence of progress but the long history of injustice continues to impact on Aboriginal and Torres Strait Islander people. The Victorian Government has commenced a formal process to work towards reconciliation. At Local Government level there is much we can do to support this goal. Surf Coast Shire sits within two First Nation countries – Wadawurrung and Eastern Maar. Our aim is to build strong relationships with Traditional Owners that are respectful of their culture and support their respective strategic goals. Our ultimate goal is to achieve reconciliation.

STRATEGY 2: ENSURE COUNCIL DECISIONS CONSIDER AND RESPECT TRADITIONAL OWNER PERSPECTIVES, CULTURE AND KNOWLEDGE



OUTCOME (In four years we'll see)

There is broad recognition and respect for the Wadawurrung people and the Gadabanud and Gulidjan peoples as the Traditional Owners of the lands on which the Surf Coast Shire is now situated.

Rationale

Reconciliation with First Nations people is a fundamental and pressing need if we are to advance toward a fairer, more inclusive, society. The Native Title Act of 1993 and National Sorry Day are evidence of progress but the long history of injustice continues to impact on Aboriginal and Torres Strait Islander people. The Victorian Government has commenced a formal process to work towards reconciliation. At Local Government level there is much we can do to support this goal. Surf Coast Shire sits within two First Nation countries – Wadawurrung and Eastern Maar. Our aim is to build strong relationships with Traditional Owners that are respectful of their culture and support their respective strategic goals. Our ultimate goal is to achieve reconciliation.

LINKS TO COMMUNITY VISION

Of the 10 Principles developed by the community panel this theme responds most directly to the following principles:

- Principle 10: Respectful Engagement and Consultations with First Nations
- Principle 4: Maintaining Community Identity
- Principle 7: Accountability through timely, consultative and transparent communication about proposed council decisions
- Principle 8: Commitment to a community that promotes cultural and recreational activities

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



THEME TWO: A Healthy Connected Community

Goal:
To foster a thriving, connected, healthy community

STRATEGY 3: FACILITATE THE PROVISION OF SOCIAL INFRASTRUCTURE AND OPEN SPACE TO ENABLE HEALTHY LIFESTYLES



OUTCOME (In four years we'll see)

The Surf Coast community has access to a sustainable network of facilities and open spaces, both structured and unstructured, that meets our needs now and as our community changes

Rationale

A growing body of research recognises the influence that social infrastructure and open spaces have on our physical, mental and social health and the important role it plays in reducing health inequities. Where the pandemic has exacerbated health inequities and confined us to our homes, we need to social infrastructure to help us re-establish our civic habitats. Social infrastructure and open space relates to both the formal and informal places and spaces of a communal, human or social nature that is required, by the different areas of the community, and progressively as a community grows. Council will invest in coordinated planning and delivery of a network of fit-for-purpose facilities and open spaces that are accessible and inclusive of different users, close to work and school, shops and services and connected through pathways and public transport.

STRATEGY 4: IMPROVE ACCESS TO LOCAL SERVICES AND PROGRAMS THAT SUPPORT PEOPLE TO BE HEALTHY AND WELL



OUTCOME (In four years we'll see)

Community members have a greater awareness of supports available locally and increase in community members participating in and accessing new and existing services and programs.

Rationale

Health equity research indicates access to health and social services such as GPs, allied health, dental health, mental health, housing and homelessness, family violence and alcohol and drug services support proactive help-seeking lessening the ripple effects caused when issues reach crisis point.

Participation in community groups, sporting clubs, social, learning, creative and recreational activities, neighbourhood networks, etc. knit us into our communities so that we're all knots in the safety net. Social distancing requirements has made it more difficult to be in the company of those who can tell at a glance that we're doing it tough. Health data shows that more people are reaching crisis point. In the Surf Coast Shire we've seen an increase in the number of family violence incidences, harmful alcohol consumption and need for mental health services.

By ensuring access to health services and community programs we can re-establish proactive supports and help-seeking avenues.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

STRATEGY 5: MAKE IT EASIER FOR PEOPLE TO MOVE AROUND OUR TOWNS AND IN NATURE WITHOUT RELYING ON CARS

OUTCOME (In four years we'll see)

Greater use of active and public transport as a result of Council and partner programs and initiatives.

Rationale

Being active in nature delivers well documented health and wellbeing benefits ranging from improved physical fitness to a positive impact on stress and anxiety levels. These benefits extend to active transport which is when we travel by foot or bike. Active transport also means less cars on the road and a corresponding environmental benefit given vehicles are one of the largest contributors of greenhouse emissions in our shire. Traffic and parking congestion is reduced. There's a personal cost saving too. Through this strategy we will enable more people to travel to and around our towns, as well as natural attractions, such as trail heads and surf breaks, without relying on private vehicles. We will advocate to and partner with public transport providers to improve quality, connectivity and reach of current services.

STRATEGY 6: ENABLE COMMUNITIES TO STRENGTHEN THEIR SOCIAL CONNECTIONS AND PARTICIPATE IN COMMUNITY LIFE.

OUTCOME (In four years we'll see)

Expanded capacity of community to provide social connection programs and initiatives to increase people's participation

Rationale

Evidence makes it clear people live their best lives when they are connected to others and have purpose. Social isolation and loneliness is considered a significant health and wellbeing issue that can effect physical and mental health. There are number of factors that have contributed to the increase in social isolation and loneliness in recent years, including changes to the way we work, live, how we age, social media and life events such the COVID 19 pandemic. Our community identified improving 'Social Connection' as the number three health and wellbeing priority for Council to focus on in the next four years, Council has a role to play in supporting community to feel connected and can do this through advocacy, planning and delivering programs and services that build community capacity and knowledge and encourage community to connect with each other. We will work to remove barriers to participation in community life. A focus will be empowering people and building on existing strengths within the community, including the many benefits derived when people from different generations share experiences.

LINKS TO COMMUNITY VISION

- Of the 10 Principles developed by the community panel this theme responds most directly to the following principles:
- Principle 1: Protect, conserve and restore our natural environment
 - Principle 4: Maintaining Community Identity
 - Principle 5: Equitable delivery of community services
 - Principle 8: Commitment to a community that promotes cultural and recreational activities



1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



THEME THREE: Environmental Leadership

Goal:
Protect our environment and help our community to thrive through environmental leadership

STRATEGY 7: PROTECT SIGNIFICANT HABITATS, LANDSCAPES AND BIODIVERSITY



OUTCOME (In four years we'll see)

Improved understanding and protection of biodiversity, local ecosystems, landscapes and natural features.

Rationale

Our natural landscapes are prized by our communities. Landscapes contribute to our sense of place and our wellbeing and they are important habitat for native flora and fauna. Habitat is critical for the protection of biodiversity which is the key to a healthy and sustainable eco-system. An intact eco system can reduce the amount of carbon dioxide released into the atmosphere thereby mitigating greenhouse gas emissions. On the other hand species loss has a cascading effect that can lead to unforeseen and catastrophic consequences. Through this strategy we will protect landscapes and habitats of significance both for their environmental and aesthetic value. Underpinning this aim is the protection of local biodiversity.

STRATEGY 8: REDUCE GREENHOUSE GAS EMISSIONS TO LIMIT THE IMPACTS OF CLIMATE CHANGE



OUTCOME (In four years we'll see)

Council's residual greenhouse gas emissions are reduced or offset to achieve net zero emissions and households and businesses have taken their own steps to become more sustainable.

Rationale

The Intergovernmental Panel on Climate Change (IPCC) predicts catastrophic effects if global temperatures increase by more than 1.5 degrees Celsius above pre-industrial levels. Reducing greenhouse gas emissions is essential if we are to decrease the rate at which temperatures are rising. It's an urgent and major risk. Council will aim to reduce its total emissions and where necessary offset residual emissions to become a carbon neutral organisation. It's an important step in its own right and we hope will inspire other organisations to take similar action.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

STRATEGY 9: DIVERT MORE MATERIAL FROM THE WASTE STREAM



OUTCOME (In four years we'll see)

Our shire generates less waste through reduced consumption, and increased reuse and recycling initiatives

Rationale

Diverting material from the waste stream results in major environmental benefits, including reduced greenhouse gas emissions and less accumulation of toxins in the soil. There is a financial cost as every tonne of material is subject to EPA landfill levies which have historically increased as a deliberate measure to encourage more recycling. Additionally, there are cost and environmental benefits if we can maximise the life of the Anglesea landfill. We will build on recent initiatives including the introduction of the fourth kerbside bin for glass recycling and the Food Organics Garden Organics kerbside collection to further reduce the volume of material buried in landfill. Our goal is to work towards zero recoverable waste going to landfill in line with the concept of a circular economy, where materials continue to be reused rather than becoming waste.

STRATEGY 10: ADAPT TO A CHANGING CLIMATE



OUTCOME (In four years we'll see)

We are better placed to manage the impacts of climate change on our community places, spaces, and services.

Rationale

Climate change is an existential threat. Human activity, including burning of fossil fuels, has led to an increase in global temperatures. Changes to weather patterns are occurring, species extinction is accelerating and heat related human deaths have increased. The impact of climate change has emerged as a significant mental health concern for our population. We have a clearer understanding of the impact on health and wellbeing and we have a legislative requirement to consider its impact. Public Health and Wellbeing Act and Climate Change Act. The impact at a local level will include extreme weather, erosion, flooding and heightened bushfire risk. Council will seek to understand the implications of a changing climate on its operations and adapt our work accordingly. We will also use this knowledge to support our community to adapt. Additionally, we will support emergency services organisations in the prevention and management of bushfires and other climate related events.

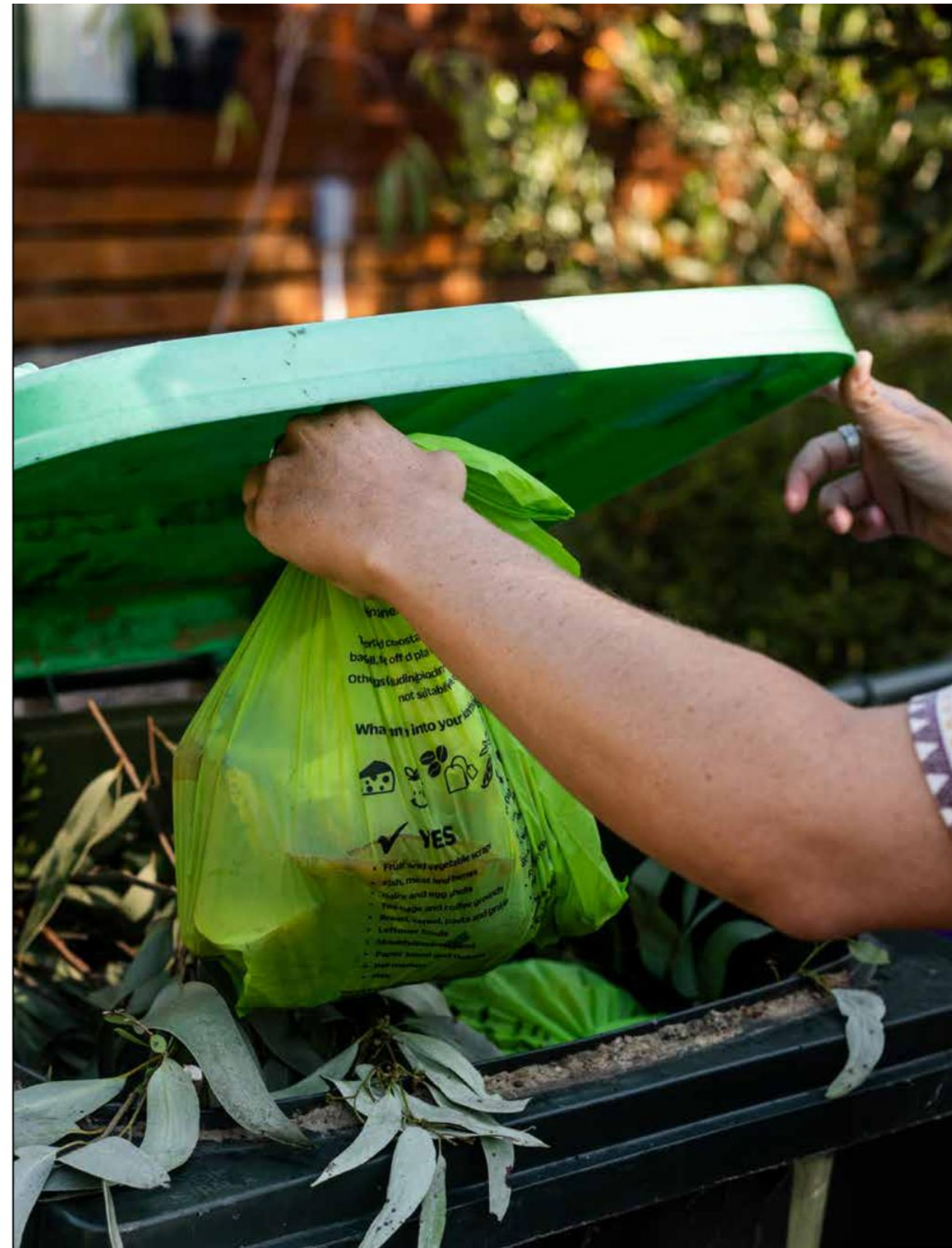
LINKS TO COMMUNITY VISION

Of the 10 Principles developed by the community panel this theme responds most directly to the following principles:

Principle 1: Protect, conserve and restore our natural environment

Principle 2: Planning for Growth

Principle 6: Tackling Climate Change and Implementing Climate Resilient Strategies



1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



**THEME FOUR:
Sustainable Growth**

LINKS TO COMMUNITY VISION

Of the 10 Principles developed by the community panel this theme responds most directly to the following principles:

Principle 1:	Protect, conserve and restore our natural environment
Principle 2:	Planning for Growth
Principle 3:	Sharing our Home with the World
Principle 4:	Maintaining Community Identity

Goal:
 Growth is not at the expense of environmental values or the unique heritage and character of our townships

STRATEGY 11: PROTECT HERITAGE AND TOWNSHIP CHARACTER

OUTCOME (In four years we'll see)

Sense of the uniqueness of towns and neighbourhoods - their natural elements and character - is strengthened.

Rationale

Surf Coast Shire contains many separate townships. Each has its own identity comprised of physical characteristics, such as building style and landscape, and of the values, lifestyle and history of the people who live there. This strategy recognises how important heritage and township character is to our communities. As visitor and permanent population numbers rise residents are increasingly concerned about the impact on their way of life and the look and feel of their townships. We will identify the qualities that contribute to the character of our towns and seek to protect them.

STRATEGY 12: IMPROVE ACCESS TO AFFORDABLE RESIDENTIAL ACCOMMODATION



OUTCOME (In four years we'll see)

People have access to more affordable and sustainable residential accommodation options

Rationale

Median house prices in some Surf Coast Shire towns have surpassed \$1 million. Finding affordable accommodation is becoming an acute problem for younger and older age groups. Also affected are people who work in education, childcare, health, emergency services, retail and hospitality. Local businesses are in jeopardy because potential workers cannot find somewhere nearby to live. In 2020 real estate agents reported there were zero vacancies for rental properties in Surf Coast Shire towns. This strategy recognises the significant economic and social impacts of a lack of affordable housing and seeks to work with community and business on creative solutions.

STRATEGY 13: SUPPORT TOURISM AND EVENTS THAT ENCOURAGE PEOPLE TO STAY LONGER AND APPRECIATE AND CARE FOR THIS PLACE

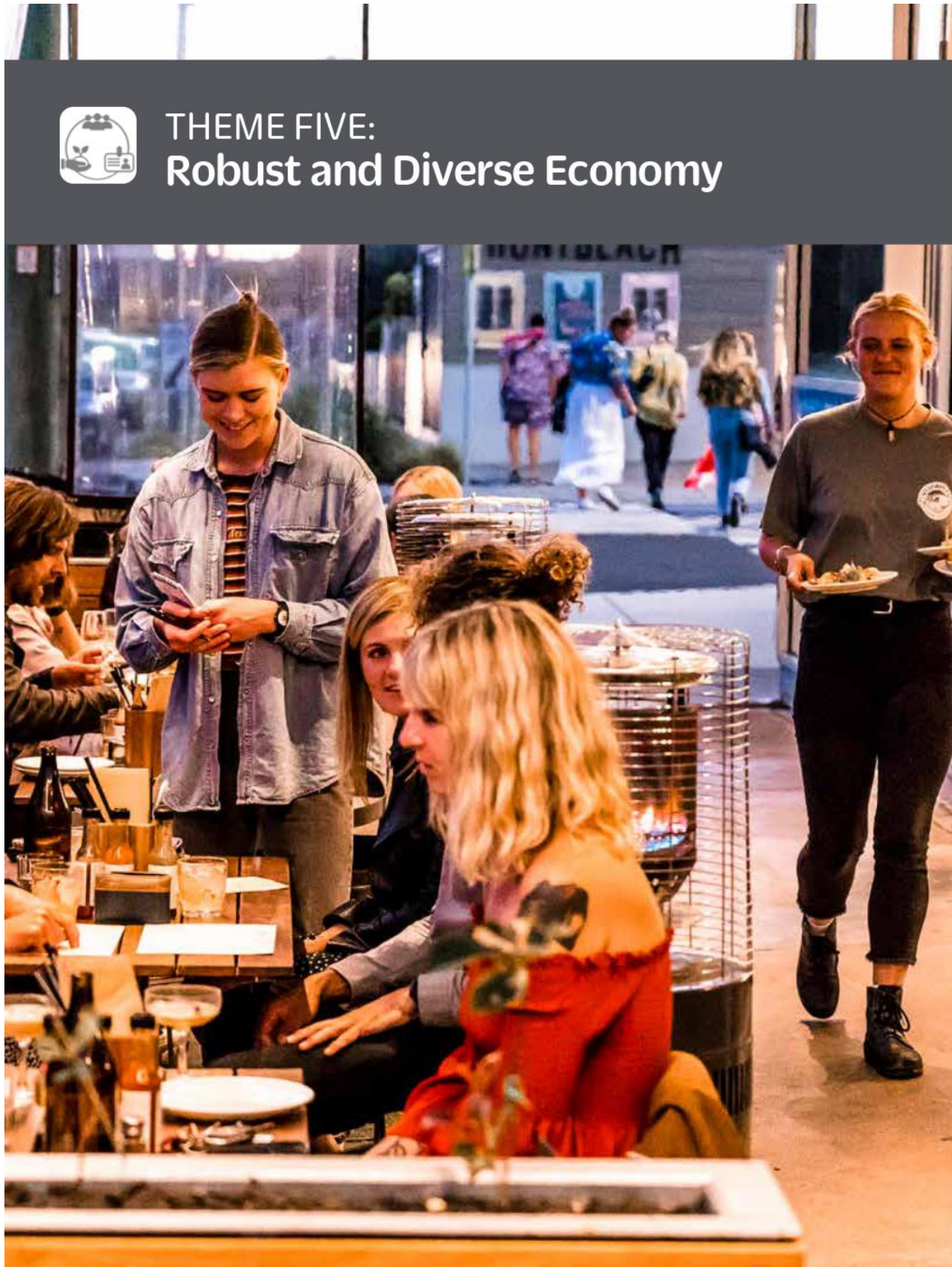
OUTCOME (In four years we'll see)

Visitors stay longer in the off season to better utilise our capacity and they demonstrate respect for our environment

Rationale

Small permanent populations mean many local businesses rely on the tourist economy. Tourists spend \$500 million in Surf Coast Shire each year and a strong summer season can be the difference between a local business surviving the off season or not. At the same time not all visitation is equal. So called slow tourism, where visitors linger and enjoy experiences over time, is preferable to rushed point-to-point visits that can create congestion yet return little income to local traders. Through activities such as building the off peak events program and supporting compatible tourism businesses we will encourage slow and purposeful visits that enhance rather detract from local amenity.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



**THEME FIVE:
 Robust and Diverse Economy**

Goal:
 Our economy is sustainable and supports a diversity of local enterprises and people

STRATEGY 14: ENABLE PEOPLE TO RUN SUCCESSFUL LOCAL BUSINESSES THAT GROW AND CREATE JOBS IN OUR CHANGING ECONOMY



OUTCOME (In four years we'll see)

Businesses are emerging locally and succeeding, contributing to job creation and enabling more residents to work closer to home

Rationale

Our business community is a key part of how we experience life in Surf Coast Shire. We want the necessities, such as food and fuel and we want the extras that add value and meaning such as a barista coffee or a custom made surfboard. A thriving local economy also means more employment can remain local providing job opportunities that reduce the need for commuter travel and enable young people to stay living locally. A successful local business is part of an eco-system that relies on a critical mass of complementary businesses that keeps us shopping locally. In Surf Coast Shire there are distinct sub economies based on location and clusters based on growth in specific industry sectors. This strategy recognises the role local businesses play in creating sustainable local economies and the benefits that derive from them. We will provide advice and streamlined processes to enable local business to start up and grow.

STRATEGY 15: FOSTER BUSINESSES THAT REFLECT LOCAL CHARACTER AND VALUES INCLUDING ETHICAL, SOCIAL AND SUSTAINABLE PRINCIPLES



OUTCOME (In four years we'll see)

More businesses are in a better position to take steps to operate according to social, ethical and sustainable principles.

Rationale

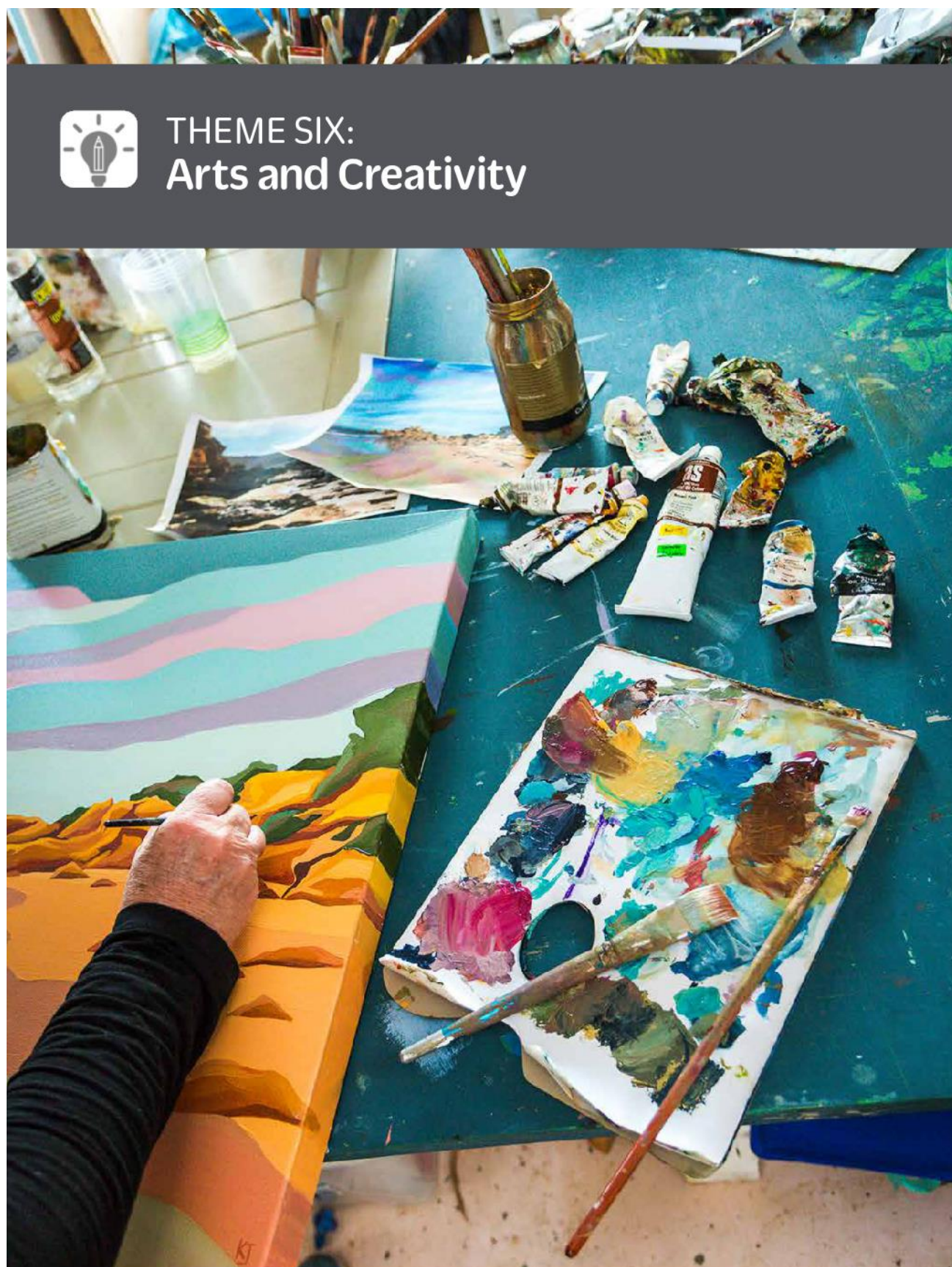
This strategy recognises the role local business plays in adding to the amenity and identity of our communities. It is based on the understanding that business can and does reflect a community's shared values. Local enterprises are leading the way in environmental sustainability and ethical manufacture for example. We will continue a facilitation role to encourage these kinds of enterprises with a view to growing a local economy that supports our community and is in turn supported by that community.

LINKS TO COMMUNITY VISION

Of the 10 Principles developed by the community panel this theme responds most directly to the following principles:

- Principle 2: Planning for Growth
- Principle 3: Sharing our Home with the World
- Principle 9: A place to nurture, acknowledge and promote innovation, the creative arts and industries

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



THEME SIX:
Arts and Creativity

Goal:
 Acknowledge the value of arts and creativity and nurture their growth

STRATEGY 16: FOSTER AN ENVIRONMENT WHERE PEOPLE WITH CLEVER AND CREATIVE IDEAS CAN MAKE A DIFFERENCE IN THEIR COMMUNITIES



OUTCOME (In four years we'll see)

More people access capacity building supports and resources to develop or scale-up creative ideas that will make a difference in their community

Rationale

Great ideas can emerge anytime and from any quarter. Advances in technology provide opportunities for innovation without high capital costs. People are opting more often to balance lifestyle and work leading to new ways of doing things and a desire to make a difference in their community. Through this strategy Council is seeking to encourage community innovation that will improve local lives and tackle the big issues facing our shire. This strategy is aligned to the Arts and Creativity theme but in practice may manifest itself across any of our Council Plan themes.

STRATEGY 17: INCREASE SUPPORT FOR CREATIVE INDUSTRIES AND ARTS



OUTCOME (In four years we'll see)

Greater investment into the creative sector and more collaboration between businesses, and cultural and creative practitioners.

Rationale

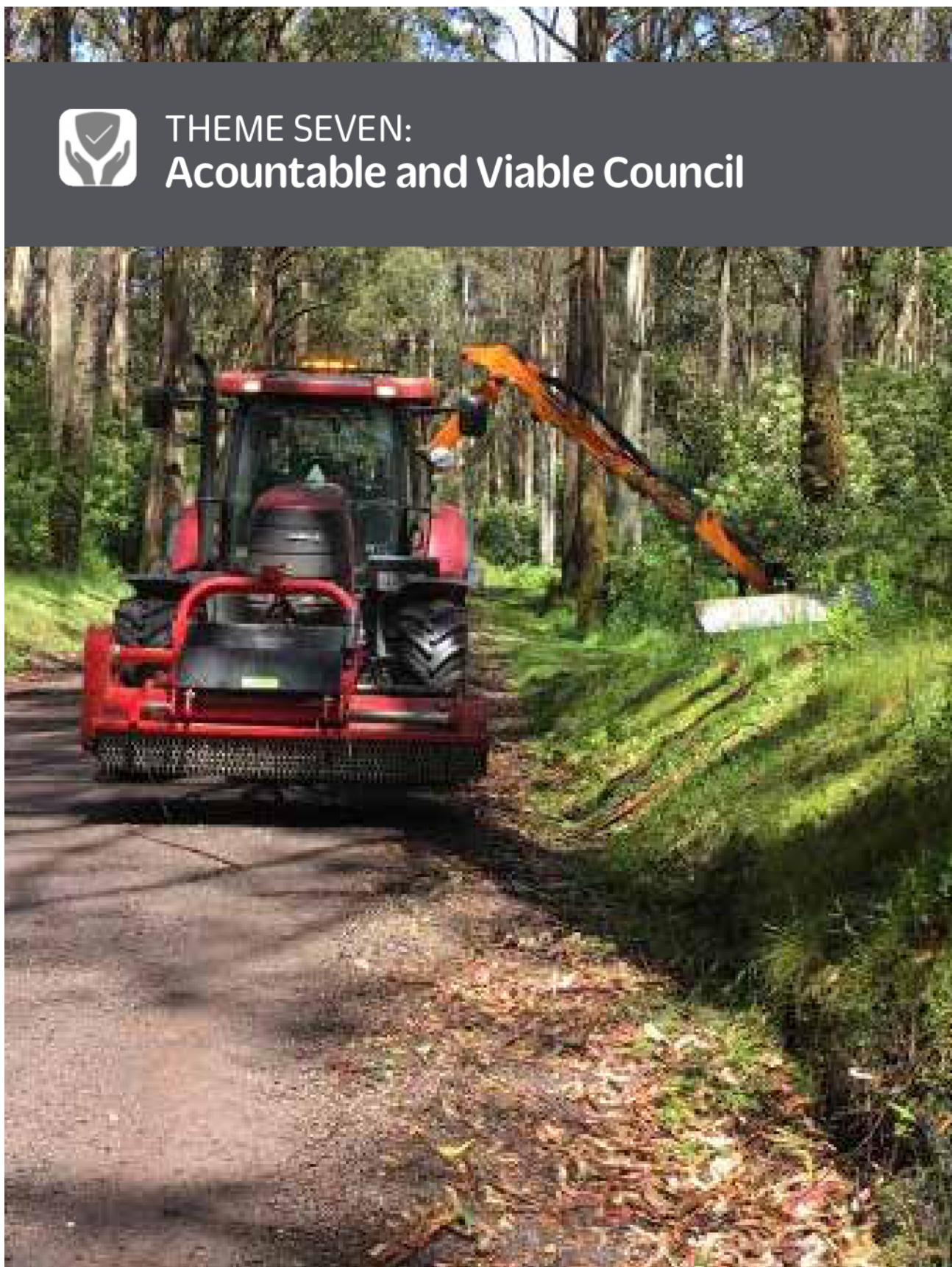
Surf Coast Shire is recognised as having one of the highest concentrations of creative jobs in regional Australia. It's an important and growing part of our local economy and we will seek to grow it further. There are opportunities to build creative clusters that respond to emerging industry sectors. There is also great potential to position Surf Coast Shire as a destination for arts and culture based tourism. This strategy also recognises the value of arts and culture to our wellbeing and sense of identity. The arts bring joy, provide meaning and bring us together as a community. Our aim is to nurture arts and culture and create more opportunities for its expression. We will do this through our own projects and by facilitating community efforts.

LINKS TO COMMUNITY VISION

Of the 10 Principles developed by the community panel this theme responds most directly to the following principles:

- Principle 4: Maintaining Community Identity
- Principle 8: Commitment to a community that promotes cultural and recreational activities
- Principle 9: A place to nurture, acknowledge and promote innovation, the creative arts and industries
- Principle 10: Respectful Engagement and Consultations with First Nations

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)



THEME SEVEN: Accountable and Viable Council

Goal:

Council has financial capacity to deliver services now and into the future and decision making is informed by community views.

STRATEGY 18 ESTABLISH A SUSTAINABLE FINANCIAL POSITION

OUTCOME (In four years we'll see)

Council can fund the delivery of services that are most important for the community.

Rationale

Council faces annual deficits if it maintains the current balance of spending and income. We rely on rates revenue for a greater proportion of our income compared to other Councils. The Victorian Government's Fair Go rates system sets a maximum limit for rate increases which means even if Council wanted to it cannot increase rates beyond the limit set by the government. We need to find a way to reduce spending, increase income, or both in the face of high community expectations for services and facilities. Central to this is to look at when it is appropriate to subsidise the cost of services and facilities and when we should seek to recover costs. We also need to explore how many assets Council can afford to provide in the future, including where they should be located, and how the community can access and share these assets in an effective way.

STRATEGY 19 IMPROVE COUNCIL'S CREDIBILITY AS A TRUSTED DECISION MAKER THROUGH MEANINGFUL ENGAGEMENT

OUTCOME (In four years we'll see)

Community members have increased confidence in Council as a trusted governor, financial manager and advocate and feel their input contributes to strategic decision-making.

Rationale

The principle behind this strategy is that members of our community should have the ability to influence decisions that affect them. Community engagement was a focus area of the new Local Government Act 2020 which mandated more comprehensive, or deliberative, engagement be used to inform Council's key strategic work including this Council Plan. We will build on this foundation. Through well planned engagement we will provide opportunities for people to explore issues more fully and provide the considered feedback that deliberative methods enable.

LINKS TO COMMUNITY VISION

Of the 10 Principles developed by the community panel this theme responds most directly to the following principles:

Principle 7: Accountability through timely, consultative and transparent communication about proposed council decisions

Other Reading

The Council Plan is part of a suite of strategic plans. Whilst the Municipal Public Health and Wellbeing plan is embedded within the Council Plan itself there are two companion documents that sit alongside the Council Plan.

Financial Plan 2021-2031

This plan provides a long term projection of Council's financial position to guide how the actions in the Council Plan can be funded. It contains a series of principals that guide strategic planning and financial management. There is also a series of actions which detail specific measures to achieve the funding requirements of the Council Plan

Asset Plan 2021–2031

This plan guides the management of public assets throughout their life cycle. This plan informs the financial plan by identifying the amount of funding required to maintain, renew and upgrade assets. It calculates this according to defined service levels for each type of asset.

Community Engagement Findings Report

This document provides in-depth details of the results of the People Place Future community engagement program.

People Place Future Community Panel Report

This is the report prepared by the community panel that was convened for the deliberative engagement phase of the People Place Future project. The report contains the community vision and a set of principles and recommendations. It was used by Council as the framework for the Council Pan and other strategic documents.

SURF COAST SHIRE COUNCIL

1 Merrijig Dve (PO Box 350)
Torquay VIC 3228
(03) 5261 0600
info@surfcoast.vic.goa.u

www.surfcoast.vic.gov.au



1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

APPENDIX 3 2021-08-03 DRAFT FINANCIAL PLAN 2021 - 2031 ON DISPLAY

SURF COAST SHIRE COUNCIL

Draft Financial Plan 2021 – 2031



1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Contents

Contents	1
1. Legislative Requirements.....	2
1.1 Strategic Planning Principles.....	3
1.2 Financial Management Principles.....	4
1.3 Engagement Principles.....	4
1.4 Service Performance Principles.....	4
1.5 Asset Plan Integration.....	5
2. Financial Plan Context.....	6
2.1 Financial Policy Statements.....	7
2.2 Strategic Actions.....	8
2.3 Assumptions to the financial plan statements.....	9
2.4 Other Matters impacting the 10-year financial projections.....	11
2.5 Financial Plan Model Explained.....	12
3. Financial Plan Statements.....	14
3.1 Comprehensive Income Statement.....	15
3.2 Balance Sheet.....	16
3.3 Statement of Changes in Equity.....	17
3.4 Statement of Cash Flows.....	18
3.5 Statement of Capital Works.....	19
3.6 Statement of Human Resources.....	20
3.7 Planned Human Resource Expenditure.....	22
3.8 Financial Plan Model.....	24
4. Financial Performance Indicators.....	26
Notes to Indicators.....	27
5. Strategies and Plans.....	28
5.1 Borrowing Strategy.....	28
5.2 Reserves Strategy.....	30

1. Legislative Requirements

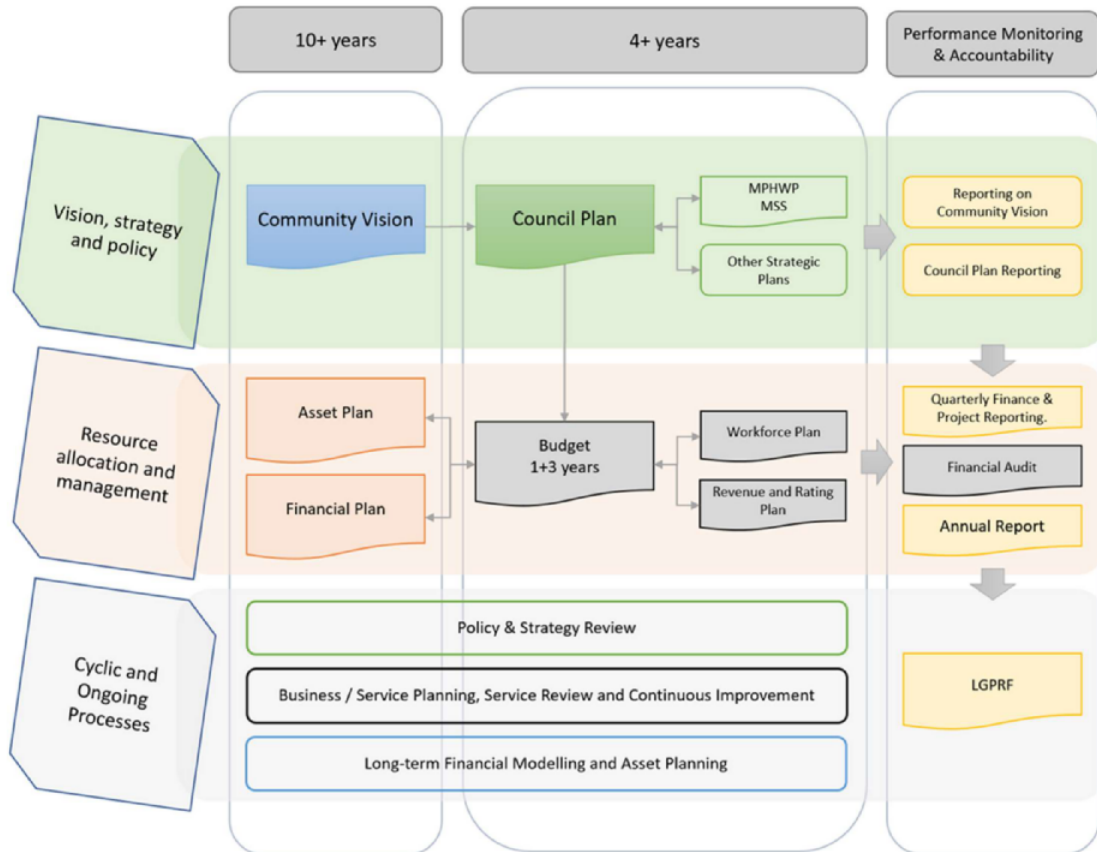
This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



Source: Department of Jobs, Precincts and Regions

The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



Source: Department of Jobs, Precincts and Regions

1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of monitoring of progress and reviews to identify and adapt to changing circumstances.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
 - c) the beneficial enterprises of Council (where appropriate).
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4 Aim to maintain existing service levels with optimal resources and emphasis on innovation and efficiency.
- 1.2.5 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

1.3 Engagement Principles

Council has engaged with the community via People Places Future project, including deliberative engagement on council priorities via a People's Panel. The outcome of this collaboration is the development of a fresh Community Vision that will inform all of Council's strategic planning. The following consultation activities have been undertaken to ensure due consideration and feedback for the Financial Plan is received from key stakeholders.

- a) Participatory engagement between 20 January and 28 February via online and face to face consultations.
- b) Deliberative engagement between 15 March and 19 May via a People's Panel, randomly selected for gender, age and location.
- c) Draft Financial Plan prepared by management in consultation with Councillors.
- d) Draft Financial Plan placed on public exhibition at a Special Council meeting on 3 August for a period of 21 days for public comment closing 24 August.
- e) Consideration of public comments to be undertaken by officers and councillors with a rationale of submission incorporation or exclusion to be included in the Council meeting report for adoption of the plan.
- f) Proposed Financial Plan, including any revisions, presented to Council for adoption on the 28 September.

1.4 Service Performance Principles

Council services are designed to be purpose, targeted to community needs and value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- d) Council uses a performance monitoring framework to continuously improve its service delivery standards.
- e) Council service delivery framework considers and responds to community feedback and complaints regards service provision.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

1.5 Asset Plan Integration

Integration to the Asset Plan, and supporting documents, is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital investment required for the renewal and upgrade of existing assets and planned assets where known, in addition to the maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions.

Our Challenges and Opportunities

- Tackling climate change and its impact on our environment, economy and people
- COVID-19 pandemic and economic recovery
- Meeting the changing needs and expectations of a growing and diverse community
- Developing a prosperous local economy that is the right fit for Surf Coast Shire
- Increasing Asset Renewal demands to maintain a growing and aging asset base
- Balancing constraints of the Fair Go Rates system with affordability of services for the community

Surf Coast Shire Vision 2021

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.

Council Plan Themes



2.1 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Notes	Policy Statement	Measure	Target	Forecast Actual										
				2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
1	A minimum balance of \$50,000 must be retained in the Accumulated Unallocated Cash Reserve to provide for unexpected demands.	Accumulated Unallocated Cash Reserve Balance	\$50,000	\$3,298,555	\$2,884,239	\$3,348,503	\$4,059,141	\$2,143,386	\$1,044,347	\$923,722	\$250,000	\$250,000	\$250,000	\$1,856,616
2	An unallocated cash deficit in any year must be funded by a reserve allocation; however this is only an interim solution with a strategy required to return to an ongoing surplus.	Unallocated Cash Result must be greater than or equal to zero	>= \$0	\$924,057	\$50,378	\$179,569	\$710,639	(\$1,915,755)	(\$1,099,039)	(\$1,120,625)	(\$1,359,553)	(\$621,543)	\$724,292	\$2,189,698
	New borrowings will only be taken where there is capacity to fund debt servicing costs for every year of the loan and will not be taken out to fund deficits or asset renewal requirements.	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	< 5%	4.52%	4.29%	4.12%	4.16%	4.15%	3.96%	3.77%	3.08%	2.92%	0.36%	0.12%
	That Council applies loan funding to new capital or to fund a defined benefit call and maintains total borrowings in line with rate income and growth of the municipality.	Interest bearing loans and borrowings/rate revenue	< 40%	33.50%	28.62%	24.29%	27.63%	23.12%	18.82%	14.78%	10.97%	7.88%	4.99%	4.62%
	Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.25	> 125%	275%	208%	211%	178%	182%	181%	179%	185%	168%	202%	218%
	Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation between 75% and 110%	> 75% & < 110%	108.33%	108.61%	76.81%	80.59%	66.39%	62.98%	75.02%	67.75%	74.22%	75.58%	80.66%
3	Recurrent EBITDA (excluding waste) is required to fund increases in obligations and discretionary allocations.	Recurrent EBITDA (excluding waste) growth year on year	Positive %	4.04%	-1.65%	2.51%	2.83%	-0.18%	2.13%	5.75%	5.04%	5.05%	5.06%	4.90%

Notes to Policy Statement Targets

1. The Accumulated Unallocated Cash Reserve balance would not meet the target balance in years 2026-27 to 2029-30 if it were not for reserve transfers from the Gherang Gravel Pit Reserve (\$1.0m) and the Adopted Strategy Reserve (\$1.3m).
2. The unallocated cash results in years 2024-25 to 2028-29 are deficits. In terms of funding this Financial Plan:
 - i. The Accumulated Unallocated Cash Reserve holds sufficient funds to cover years the 2024-25 and 2025-26 deficits.
 - ii. Deficits from 2026-27 to 2028-29 are funded using surplus cash from the Gherang Gravel Pits Reserve which has a \$1.0 m spare capacity and by temporarily reassigning cash in the Adopted Strategy Reserve which holds funds that are not expended in this plan.
 - iii. This strategy requires discipline in coming years not to reallocate funds needed during 2024-25 to 2029-30 unless an alternative solution is in place.
 - iv. The Adopted Strategy Reserve funds are replaced using future surpluses which begin from the 2029-30 year onwards as loans are fully repaid and the funding requirements for the Torquay Jan Juc DCP are fully met.
3. The final measure of recurrent EBITDA (excluding waste) growth target is not met in the 2021-22 and in the 2024-25 year due to growth with approved budgeted new recurrent expenditure in 2021-22 and the operating costs of running the new Surf Coast Aquatic and Health Centre in 2024-25.

2.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategic actions that will support the aspirations of the Council Plan.

The strategic actions are included to the 10-year financial plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

- Prioritise the ongoing review of service delivery programs (including review of asset requirements, fees and charges in respect to subsidised, cost recovery or profit making; shared services and collaborative procurement).
- Prior to introducing any new or expanded services, Council will affirm that there is an external funding source, or identify the reduction or cessation of services/activities required to allow existing resources to be redirect to the new service.
- Apply a best value service/supply contract pricing approach to achieve quality and cost effective inputs to the delivery of Council services to the community (climate change to be considered in approach).
- Set rate revenue at the maximum increase permitted under the Fair Go Rates framework and Revenue and Rating Plan.
- Apply new debt funding to growth infrastructure where necessary and based on a sound business case and demonstrated community benefit.
- Implement the asset renewal funding strategy to maintain fit-for-purpose assets for the community as well as reduce the increasing risk and maintenance associated with aging infrastructure.
- Establish a policy around retiring/transferring/divesting/consolidating assets depending on viability of use and utilisation (to be informed by Social Infrastructure planning).
- Incorporate additional funding to address impacts of climate change on Council's operations and assets.
- Maintain practice of returning unexpended project funds 'to source' or to the Accumulated Unallocated Cash Reserve where no source.
- Land sales and interest revenue to be included in cash available for allocation, except for land sales relating to open space, then to be transferred to Open Space Reserve.
- Discretionary allocation to projects above that which allowed for in the Financial Plan Model need to be funded by proactively growing the increase to recurrent EBITDA greater than what is shown in the plan, or through project savings from discretionary projects where funds are not to be returned to source.
- Establish policy to provide avenues for philanthropic and community based contributions to support programs and projects.

2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021-22 to 2030-31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
CPI Increase	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Average Rate Increase (Rate Cap)	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Supplementary Rates & Charges \$'000	450	458	467	478	489	502	514	527	540	554
Garbage Collection Urban	1.41%	1.75%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Garbage Collection Rural	1.50%	11.20%	12.47%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory fees and fines	*	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	2.50%	2.75%	3.00%	3.25%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Waste Disposal Fees	1.33%	1.15%	1.03%	1.03%	1.03%	1.03%	1.03%	1.03%	1.03%	1.03%
Grants - Operating	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - Monetary	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - non-monetary volunteers	2.25%	2.33%	2.58%	2.83%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Other income	0.50%	0.60%	0.60%	0.70%	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%
Employee costs	3.03%	2.33%	2.58%	2.83%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Materials and services	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

*Current year based on actual statutory fees and fines

2.3.1 Rates and charges

The Victorian Government introduced rate capping from 2016 as a part of the *Fair Go Rates* system, requiring all Local Councils to limit their annual increase on rates. The rate cap applies to general rates and municipal charges. It does not apply to waste charges or the State's fire services property levy.

The rate cap for 2021-22 has been set at 1.5% as approved by the Minister for Local Government, in comparison to 2% prescribed for 2020-21. Financial plan forecasts are based on Council complying with the expected rate cap. The annual rate increase for future years is based on state treasury's budgeted CPI forecasts. .

The actual rate cap is announced by the Minister for Local Government in December of the preceding year of the budget.

In addition, it is expected that an additional \$450,000 per annum plus the rate cap increase will be driven by growth (additional properties and development) through receipt of supplementary rates.

Waste charges are set to defray the total costs of waste management incurred across the municipal district. Future years' waste charges have been calculated to ensure Council continues to recover the full costs of providing waste services. With the changes to the waste services over the last couple of years, the cost for providing the rural and urban services now align. The fee for rural collections have a step change in years 2022-23 and 2023-24 which will align the garbage collection charges for rural and urban.

2.3.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according on the estimated annual rate of CPI. This is often a best case scenario given some fees are outside of the control by Council and therefore may be subject to increases less than CPI.

2.3.3 User fees

Revenue from user fees is expected to increase by 2.5% for the 2021-22 year. Details of user fees for the 2021-22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are based on a conservative annual rate of increase of CPI to reflect, as a minimum, annual increases in line with the state government rate cap. A growth factor of 1% has been added on top of the CPI rate. The 2024-25 year includes an increase associated with the commencement of the Surf Coast Aquatic and Health Centre operations.

2.3.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase in line with CPI to reflect, as a minimum, annual increases in line with the state government rate cap.

Council only allows for confirmed capital grant funding in budget allocations. Capital grants are essential for Council to deliver projects that will have intergenerational benefits and actively pursues grant funding opportunities where there is a sound business case and demonstrated community benefit.

2.3.5 Contributions

Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers. The Torquay Jan Juc Developer Contribution Plan contributions are budgeted for based on modelling of the scheme.

Other contribution increases are based on CPI.

2.3.6 Other income

Revenue from other income mainly comprises investment income.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

2.3.7 Employee costs

Employee costs is one of the largest expenditure items and is required to deliver services supporting the community and meeting organisation commitments. Employee costs include a combination of direct wages and salaries, on-costs such as superannuation, WorkCover, leave entitlements, training and temporary staff arrangements. As well as recurrent employees, employee costs relating to operating projects and expensed capital projects are included.

The 2021-22 year includes an enterprise agreement increase of 2.25%, increase to the superannuation guarantee of 0.5% and an allowance for level increments. Employee costs that were reduced in the 2020-21 year are back to normal levels such as volunteers and training. An additional 1.6% relates to increased staff resources in the areas of waste, stadium operations (full 12 months), engaging with traditional owners, health and administration due to service demands.

The ensuing years, from 2022-23 to 2030-31 annual increases reflect an enterprise agreement based on CPI, level increments and Superannuation Guarantee increase to 12% by 2024-25. An allowance for new compliance and non-discretionary employees, net of recurrent savings of \$150k per annum is included from 2022-23 onwards.

2.3.8 Materials and services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Other associated costs included under this category are utilities, materials for the supply of meals on wheels and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs are kept to within CPI levels year on year. An allowance for new compliance and non-discretionary employees, net of recurrent savings of \$150k per annum is included from 2022-23 onwards. The 2024-25 year includes an increase associated with the commencement of the Surf Coast Aquatic and Health Centre operations.

2.3.9 Depreciation & amortisation

Depreciation estimates have been based on Council's asset base and the projected capital spending contained within this plan.

2.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

2.3.11 Other expenses

Other expenses include administration costs such as Councillor allowances, lease expenditure, lease interest and audit costs. These costs are kept to within CPI levels year on year.

2.4 Other Matters impacting the 10-year financial projections

Description of the current challenges and expected future events likely to impact the Financial Plan projections.

- Lower rate environment: The overall financial impact of the lower rate environment is impacting Council's discretionary project allocations and has required Council to implement a financial savings program which includes service reviews and business case investments.
- New Local Government Act 2020: The requirement for Asset Management Planning will be better informed by new deliberative community engagement. A possible re-defining of service demand and service levels in respect of community assets and infrastructure may affect asset maintenance and renewal expenditure.
- COVID-19 impact: As the economy recovers from this pandemic, our community will continue to recover from these challenges. Council will continue to support the community and businesses where possible and provide assistance. We are learning different ways of working and making council facilities more akin to provide hybrid work environment and more services to move electronically. Our innovative ways of working and advanced use of technology supported us to work through the pandemic and we will need to continue to build our IT infrastructure to grow the organisation.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

- **Natural Disasters:** These are occurrences of unknown timing. Whilst Council does significant work on prevention and recovery, these events impact on Council's resources. The most recent of these was the flooding in 2016 at Lorne. Council continues to invest money in Climate strategy projects and increased focus for generations to come.
- **Cost Shifting:** This occurs where Local Government provides a service to the community on behalf of the State or Federal Government. Over time the funds received by Local Governments do not increase in line with real cost increases. An example of this is Maternal & Child Health, where the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community. Council still plays a role in maintaining crown land reserves and has some exposure to infrastructure owned by other State authorities.
- **Public infrastructure maintenance:** Councils across Australia raise approximately 3% of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- **Population growth** will continue to place stress on Council's resources.
- The value of developer contributed assets and completed capital works, together with an increase in the value of existing assets, are significantly increasing depreciation and maintenance expenditure.

2.5 Financial Plan Model Explained

1. **Recurrent EBITDA:** EBITDA stands for 'Earnings before Interest, Tax, Depreciation and Amortisation' and is a measure of normal operations without the impact of one-off revenue and expenses. It allows a clear focus on Council's recurrent operational performance without the impact of one-off revenue and expenses. This is important as Recurrent EBITDA provides the funding to allocate to, commitments and discretionary allocations. It includes a modest recurrent financial savings target of \$300k per year underpinned by investments in technology and service reviews. The last five years of the program have proven it to be a steady achievable target. It also includes an allowance for compliance costs and non-discretionary growth both at \$300k per year.
2. **Cash Adjustments:** Account for balance sheet adjustments not related to projects, interest revenue, asset sales and an adjustment for Grants Commission funds received early. Balance sheet adjustments are part of working capital movements and are included as the model reconciles back to cash. Interest revenue is excluded from operational performance as returns on investments are outside management's control and variability on returns would skew performance results. The Grants Commission funds have been budgeted to be received 50% in advance over the life of the plan. These funds are ring fenced and transferred into the adopted strategy reserve. If in any year the funds are not paid in advance, the shortfall in recurrent EBITDA will be offset by the transfer from the adopted strategy reserve. Funds from asset sales, with the exception of open space (which is to be transferred to the open space reserve), are made available for allocations. Recurrent EBITDA and Cash adjustments provide cash available for distribution to allocation.
3. **Allocations to Commitments:** Includes Council's funding priorities which often Council has no discretion on funding. Components of commitments include:
 - Debt interest and principal allocations to meet our current and planned debt financing commitments.
 - Development allocations including the Torquay/Jan Juc Developer Plan which will receive its final allocation in 2028-29; and the Winchelsea Infrastructure Plan.
 - Waste allocation which is the surplus from the recurrent Waste EBITDA and is used solely to meet Council's waste obligations, including the landfill rehabilitation.
 - Towards Environmental Leadership allocation to support Council's Climate Emergency Corporate Response Action Plan and other environmental initiatives.
 - Business case investments allocations to fund business case proposals which have a return on investment over five years as a minimum. The savings made on business cases are included in the financial savings targets in recurrent EBITDA.
 - Council election year allocations to funds the cost of elections every four years.
 - Aireys Inlet aged units' allocations that represent the surplus from the service which is ring fenced for future maintenance and capital expenditure required on the units.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

- Growth and compliance cost allocations fund one off projects that have gone through a rigorous project proposal process culminating with Council ratification prior to proceeding through to the draft annual budget on display.

Any balance of cash available for distribution once all allocations to commitments are funded, is available to fund discretionary cash allocations.

4. **Discretionary Cash Allocations:** Are determined annually and affirmed through the budget process depending on cash availability. Proposed discretionary projects that create new or improved assets must be assessed for the impact on Council's future Recurrent EBITDA and renewal requirements, and the ability for this to be afforded in the Financial Plan. If there is no discretionary cash available in any year, Council may choose to fund discretionary allocations from the accumulated unallocated cash reserve if sufficient funds are available. If not, temporary funding from an unrestricted cash reserve may be an option provided a viable plan for future return of funds is put in place.
The balance of cash once allocations to discretionary cash is made is the unallocated cash surplus/(deficit), this is added to the opening balance of the Accumulated Unallocated Cash Reserve to give the closing balance of the reserve for the year.
5. **Accumulated Unallocated Cash Reserve:** Identifies Council's unallocated cash which can only be drawn upon by Council resolution. Surpluses for the year are transferred to the reserve as well as project savings not funded by any other reserve (as these savings are returned to the reserve that funded the project).

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

3. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2021-22 to 2030-2031.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources
- Planned Human Resources expenditure
- Financial Plan Model (non-statutory)

3.1 Comprehensive Income Statement

	2020-21 Forecast \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Income											
Rates and charges	56,771	58,950	60,563	62,569	64,738	67,113	69,566	72,100	74,717	77,420	80,211
Statutory fees and fines	1,927	2,041	2,076	2,118	2,166	2,220	2,275	2,332	2,390	2,450	2,511
User charges	5,343	7,207	7,629	7,836	11,193	11,641	12,180	12,591	13,017	13,457	13,871
Grants - Operating	9,518	7,999	8,086	8,003	8,183	8,388	8,597	8,812	9,032	9,258	9,490
Grants - Capital	12,829	4,501	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051
Contributions - monetary	2,593	2,697	2,838	2,723	2,810	2,885	2,354	2,434	2,017	3,434	2,354
Contributions - non-monetary	6,251	11,401	6,235	4,520	5,040	5,140	2,121	2,941	552	563	9,875
Net gain/(loss) on disposal of property infrastructure, plant and equipment	431	236	-	281	-	-	-	-	-	-	-
Other Income	449	460	533	496	529	565	590	614	615	640	747
Total Income	96,113	95,491	89,012	89,597	95,709	99,002	98,734	102,876	103,392	108,274	120,110
Expenses											
Employee costs	33,615	35,539	35,650	36,703	37,867	38,978	40,114	41,275	42,463	43,678	44,920
Materials and services	29,248	28,434	28,480	28,387	33,225	34,558	35,511	36,499	38,008	39,244	39,589
Depreciation	16,586	18,328	19,373	20,325	21,131	21,872	22,575	23,373	24,171	24,963	25,790
Amortisation - intangible assets	5,639	5,639	5,639	5,639	5,639	5,639	-	-	-	-	-
Amortisation - right of use assets	526	379	387	394	402	410	418	427	435	444	453
Bad and doubtful debts	87	111	112	114	117	120	123	126	129	132	135
Borrowing costs	417	371	326	281	351	302	251	200	155	117	95
Finance costs leases	22	24	24	24	24	34	33	32	31	30	29
Other Expenses	2,825	4,426	1,970	1,982	2,146	2,486	2,689	2,993	3,136	3,331	3,072
Total expenses	88,965	93,250	91,960	93,849	100,903	104,398	101,715	104,925	108,529	111,939	114,083
Surplus/(deficit) for the year	7,148	2,241	(2,947)	(4,252)	(5,193)	(5,397)	(2,982)	(2,049)	(5,137)	(3,665)	6,028
Other Comprehensive Income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment/(decrement)	8,554	7,259	19,431	4,700	13,166	15,812	10,409	8,513	22,325	5,670	14,583
Total Comprehensive Result	15,702	9,500	16,483	448	7,973	10,415	7,428	6,463	17,189	2,004	20,611

3.2 Balance Sheet

	2020-21 Forecast \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Assets											
Current assets											
Cash and cash equivalents	9,733	5,109	5,607	6,112	5,667	6,646	6,541	6,711	7,318	7,954	9,157
Trade and other receivables	6,304	6,156	6,172	6,203	6,238	6,279	6,323	6,369	6,418	6,469	6,523
Other financial assets	50,000	45,000	39,000	31,000	33,000	32,000	32,000	33,000	33,000	33,000	36,000
Inventories	300	306	306	306	306	306	306	306	306	306	306
Non-current assets classified as held for sale	-	-	519	-	-	-	-	-	-	-	-
Other assets	800	816	832	849	866	883	901	919	937	956	975
Total current assets	67,137	57,387	52,436	44,470	46,077	46,114	46,071	47,305	47,980	48,686	52,961
Non-current assets											
Trade and other receivables	38	13	4	-	-	-	-	-	-	-	-
Property, infrastructure plant & equipment	815,127	838,109	860,317	877,158	887,139	901,122	906,548	909,722	924,536	921,434	937,940
Investments in associates and joint ventures	538	538	538	538	538	538	538	538	538	538	538
Right of use assets	495	506	267	22	224	389	130	121	(149)	(424)	(444)
Intangible assets	28,193	22,554	16,916	11,277	5,639	-	-	-	-	-	-
Total non-current assets	844,390	861,720	878,041	888,995	893,539	902,049	907,216	910,381	924,924	921,548	938,033
Total assets	911,527	919,107	930,477	933,465	939,615	948,163	953,287	957,686	972,904	970,234	990,994
Liabilities											
Current liabilities											
Trade and other payables	6,627	6,504	6,620	6,739	6,862	6,987	7,114	7,245	7,378	7,514	7,653
Trust funds and deposits	8,020	8,336	8,336	8,336	8,336	8,336	8,336	8,336	8,336	8,336	8,336
Provisions	7,196	10,243	7,402	7,389	7,463	7,537	7,613	7,689	10,466	7,843	7,922
Interest bearing liabilities	2,150	2,160	2,171	2,322	2,337	2,353	2,369	2,021	2,024	161	-
Lease Liabilities	408	297	293	140	315	321	328	334	341	281	355
Total current liabilities	24,401	27,541	24,822	24,925	25,312	25,534	25,760	25,625	28,545	24,136	24,266
Non-current liabilities											
Provisions	11,516	8,524	8,446	8,454	8,462	8,471	8,479	8,488	5,796	5,805	5,814
Lease Liabilities	53	146	-	-	119	374	205	288	113	-	12
Interest bearing liabilities	16,871	14,711	12,539	14,968	12,631	10,278	7,909	5,889	3,864	3,703	3,703
Total non-current liabilities	28,440	23,380	20,985	23,422	21,213	19,123	16,593	14,665	9,773	9,508	9,529
Total liabilities	52,841	50,921	45,807	48,347	46,525	44,657	42,354	40,290	38,319	33,644	33,794
Net assets	858,686	868,186	884,670	885,117	893,090	903,505	910,933	917,397	934,585	936,589	957,200
Equity											
Accumulated surplus	475,143	487,007	489,562	492,805	486,057	480,682	477,805	474,585	468,842	464,540	466,366
Asset revaluation reserve	325,243	332,502	351,933	356,633	369,799	385,610	396,020	404,533	426,858	432,527	447,110
Other reserves	58,301	48,677	43,175	35,680	37,235	37,213	37,109	38,279	38,886	39,522	43,724
Total equity	858,686	868,186	884,670	885,117	893,090	903,505	910,933	917,397	934,585	936,589	957,200

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

3.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020-21 Forecast				
Balance at beginning of the financial year	842,984	470,461	316,689	55,835
Surplus/(deficit) for the year	7,148	7,148	-	-
Net asset revaluation increment/(decrement)	8,554	-	8,554	-
Transfers to other reserves	-	(35,017)	-	35,017
Transfers from other reserves	-	42,050	-	(42,050)
Balance at end of the financial year	858,686	484,641	325,243	48,802
2021-22				
Balance at beginning of the financial year	858,686	484,641	325,243	48,802
Surplus/(deficit) for the year	2,241	2,241	-	-
Net asset revaluation increment/(decrement)	7,259	-	7,259	-
Transfers to other reserves	-	(22,157)	-	22,157
Transfers from other reserves	-	31,780	-	(31,780)
Balance at end of the financial year	868,186	496,506	332,502	39,179
2022-23				
Balance at beginning of the financial year	868,186	496,506	332,502	39,179
Surplus/(deficit) for the year	(2,947)	(2,947)	-	-
Net asset revaluation increment/(decrement)	19,431	-	19,431	-
Transfers to other reserves	-	(16,300)	-	16,300
Transfers from other reserves	-	21,802	-	(21,802)
Balance at end of the financial year	884,670	499,060	351,933	33,677
2023-24				
Balance at beginning of the financial year	884,670	499,060	351,933	33,677
Surplus/(deficit) for the year	(4,252)	(4,252)	-	-
Net asset revaluation increment/(decrement)	4,700	-	4,700	-
Transfers to other reserves	-	(17,709)	-	17,709
Transfers from other reserves	-	25,204	-	(25,204)
Balance at end of the financial year	885,117	502,303	356,633	26,182
2024-25				
Balance at beginning of the financial year	885,117	502,303	356,633	26,182
Surplus/(deficit) for the year	(5,193)	(5,193)	-	-
Net asset revaluation increment/(decrement)	13,166	-	13,166	-
Transfers to other reserves	-	(15,291)	-	15,291
Transfers from other reserves	-	13,736	-	(13,736)
Balance at end of the financial year	893,090	495,555	369,799	27,737
2025-26				
Balance at beginning of the financial year	893,090	495,555	369,799	27,737
Surplus/(deficit) for the year	(5,397)	(5,397)	-	-
Net asset revaluation increment/(decrement)	15,812	-	15,812	-
Transfers to other reserves	-	(17,697)	-	17,697
Transfers from other reserves	-	(52)	-	52
Balance at end of the financial year	903,505	472,409	385,610	45,486
2026-27				
Balance at beginning of the financial year	903,505	472,409	385,610	45,486
Impact of adoption of new accounting stand	-	-	-	-
Adjusted opening balance	903,505	472,409	385,610	45,486
Surplus/(deficit) for the year	(2,982)	(2,982)	-	-
Net asset revaluation increment/(decrement)	10,409	-	10,409	-
Transfers to other reserves	-	(17,857)	-	17,857
Transfers from other reserves	-	17,962	-	(17,962)
Balance at end of the financial year	910,933	469,532	396,020	45,381
2027-28				
Balance at beginning of the financial year	910,933	469,532	396,020	45,381
Surplus/(deficit) for the year	(2,049)	(2,049)	-	-
Net asset revaluation increment/(decrement)	8,513	-	8,513	-
Transfers to other reserves	-	(18,930)	-	18,930
Transfers from other reserves	-	17,760	-	(17,760)
Balance at end of the financial year	917,397	466,313	404,533	46,552
2028-29				
Balance at beginning of the financial year	917,397	466,313	404,533	46,552
Surplus/(deficit) for the year	(5,137)	(5,137)	-	-
Net asset revaluation increment/(decrement)	22,325	-	22,325	-
Transfers to other reserves	-	(19,160)	-	19,160
Transfers from other reserves	-	18,553	-	(18,553)
Balance at end of the financial year	934,585	460,569	426,858	47,159
2029-30				
Balance at beginning of the financial year	934,585	460,569	426,858	47,159
Surplus/(deficit) for the year	(3,665)	(3,665)	-	-
Net asset revaluation increment/(decrement)	5,670	-	5,670	-
Transfers to other reserves	-	(22,476)	-	22,476
Transfers from other reserves	-	21,840	-	(21,840)
Balance at end of the financial year	936,589	456,267	432,527	47,795
2030-31				
Balance at beginning of the financial year	936,589	456,267	432,527	47,795
Surplus/(deficit) for the year	6,028	6,028	-	-
Net asset revaluation increment/(decrement)	14,583	-	14,583	-
Transfers to other reserves	-	(24,234)	-	24,234
Transfers from other reserves	-	20,032	-	(20,032)
Balance at end of the financial year	957,200	458,093	447,110	51,997

3.4 Statement of Cash Flows

	2020-21 Forecast \$'000	2021-22 Budget \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Cash flow from operating activities											
Rates and charges	57,618	58,938	60,539	62,527	64,690	67,061	69,513	72,045	74,661	77,363	80,153
Statutory fees and fines	2,036	1,991	2,076	2,118	2,166	2,220	2,275	2,332	2,390	2,450	2,511
User charges	5,532	7,456	7,893	8,107	11,583	12,046	12,604	13,030	13,470	13,926	14,355
Grants - operating	9,854	8,281	8,371	8,285	8,471	8,683	8,900	9,123	9,351	9,585	9,824
Grants - capital	12,830	4,521	1,071	1,071	1,072	1,072	1,073	1,073	1,074	1,075	1,075
Contributions - monetary	2,593	2,697	2,838	2,723	2,810	2,885	2,354	2,434	2,017	3,434	2,354
Interest received	439	450	523	486	518	554	579	603	603	628	735
Trust funds and deposits taken/(repaid)	(1,478)	316	-	-	-	-	-	-	-	-	-
Net GST refund/payment	5,375	4,990	4,400	5,228	4,117	4,453	4,596	4,664	4,902	5,236	5,175
Employee costs	(33,313)	(34,800)	(35,050)	(36,095)	(37,250)	(38,352)	(39,478)	(40,629)	(41,807)	(43,010)	(44,241)
Materials and Services	(36,071)	(35,224)	(34,346)	(35,103)	(38,976)	(40,693)	(41,840)	(42,943)	(44,740)	(46,360)	(46,694)
Net cash provided from operating activities	25,415	19,616	18,314	19,346	19,199	19,928	20,575	21,732	21,923	24,327	25,248
Cash Flows from investing activities											
Proceeds from sale of property, plant & equipment	878	664	390	1,190	390	390	390	390	390	390	390
Payments for property, plant, equipment & infrastructure assets	(30,163)	(26,950)	(21,398)	(30,000)	(15,028)	(17,352)	(18,111)	(18,022)	(19,165)	(21,568)	(20,803)
Cash flows from investments	16,546	5,000	6,000	8,000	(2,000)	1,000	-	(1,000)	-	-	(3,000)
Net cash used in investing activities	(12,740)	(21,285)	(15,008)	(20,810)	(16,638)	(15,962)	(17,721)	(18,632)	(18,775)	(21,178)	(23,413)
Cash flows from financing activities											
Finance costs	(418)	(372)	(327)	(282)	(351)	(302)	(251)	(200)	(155)	(117)	(95)
Repayment of lease liabilities	(573)	(408)	(297)	(303)	(309)	(315)	(321)	(328)	(334)	(341)	(348)
Interest paid - lease liabilities	(22)	(24)	(24)	(24)	(24)	(34)	(33)	(32)	(31)	(30)	(29)
Proceeds from borrowings	-	-	-	4,750	-	-	-	-	-	-	-
Repayment of borrowings	(2,149)	(2,150)	(2,160)	(2,171)	(2,322)	(2,337)	(2,353)	(2,369)	(2,021)	(2,024)	(161)
Net cash provided from financing activities	(3,162)	(2,954)	(2,809)	1,969	(3,006)	(2,988)	(2,958)	(2,930)	(2,541)	(2,513)	(633)
Net increase/(decrease) in cash & cash equivalents held	9,513	(4,624)	498	505	(445)	979	(105)	170	607	636	1,202
Cash & cash equivalents at the beginning of the period	220	9,733	5,109	5,607	6,112	5,667	6,646	6,541	6,711	7,318	7,954
Cash & cash equivalents at the end of the period	9,733	5,109	5,607	6,112	5,667	6,646	6,541	6,711	7,318	7,954	9,157
Investments (current and non-current financial assets)	50,000	45,000	39,000	31,000	33,000	32,000	32,000	33,000	33,000	33,000	36,000
Total cash & investments at the end of the period	59,733	50,109	44,607	37,112	38,667	38,646	38,541	39,711	40,318	40,954	45,157

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

3.5 Statement of Capital Works

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	Forecast	Budget									
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Land	77	-	-	-	-	-	-	-	-	-	-
Buildings	8,692	4,991	2,708	9,221	386	914	1,500	2,000	2,500	3,000	4,050
Total Property	8,769	4,991	2,708	9,221	386	914	1,500	2,000	2,500	3,000	4,050
Plant and Equipment											
Plant, Machinery & Equipment	1,760	2,289	1,943	1,135	2,866	1,815	1,775	1,175	1,775	2,163	1,019
Fixtures, Fitting & Furniture	23	380	-	-	-	-	-	-	-	-	-
Computers & Telecomms	973	1,859	150	200	300	350	500	5,000	5,000	5,000	520
Total Plant and Equipment	2,756	4,528	2,093	1,335	3,166	2,165	2,275	6,175	6,775	7,163	1,539
Infrastructure											
Bridges	324	-	-	2,500	-	-	-	-	-	-	-
Drainage & Sewerage	540	371	205	205	205	205	205	205	205	205	315
Footpaths & Cycleways	1,680	568	573	1,074	875	2,561	1,002	2,601	1,377	1,227	1,020
Parks, Open Space & Streetscapes	1,566	1,443	723	265	282	1,005	1,408	333	1,460	543	354
Recreation, Leisure & Communities	4,813	3,744	3,712	1,458	1,556	2,302	590	1,372	624	913	5,200
Roads	9,395	8,315	8,384	10,170	6,566	8,001	9,331	5,124	6,005	5,817	7,400
Offstreet Car Parks	55	203	-	-	-	-	-	-	-	-	-
Waste	211	2,762	-	3,686	1,992	199	1,800	212	219	-	925
Expensed Capital Works	1,728	1,399	1,360	780	680	1,066	680	680	680	1,384	680
Landfill Provision	55	25	3,000	86	-	-	-	-	-	2,700	-
Total Infrastructure	20,367	18,831	17,956	20,224	12,156	15,339	15,016	10,527	10,570	12,789	15,894
Total Capital Works Expenditure	31,892	28,349	22,757	30,780	15,708	18,418	18,791	18,702	19,845	22,952	21,483
Represented By:											
New Asset Expenditure	11,932	5,263	3,083	13,100	500	3,577	1,174	2,187	1,225	-	-
Asset Renewal Expenditure	11,841	11,236	10,984	14,552	12,024	13,087	14,046	15,524	16,918	18,216	19,674
Asset Expansion Expenditure	210	1,757	435	435	500	-	-	-	-	-	-
Asset Upgrade Expenditure	6,127	8,669	3,897	1,828	2,004	688	2,891	311	1,022	652	1,129
Expensed Capital Works	1,728	1,399	1,360	780	680	1,066	680	680	680	1,384	680
Landfill Provision Works	55	25	3,000	86	-	-	-	-	-	2,700	-
Total Capital Works Expenditure	31,892	28,349	22,757	30,780	15,708	18,418	18,791	18,702	19,845	22,952	21,483
Funding Sources Represented By:											
External											
Capital Grants	12,829	4,501	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051
Contributions	150	50	-	-	-	-	-	-	-	-	-
Borrowings	3,275	-	-	4,750	-	-	-	-	-	-	-
Council Cash	15,638	23,797	21,706	24,979	14,657	17,367	17,740	17,651	18,794	21,901	20,432
Total Capital Works Funding Sources	31,892	28,349	22,757	30,780	15,708	18,418	18,791	18,702	19,845	22,952	21,483

3.6 Statement of Human Resources

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	Budget									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure										
Staff Expenditure										
Female	16,314	16,693	17,123	17,607	18,065	18,535	19,017	19,511	20,019	20,539
Male	16,723	17,112	17,553	18,049	18,518	19,000	19,494	20,001	20,521	21,054
Vacant Role	1,157	1,184	1,214	1,249	1,281	1,315	1,349	1,384	1,420	1,457
Total Staff Expenditure	34,193	34,989	35,891	36,905	37,865	38,849	39,859	40,896	41,959	43,050
Full Time										
Female	8,190	8,381	8,596	8,839	9,069	9,305	9,547	9,795	10,050	10,311
Male	15,522	15,884	16,293	16,753	17,189	17,636	18,095	18,565	19,048	19,543
Vacant Role	465	475	488	502	515	528	542	556	570	585
Total Full Time	24,177	24,740	25,377	26,095	26,773	27,469	28,183	28,916	29,668	30,439
Part Time										
Female	8,124	8,313	8,527	8,768	8,996	9,230	9,470	9,716	9,969	10,228
Male	1,200	1,228	1,260	1,295	1,329	1,364	1,399	1,436	1,473	1,511
Vacant Role	692	708	727	747	767	787	807	828	850	872
Total Part Time	10,016	10,249	10,513	10,811	11,092	11,380	11,676	11,980	12,291	12,611
Staff Expenditure Reconciled to Income Statement										
Total Staff Expenditure	34,193	34,989	35,891	36,905	37,865	38,849	39,859	40,896	41,959	43,050
Casuals	497	509	522	536	550	565	579	594	610	626
Volunteers	481	492	505	519	532	546	560	575	590	605
Capitalised Operational Employee Costs	(2,010)	(2,057)	(2,110)	(2,170)	(2,226)	(2,284)	(2,343)	(2,404)	(2,467)	(2,531)
Other Employee Costs and Project Staff	2,378	1,567	1,596	1,626	1,657	1,688	1,720	1,752	1,786	1,820
Unallocated New Compliance and Non Discretionary Employee		150	300	450	600	750	900	1,050	1,200	1,350
Employee Costs as per Income Statement	35,539	35,650	36,703	37,867	38,978	40,114	41,275	42,463	43,678	44,920

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Staff Numbers	Budget									
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff Expenditure										
Female	159.6	159.6	159.6	159.6	159.6	159.6	159.6	159.6	159.6	159.6
Male	151.3	151.3	151.3	151.3	151.3	151.3	151.3	151.3	151.3	151.3
Vacant Role	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4
Total Staff Expenditure	323.4	323.4	323.4	323.4	323.4	323.4	323.4	323.4	323.4	323.4
Full Time										
Female	72.0	72.0	72.0	72.0	72.0	72.0	72.0	72.0	72.0	72.0
Male	139.0	139.0	139.0	139.0	139.0	139.0	139.0	139.0	139.0	139.0
Vacant Role	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Total Full Time	216.0	216.0	216.0	216.0	216.0	216.0	216.0	216.0	216.0	216.0
Part Time										
Female	87.6	87.6	87.6	87.6	87.6	87.6	87.6	87.6	87.6	87.6
Male	12.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3
Vacant Role	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4
Total Part Time	107.4	107.4	107.4	107.4	107.4	107.4	107.4	107.4	107.4	107.4
Staff Numbers included in Income Statement										
Total Staff Expenditure	323.4	323.4	323.4	323.4	323.4	323.4	323.4	323.4	323.4	323.4
Casuals	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3
Volunteers	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8
Capitalised Operational Employee Costs	(16.1)	(16.1)	(16.1)	(16.1)	(16.1)	(16.1)	(16.1)	(16.1)	(16.1)	(16.1)
Other Employee Costs and Project Staff	8.9	4.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Unallocated New Compliance and Non Discretionary Emplo	-	1.4	2.7	4.0	5.2	6.3	7.4	8.4	9.4	10.3
Total Staff Numbers included in Income Statement	328.2	325.2	325.5	326.8	328.0	329.1	330.2	331.2	332.2	333.1

2021-22 Staff Expenditure Division	Permanent Full Time				Permanent Part time			
	Female \$'000	Male \$'000	Vacant \$'000	Total \$'000	Female \$'000	Male \$'000	Vacant \$'000	Total \$'000
Chief Executive Office	559			559	101			101
Culture and Community	2,560	4,267	69	6,897	4,404	281	308	4,992
Environment and Development	3,335	4,923	215	8,472	1,958	361	103	2,422
Governance and Infrastructure	1,736	6,333	180	8,249	1,661	559	282	2,502
Total Staff Expenditure	8,190	15,522	465	24,177	8,124	1,200	692	10,016

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

3.7 Planned Human Resource Expenditure

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Staff Expenditure by Division	Budget									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Office										
Full Time										
Female	559	572	587	603	619	635	652	668	686	704
Male	-	-	-	-	-	-	-	-	-	-
Vacant Role	-	-	-	-	-	-	-	-	-	-
Part Time										
Female	101	103	106	109	112	115	118	121	124	127
Male	-	-	-	-	-	-	-	-	-	-
Vacant Role	-	-	-	-	-	-	-	-	-	-
Total Chief Executive Office	660	675	693	712	731	750	769	789	810	831
Culture and Community										
Full Time										
Female	2,560	2,620	2,687	2,763	2,835	2,909	2,985	3,062	3,142	3,223
Male	4,267	4,367	4,479	4,606	4,726	4,848	4,975	5,104	5,237	5,373
Vacant Role	69	71	73	75	77	79	81	83	85	87
Part Time										
Female	4,404	4,506	4,622	4,753	4,877	5,003	5,134	5,267	5,404	5,544
Male	281	287	295	303	311	319	327	336	344	353
Vacant Role	308	315	323	332	341	349	359	368	377	387
Total Culture and Community	11,889	12,166	12,479	12,832	13,166	13,508	13,859	14,220	14,589	14,969
Environment and Development										
Full Time										
Female	3,335	3,412	3,500	3,599	3,693	3,789	3,887	3,989	4,092	4,199
Male	4,923	5,037	5,167	5,313	5,451	5,593	5,738	5,887	6,040	6,197
Vacant Role	215	220	226	232	238	244	251	257	264	271
Part Time										
Female	1,958	2,004	2,055	2,113	2,168	2,225	2,283	2,342	2,403	2,465
Male	361	369	378	389	399	410	420	431	442	454
Vacant Role	103	105	108	111	114	117	120	123	126	130
Total Environment and Development	10,894	11,147	11,435	11,758	12,064	12,377	12,699	13,029	13,368	13,716
Governance and Infrastructure										
Full Time										
Female	1,736	1,776	1,822	1,874	1,922	1,972	2,023	2,076	2,130	2,185
Male	6,333	6,480	6,647	6,835	7,012	7,195	7,382	7,574	7,771	7,973
Vacant Role	180	184	189	194	199	205	210	215	221	227
Part Time										
Female	1,661	1,699	1,743	1,792	1,839	1,887	1,936	1,986	2,038	2,091
Male	559	572	587	604	619	635	652	669	686	704
Vacant Role	282	288	296	304	312	320	328	337	346	355
Total Governance and Infrastructure	10,750	11,000	11,284	11,603	11,904	12,214	12,531	12,857	13,192	13,534
Total Staff Expenditure	34,193	34,989	35,891	36,905	37,865	38,849	39,859	40,896	41,959	43,050

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Staff Number by Division	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	Budget FTE	FTE	FTE	FTE	FTE	Projections FTE	FTE	FTE	FTE	FTE
Chief Executive Office										
Full Time										
Female	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Male	-	-	-	-	-	-	-	-	-	-
Vacant Role	-	-	-	-	-	-	-	-	-	-
Part Time										
Female	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Male	-	-	-	-	-	-	-	-	-	-
Vacant Role	-	-	-	-	-	-	-	-	-	-
Total Chief Executive Office	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3
Culture and Community										
Full Time										
Female	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4
Male	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
Vacant Role	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Part Time										
Female	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7
Male	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Vacant Role	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
Total Culture and Community	119.0	119.0	119.0	119.0	119.0	119.0	119.0	119.0	119.0	119.0
Environment and Development										
Full Time										
Female	29.6	29.6	29.6	29.6	29.6	29.6	29.6	29.6	29.6	29.6
Male	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
Vacant Role	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Part Time										
Female	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8
Male	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Vacant Role	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9
Total Environment and Development	96.9	96.9	96.9	96.9	96.9	96.9	96.9	96.9	96.9	96.9
Governance and Infrastructure										
Full Time										
Female	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Male	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0
Vacant Role	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Part Time										
Female	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8
Male	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Vacant Role	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Total Governance and Infrastructure	103.2	103.2	103.2	103.2	103.2	103.2	103.2	103.2	103.2	103.2
Total Staff Numbers by Division	323.4	323.4	323.4	323.4	323.4	323.4	323.4	323.4	323.4	323.4

3.8 Financial Plan Model

Refer to Section 2.5 for an explanation on the Financial Plan Model

Financial Plan Model 2021-22 to 2030-31	2020-21 Forecast \$'000	2021-22 Budget \$'000	2022-23 Projection \$'000	2023-24 Projection \$'000	2024-25 Projection \$'000	2025-26 Projection \$'000	2026-27 Projection \$'000	2027-28 Projection \$'000	2028-29 Projection \$'000	2029-30 Projection \$'000	2030-31 Projection \$'000
Recurrent EBITDA less Waste and Other Special Purposes											
Property Rates and Charges	48,125	49,765	50,636	51,649	52,811	54,131	55,485	56,872	58,294	59,751	61,245
Property Rates and Charges Rebate	(250)	-	-	-	-	-	-	-	-	-	-
Supplementary Property Rates and Charges	600	450	1,030	1,635	2,268	2,937	3,637	4,371	5,139	5,943	6,784
Grants	7,890	7,665	7,799	7,955	8,134	8,338	8,546	8,760	8,979	9,203	9,433
Other Revenue	5,531	6,874	7,030	7,208	7,408	7,633	7,865	8,104	8,350	8,604	8,866
Total Recurrent Income	61,896	64,754	66,496	68,447	70,622	73,039	75,533	78,106	80,762	83,501	86,328
Employee Benefits	30,978	32,485	33,240	34,097	35,061	35,972	36,908	37,867	38,852	39,862	40,898
Materials and Services	14,870	15,425	15,695	16,009	16,370	16,779	17,198	17,628	18,069	18,521	18,984
Total Expenditure - Existing Operations	45,848	47,910	48,936	50,106	51,430	52,751	54,106	55,495	56,921	58,383	59,882
Financial Recurrent Savings Target	-	-	300	600	900	1,200	1,500	1,800	2,100	2,400	2,700
Compliance Costs (Recurrent)	-	34	300	600	900	1,200	1,500	1,800	2,100	2,400	2,700
Non-Discretionary Growth	-	543	300	600	1,456	2,172	2,308	2,560	2,810	3,057	3,336
Recurrent Growth Budget Year	-	-	1,080	1,103	1,128	1,155	1,183	1,211	1,240	1,269	1,300
Discretionary Service Growth	-	483	-	-	-	-	-	-	-	-	-
Total Expenditure - New Operations	-	1,060	1,680	2,303	3,484	4,527	4,991	5,571	6,150	6,726	7,336
Recurrent EBITDA less Waste and Other Special Purposes	16,048	15,784	16,180	16,638	16,607	16,960	17,936	18,840	19,791	20,792	21,810
Recurrent EBITDA Waste											
Garbage Charges	8,296	8,554	8,897	9,286	9,659	10,045	10,444	10,857	11,284	11,725	12,182
Other Revenue	2,816	3,267	3,584	3,673	3,765	3,859	3,956	4,055	4,156	4,260	4,366
Total Recurrent Income	11,112	11,821	12,480	12,959	13,424	13,904	14,400	14,912	15,440	15,985	16,548
Employee Benefits	776	820	840	861	883	905	928	951	975	999	1,024
Materials and Services	8,045	10,207	10,971	11,246	11,527	11,815	12,469	12,781	13,101	13,428	13,764
Total Expenditure - Existing Operations	8,821	11,027	11,812	12,107	12,410	12,720	13,397	13,732	14,075	14,427	14,788
Discretionary Growth	-	59	61	63	65	66	68	70	72	74	76
Total Expenditure - New Operations	-	59	61	63	65	66	68	70	72	74	76
Recurrent EBITDA Waste	2,291	735	608	789	950	1,118	935	1,110	1,293	1,484	1,685
Recurrent EBITDA Other Special Purposes											
Other Revenue	23	24	24	25	25	26	27	28	29	29	30
Materials and Services	16	17	17	17	18	18	18	19	19	20	20
Recurrent EBITDA Other Special Purposes	7	7	7	8	8	8	9	9	9	10	10
Total Recurrent EBITDA	18,347	16,526	16,795	17,435	17,565	18,086	18,879	19,958	21,093	22,286	23,505

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Financial Plan Model 2021-22 to 2030-31	2020-21 Forecast \$'000	2021-22 Budget \$'000	2022-23 Projection \$'000	2023-24 Projection \$'000	2024-25 Projection \$'000	2025-26 Projection \$'000	2026-27 Projection \$'000	2027-28 Projection \$'000	2028-29 Projection \$'000	2029-30 Projection \$'000	2030-31 Projection \$'000
Total Recurrent EBITDA	18,347	16,526	16,795	17,435	17,565	18,086	18,879	19,958	21,093	22,286	23,505
Cash Adjustments:-											
Balance Sheet Movements	905	(2)	183	167	164	162	163	165	167	169	171
Interest Revenue	449	640	533	496	529	565	590	614	615	640	747
Grants Commission funds received early adjust	(173)	-	-	(49)	(51)	(52)	(54)	(56)	(57)	(59)	(61)
Asset sales - Plant/Fleet	709	451	390	390	390	390	390	390	390	390	390
Asset sales - Land	382	-	-	800	-	-	-	-	-	-	-
Total Cash Adjustments	2,273	1,089	1,106	1,803	1,031	1,064	1,089	1,113	1,114	1,139	1,247
Total Cash Available for Allocation	20,619	17,615	17,902	19,238	18,596	19,150	19,968	21,071	22,207	23,426	24,753
Allocations to Commitments											
Debt Interest & Principal	2,207	2,162	2,127	2,093	2,314	2,279	2,245	2,211	2,176	2,141	256
Torquay/Jan Juc Developer Plan Allocation	2,448	2,551	2,658	2,770	2,770	2,770	2,770	2,770	1,211	-	-
Winchelsea Infrastructure Plan Allocation	212	219	225	232	239	246	253	261	269	277	285
Developer Contribution Interest Allocation	-	-	-	-	1	-	2	-	-	3	-
Waste Allocation	2,291	735	608	789	950	1,118	935	1,110	1,293	1,484	1,685
Asset Renewal Allocation	7,775	8,724	9,482	10,305	11,400	12,498	13,596	14,791	16,091	17,507	19,047
Towards Environmental Leadership	250	280	280	280	280	280	280	280	280	280	280
Business Case Investments	500	500	500	500	500	500	500	500	500	500	500
Council Election Year	472	-	-	-	500	-	-	-	500	-	-
Aireys Inlet Aged Units	7	7	7	8	8	8	9	9	9	10	10
Growth and Compliance Costs (Non-Recurrent)	326	383	500	500	500	500	500	500	500	500	500
Total Allocations to Commitments	16,488	15,560	16,387	17,477	19,462	20,199	21,089	22,431	22,829	22,702	22,563
Discretionary Cash Available	4,131	2,055	1,514	1,761	(866)	(1,049)	(1,121)	(1,360)	(622)	724	2,190
Discretionary Cash Allocations											
Discretionary Capital & Operating Works	2,157	1,955	1,285	1,000	1,000	-	-	-	-	-	-
Defined Benefits Superannuation Allocation	50	50	50	50	50	50	-	-	-	-	-
Future Infrastructure Plan Allocation	-	-	-	-	-	-	-	-	-	-	-
Pathways	-	-	-	-	-	-	-	-	-	-	-
COVID-19 Support Allocation	1,000	-	-	-	-	-	-	-	-	-	-
Total Discretionary Allocations	3,207	2,005	1,335	1,050	1,050	50	-	-	-	-	-
Unallocated Cash Surplus / (Deficit)	924	50	180	711	(1,916)	(1,099)	(1,121)	(1,360)	(622)	724	2,190
Accumulated Unallocated Cash											
Opening Balance	2,434	3,299	2,884	3,349	4,059	2,143	1,044	924	250	250	250
Annual Surplus/(Deficit)	924	50	180	711	(1,916)	(1,099)	(1,121)	(1,360)	(622)	724	2,190
Reserve Transfer *	-	-	-	-	-	-	1,000	686	622	(724)	(583)
Transfers for Project Funding	234	(465)	285	-	-	-	-	-	-	-	-
Closing Balance Accumulated Unallocated Cash Reserve	3,299	2,884	3,349	4,059	2,143	1,044	924	250	250	250	1,857

* Refer to notes on the Financial Policy Statements section 2.1 and Strategic Actions section 2.2 to understand how the deficits will be managed and potential for increases to discretionary allocations will be made.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

4. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	NOTES	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Trend +/-/o/-
Operating Position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-15.71%	-11.09%	-10.31%	-11.29%	-11.23%	-5.28%	-4.99%	-5.53%	-3.93%	-3.49%	+
Liquidity													
Working Capital	Current assets / current liabilities	2	208.37%	211.25%	178.41%	182.03%	180.60%	178.84%	184.61%	168.08%	201.72%	218.25%	o
Unrestricted Cash	Unrestricted cash/current liabilities	3	-51.20%	-49.59%	-50.71%	-54.54%	-54.13%	-57.41%	-59.98%	-54.38%	-65.58%	-62.74%	-
Unrestricted Cash (VAGO)	Unrestricted cash/current liabilities	3	112.19%	107.53%	73.66%	75.83%	71.20%	66.81%	68.80%	61.23%	71.15%	85.61%	-
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	28.62%	24.29%	27.63%	23.12%	18.82%	14.78%	10.97%	7.88%	4.99%	4.62%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.29%	4.12%	4.16%	4.15%	3.96%	3.77%	3.08%	2.92%	0.36%	0.12%	+
Indebtedness	Non-current liabilities / own source revenue		33.83%	29.48%	31.56%	26.85%	23.34%	19.52%	16.66%	10.72%	10.08%	9.75%	+
Asset renewal	Asset renewal and upgrade expenses / Asset depreciation	5	108.61%	76.81%	80.59%	66.39%	62.98%	75.02%	67.75%	74.22%	75.58%	80.66%	o
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	6	62.31%	62.42%	62.63%	60.75%	60.80%	61.20%	61.28%	61.68%	60.99%	61.71%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.23%	0.24%	0.24%	0.24%	0.25%	0.25%	0.26%	0.26%	0.27%	0.27%	+
Efficiency													
Expenditure level	Total expenses / number of property assessments		\$3,983	\$3,862	\$3,876	\$4,097	\$4,167	\$3,991	\$4,046	\$4,113	\$4,169	\$4,174	+
Revenue level	Total rate revenue / Number of property assessments		\$2,145	\$2,170	\$2,200	\$2,236	\$2,278	\$2,320	\$2,362	\$2,404	\$2,446	\$2,489	+
Workforce turnover	Number of permanent staff resignations & terminations / average number of permanent staff for the financial year		9.10%	8.50%	8.50%	8.50%	8.50%	8.50%	8.50%	8.50%	8.50%	8.50%	-

Notes to Indicators

1. Adjusted Underlying Result – an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. This indicator is improving with a notable step change in the 2026-27 year due to the closure of the tip and the \$5.6m amortisation expense no longer being incurred. The negative result indicates a deficit. This indicator includes expensed capital expenditure and asset write off, if these and the amortisation for the landfill are excluded from the calculation the ratio would be considered a medium risk over the life of the plan under the Victorian Auditor General's Office risk assessment criteria for financial sustainability indicators.
2. Working Capital - the proportion of current liabilities represented by current assets. A ratio of higher than 150% indicates no issues with repaying short-term liabilities as they fall due.
3. Unrestricted cash equals cash and cash equivalents less trust deposits, carried forward capital works and restricted cash reserves. A negative result indicates that unrestricted cash is a deficit. The LGPRF ratio excludes long term investments from unrestricted cash, hence the difference to the VAGO indicator. Long term investments are appropriately managed to be available to cover commitments when required.
4. Loans and borrowings ratios are within Council's targeted range of below 40% and 10% respectively.
5. Asset renewal is indicating a medium risk over the life of the plan under VAGO's risk assessment criteria for financial sustainability indicators. Council has developed an asset renewal funding strategy that takes into account asset usage and condition data. Based on the modelling Council's backlog will grow over the next ten years (noting that our backlog is a low 0.62% of our asset base in 2021-22), then in the following ten years the backlog will reduce as less renewal will fall due.
6. Rates Concentration – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Generally, this ratio indicates Council will become more reliant on rate revenue compared to all other revenue sources. Note the decrease in 2024-25 is related to the new Aquatic Centre budgeted to be operational increasing the adjusted underlying revenue.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

5. Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan.

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2022 is \$16.9 million.

Council has accessed debt funding to complete a range of major projects including the civic precinct, Kurrabee Myaring Community Centre and Stribling Reserve Pavilions.

5.1.2 Future Borrowing Requirements

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan. In 2023-24 Council plans to take out \$4.8 million of new borrowings to help fund the Surf Coast Aquatic and Health Centre.

	Forecast										
	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Opening balance	21,170	19,021	16,871	14,711	17,289	14,968	12,631	10,278	7,909	5,889	3,864
Plus New loans	-	-	-	4,750	-	-	-	-	-	-	-
Less Principal repayment	(2,149)	(2,150)	(2,160)	(2,171)	(2,322)	(2,337)	(2,353)	(2,369)	(2,021)	(2,024)	(161)
Closing balance	19,021	16,871	14,711	17,289	14,968	12,631	10,278	7,909	5,889	3,864	3,703
Interest payment	417	371	326	281	351	302	251	200	155	117	95

5.1.3 Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Forecast										
		2020-21 %	2021-22 %	2022-23 %	2023-24 %	2024-25 %	2025-26 %	2026-27 %	2027-28 %	2028-29 %	2029-30 %	2030-31 %
Total borrowings / Rate revenue	Below 40%	34%	29%	24%	28%	23%	19%	15%	11%	8%	5%	5%
Debt servicing / Rate revenue	Below 5%	0.7%	0.6%	0.5%	0.4%	0.5%	0.4%	0.4%	0.3%	0.2%	0.2%	0.1%
Debt commitment / Rate revenue	Below 10%	4%	4%	4%	3%	4%	3%	3%	3%	3%	3%	0.2%
Indebtedness / Own source revenue	Below 45%	43%	34%	29%	32%	27%	23%	20%	17%	11%	10%	10%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

Total borrowings / Rate revenue

Total borrowings as a percentage of rate revenue Loans balance is well within the target level of below 40% to meet Council's targets over the ten year period.

Debt servicing / Rate revenue

Debt servicing (interest payments) as a percentage of rates revenue is well within the target level of below 5% to meet Council's targets over the ten year period.

Debt commitment / Rate revenue

Debt commitment (principal repayments) as a percentage of rate revenue is well within the target level of below 10% to meet Council's targets over the ten year period.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Indebtedness / Own source revenue

Indebtedness (total non-current liabilities) as a percentage of own source revenue is well within the target level of below 45% to meet Council's targets over the ten year period. A point of difference to many other councils if comparing this ratio, is that Council has a landfill provision which is included in non-current liabilities. Over the life of the plan the provision ranges from \$7.7m to \$4.9m. Council sets aside funds in the waste reserve to fund this provision.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

5.2 Reserves Strategy

5.2.1 Current Reserves

Accumulated Unallocated Cash Reserve

Purpose

The purpose of this reserve is to separately identify Council's unallocated cash.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated by Council based on operational savings or unallocated sources of funding. Outflows from this reserve will be allocations based solely on Council resolutions.

Adopted Strategy Implementation Reserve

Purpose

The purpose of this reserve is to provide funding for projects in line with approved strategies adopted by Council and is funded from operations or grants received.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated via Council resolution. Outflows will be funds allocated to specific projects by Council resolution.

Aireys Inlet Units Reserve (legislative)

Purpose

The purpose of this reserve is as the funding source for the maintenance of social housing for disadvantaged low income earners. Four social housing units currently exist in Aireys Inlet.

Typical Sources of Inflows and Outflows:

Inflows are received by way of rent. Outflows cover future maintenance and capital expenditure related to the units.

Asset Renewal Reserve

Purpose

The purpose of this reserve is to provide funding based on the Asset Renewal Funding Strategy.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis increasing year on year at a predetermined rate as set by Council. Funds from renewal projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on renewal of Council assets including Council's heavy plant (graders, trucks, etc.) and fleet previously funded from the now closed Plant Reserve.

Carried Forward Capital Works Reserve (restricted)

Purpose

The purpose of this reserve is to act as a mechanism to carry over funding for capital works that are still in progress at year end.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated at end of financial year relating to incomplete projects. Outflows will be funds allocated in the new financial year to complete the projects in progress.

Carried Forward Operational Projects Reserve

Purpose

The purpose of this reserve is to act as a mechanism to carry over funding for operational projects that are still in progress at year end.

Typical Sources of Inflows and Outflows:

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Inflows into this reserve will be funds allocated at end of financial year relating to incomplete projects. Outflows will be funds allocated in the new financial year to complete the projects in progress.

Defined Benefits Superannuation Reserve

Purpose

The purpose of this reserve is to provide funding for future defined benefits superannuation fund shortfalls.

Typical Sources of Inflows and Outflows:

Inflows to this reserve are at the discretion of Council, set via the Annual Budget process. Council will make an estimate on the future defined benefits superannuation funding shortfalls and build a reserve in order to meet the shortfall.

Outflows from this reserve will fund defined benefit funding calls from Council's superannuation provider.

Developer Contributions Reserve (restricted)

Purpose

The purpose of this reserve is to hold funds contributed by developers for specific works associated with subdivisions (except for funds in relation to Torquay Jan Juc DCP and Winchelsea Infrastructure Plan which have their own separate reserves). Funds are contributed for works such as footpaths, fencing, streetscape works, lighting and other such items where it is deemed that these works should occur at a later point than the initial development. Funds collected are very specific and tied to particular projects.

Typical Sources of Inflows and Outflows:

Inflows are from contributions collected from developers and outflows are on the works specified.

Future Infrastructure Plan Allocation Reserve

Purpose

The purpose of this reserve is to provide funding for projects in line with strategies yet to be approved and adopted by Council and is funded from operations or grants received.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis at a predetermined rate as set by Council.

Funds from Winchelsea Infrastructure Plan projects completed under budget will also be returned to this reserve.

Outflows from this reserve will be spent on the delivery of Winchelsea Infrastructure Plan Allocation projects that are yet to be defined.

Gherang Gravel Pits Reserve

Purpose

The purpose of this reserve is to provide funding for rehabilitation of the gravel pits reserve site. The balance of funds exceeds this requirement over the life of this plan.

Typical Sources of Inflows and Outflows:

Inflows to this reserve have accrued from surpluses from the Gravel Pits Reserve Operations. If further inflows are required to fund rehabilitation of the gravel pits reserve site, they will be transferred from the Accumulated Unallocated Cash Reserve.

Outflows from this reserve are for rehabilitation of the gravel pits reserve site and, given the balance exceeds the expected rehabilitation requirements, a portion may be used for Council's discretionary requirements.

Main Drainage Reserve (restricted)

Purpose

The purpose of this reserve is to hold developer contributions for main drainage works at a later point than the initial development. As such they are also tied to works within the catchment area from which funds were derived.

Typical Sources of Inflows and Outflows:

Inflows are from contributions collected from developers and outflows are on the works specified.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Open Space Reserve (restricted)

Purpose

The purpose of this reserve is to provide improved recreational facilities for the Surf Coast Shire, both of an active and a passive nature.

Typical Sources of Inflows and Outflows:

Inflows to the open space reserve are solely composed of contributions from subdividers in lieu of the provision of land for public open space. It is noteworthy that substantial income flows into this reserve annually, and these funds will be critical in delivering key outcomes of the Open Space Strategy.

Outflows have been limited to capital works on parks, playgrounds, and both active and passive recreation reserves.

Torquay Jan Juc DCP Contributions

Purpose

The purpose of this reserve is to provide funding based on the Torquay/Jan Juc Developer Plan.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis at a predetermined rate as set by Council and contributions from developers and community levies. Funds from Torquay/Jan Juc DCP projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on the delivery of DCP projects.

Trust and Deposits Reserve (restricted)

Purpose

Whilst not technically a reserve, Trust and Deposits represent cash that Council holds under a contractual agreement, and therefore should be considered part of restricted cash holdings. Some examples of use of this reserve include subdividers holding deposits, fire services levy and contractors retention. Council has decided to utilise a reserve for this purpose to provide clarity.

Typical Sources of Inflows and Outflows:

Cash inflows and to the Trust and Deposits Reserve will arise from contractual agreements between Council and other parties. Outflows generally occur when the agreement expires.

Waste Reserve

Purpose

The purpose of this reserve is to ensure that the full cost of the waste function is met by the waste charges (garbage charge and fee income from landfill) and that surpluses and deficits on an annual basis can be covered without any adverse impact on the balance of Council's budget. This facet is particularly relevant in terms of Council meeting its long-term obligations for landfill rehabilitation where funds need to be set aside in the interim to plan for large-scale costs in the future. The rehabilitation of the Anglesea Landfill is expected to take place in 2022-23 to 2029-30.

Typical Sources of Inflows and Outflows:

Cash inflows to the reserve arise from any surplus funds remaining from the combined income from garbage charges and landfill fees, less the cost of operating the landfills, waste administration, kerbside collection, recycling and other associated waste costs. Outflows are due to waste capital expenditures.

Winchelsea Infrastructure Plan Allocation Reserve

Purpose

The purpose of this reserve is to provide funding for projects in line with strategies yet to be approved and adopted by Council and is funded from operations or grants received.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis at a predetermined rate as set by Council. Funds from Winchelsea Infrastructure Plan projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on the delivery of Winchelsea Infrastructure Plan Allocation projects that are yet to be defined.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

5.2.2 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

Restricted reserves are to be included to the disclosure of restricted cash assets.

Reserves	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's	2025-26 \$000's	2026-27 \$000's	2027-28 \$000's	2028-29 \$000's	2029-30 \$000's	2030-31 \$000's
Restricted Reserves											
Carried Forward Capital Works Reserve (restricted)											
Opening balance	18,281	17,513	8,075	6,281	6,616	6,836	7,329	7,692	7,942	8,201	8,640
Transfer to reserve	17,513	8,075	1,206	1,335	220	493	363	250	259	439	100
Transfer from reserve	(18,281)	(17,513)	(3,000)	(1,000)	-	-	-	-	-	-	-
Closing balance	17,513	8,075	6,281	6,616	6,836	7,329	7,692	7,942	8,201	8,640	8,740
Developer Contributions Reserve (restricted)											
Opening balance	690	445	487	487	487	488	488	490	490	490	493
Transfer to reserve	61	42	-	-	1	-	2	-	-	3	-
Transfer from reserve	(306)	-	-	-	-	-	-	-	-	-	-
Closing balance	445	487	487	487	488	488	490	490	490	493	493
Main Drainage Reserve (restricted)											
Opening balance	210	210	210	210	210	210	210	210	210	210	210
Transfer to reserve	-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	210	210	210	210	210	210	210	210	210	210	210
Open Space Reserve (restricted)											
Opening balance	2,496	2,253	2,103	2,603	3,103	3,603	4,103	4,603	5,103	5,603	6,103
Transfer to reserve	264	-	500	500	500	500	500	500	500	500	500
Transfer from reserve	(508)	(150)	-	-	-	-	-	-	-	-	-
Closing balance	2,253	2,103	2,603	3,103	3,603	4,103	4,603	5,103	5,603	6,103	6,603
Trust and Deposits Reserve (restricted)											
Opening balance	9,498	8,020	8,336	8,336	8,336	8,336	8,336	8,336	8,336	8,336	8,336
Transfer to reserve	-	316	-	-	-	-	-	-	-	-	-
Transfer from reserve	(1,478)	-	-	-	-	-	-	-	-	-	-
Closing balance	8,020	8,336	8,336	8,336	8,336	8,336	8,336	8,336	8,336	8,336	8,336
Total Restricted Reserves											
Opening balance	31,176	28,441	19,211	17,917	18,752	19,473	20,466	21,331	22,081	22,840	23,782
Transfer to reserve	17,838	8,433	1,706	1,835	721	993	865	750	759	942	600
Transfer from reserve	(20,573)	(17,663)	(3,000)	(1,000)	-	-	-	-	-	-	-
Closing balance	28,441	19,211	17,917	18,752	19,473	20,466	21,331	22,081	22,840	23,782	24,382

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

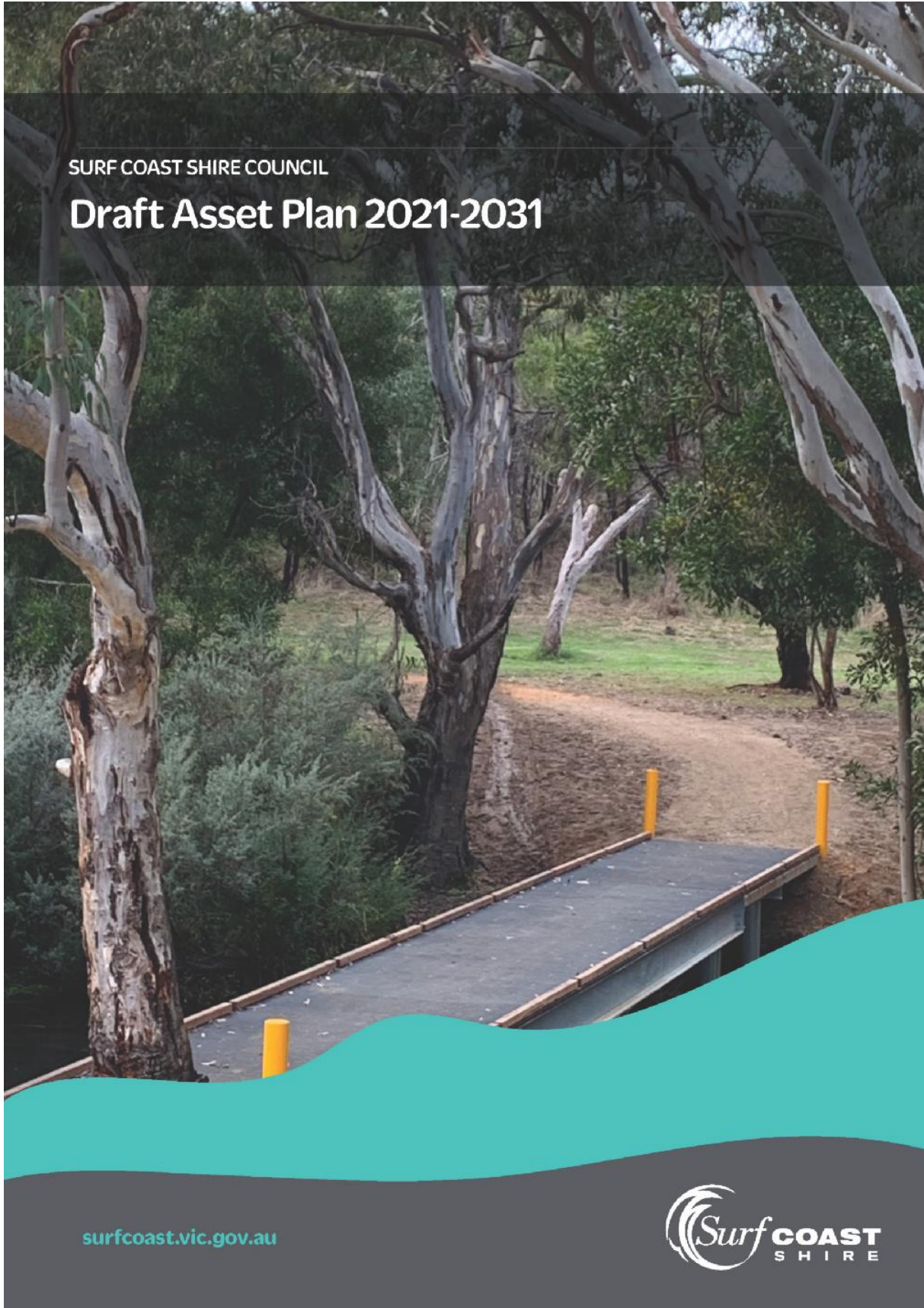
Reserves	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's	2025-26 \$000's	2026-27 \$000's	2027-28 \$000's	2028-29 \$000's	2029-30 \$000's	2030-31 \$000's
Unrestricted Reserves											
Accumulated Unallocated Cash Reserve											
Opening balance	2,434	3,299	2,884	3,349	4,059	2,143	1,044	924	250	250	250
Transfer to reserve	1,268	50	464	711	(1,916)	(1,099)	(121)	(674)	0	724	2,190
Transfer from reserve	(404)	(465)	-	-	-	-	-	-	-	(724)	(583)
Closing balance	3,299	2,884	3,349	4,059	2,143	1,044	924	250	250	250	1,857
Adopted Strategy Implementation Reserve											
Opening balance	5,876	5,277	5,277	5,277	5,326	5,377	5,429	5,483	4,853	4,289	5,072
Transfer to reserve	335	-	-	49	51	52	54	56	57	783	644
Transfer from reserve	(935)	-	-	-	-	-	-	(686)	(622)	-	-
Closing balance	5,277	5,277	5,277	5,326	5,377	5,429	5,483	4,853	4,289	5,072	5,716
Aireys Inlet Units Reserve											
Opening balance	312	319	326	333	341	349	357	366	374	384	393
Transfer to reserve	7	7	7	8	8	8	9	9	9	10	10
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	319	326	333	341	349	357	366	374	384	393	403
Asset Renewal Reserve											
Opening balance	2,363	2,511	2,306	2,471	77	312	588	805	951	1,010	968
Transfer to reserve	8,301	8,724	9,482	10,305	11,400	12,498	13,596	14,791	16,091	17,507	19,047
Transfer from reserve	(8,153)	(8,930)	(9,317)	(12,699)	(11,165)	(12,222)	(13,379)	(14,645)	(16,032)	(17,549)	(19,007)
Closing balance	2,511	2,306	2,471	77	312	588	805	951	1,010	968	1,008
Carried Forward Operational Projects Reserve											
Opening balance	4,151	1,155	-	-	-	-	-	-	-	-	-
Transfer to reserve	1,155	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	(4,151)	(1,155)	-	-	-	-	-	-	-	-	-
Closing balance	1,155	-	-	-	-	-	-	-	-	-	-
Defined Benefits Superannuation Reserve											
Opening balance	1,124	1,174	1,224	1,274	1,324	1,374	1,424	1,424	1,424	1,424	1,424
Transfer to reserve	50	50	50	50	50	50	-	-	-	-	-
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	1,174	1,224	1,274	1,324	1,374	1,424	1,424	1,424	1,424	1,424	1,424

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Reserves	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's	2025-26 \$000's	2026-27 \$000's	2027-28 \$000's	2028-29 \$000's	2029-30 \$000's	2030-31 \$000's
Gherang Gravel Pits Reserve											
Opening balance	2,650	2,469	1,389	1,389	1,389	1,389	1,389	389	389	389	389
Transfer to reserve	144	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	(325)	(1,080)	-	-	-	-	(1,000)	-	-	-	-
Closing balance	2,469	1,389	1,389	1,389	1,389	1,389	389	389	389	389	389
Torquay Jan Juc DCP Contributions Reserve											
Opening balance	4,907	3,905	6,409	3,972	459	3,888	2,441	3,125	3,556	2,577	2,759
Transfer to reserve	3,406	3,564	3,448	3,686	3,788	3,831	3,267	3,314	1,303	1,473	357
Transfer from reserve	(4,408)	(1,059)	(5,885)	(7,199)	(359)	(5,278)	(2,583)	(2,883)	(2,282)	(1,291)	-
Closing balance	3,905	6,409	3,972	459	3,888	2,441	3,125	3,556	2,577	2,759	3,116
Waste Reserve											
Opening balance	9,470	8,663	7,969	4,977	1,460	198	1,097	31	909	1,963	447
Transfer to reserve	2,295	735	608	789	950	1,118	935	1,110	1,293	1,484	1,685
Transfer from reserve	(3,101)	(1,429)	(3,600)	(4,306)	(2,212)	(219)	(2,000)	(232)	(239)	(3,000)	(1,025)
Closing balance	8,663	7,969	4,977	1,460	198	1,097	31	909	1,963	447	1,107
Winchelsea Infrastructure Plan Allocation Reserve											
Opening balance	870	1,089	1,682	2,217	2,493	2,732	2,978	3,231	3,492	3,761	4,038
Transfer to reserve	218	593	535	276	239	246	253	261	269	277	285
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	1,089	1,682	2,217	2,493	2,732	2,978	3,231	3,492	3,761	4,038	4,323
Total Unrestricted Reserves											
Opening balance	34,157	29,859	29,466	25,258	16,928	17,761	16,747	15,778	16,198	16,046	15,740
Transfer to reserve	17,179	13,723	14,594	15,874	14,570	16,704	17,993	18,866	19,022	22,259	24,217
Transfer from reserve	(21,477)	(14,117)	(18,802)	(24,204)	(13,736)	(17,719)	(18,962)	(18,446)	(19,174)	(22,564)	(20,615)
Closing balance	29,859	29,466	25,258	16,928	17,761	16,747	15,778	16,198	16,046	15,740	19,342
Reserves Summary											
Opening balance	65,333	58,301	48,677	43,175	35,680	37,235	37,213	37,109	38,279	38,886	39,522
Transfer to reserve	35,017	22,157	16,300	17,709	15,291	17,697	18,857	19,616	19,781	23,200	24,817
Transfer from reserve	(42,050)	(31,780)	(21,802)	(25,204)	(13,736)	(17,719)	(18,962)	(18,446)	(19,174)	(22,564)	(20,615)
Closing balance	58,301	48,677	43,175	35,680	37,235	37,213	37,109	38,279	38,886	39,522	43,724

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

APPENDIX 4 2021-08-03 DRAFT ASSET PLAN 2021-2031



SURF COAST SHIRE COUNCIL

Draft Asset Plan 2021-2031

surfcoast.vic.gov.au



1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Contents

1.1	Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	5
1.4	Future Demand	6
1.5	Lifecycle Management Plan	6
1.6	Risk Management	6
1.7	Financial Summary	6
1.8	Asset Management Systems	7
1.9	Monitoring and Plan Improvement	7
2	Introduction.....	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	12
3	Levels of Service	14
3.1	Community Engagement	14
3.2	Legislative Requirements	14
3.3	Achieving Levels of Service	15
4	Future Demand	16
4.1	Demand Forecast and Management plan	16
5	Lifecycle Management Plan	17
5.1	Background Data	17
5.2	Operations and Maintenance Plan	19
5.3	Renewal Plan	19
5.4	New and Upgrade Plan	22
5.5	Disposal Plan	22
6	Risk Management Plan	23
6.1	Critical Asset Identification and Management	23
6.2	Risk Assessment Framework	23
6.3	Approach to Managing Resilience	25
7	Financial Plan	26
7.1	Financial Projections	26
7.2	Funding Strategy	27
7.3	Key Assumptions Made in Financial Forecasts	28
7.4	Forecast Reliability and Confidence	29
8	Plan Improvement and Monitoring	30
8.1	Summary of Current and Desired State of AM Practices	30
8.2	Improvement Plan	31
8.3	Monitoring and Review Procedures	31
9	References.....	32

Amendment Register

Issue	Date	Details	By
1	July 2021	Initial draft	Tym Guthridge
2	3 August 2021	Draft Asset Plan for public exhibition	Tym Guthridge

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Tables

Table 2-1 Assets covered by this plan	10
Table 3-1 Legislative Requirements	14
Table 4-1 Demand Forecast and Management Plan	16
Table 5-1 Condition assessment frequency and type	17
Table 5-2 Condition Grading System	18
Table 5-3 Asset Condition Rating by Class	18
Table 7-1 Projected and LTFP Budgeted Renewals and Financing Shortfall	27
Table 7-2 Data Confidence Rating System	29
Table 8-1 Improvement Plan	31

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Figures

Figure 2-1 Asset Management Framework10
Figure 5-1 Typical Degradation Curve.....20
Figure 6-1 Risk Management Process.....24
Figure 7-1 Projected Renewal Demand and LTFP Budgeted Renewal26

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

1. Executive Summary

1.1 Purpose of the Plan

This Asset Plan provides an overview of the key elements and processes required by Surf Coast Shire for the responsive management of assets (including asset components and services); to ensure our compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period. The Asset Plan is a legislative requirement as per the Local Government Act 2020.

1.2 Asset Description

Council's asset base comprises:

Asset Category	Indicative Quantity	Replacement Value (\$,000)
Land	3,252.70 Ha	\$ 212,811
Buildings	322 Structures	\$ 112,883
Plant and Equipment	Fleet – 35 Small Plant – 168 Heavy Plant – 71	\$ 8,470
Roads	6,572,306 m ²	\$ 435,715
Bridges and Major Culverts	44 Structures	\$ 5,278
Footpaths and Cycleways	424,190 m ²	\$ 34,491
Drainage	336 km Pipes 11895 Pits	\$ 104,893
Water and Sewer	5 Systems	\$ 978
Recreational, Leisure and Community	6846 Items	\$ 27,431
Parks Open Space and Streetscapes		\$ 17,863
Off-street Car Parks	Included in Roads	\$ 11,888
TOTAL		\$ 971,958

1.3 Levels of Service

Service levels can be described in two ways:

1. Technical Levels of Service, which generally describe the physical attributes of the asset regardless of where the asset is located (eg. footpath width or surface); and
2. Customer Levels of Service, which generally describe how, when and where a customer might access an asset (eg. footpath to be provided on one side of each residential street).

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Revisions and updates to Customer Levels of Service will typically undergo greater level of community consultation. Technical Levels of Service are more often informed by legislation, regulation and engineering standards and technical data.

1.4 Future Demand

The main demands for new services are created by:

- Population Growth
- Seasonal Population
- Legislative changes

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

- Increase proactive inspections and maintenance
- Awareness of legislative changes

1.5 Lifecycle Management Plan

Council implement lifecycle management of our assets through a number of means and core principles:

- Adoption of condition rating specifications and industry standards to ensure repeatable and consistent auditing results;
- Set condition rating for each asset class;
- Set frequency of auditing of each asset class;
- Renewal planning and implementation based on core decision making principles and prioritisation criteria when funding is insufficient;
- New and upgrading of assets process; and
- Decommissioning and rationalisation of assets.

1.6 Risk Management

Council have a Risk Management Framework that is made up of a set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving the management of risk throughout the organisation including:

- The Risk Management Policy & Strategy
- Reporting structure including Key Performance Indicators
- Accountability and Responsibilities
- Risk Tools including an electronic progressive Risk Register

1.7 Financial Summary

Each asset case is assessed and monitored for sustainable service delivery. Council utilise four indicators to assess sustainable service delivery:

- Asset Renewal Funding Ratio;
- Long Term Life Cycle Costs/Expenditures;
- Medium Term Life Cycle Costs/Expenditures (Over 10 years); and
- Short Term Life Cycle Costs/Expenditures (Over 5 Years).

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

The purpose of each indicator is to measure whether Council has the capacity to deliver the projected renewal, maintenance and operations functions over the nominated planning period. A figure of 100% or greater correlates to adequate or over funding.

Renewal demand is developed through the use of asset modelling that uses material and condition data, useful life data and applicable degradation curves to project when an asset will reach intervention.

Current renewal demand projections and Long Term Financial Plan (LTFP) renewal budgets over the 20 year planning period show a growing backlog within the first 10 years and by the end of the planning period Council should be up to date with the modelled back log. Council remodel and review renewal demand each year to track and monitor progress and also add the 20th year to all projections and the LTFP.

Projected Renewal Demand and LTFP Budgeted Renewal

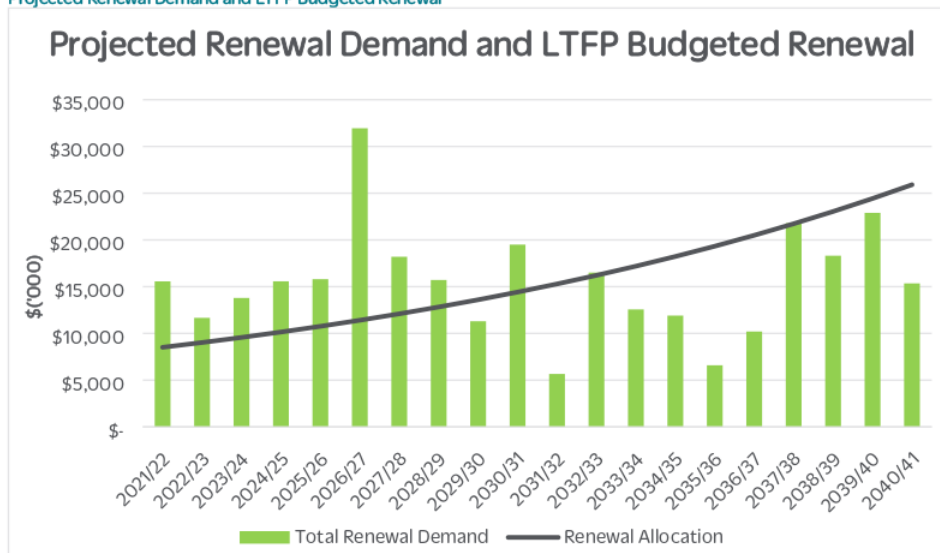


Figure Values are in current (real) dollars.

1.8 Asset Management Systems

Our systems to manage assets include:

- Civica Authority Finance Module
- Civica Authority Asset Management Module

Assets requiring renewal are identified from assessment of the asset data within the Authority Asset Management Module.

1.9 Monitoring and Plan Improvement

The next steps resulting from this Asset Plan to improve asset management practices are:

- Maintain and refine condition data;
- Monitor funding performance;
- Reduce renewal backlog; and
- Review asset rationalisation, decommissioning and service levels.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

2 Introduction

2.1 Background

This Asset Plan outlines the key elements and process required by Surf Coast Shire (Council) for the responsive management of assets (including asset components and services); to ensure our compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period. The Asset Plan is a legislative requirement as per the Local Government Act 2020.

The Asset Plan is to be read in conjunction with Council's planning documents. Council's key planning documents are outlined below:

- Strategic Asset Management Policy;
- Asset Management Strategy;
- Council Plan 2021-2025;
- Finance Plan 2021-22 to 2030-31;
- Asset Capitalisation Policy.

2.1.1 Relationship with Other Planning Documents

- Road Management Plan
- Pathways Strategy
- Torquay Jan Juc Development Contribution Plan
- Open Space Strategy; and
- Asset Management Plans

2.1.2 Recognition of Climate Change

Council has declared a Climate Emergency and developed a Climate Action Plan outlining Council's corporate response to this issue. Council has committed to help the community and environment to thrive in a safe climate and therefore planning for new, upgraded and renewed assets needs to be informed by Climate Change principles of mitigation and adaptation.

2.1.3 Asset Management Framework

Council's Asset Management Framework is detailed in Figure 2-1. The framework is the overarching Asset Management hierarchy including the Asset Management Policy, Objectives, Strategy, Asset Plan and Asset Management Sub-Plans.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

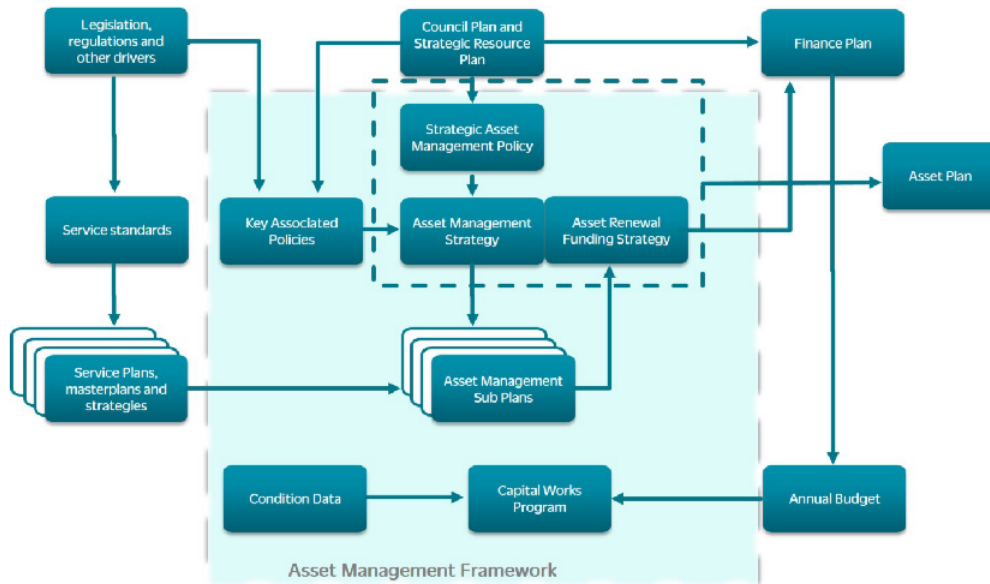


Figure 2-1 Asset Management Framework

2.1.4 Council's Infrastructure Assets

Council's infrastructure assets covered in this Asset Plan are shown in Table 2-1. These assets have a replacement value of \$972 Million as at 30 June 2020 and are used to provide facilitate service delivery to the community.

Table 2-1 Assets covered by this plan

Asset Category	Indicative Quantity	Replacement Value (\$,000)
Land	3,252.70 Ha	\$ 212,811
Buildings	322 Structures	\$ 112,883
Plant and Equipment	Fleet – 35 Small Plant – 168 Heavy Plant – 71	\$ 8,470
Roads	6,572,306 m ²	\$ 435,715
Bridges and Major Culverts	44 Structures	\$ 5,278
Footpaths and Cycleways	424,190 m ²	\$ 34,491
Drainage	336 km Pipes 11895 Pits	\$ 104,893
Water and Sewer	5 Systems	\$ 978
Recreational, Leisure and Community	6846 Items	\$ 27,431

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Asset Category	Indicative Quantity	Replacement Value (\$,000)
Parks Open Space and Streetscapes		\$ 17,863
Off-street Car Parks	Included in Roads	\$ 11,888
TOTAL		\$ 971,958

2.1.5 Key Stakeholders in the Plan

Stakeholder	Role in this Plan
Bicycle user groups	Customer
Commercial operators	Customer
Community User Groups	Customer
Cyclists, pedestrians and other non-vehicle users	Customer
Public Transport services	Customer
School Buses services	Customer
Sporting Clubs	Customer
Tourists, residents	Customer
Land Developers	Other interested party
Road Authorities (VicRoads, DELWP, DoT)	Other interested party
Road Safety organisations	Other interested party

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

2.2 Goals and Objectives of Asset Ownership

Our goal in managing Council's assets base is to provide our assets for community use to a defined level of service in the most cost effective way for the present and future communities. The key elements of infrastructure asset management are:

- Meet service levels that are informed by customer expectations;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- Support the organisation to deliver effective outcomes;
- Are fit and safe for the purpose for which they have been provided;
- Are replaced as required subject to agreed prioritisation;
- Minimise detrimental impact on the natural environment; and
- Identifying, assessing and appropriately controlling risks.

Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Other references to the benefits, fundamental principles and objectives of asset management are:

- International Infrastructure Management Manual 2015
- ISO 55000

2.2.1 Strategic and Corporate Goals

This Asset Plan is prepared under the direction of Council's community vision, organisational direction, goals and objectives.

Our purpose is:

"We exist to help our community and environment to thrive."

Our 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.

Our organisational direction is:

An innovative and flexible leader, and a constructive partner, that values the strengths of others; a place where people can do their best and be proud of their achievements.

2.2.2 Plan Framework

The framework of this asset plan is consistent with the recommended format outlined in the International Infrastructure Management Manual (IIMM).

Key elements of the asset management plan are as follows:

- Summary of the organisations strategic goals and Asset Management (AM) policies;
- Levels of service;

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

- Demand forecasts;
- Asset portfolio;
- Lifecycle Management;
- Financial summary; and
- Plan monitoring and improvement.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

3 Levels of Service

3.1 Community Engagement

Council has engaged with the community via the People Places Future project, followed by deliberative engagement on Council priorities via a People's Panel. The outcome of this collaboration is the development of an inaugural Community Vision. The following consultation process has been undertaken to ensure due consideration and feedback for the Asset Plan is received from relevant stakeholders.

- a. Participatory engagement between 20 January and 28 February 2021 via online and face to face consultations.
- b. Deliberative Engagement between 15 March and 19 May 2021 via a People's Panel, randomly selected for gender, age and location.
- c. Draft Asset Plan prepared by management for consultation with Councillors.
- d. Draft Asset Plan placed on public exhibition at a Special Council Meeting on 3 August 2021 for a period of 21 days for public comment closing 24 August 2021.
- e. Consideration of public comments to be undertaken by officers and Councillors with a rationale of submission incorporation or exclusion to be included in the Council Meeting report for adoption of the plan.
- f. Proposed Asset Plan, including any revisions, presented to Council for adoption on 28 September.

While the community engagement process did not provide statements or strategies specifically for asset planning, there was clearly information that is relevant to how Council manages its asset base, e.g. appropriate for future climate, environmentally sensitive.

3.2 Legislative Requirements

Detailed in Table 3-1 are the legislative requirements Council adheres to in the management of our asset base.

Table 3-1 Legislative Requirements

Legislation
Local Government Act 2020 (LGA)
Road Management Act 2004
Subdivisions Act 1988
Road Management Plans
Disability Discrimination Act 1992
Occupational Health and Safety Act 2004
Council local laws

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

3.3 Achieving Levels of Service

Service levels are split into two types, customer levels of service and technical levels of service.

3.3.1 Customer Levels of Service

Council sets customer levels of service through targeted strategies such as service planning. The Levels of Service are then adapted into targeted areas with key performance targets or measures placed against each with an ideal target also identified.

3.3.2 Technical Levels of Service

Technical levels of service relate to work as usual costs to ensure Council's asset base meets legislative, regulatory and customer levels of service. These activities are as follows:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.

3.3.3 Levels of Services Review and Monitoring

Ongoing review and monitoring of the service levels is an important factor in Council's suite of asset plans and documentation as they are expected to change and develop over time. Current performance measures and practises relate to customer priorities, technology and efficiency procedures of this current time.

Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

4 Future Demand

4.1 Demand Forecast and Management plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4-1.

Table 4-1 Demand Forecast and Management Plan

Demand drivers	Present position	Projection	Impact on services
Population Growth ¹	30,445 in 2018	45,717 by 2036	Increased demand for network extension/ asset base increase, functionality and capacity upgrades.
Demographic Change	Influx of more affluent residents	Surf Coast Shire is one of the least disadvantaged municipalities	Community Levels of Service expectations exceed what Council can provide
Rate Capping	2.0% in 2020/21	Rate capping remains in place going forward resulting in increasing asset renewal backlogs due to reduced funding	Each year the Minister for Local Government sets the rate increase cap, limiting the ability for Council to increase rates to further improve the community
Seasonal Population/ Tourism	Currently population is estimated to double in the summer i.e. 60,000 in 2017	Expected summer population at a minimum would be double i.e. 88,000 in 2036.	Increased usage of services leading to quicker deterioration of services/ assets
Legislative Change	Assets provided, constructed/installed in accordance with standards and legislation	Higher standards and levels of service required to comply with amended legislation	High levels of service may impact upon maintenance and renewal requirements resulting in less value for money
Climate Change	Currently no known impact to Council assets	Potential sea level and temperature rises, drought, severe weather events frequency increase	Increased damage risk to assets. Changes to construction, design and material standards increasing costs and impacting on existing assets useful lives.
Environmental Sustainability	Council published the Environmental Management Strategy in 2006 that outlines how Council will protect, manage and enhance the local environment	Further environmental restrictions are developed and placed on Council at federal or state level	Increased environmental scrutiny impacts on the delivery of cost effective works due to increased environmental processes to go through prior to all works

¹ Based on the Economic and population profiles for Surf Coast Shire at <https://forecast.id.com.au/surf-coast>.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

5 Lifecycle Management Plan

The lifecycle management plan details how the Council plans to manage and operate the assets at the agreed levels of service while managing life cycle costs.

5.1 Background Data

5.1.1 Asset Condition

Condition is monitored on a 3 year cyclic basis. Road Surfaces/Pavements and Pathways are supplemented by proactive Road Management Plan inspections at 6 and 12 month intervals dependent upon pathway hierarchy. Open Space reserves are also supplemented by scheduled inspections throughout the year.

Shown in Table 5-1 are the frequency and timing of each condition audit and whether these are undertaken internally, externally or by other means.

Table 5-1 Condition assessment frequency and type

Asset Class	Asset Type	Cyclic Condition	Audit Type
Roads	Pavement	Year A	External Auditor
	Surface	Year A	External Auditor
	Unsealed Pavement	Year A	External Auditor
	Carparks	Year A	External Auditor
	Kerb/Traffic Control Devices	Year A	External Auditor
	Road Bridges and Major Culverts	Year A	External Auditor
Pathways	Road Pathways	Year B	External Auditor
	Open Space Pathways	Year B	External Auditor
Parks and Open Space	Hard Surface Courts	Year B	External Auditor
	Skate Parks	Year B	External Auditor
	Light Towers	Year B	External Auditor
	Parks Assets i.e. Fences, bollards	Year B	Internal Auditor
Drainage and WSUD	Pits	Year C	Age based
	Pipes	Year C	Age based
	WSUD	Year C	External Auditor
Buildings	Simple Buildings – Overall	Year C	External Auditor
	Complex Buildings – Overall	Year C	External Auditor
	Building Specific Components i.e. Air conditioners	Year C	External Auditor
	Building Sub-components i.e. floor surfaces	Year C	Internal/External Auditor

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Condition is measured using a 1 – 5 grading system as detailed in Table 5-2, further detail is provided in the pathway condition audit specification based upon the 2017 audit.

Table 5-2 Condition Grading System

Condition Grading (1-10)	Condition Grading (1-5)	Description of Condition
1	1	Very Good: only planned maintenance required
2		
3	2	Good: minor maintenance required plus planned maintenance
4		
5	3	Fair: significant maintenance required
6		
7	4	Poor: significant renewal/rehabilitation required
8		
9	5	Very Poor: physically unsound and/or beyond rehabilitation
10		

Table 5-3 Asset Condition Rating by Class

Asset Class	Condition Rating Scale	Intervention
Land	Not Applicable	
Buildings – Overall/Components	1-10	8
Buildings – Subcomponents	1-5	4
Plant & Equipment	Based on age / optimum resale	
Roads	1-10	8
Kerb	1-10	9
Bridges	1-10	8
Pathways	1-5	4
Drainage & WSUD	1-5	4
Sewer	1-5	4
Recreational, Leisure & Community	1-5	4
Parks Open Space & Streetscapes	1-5	4
Off-street Car Parks	Included in roads	

5.1.2 Historical Data

Surf Coast Shire maintains and stores the historical data within the Authority Asset Module. The following data is stored for reference and modelling purposes:

- Previous condition data;
- Maintenance and defect costs; and
- Renewal, replacement and disposed assets.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Previous customer survey information is also retained and may be used to identify trends in service levels.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. sweeping, inspections.

Routine maintenance is the regular on-going work that is necessary to keep assets functioning, including sections of an asset that fail and need immediate repair to make the asset safe and functional again, e.g. edge grinding, patching.

5.2.1 Summary of Future Costs

Future operations and maintenance costs are ideally forecast to trend in line with the value of the asset network.

Future operations and maintenance costs are based on real or budgeted figures for the first year of the modelling i.e. 2020/21. This real/ budgeted figure is then divided by the total Current Replacement Cost (CRC) for pathways and output as a percentage. This percentage is then used to calculate future operations and maintenance costs based upon the projected CRC increase for each financial year.

Future maintenance and operations budgets are increased by nominated growth and Construction Index percentages each year using the first year actuals as the starting point.

5.3 Renewal Plan

Renewal is the replacement or rehabilitation of an asset. Renewal works do not increase the capacity of the asset but restore the asset back to original service level while meeting current-day standards and informed by Climate Change principles of mitigation and adaptation.

Any works that significantly alter, extend or upgrade an existing asset are viewed as upgrade/ expansion and these additions are not funded by renewal, this is further detailed in Council's *Asset Renewal Funding Strategy*.

5.3.1 Decision Making Principles

Council's *Asset Renewal Funding Strategy* outlines the key decision making principles in relation to asset renewal. These principles are summarised below. Each principle is described in greater detail in the *Asset Renewal Funding Strategy*.

1. Asset Renewal is a priority
2. Core business will not be debt-funded
3. Intergenerational equity
4. Smoothing renewal demand
5. Smoothing funding allocation
6. Planning for growth
7. Optimising timing for renewal
8. Renewal funding should achieve a "like-for-like" replacement

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

9. Only renew assets that have ongoing need
10. Renewing in advance of planned intervention

5.3.2 Renewal Identification

Assets requiring renewal/replacement are identified through the Authority Strategic Asset Modelling module that links to the Authority Asset Module and utilises IPWEA degradation curves to estimate intervention years based upon project asset condition.

Ad hoc inspections of assets can also inform renewal identification at times. These inspections can originate from routine inspections i.e. Road Management Plan inspections or from community notification to Council i.e. CRM.

Asset classes that are not as heavily reliant on condition but require renewal based upon age, time of use or manufacture support such as fleet and IT are reviewed annually and typically have set timeframes for renewal. Fleet for instance as a typically 3 year life of use before renewal is required as per Council's Motor Vehicle Policy.

The following parameters are input in the modelling module to assist in developing renewal programs:

- Intervention levels as per Table 5-3;
- Current condition rating data;
- Renewal treatment rates for material type; and
- Useful lives as per MPP-001 where applicable.

Surf Coast Shire Management Policy and Procedure: MPP-001 Asset Accounting useful life component breakdown has been implemented throughout the Authority Asset Module for each asset class.

Utilising the above parameters and a degradation curve based upon useful life or asset type Council can assess how an asset condition is likely to change over the course of its useful life and when intervention may be reached or is likely to occur. Typically intervention occurs when an asset has expended 75-90% of its useful life. Figure 5-1 represents a typical degradation curve that would be implemented within the renewal modelling.

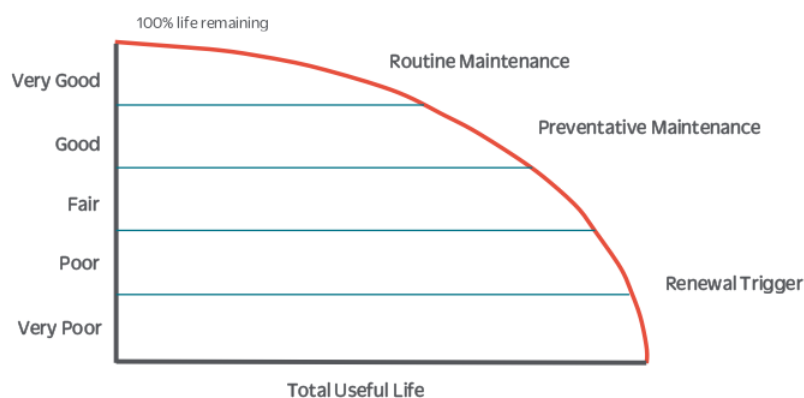


Figure 5-1 Typical Degradation Curve

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

5.3.3 Renewal Strategies

Council will plan capital renewal projects to meet level of service objectives and minimise infrastructure service risks by:

- Utilising strategic modelling of asset classes, annual renewal program development to validate modelled renewal candidates and review any requests from land managers, inspectors or the community to renewal assets that are at or above intervention.
- Develop project charters for scope to budget programs and standalone projects. The charters will aim to identify:
 - Scope items;
 - Project Risks, key stakeholders and timelines;
 - Identify any previous lessons learned and opportunities for value adds or new technologies; and
 - Implementation plan and project plan.

5.3.3.1 Renewal Ranking Criteria

Throughout the asset lifecycle there will be times where renewal demand is greater than available funding. Whilst having a long term plan will assist to plan and level out works, there will be situations where impartial assessment of which asset should be prioritised for renewal is required.

To determine renewal priorities, Council will implement a renewal ranking criteria applicable to each asset class. This will consist of three criteria at a minimum, which may be:

- Condition;
- Criticality; and
- Risk

The system will also provide an indication on critical assets that may exhibit some of the following characteristics:

- Have a high consequence of failure;
- Have high use and subsequent impact on users would be greatest;
- Have a total value representing the greatest net value;
- Have the highest average age relative to their expected lives; and
- Have high operational or maintenance costs.

5.3.3.2 Renewal and Replacement Standards

Refer to the *Asset Renewal Funding Strategy* for direction on Council's approach to renewal and replacement standards.

5.3.4 Summary of Renewal Demand and Funding

Projected renewal demand and Long Term Financial Plan (LTFP) renewal funding allocation is outlined and shown in Section 7.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

5.4 New and Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. These assets may be provided through one of the following categories:

- Council funded;
- Granted asset i.e. developer funded;
- Council or developer contribution; or
- Contribution by the land owner via a special charge scheme.

5.4.1 Capital Investment Strategies

Upgrade/new asset priorities are identified through Council Strategies. Once priorities are identified projects are submitted to Council for funding consideration through the annual Budget Submission process. Projects may also be funded through various grant funding programs initiated by Federal and State Governments.

5.5 Disposal Plan

In undertaking a holistic approach to asset management Council at times will be required to dispose of existing assets. Assets that are identified for disposal typically will meet one of the following criteria:

- No longer serves a genuine community demand; or
- Multiple access pathways in one area and there is an opportunity to consolidate.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

6 Risk Management Plan

Risk is defined as the effect of uncertainty on objectives - where the effect may be positive or negative and where objectives apply across Surf Coast Shire Business Units and activities.

Surf Coast Shire Council faces a range of risks that can have an impact on the achievement of its objectives from both a strategic and operational level, including the management of assets. A risk management framework supports the process to systematically identify, analyse and control risk.

The Risk Management Framework is made up of a set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving the management of risk throughout the organisation including:

- The Risk Management Policy & Strategy
- Reporting structure including Key Performance Indicators
- Accountability and Responsibilities
- Risk Tools including an electronic progressive Risk Register

The objectives of the framework are to provide a systematic approach to the early identification and management of risks supported by the risk management process described in more detail in The Risk Management Strategy.

6.1 Critical Asset Identification and Management

Critical assets and/or infrastructure are defined as those which have a high consequence of failure causing significant loss or reduction of service i.e. single access Timber Bridge in and out of a property or area that is located within a high risk bushfire area.

Critical failure modes are those which have the highest consequences.

6.2 Risk Assessment Framework

Council implements a risk management framework that provides an effective process for the identification, analysis and management of both negative and positive impacts on physical, social and economic capital. That will safeguard Councils assets, infrastructure, people, finances, reputation and sustainability.

Through the application of a robust and consistent approach to risk management Council:

- Recognises risk management as an integral part of good management practice and decision making;
- Integrates risk management into planning and operational processes;
- Creates and maintains a risk management environment that enables Council to deliver high quality services and meet performance objectives in line with our principle of continuous improvement;
- Ensures resources and operational capabilities are identified and deployed responsibly and effectively; and

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

- Demonstrates the application of the risk management process of identifying, analysing, evaluating and treating risks, as detailed in the risk management standard, AS/NZS ISO 31000:2009 Risk management–Principles and Guidelines.

The framework is based on:

- AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines;
- SA/SNZ HB 436:2013 Risk Management Guidelines – Companion to AS/NZS ISO 31000:2009; and
- ISO Guide 73: Risk Management – Vocabulary.

Further depth and clarity for the Surf Coast Shire framework is contained within *Management Procedure RM-001: Risk Management Process*.

The risk management process used in this AMP is shown in Figure 6-1.

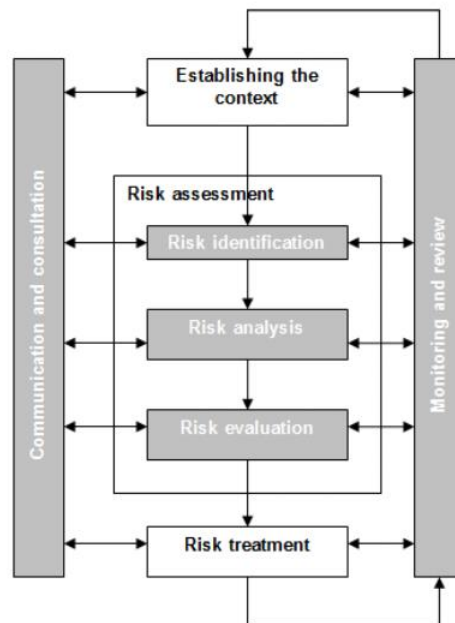


Figure 6-1 Risk Management Process

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

6.3 Approach to Managing Resilience

The resilience of our critical infrastructure (refer to Section 6.1) is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

7 Financial Plan

Detailed in this section are the financial metrics Council assess each asset class against including renewal, maintenance and operations projections. Acquiring more condition data, maintenance data and other key metrics will further improve the financial projection reliability moving forward.

Each asset case is assessed and monitored for sustainable service delivery. Council utilise four indicators to assess sustainable service delivery:

- Asset Renewal Funding Ratio;
- Long Term Life Cycle Costs/Expenditures;
- Medium Term Life Cycle Costs/Expenditures (Over 10 years); and
- Short Term Life Cycle Costs/Expenditures (Over 5 Years).

The purpose of each indicator is to measure whether Council has the capacity to deliver the projected renewal, maintenance and operations functions over the nominated planning period. A figure of 100% or greater correlates to adequate or over funding.

7.1 Financial Projections

Renewal demand is developed through the use of asset modelling that uses material and condition data, useful life data and applicable degradation curves to project when an asset will reach intervention. The theoretical intervention year is then used to develop a renewal demand for a nominated financial year. This is then utilised to develop a smooth allocation over the planning period of 20 years. Figure 7-1 displays the renewal demand verses the smooth allocation.

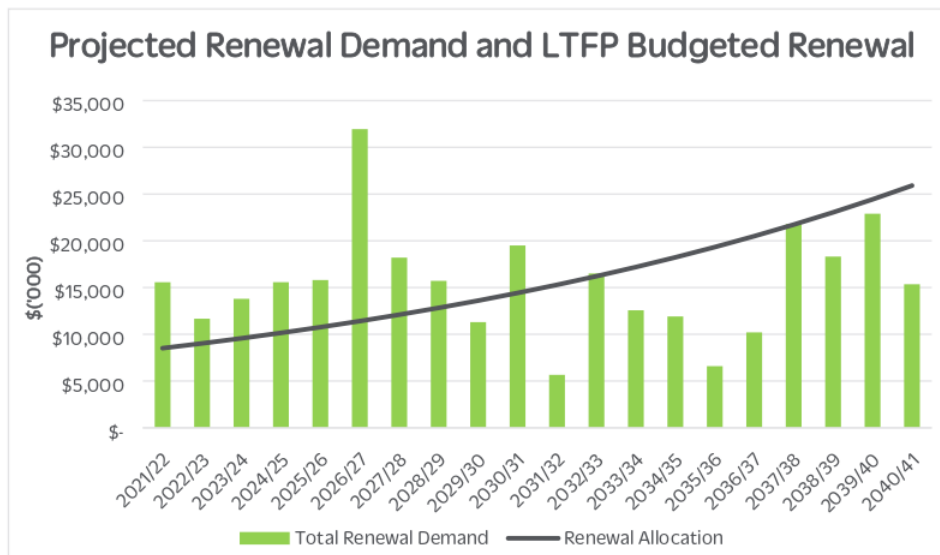


Figure 7-1 Projected Renewal Demand and LTFP Budgeted Renewal

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

Figure Values are in current (real) dollars and do not have CPI applied.

Outlined further in Council's *Asset Renewal Funding Strategy* are the pros and cons of this funding model and why it has been applied within the LTFP.

Using a smoothed allocation will lead to an asset renewal backlog, that over the 20 year planning period will be balanced out. The renewal demand and smooth allocation is assessed each year through modelling and by adding in the 20th year.

Table 7-1 shows the shortfall between projected renewal demand and budgeted renewal in the long term financial plan.

Table 7-1 Projected and LTFP Budgeted Renewals and Financing Shortfall

Financial Year	Projected Renewal Demand (\$'000)	LTFP Renewal Budget (\$'000)	Renewal Financing Shortfall (- gap, + surplus) (\$'000)	Cumulative Shortfall (- gap, + surplus) (\$'000)
2021-22	\$15,568	\$8,511	-\$7,056	-\$7,056
2022-23	\$11,664	\$9,025	-\$2,639	-\$9,695
2023-24	\$13,793	\$9,569	-\$4,224	-\$13,919
2024-25	\$15,573	\$10,147	-\$5,426	-\$19,345
2025-26	\$15,802	\$10,759	-\$5,043	-\$24,387
2026-27	\$31,945	\$11,408	-\$20,537	-\$44,925
2027-28	\$18,200	\$12,096	-\$6,104	-\$51,029
2028-29	\$15,715	\$12,826	-\$2,889	-\$53,917
2029-30	\$11,300	\$13,600	\$2,300	-\$51,617
2030-31	\$19,501	\$14,420	-\$5,081	-\$56,698
2031-32	\$5,662	\$15,290	\$9,629	-\$47,069
2032-33	\$16,507	\$16,213	-\$294	-\$47,363
2033-34	\$12,566	\$17,191	\$4,625	-\$42,738
2034-35	\$11,906	\$18,228	\$6,322	-\$36,416
2035-36	\$6,591	\$19,328	\$12,737	-\$23,679
2036-37	\$10,203	\$20,494	\$10,291	-\$13,388
2037-38	\$21,797	\$21,731	-\$67	-\$13,454
2038-39	\$18,312	\$23,042	\$4,730	-\$8,724
2039-40	\$22,897	\$24,432	\$1,535	-\$7,189
2040-41	\$15,351	\$25,906	\$10,554	\$3,365

Note: A negative shortfall indicated a financing gap; a positive shortfall indicates a surplus for that year.

The above figures in Table 7-1 are in current (real) dollars and have not had CPI applied.

7.2 Funding Strategy

Funding for assets is provided from the budget and long term financial plan.

Refer to *Surf Coast Shire Asset Renewal Funding Strategy* for further details.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

7.3 Key Assumptions Made in Financial Forecasts

Shown below are the key assumptions made in development of this Asset Plan.

Key assumptions made in this asset management plan are:

- Growth as forecast
- No significant changes in legislation
- Staffing needs are resourced adequately
- Forecasted on “today’s” dollars

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

7.4 Forecast Reliability and Confidence

Each asset class is internally assessed and given a confidence rating as per Table 7-2. The assessments are used to better inform improvement areas and highlights improvement or development opportunities within asset classes and Council systems.

Table 7-2 Data Confidence Rating System

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

8 Plan Improvement and Monitoring

8.1 Summary of Current and Desired State of AM Practices

8.1.1 Accounting and Financial Data sources

Assets were previously managed using a variety of systems and excel spreadsheets. In 2013 Council commenced a project to consolidate asset data and works scheduling to reduce the risk of using disparate systems and processes. This has now resulted in a Financial Asset Register (CVR Register), linked to the Asset Management Database within the Civica Authority Asset Management module. All financial assets or CVR records have a corresponding asset in the Asset management database. Asset Management Data sources

Assets were previously managed using a variety of systems and tools. In 2013 Council commenced a project to consolidate asset data and works scheduling to reduce the risk of using disparate systems and processes. This has now resulted in an asset database which has been "cleansed" of duplicate and out of date data. This will be an on-going process.

8.1.2 Asset register

The master asset data sits within the Civica Authority Asset Management module. Civica Authority core enterprise suite includes the existing Financials module resulting in a consolidated asset register.

8.1.3 Linkage from asset management to financial system

The consolidated asset register sits within the Civica Authority core enterprise suite. The asset data is stored in the asset management module with links to the financials module. Additional asset data, captured from activities such as condition audits, will be loaded into the asset register in the form of summary condition data, estimated useful life and valuations.

8.1.4 Accountabilities for asset management system and data maintenance

The Asset Management Analyst and Asset Officer as part of the Asset Management Team are the data owners of the Asset Register. Works related data is the responsibility of the Field Service Manager and their respective business units.

8.1.5 Asset Renewal Modelling

Assets requiring renewal/replacement are identified through the Authority Strategic Asset Modelling module that links to the Authority Asset Module and utilises IPWEA degradation curves to estimate intervention years based upon project asset condition.

8.1.6 Fleet Management System

Throughout 19/20 and 20/21 Council transitioned to a new fleet system, Ausfleet. This system better integrates with the existing asset and finance system whilst providing greater useability for staff and report metrics for the fleet team.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

8.2 Improvement Plan

The asset management improvement plan generated from this asset plan is shown in Table 8-1.

Table 8-1 Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Maintain and refine condition data	Strategic Assets	Strategic Asset Manager and Asset Management Analyst	Ongoing
2	Monitor funding performance	Strategic Assets	Strategic Asset Manager and Asset Management Analyst	Ongoing
3	Reduce renewal backlog, by various means: <ul style="list-style-type: none"> • Sustainable longer life materials • Rationalisation of utilisation of assets • Review of service levels 	Strategic Assets	Strategic Asset Manager and Asset Management Analyst	Ongoing through annual review
4	Review asset rationalisation, decommissioning, stand provision and service levels	Strategic Assets	Strategic Asset Manager and Asset Management Analyst	EOFY 2022/23

8.3 Monitoring and Review Procedures

This Asset Plan will be reviewed by the end of the financial in which a Council Election is complete as per the LGA. The next review is proposed to undertaken by July 2024.

1.1 People Place Future Draft Strategic Plans (Community Vision, Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan)

9 References

- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, Concise and Comprehensive Asset Management Plan Templates, Institute of Public works Engineering Australasia
- Risk Management Process, ISO 31000 Risk Management – Principles and Guidelines on Implementation.
- SA/SNZ HB 436:2013 Risk management guidelines - Companion to AS/NZS ISO 31000:2009
- HB 158-2010 Delivering assurance based on ISO 31000:2009 Risk management – Principles and guidelines
- IEC/ISO 31010 Risk management – Risk assessment techniques HB 327:2010 Communicating and consulting about risk
- Victorian Government Risk Management Framework
- VMIA Risk Management – Developing and Implementing a Risk Management Framework
- Surf Coast Shire Risk Management Policy - SCS-021
- Surf Coast Shire Management Policy and Procedure: MPP-001 Asset Accounting
- Surf Coast Shire Audit and Risk Committee Charter – TRIM D16/102794
- Economic and population profiles – Surf Coast Shire website:
<https://www.surfcoast.vic.gov.au/Community/Businesses/Economic-and-population-profiles>;
- Surf Coast Shire Asset Renewal Funding Strategy
- 'Shire Coast Shire Council Plan 2021 – 2025', and
- 'Shire Coast Shire Annual Report 2020-2021'.